

# Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 26<sup>th</sup> October 2017.

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## **Subject:**

**Bradford Council's Workforce Development Strategy 2015 - 2021**

## **Summary statement:**

This report provides an update to Elected Members on the Council's Workforce Development Strategy 2015 - 2021.

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**Portfolio:**

**Corporate**

**Overview & Scrutiny Area:**

**Corporate**

## 1. SUMMARY

Bradford Council's workforce has been through a period of unprecedented change since 2010. The level and pace of change is expected to continue and by 2020, it is anticipated that Bradford will be a smaller Council, with fewer resources and a greater requirement to work with communities to enable the right outcomes with the people of the District.

The Council needs a workforce that understands the needs of the community it serves and is able to work with people and partners for a healthier, caring, more prosperous and sustainable Bradford District.

Leaders and Managers will need to lead others through this change positively and there will also be a requirement for all staff to not only possess the 'technical' skills to fulfil their role but also to become more flexible and innovative and to develop new skills such as commercial and negotiating skills.

The Workforce Development Strategy sets out key activities that will enable us to develop a culture of high performance, with effective leadership, where services are delivered by motivated people and teams, who are passionate about delivering good quality services to the people of the District.

## 2. BACKGROUND

Last year the Committee was presented with an update on the Workforce Development Programme that was launched in 2015. We have made good progress on the actions set within the plan.

### Key achievements 2016-17

Actions 2016-17	Achievement to date	Outcome
Wider district workforce and employment	Launch of the Apprenticeship Programme with the aim of creating up to 500 apprenticeship opportunities per year:	We will build a well trained and agile workforce that can deliver outstanding local services; we will be the employer of choice offering rich and rewarding careers; we will make best use of the districts young population to deliver inclusive economic growth.
New model of recruitment	<ul style="list-style-type: none"><li>• Plan for recruiting new apprentices set - addressing our age profile</li><li>• Plan for up-skilling existing staff set</li><li>• Plan for developing accessible apprenticeship opportunities under development</li></ul>	
#Team Bradford	Key partner in the development and delivery of district-wide events tasked with driving innovation and change across health and social care	Bringing together people that work across health and social care, spurring imagination and sparking innovation, to look at how we can work together more effectively and avoid duplication.
	Launch of the district-wide apprenticeship programme	We will establish a Team Bradford approach to delivering shared apprenticeship programmes and career progression opportunities.

Actions 2016-17	Achievement to date	Outcome
Service specific development	Identifying, delivering, commissioning and administering a learning and development programme for employees across the council, and to partner organisations across the district. Summary of course numbers and evaluation provided in <a href="#">Appendix 1</a>	We continue to support services to achieve statutory obligations regarding access to training and development.
	Delivery of the Member Development programme <a href="#">Appendix 2</a>	Members have access to a range of development opportunities that develop knowledge and skills in line with the District and Council priorities.
More collaboration, innovation and community awareness	Launch of the Innovation Hub	Supports cross-departmental working aimed at changing mind-set and behaviours. Creates a space to do things differently, generate ideas and find solutions.
	Launch of the corporate staff engagement plan	Connecting with frontline workers so that they are more engaged and aware of how their work contributes to the outcomes and behaviours in the Council Plan
Improved performance management/ developing a performance management culture	Launch of the refreshed Bradford Behaviours	Provides an essential element of the infrastructure for performance management.
	Working with HR Plus to set development session for managers focused on managing performance and behaviour	Develop managers knowledge on effectively managing teams; Lowering tolerance of poor performance, and allowing good behaviour and performance to thrive.
	Pilot of the new on-line performance management framework – aiming for go-live Apr18	Ability to track performance management and behaviour assessment link to the revised performance management guidance. Will provide clear information to address poor performance and behaviour. And will feed into 'Talent Management' once this is developed.
Change management and future capacity building	Launch of Evolve, our new learner management system	Employees now have access to a 21 <sup>st</sup> century digital learning platform with a fully automated course booking system, and excellent reporting functionality.

