

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny Committee to be held on 11th August 2016.

H

Subject:

Bradford Council's Workforce Development Programme 2015 - 2019

Summary statement:

This report provides an update on Bradford Council's Workforce Development Programme 2015 – 17, and presents the proposed programme for 2017 – 2019.

The purpose of the Workforce Development training and development programme is to provide a coordinated approach to workforce development that will enable the Council to recruit, retain and develop the skills, competence and confidence of the workforce, and to ensure that every member of staff is working to full capacity and capability to achieve our key priorities.

Director of Human Resources
Sue Dunkley

Portfolio:

Leader

Report Contact: Tina Lafferty –
Head of Workforce Development
Naomi Fernandez – Workforce
Development Manager

Phone: (01274) 434503

E-mail: tina.lafferty@bradford.gov.uk

Naomi.fernandez@bradford.gov.uk

Overview & Scrutiny Area:

Corporate



1. SUMMARY

Last year the Committee were presented with Bradford Council's Workforce Development Programme 2015-19. This report provides an up-date on progress made, and presents the programme that we propose to run from 2017-2019.

2. BACKGROUND

In 2015 the committee were presented with a report on the Workforce Development programme 2015-19. The report highlighted our workforce challenges, in summary:

- A reduction in the workforce of 17.5% since 2010 and further anticipated reductions in the workforce over the next 2-3 years
- An average age of 45.7 years and only 3% of the workforce under the age of 25
- 4.3% staff self-reporting a disability versus a national average of 19%
- 15% of the workforce from a BME background employed in grades PO6 and above
- 14% of the workforce recorded as having had an Appraisal within the last 2 years
- Departmental led training and development plans, with little emphasis on corporate/cross council skill development
- The councils purpose and values are not currently embedded

The report identified that a coordinated approach to workforce development would enable the Council to recruit, retain and develop the skills, competence and confidence of the workforce and ensure that every member of staff is working to full capacity and capability to achieve our key priorities.

A summary of the 2015-17 programme and priorities are shown in **appendix 1**

Programmes of work commenced during 2015, a summary of progress to date is show in **appendix 2**. Work will continue during 2016

A summary of course evaluation for 2015-16 is shown in **appendix 3**

A review of the Workforce Development Programme is now underway, **appendix 4** shows a summary of the proposed Workforce Development Programme 2017-19

3. OTHER CONSIDERATIONS

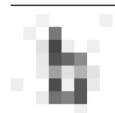
N/A

4. FINANCIAL & RESOURCE APPRAISAL

Funding for the 2017-19 Workforce Development programme will form the Workforce Development budget proposals for this period. Work is underway to develop a costed delivery plan.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

N/A



6. LEGAL APPRAISAL

N/A

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Equality & diversity is a key priority in the 2017-19 Workforce Development Programme. Actions include:

- Embed the Equality Objectives in the Workforce Development plan
- Embed the equality and diversity development plan
- Workforce Development to attend Corporate Equality Steering Group
- Support staff networks/ staff engagement
- Embed the Equality Competency programme

7.2 SUSTAINABILITY IMPLICATIONS

N/A

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

N/A

7.4 COMMUNITY SAFETY IMPLICATIONS

N/A

7.5 HUMAN RIGHTS ACT

N/A

7.6 TRADE UNION

HR working with the TUs on the development of a joint learning agreement.

HR working with TUs on the development of a joint training session for management and TUs. The session will look at how we need to work together productively to get the best for the people of Bradford, Members and staff

7.7 WARD IMPLICATIONS

N/A

7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

N/A



8. NOT FOR PUBLICATION DOCUMENTS

N/A

9. OPTIONS

N/A

10. RECOMMENDATIONS

We are seeking Members views and comment on progress to date, and on the proposed priorities 2017-19.