<b>Actions 2016-17</b>	<b>Achievement to date</b>	<b>Outcome</b>
Leadership and management development	Delivery of the second Future Leaders Programme, and a secondment programme established for Future Leaders.	Unlocking talent across the Council, focusing on future potential and behaviours.  Cultivating a group of highly motivated people who are passionate about Bradford.  Embedding a culture of leadership at all levels of the organisation.
	Launch of the leadership development programme	Equipping our managers with the knowledge and skills to get the basics right, lead staff through change well and positively position the District.
Equality and diversity	Workforce Development Equality Objectives set as detailed in 7.1	Increased representation across protected characteristics in development opportunities eg secondments; shadowing; mentoring  Increased opportunities to connect with employees across all service areas, to involve them in setting plans and driving positive change  Good representation of the protected characteristics across our apprenticeship programme.
Frontline worker and frontline manager development programme	Delivery of key skills training e.g. Customer Service, Protecting Information, Project Griffin.	Employees have the skills and confidence to delivery good quality services in ever changing times.
	Sign up to a joint learning agreement with the Unions	We have established a collaborative way of working with the Trade Unions that demonstrates a shared commitment to the ongoing development of our employees.

### **Moving forward 2017 – 2019**

These continue to be challenging times for Local Authorities. We have seen a 28% (2,179 fte) reduction in our workforce since 2010, and this is set to increase further by 2020, in line with Council budget reductions. As demand for services increase, we must do things differently so that we can continue to deliver good outcomes for the people of the District. We must achieve higher productivity, even with a shrinking workforce; this requires a shift in organisational culture with a focus on high performing individuals and teams, where

good performance and behaviour can thrive.

*The Peer Review told us that our staff are great, and that we need to focus on leadership development, so that we can manage our staff well through the change. They praised the work we have done to refresh the Bradford Behaviours, and told us that we need to make sure we make best use of the Apprenticeship Levy so that we are bringing new talent into the organisation.*

As we move to the next phase of the Workforce Development Programme, we have reset the priorities. An outline of the Workforce Development Strategy 2015 – 2021 is included in [Appendix 3](#)

**Key Workforce Development priorities for 2017 – 2019 include:**

<b>Priority 2017-19</b>	<b>Outcome</b>
<p>1. Supporting and developing our managers so that they can manage their teams well, with a focus on: getting the basics right; managing change well; and positively positioning the District. We will:</p> <ul style="list-style-type: none"> <li>➤ Support and develop our managers to adopt a ‘coaching’ style of management that is based on quality of work and outcomes.</li> <li>➤ Help people to develop their resilience so that they are healthy and happy at work.</li> <li>➤ Provide support and space for innovation and enthusiasm to thrive</li> </ul>	<p>We will equip our managers with the knowledge and skills so that they can develop and nurture a culture of performance management where services are delivered by highly motivated people and teams, who are passionate about delivering good quality services to the people of the District.</p>
<p>2. Improve our ability to measure outcomes of the workforce development strategy through use of a culture survey, staff surveys and course evaluation.</p>	<p>Move from output to outcome based measures that reflect the impact of the workforce development strategy</p>
<p>3. Continue to provide a range of learning and development opportunities that enable employees at all levels of the organisation to develop their skills and knowledge.</p>	<p>Employees have the skills and confidence to delivery good quality services in ever changing times.</p>
<p>4. Embed a Team Bradford apprenticeship programme that will provide first class apprenticeship and career development opportunities. With an average age of 46.4 years across our workforce, it is imperative that we make best use of the Apprenticeship Levy to bring new talent and more young people into the organisation.</p>	<p>First class apprenticeship opportunities available across the district offering rich and rewarding careers, making best use of the districts young population to deliver inclusive economic growth.</p> <p>Up to 500 apprenticeship opportunities per year within the Council – targets for representation shown in 7.1.</p> <p>Increase in the number of Council employees under the age of 25 years (currently 3.3%)</p> <p>An established Team Bradford approach to providing shared apprenticeship</p>