11. APPENDICES

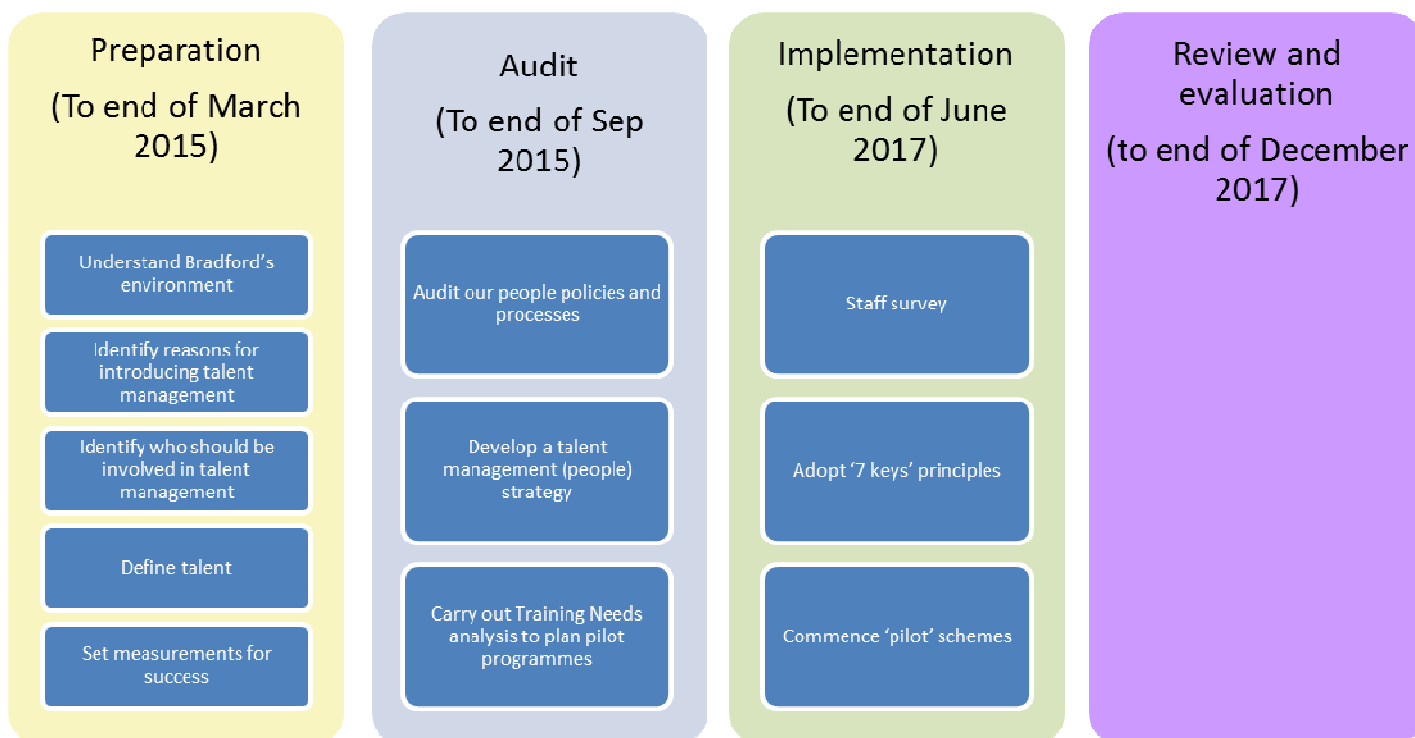
1. Summary of Workforce Development Programme 2015-17
2. Summary of progress to date
3. Workforce Development annual Evaluation Report 2015-16
4. Summary of Workforce Development Programme 2017-19

12. BACKGROUND DOCUMENTS

Bradford Council workforce development programme – 2015-2019



Summary of Workforce Development Programme 2015-17



PRIORITIES

- Develop a concise People Strategy that is linked to the workforce development programme
- Identify the appropriate corporate skills that will assist staff to adapt to the new ways of working e.g. commercial and negotiating skills, political awareness, customer service skills, integration and coproduction etc and deliver as a key component of the corporate learning and development plan
- Assess current key skills and resources across the Council versus required skills and resources and establish succession gaps and development requirements
- Design and deliver a leadership and management development programme to develop consistently high standards of leadership and management skills and behaviour
- Establish a programme of initiatives to accelerate the recruitment, development and promotional prospects of disproportionately low groups (including BME, women, younger people and people with disabilities)
- Design a new streamlined recruitment and selection process
- Create a strategic people performance management framework and process
- Develop positive systems and methods of communication, engagement, development and wellbeing to retain key skills
- Make best use of technology to develop efficient and effective recruitment, engagement, development and retention tools