Priority 2017-19	Outcome
	programmes and career progression opportunities.
<p>5. Implement a new on-line performance management framework that will focus on outcomes and behaviour.</p>	<p>Ability to track performance management and behaviour assessment link to the revised performance management guidance. Will provide clear information to address poor performance and behaviour. And will feed into 'Talent Management' once this is developed.</p> <p>Corporate KPI set - Ensure 90% of staff have received a performance review and have a development plan in place by 2020</p>
<p>6. Evaluate the Member Development programme to ensure that content and accessibility continues to meet need.</p> <p>Ensuring that we reflect the recommendations from the Peer Review in the Member Development programme.</p> <p>Increased Member/Officer development opportunities, and make better use of Evolve to support on-learning opportunities for Elected Members.</p>	<p>Members have access to a flexible range of development opportunities that develop knowledge and skills in line with the District and Council priorities.</p>
<p>7. Start to build our talent management and succession planning framework.</p>	<p>Employees will have access to a 21<sup>st</sup> century online talent management system that supports career progression and succession planning. Aiming for go-live in 2019</p>

### 3. OTHER CONSIDERATIONS

- No other considerations

### 4. FINANCIAL & RESOURCE APPRAISAL

- Costs met within existing staffing resource

### 5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- No risk management and governance issues

### 6. LEGAL APPRAISAL

- No legal issues

### 7. OTHER IMPLICATIONS

## **7.1 EQUALITY & DIVERSITY**

Workforce Development Programme - Equality objectives:

- Programme of secondments/ shadowing/mentoring/ apprenticeships/ graduate opportunities set up - Minimum 40% taken up by disabled/younger/BME etc by 2020.
- 850 staff per year involved in a range of networks. Networks to include: Staff focus groups, WFD road-shows, Lunchtime drop-ins, Frontline Worker Development sessions. With networks fully contributing to the equalities agenda
- Minimum of 12 Equality and Diversity 'activities' available to staff and Members per year this may include training courses, development sessions, access to on-line learning resources, up-dates/ comms via internal communications

Apprenticeship programme – Targets set for representation across the apprenticeship and traineeship offer:

- 10% - special educational needs and or disabled people
- 30% - BME
- 5% other vulnerable groups (carers, young offenders, young parents etc)
- 100% - children leaving care – offered access to traineeship or apprenticeship

## **7.2 SUSTAINABILITY IMPLICATIONS**

- No sustainability implications

## **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

- No impact on greenhouse gas emissions

## **7.4 COMMUNITY SAFETY IMPLICATIONS**

- No community safety implications

## **7.5 HUMAN RIGHTS ACT**

- No Human Rights implications

## **7.6 TRADE UNION**

- The Council and the Trade Unions have signed a joint learning agreement, outlining their commitment to work together to promote and support development opportunities for all employees.

## **7.7 WARD IMPLICATIONS**

- No ward implications

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

- None

## **9. OPTIONS**

- N/A

## **10. RECOMMENDATIONS**

- Members to consider and comment on the content of the report

## **11. APPENDICES**

- *Appendix 1: Workforce Development Service – summary of course numbers and evaluation 2015/16*
- *Appendix 2: Member Development Programme 2016-17*
- *Appendix 3: Outline Workforce Development Strategy 2015 – 2021*

## **12. BACKGROUND DOCUMENTS**

- Corporate Overview and Scrutiny committee report August 2016 - Bradford Council's Workforce Development Programme 2015 – 2019
- Executive Committee Report 2015 - Bradford Council workforce development programme



## Workforce Strategy O & S Report – Training Stats & Evaluation

The information included in this report is taken from Evolve over the period 1<sup>st</sup> September 2016 – 31<sup>st</sup> August 2017.

### Training Stats

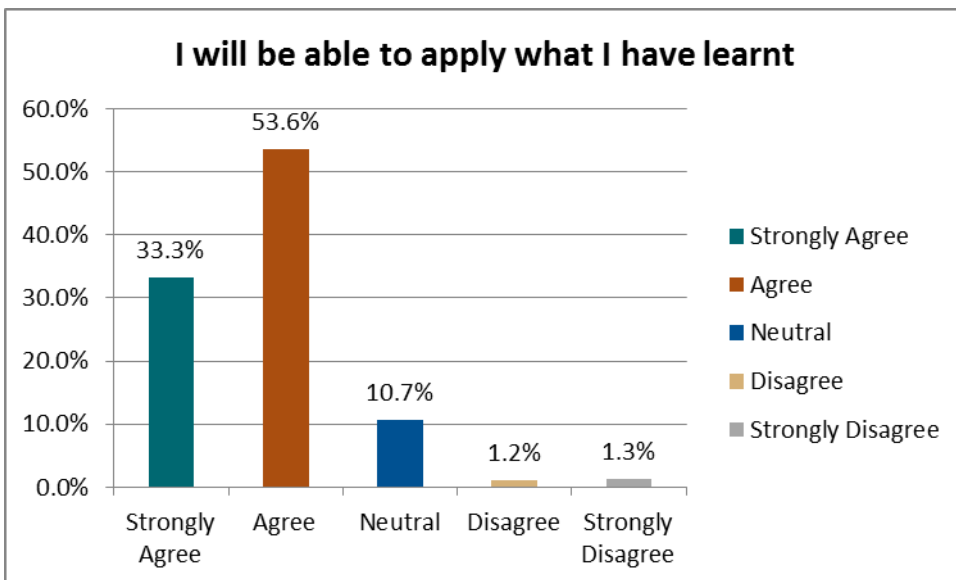
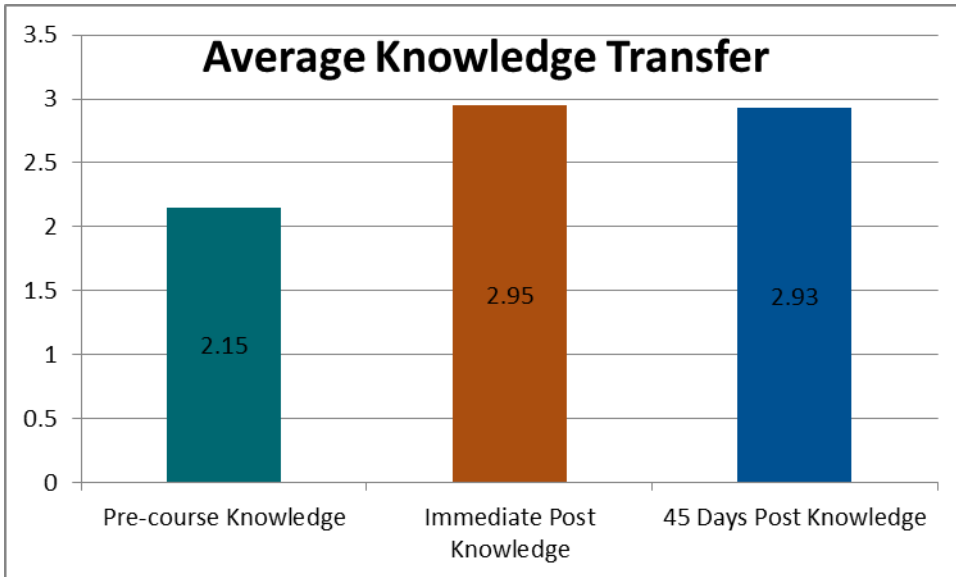
During this period, we have delivered a total of **398** different courses to **7163** people. Overall, there have been **16025** individual course completions with the average participant completing **2.24** courses. This report doesn't include courses that are currently 'In progress'.