Summary of progress to date

People Strategy developed

Outplacement Strategy developed with DWP

Review and overhaul of staff awards now based on our values

Recruitment and Selection Review underway

Skills identified as improved political awareness, community awareness, commercial and negotiating skills as well as improved future leadership

Re-communicate revised Volunteering Policy

On-going staff focus groups quarterly joint Officer/Executive (either Leader or Deputy Leader)

Employers Conference identified 4 main activities to improve employment prospects for people of Bradford

Staff Survey: closed 27th November 2015. Results shared with departments

Drafts of 'common recruitment narrative' agreed with Bradford Employers – now being shared with Producer City Board prior to CMT/JLT

Political awareness sessions carried out on a 'train the trainer' basis

Faith Calendar complete, launched this January

Future Leaders Programme launched end of October 1st session 29th January

Employee Engagement Plan completed and being used to co-ordinate staff activity

Talks to Bradford University MA and MBA students (mainly BAME) on working for the Council

4 new Apprentices selected BME/disabled/young applicants encouraged and Graduate Network commencing shortly

Leadership Peer Coaching & Mentoring Programme in partnership with Bradford university: launched October

Front Line Managers Programme draft complete, launching March/April

CMT and SLT Development Programme: SLT programme started in June. CMT development programme complete

New Learner Management System 'Evolve' procured. Implementation of the Learn module nearing completion. This will enable us to carry out a skills audit

LG Challenge Member of staff selected for assessment – Yunus Mayat

Be Safe web based and APP product development underway, this will enable us to generate income from other LAs

Review of appraisals complete. New online system 'Evolve' will establish a corporate approach to Performance Management, and will enable online reviewing/ recording, with the ability to automate comprehensive reports

395 courses and qualifications delivered to 16700 people. Courses are provided to internal employees, partner organisations, external organisations, and local authorities across the region.



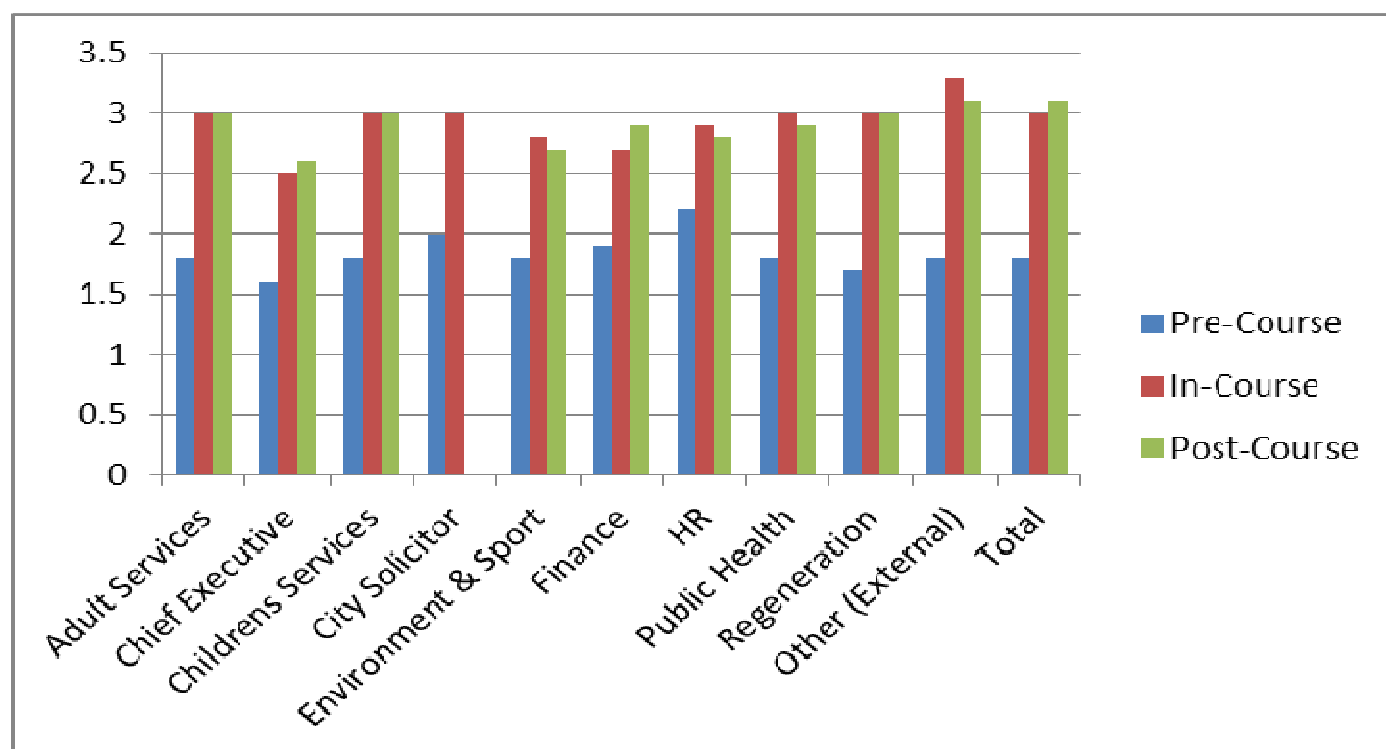
Workforce Development Annual Evaluation Report 2015-16