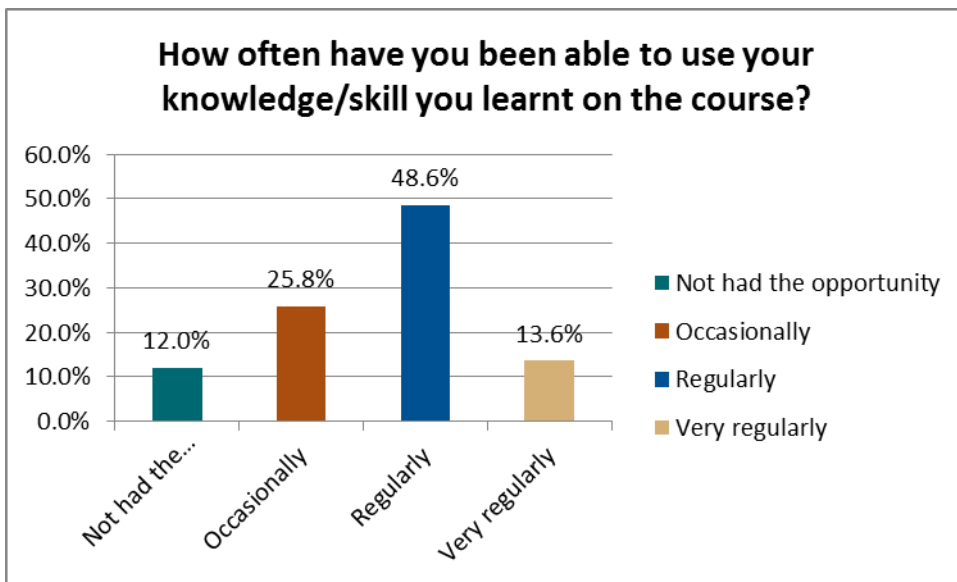
Of the **16025** course completions, **11569** were completed by internal staff and **4456** by participants across the District. The internal and external breakdown can be seen in the table below.

BMDC Staff	Course Completions	Headcount by Dept.
Chief Executive	139	91
Corporate Services	3366	2645
Childrens Services	3921	1566
Health & Wellbeing	1829	1375
Place	2042	2538
West Yorkshire Pension Fund	92	156
Other/No Department Recorded	180	
<b>Total</b>	<b>11569</b>	
<b>External Partner Organisations (#Teambradford)</b>		
Airedale National Trust (ANHST)	93	
Any Other Organisation	308	
BMDC Casuals	429	
Bradford District Care Trust (BDCT)	405	
Bradford Hospitals	71	
CAFCASS	1	
Clinical Commissioning Groups (CCGs)	11	
Connexions Bradford (Prospects)	4	
Criminal Justice	45	
Early Years & Childcare	720	
Foster Carers (Bradford)	339	
Housing	117	
Other Local Authority	91	
Private/Independent Sector	137	
Private/Independent Sector (Adults)	197	
Schools – Non PACT HR	131	
Schools – PACT HR	279	
Voluntary Sector	716	
West Yorkshire Fire Service	1	
West Yorkshire Police	27	
Yorkshire Ambulance Service	3	
Other/No Organisation Recorded	331	
<b>Total</b>	<b>4456</b>	

## Evaluation Stats – Knowledge Transfer

These figures are based on an average knowledge rating by each participant before, immediately after and 6-weeks post training. The scoring criteria is based on a scale of 0-4; None (0), Just aware (1), I know a little bit (2), I know quite a lot (3) and I am confident on this subject (4). This helps us to measure the impact of the training we deliver.





#### **Evaluation Stats – Positive Feedback from Participants**

- *“My interest is community and people so I felt confident to be able to contribute to this session. It was good to have a diverse group to share and discuss ideas. Attendance was from most departments of the council. The group size around each table enabled all participants to share and discuss ideas and some workable solutions. The background information provided on screen gave a good foundation and focus from which to work from. There was a lot to cover in a short time but it was effectively managed. The exercises used were varied and participative. The pace was a workable one. A lot was covered.”*
- *“It was fantastic being able to meet other council workers from outside my dept and work location. Also made me feel more confident on being a council worker by knowing more of what goes on in the day to day running and the development of Bradford Council.”*
- *“It was really useful for the management across the council to meet and work together for a shared goal. It gave us the opportunity to learn about each other's roles, put names to faces and to plan for the future of the council by utilising each other's skills.”*
- *“The management conference was the best training course I have ever attended during my time at Bradford Council. They are interesting, interactive, provide variety, and make you think.”*
- *“It is a worthwhile exercise involving employees in the Council Plan. It renews enthusiasm and can bring fresh ideas to the table.”*
- *“The course trainer was fantastic. Clear and efficient, friendly approachable manner and amusing, easy to understand. Thoroughly enjoyed the day!!!”*

#### **Evaluation Stats – Constructive Feedback from Participants**

- *“The first hour seemed to plough through a lot of information and I found it hard concentrating on all of this and taking it in. I think this could be condensed into key points rather than an information overload. I do feel*