Key Statistics

These figures are based on an average knowledge rating for each department before, immediately after and 6-weeks post training. The scoring criteria is based on a scale of 0-4 ; None (0), Just aware (1), Little knowledge (2), Quite a lot of knowledge (3) and Confident in this subject (4)

	Pre-Course	In-Course	Post-Course
Adult Services	1.8	3.0	3.0
Chief Executive	1.6	2.5	2.6
Children's Services	1.8	3.0	3.0
City Solicitor	2.0	3.0	N/A
Environment & Sport	1.8	2.8	2.7
Finance	1.9	2.7	2.9
HR	2.2	2.9	2.8
Public Health	1.8	3.0	2.9
Regeneration	1.7	3.0	3.0
Other (External)	1.8	3.3	3.1
Total	1.8	3.0	3.1

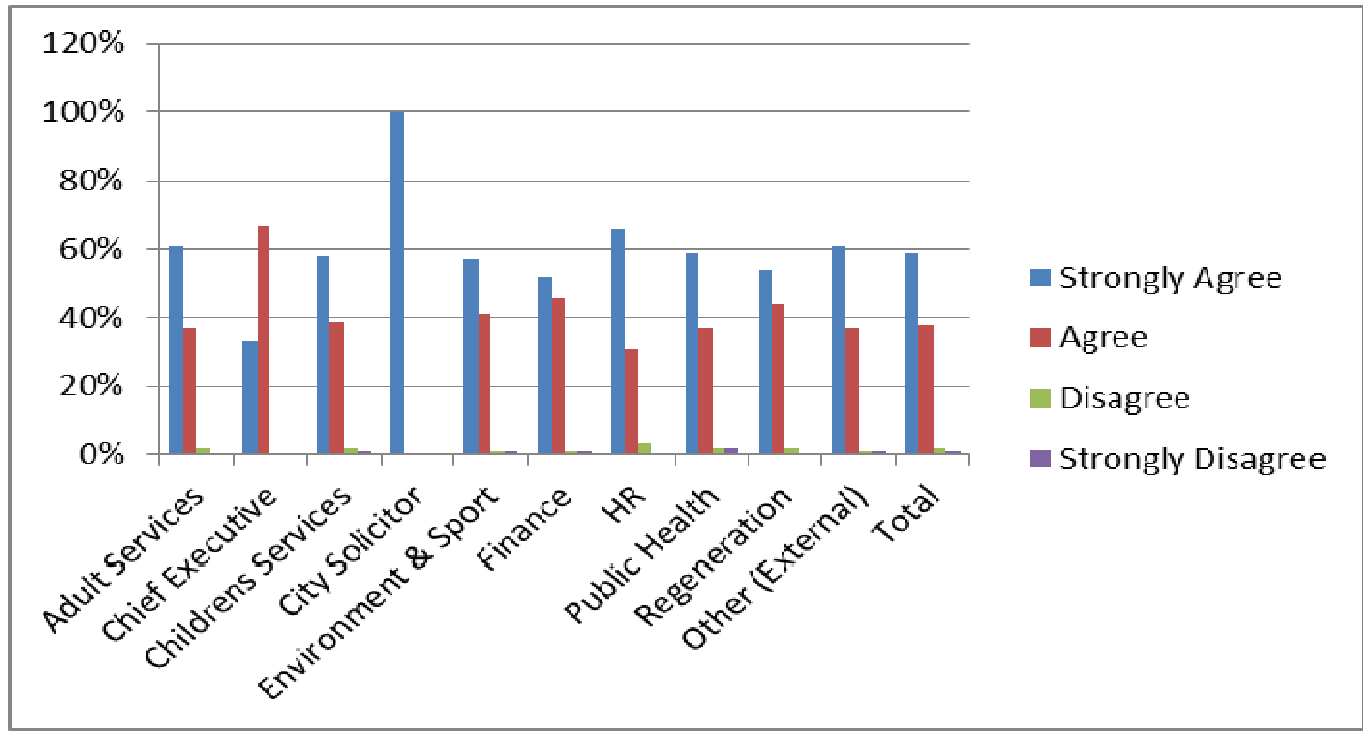
N/A = no evaluation responses received



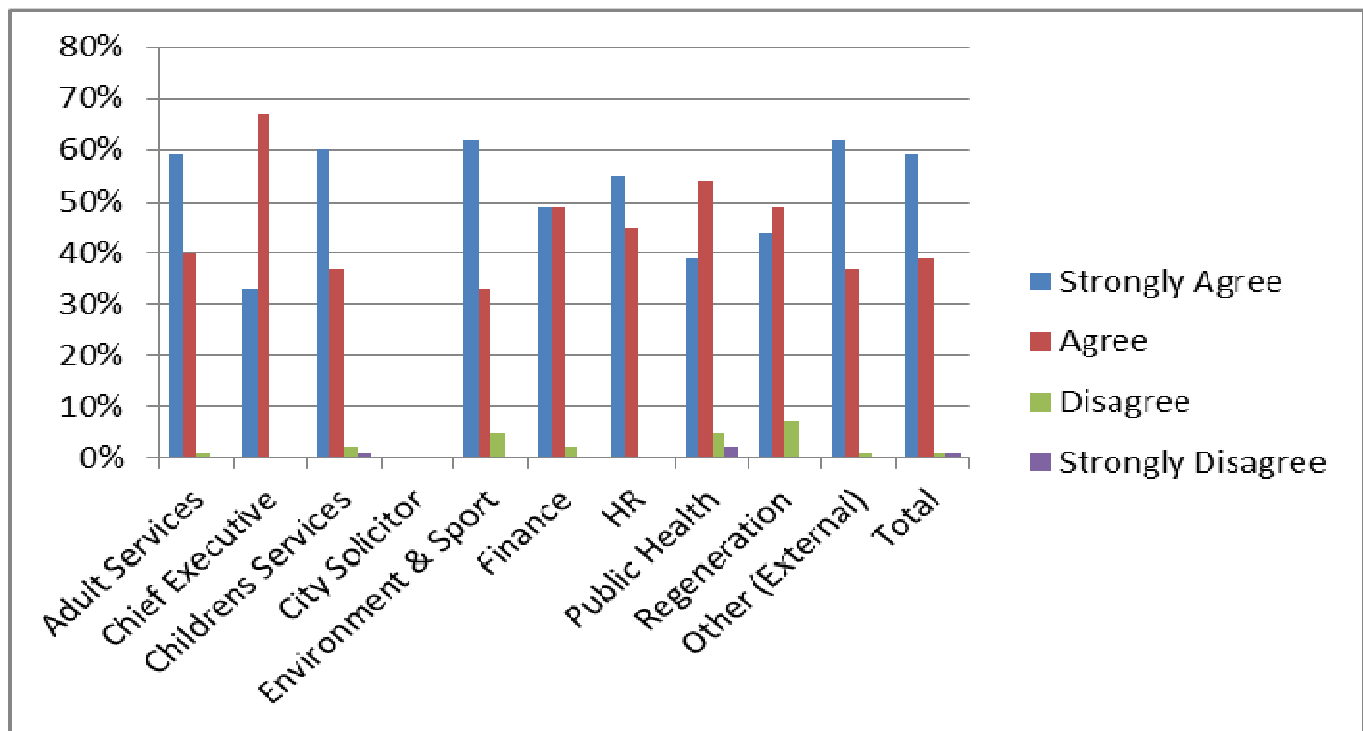
* City Solicitor have zero responses for the post-course evaluation. This is primarily due to the low numbers of attendees from this department.



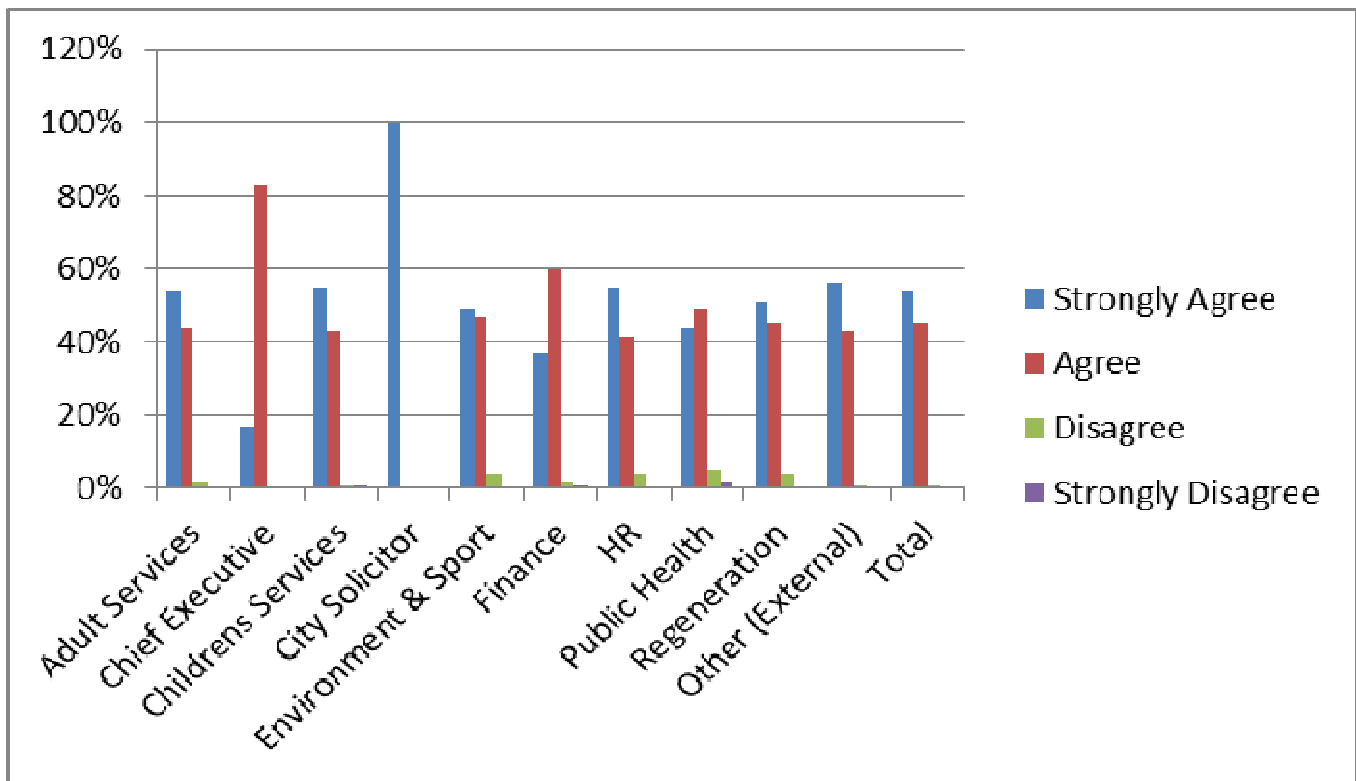
My learning was enhanced by the knowledge and experience of the trainer.....