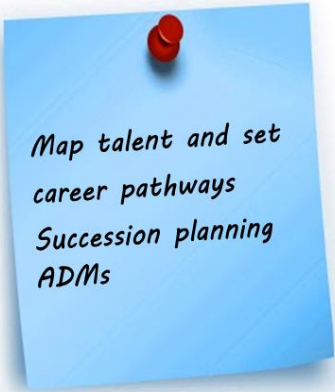

*more aware of how to react now if an attack happened and also on security within our buildings etc. Overall the course was interesting and informative.”*

- *“I really enjoyed the course however, the number of people on the course was, in my opinion, too high. A maximum of 12 may be considered for future courses. We ended up splitting into two groups for some parts of the sessions which helped. Overall, an excellent course with a good range of knowledge and experience.”*
- *“The most useful part of the session was when the AD's spent 3 minutes at each table in turn explaining what their service did. 3 minutes wasn't enough and 5-10 minutes would be better to get to know the AD, learn more about what their service is currently doing and give more time for Q&A's/discussion with people around the table who were from different services in the Dept.”*
- *“I think that this was a good course with a fab facilitator. However I didn't learn anything new due to my prior training and job roles. I think some job roles should mean that you do not need to do this course in order to access more specialist courses offered. Whilst the course was good and I would recommend it to others I did not learn anything which is a shame and was a waste of time for me really.”*

**Member Development Programmes 2016/2017**


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<b>Month</b>	<b>Course Title</b>	<b>Number of Delegates</b>
<b>September 2016</b>	Making Speeches	12
	Floods – what members need to know	4
<b>October 2016</b>	Healthy Lives	15
	Safeguarding - Realsafeguarding stories .com	9
<b>November 2016</b>	City Region Update	13
	Chamber – Live speaking	8
	Signs of Safety	9
	People Can	3
<b>May &amp; July 2017</b>	Introduction to planning	9
<b>June 2017</b>	Introduction to Licensing	5
<b>July 2017</b>	CSE – Forgotten Boys	15
	IT – Exhibition Useful Websites	10
<b>September 2017</b>	Emergency Planning Briefing	14
	General Data Protection Regulation Briefing	7

Phase 1 (2015-2017)	Phase 2 (2017-2019)	Phase 3 (2019-2021)	Phase 4 (2021 onwards)
 <p>Raise ambition of the workforce Reengage with staff re future Introduce 'leadership at all levels'</p>	 <p>Get the basics right Positively position the District Manage change well</p>	 <p>Map talent and set career pathways Succession planning ADMs</p>	 <p>Digital automation and self service by default Shared services Flexible skills, flexible workforce</p> <div data-bbox="1772 659 1990 743" style="border: 1px solid red; padding: 5px; display: inline-block; color: red; font-weight: bold;">DRAFT</div>
<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Set future vision (Council Plan)</li> <li>• Set outline Workforce Development Programme</li> <li>• Set corporate Engagement plan</li> <li>• Refresh Bradford Behaviours</li> <li>• Baseline staff survey</li> <li>• Build systems capability (Evolve)</li> <li>• Create OD function</li> </ul>	<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Launch Management development Programme</li> <li>• Assign targets and measures to Workforce Development Programme</li> <li>• Focus on Apprenticeships and recruitment</li> <li>• Focus on performance, attendance and wellbeing</li> <li>• Develop coaching style of management</li> <li>• Embed culture where innovation and enthusiasm can thrive</li> </ul>	<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Full roll out of 'Evolve talent'</li> <li>• Embed new approach to succession planning and career pathways</li> <li>• Supporting &amp; enabling employees to take responsibility for their own growth and development</li> <li>• New approach to recruitment – recruitment for skills for organisation not competencies for roles</li> </ul>	<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Removal of traditional role profiles</li> <li>• On-going employee development, including digital skills training and recruitment</li> <li>• Full roll out of new talent programme - apprenticeships, interns, secondees, graduates</li> </ul>
<p>Talent management is about doing the right things today, so that we have the right people with the right skills, behaviour and attitude for tomorrow</p>			

We are here