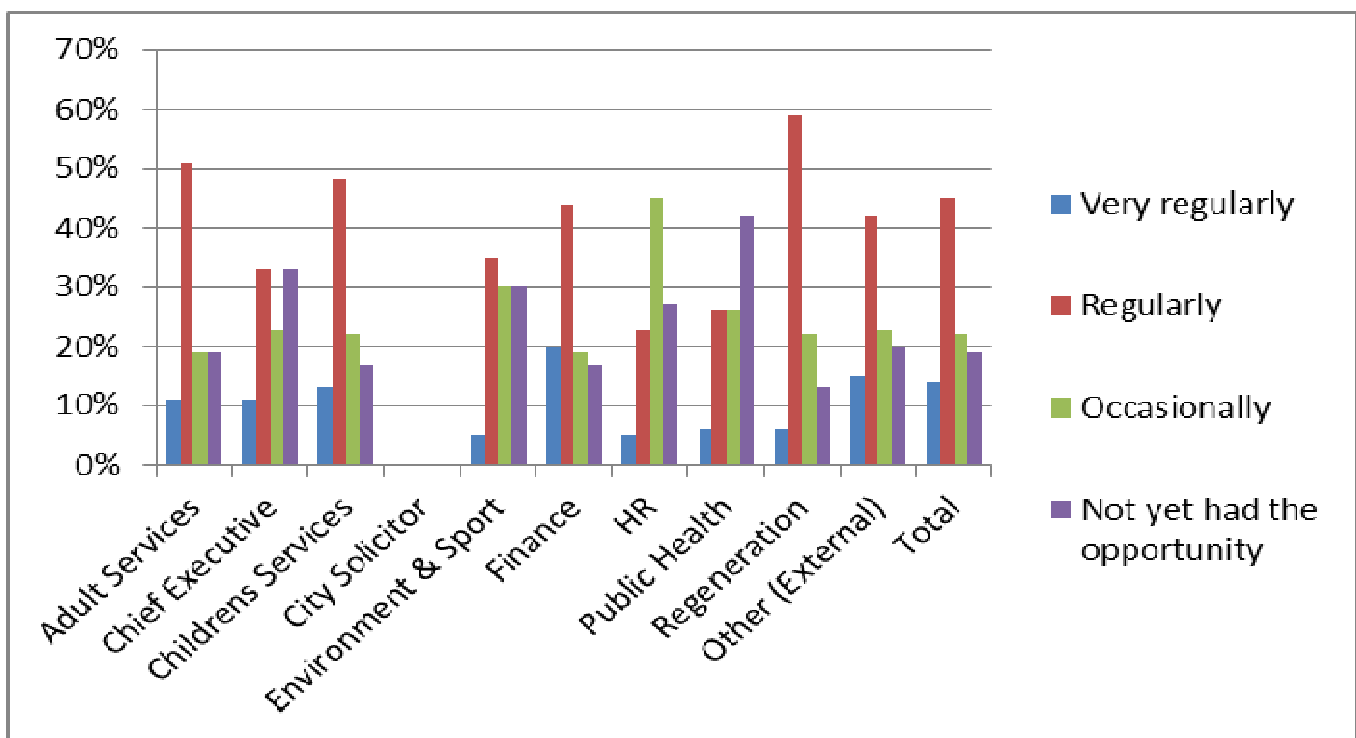
The content of the course was relevant to my job/career prospects.....



I will be able to apply what I have learnt.....



How often have you been able to use your knowledge/skill you learnt on the course.....



Positive Feedback Examples

- The trainer was dynamic and a professional in his field. He delivered the session in a way that we understood what was outside the box. Excellent.
- The trainers were very knowledgeable and enhanced the areas covered by providing lots of practical and applicable examples.
- The trainers were brilliant. They had such a good knowledge and made the course really easy for anybody who was a little bit quieter to shout up.
- You were excellent! I literally needed you to come and speak on my social work course at uni.- you link theory and practice in such a practical and helpful way!
- Absolutely great, insightful day. The morning was very informative and the afternoon was lively and allowed us to think through the topics while discussing real life cases. That was supported by some of the morning's speakers which was an ingenious way of reinforcing the learning.
- Since doing the course, my knowledge from this course has helped me greatly. - I have a greater understanding of possible triggers, that could help a Service User.
- The training course has encouraged me to apply for a new position in the council with the knowledge I applied from the course.

Constructive Feedback Examples

- I think more examples of how to handle a wider variety of scenarios, including complex ones would be beneficial. I know we went through a couple but maybe a hand out to explain these or have reference to at a later date.
- Perhaps have a speaker from police or another organisation who have 1st hand experience of interventions etc. to balance the delivery.
- I think more interactive activities would be helpful, like the one we did about deciding on prioritising an induction programme topics. This was enjoyable and useful when comparing results with other teams.



Summary of Workforce Development Programme 2017-19

Priority	Actions
Wider district workforce and employment	a. Work with colleagues cross council and district wide to establish alternative delivery models that reflect priorities from the District Plan b. Work alongside colleagues across the District to achieve the actions from the Innovation and Change Board c. Turn district employment groups into action orientated groups e.g. district wide Apprenticeship programme launched
#Team Bradford	a. Regional/ district LGC challenge b. Embed Evolve as a district wide learner management system – rich data c. Turn district employment groups into action orientated groups e.g. district wide Apprenticeship programme launched (1c.)
Service specific development	a. Skills TNA for each department recorded in workforce plan (reflecting outcomes from 21 st Century Public Servant) b. Workforce Development Operating model for service specific training c. Review of access to qualifications across Council
More collaboration, innovation and community awareness	a. Develop innovation hub council wide, and engage frontline with innovation hub b. WFD road shows to frontline departments c. Learn from other orgs d. Establish un-mentoring programme via Evolve e. Develop an Impact Programme that enables back office services to see how their work impacts on service delivery f. Development opportunities that strengthen Community Awareness
New model of recruitment	a. Develop Out-placement strategy b. Develop and embed behaviour based assessment c. Provision of Employability courses d. Review of recruitment policies and procedures: <ul style="list-style-type: none"> • Resourcing strategy • Exit strategy - Best fit career plan
Improved performance management/ developing a performance management culture	a. Embed principles for performance management for each department to adopt/ adapt b. Embed the new Evolve performance management



Priority	Actions
	<p>framework to include the revised Bradford Behaviours framework</p> <p>c. Switch to engaging in performance conversations on a regular basis</p>
Change management and future capacity building	<p>a. Embed the new Evolve performance management framework to include the new Bradford Behaviours framework (6 b.)</p> <p>b. Embed the new Evolve Talent Management framework</p> <p>c. Embed purpose and values that reflects 'our purpose to serve our customers'</p> <p>d. Develop innovation hub council wide, and engage frontline with innovation hub (4 a.)</p> <p>e. Support for change throughout restructures/ setting expectations/ building resilience (linking with HRBPs)</p> <p>f. Embed a new Member : Officer Development Programme</p>
Leadership and management development (and management culture)	<p>a. Set 'blueprint' a leader at Bradford Council...</p> <p>b. Develop role modelling profiles for managers</p> <p>c. Embed L&M development programme via Evolve</p> <p>d. Embed a behaviour framework for managers linked to performance management via Evolve</p> <p>e. Run annual Management conference</p> <p>f. Continue roll out of the CMT/ SLT development programme (to include review and evaluation)</p>
Equality and diversity	<p>a. Embed the Equality Objectives in the WFD plan</p> <p>b. Embed equality and diversity development plan</p> <p>c. WFD to attend Corporate Equality Steering Group</p> <p>d. Support staff networks/ staff engagement</p> <p>e. Embed the Equality Competency programme</p>
Frontline worker and frontline manager development programme	<p>a. Embed Frontline Worker Development programme</p> <p>b. Embed L&M development programme (8 c.)</p> <p>c. Workforce development staff focus group 'on tour'</p> <p>d. Develop comms plan that promotes good practice (reflecting behaviours/ performance/ ADMs/ etc) using real life case studies</p> <p>e. Provision of a staff line</p> <p>f. Targeted well-being campaign</p> <p>g. Embed Political Awareness development programme for staff at all levels within the organisation</p>

