

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 11TH October 2018

J

Subject:

Bradford Council's Workforce Development Strategy 2015 - 2021

Summary statement:

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

Michelle Moverley
Interim HR Director

Report contact:
Tina Lafferty
Head Organisation and Workforce Development
Naomi Fernandez
Organisation and Workforce Development
Manager

Portfolio:
Corporate

Overview and Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 This report provides members with a progress update on the Council's corporate organisation and workforce development programme.
- 1.2 The purpose of the organisation and workforce development programme is to provide a coordinated approach to the development of the Council's workforce, ensuring that managers and employees have the rights skills and behaviours to deliver good quality services to the people of the district.
- 1.3 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 for the people of the District.
- 1.4 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.
- 1.5 Leaders and Managers will need to lead others through this change positively. As well as possessing the 'technical' skills required to fulfil their role, employees need to develop new skills that will enable them to become more flexible, innovative and future-focussed.
- 1.6 The Workforce Development Strategy (*Appendix 1*) 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

- 2.1 Last year the Committee were presented with a progress update on the Organisation and Workforce Development Strategy. This report provides a summary of progress during 2017-18, and sets out key deliverables for 2018-19.

2.2 Progress up-date 2017-18

Area of work 2017-18	Progress update
Launch and roll out of the new apprenticeship programme	<p>New approach to providing apprenticeship opportunities for the people of Bradford rolled out – in line with the requirements of the Apprenticeship Levy.</p> <p>Policy updates includes:</p> <ul style="list-style-type: none">• All vacancies Band 7 and below converted into apprenticeships.• New apprenticeship pay grade agreed.• New opportunities to up-skill existing staff using the Levy funds.• Working closely with schools (who contribute to our Levy) to support them in increase the number of apprentices working in schools.• Working toward 500 apprentices within the Council at any time by 2021. <p>Summary of key figures:</p>

Area of work 2017-18	Progress update
	<ul style="list-style-type: none"> • There are currently 221 active apprentices being funded from Bradford Council's Apprenticeship Levy • This is made up of 110 existing staff accessing apprenticeship development opportunities; 55 new apprenticeship starts; 56 apprentices in schools that contribute to the Levy. <i>*Breakdown by Dept. show on page 2 of attached report.</i> • There 76 apprentices in progress and due to start soon. • Levy funds are predominantly being used to fund level 2 and 3 qualifications at the moment – we are now working with managers to explore options for higher grade apprentices. <i>*Breakdown by Dept. shown on page 2 and 3 of attached report (appendix 2)</i> • Most new apprentices are aged under 30, with a good proportion being under 20. <i>*Breakdown by Dept. on page 3 of attached report (appendix 2)</i> <p>The attached report (<i>appendix 2</i>) gives a full breakdown of apprenticeship numbers by age, department, qualification level and cost, and provides an overview of activities undertaken to develop the apprenticeship and employment programme.</p>
Launch of new leadership development programme	<p>Launched the Council's new leadership development programme June 2017:</p> <ul style="list-style-type: none"> • Summer 2017 Managers conference – 237 attendees • Culture survey undertaken summer 2017 across tier 5 and above managers. This has provided metrics that will enable us to measure progress. (Culture survey to be repeated in 2019) • Managers focus groups - 52 attendees • Winter 2017 Managers conference - 271 attendees • Best solutions for managing people – 346 attendees • Performance system training - 346 • Thought patterns for high performance – 99 attendees • Innovation training sessions – 61 attendees • Summer 2018 Managers conference – 348 attendees <p>The programme has given managers access to a range of development opportunities, designed to help develop the skills confidence and competence to manage teams and services well, with a focus on developing leadership qualities that enable us to foster a culture of high performance with excellent customer services standards.</p>
Talent management: Future Leaders Programme & Secondments	<p>2016: 4 BAME participants from Future Leaders 2016 accessed secondment opportunities with Civil Service Departments.</p> <p>2017: Future Leaders Experience 2017 graduated in March 2018.</p> <p>See <i>Appendix 3</i> for breakdown of attendees by gender and ethnicity, and career progression to date.</p> <p>2018: Programme review and recruitment for 2018 complete. 2018 recruitment opened up to the voluntary sector for free.</p>

Area of work 2017-18	Progress update
Embed the new Evolve Learner Management system	<p>Employees and customers have access to a good quality online learning and development portal that manages and administers training applications and development records, and enables easy access to a range of online learning programmes.</p> <p>See <i>appendix 4</i> for summary of course numbers and evaluation.</p>
Develop, pilot and roll out new performance management framework	<p>Performance management process reviewed. Performance management online system launched (to replace paper version). Managers and employees have access to a new online portal that enables them to review, monitor and record performance and behaviour on line. 2018-19 – transition year - full roll out and use by April 2019.</p>
Staff engagement and corporate development	<p>A range of themed staff engagement and development sessions delivered to over 1200 employees during 2017-18. Including:</p> <ul style="list-style-type: none"> • Focus groups on performance • Focus groups on Workforce Development • Outcome board priority sessions for staff • Review of corporate training offer • Meet the CEX sessions <p>Project Griffin training sessions delivered to 1322 attendees.</p> <p>Revised employee award schemes – Long Service Awards, Employee of the Month Awards, and Service Excellence Awards.</p> <p>Completed bi-annual staff survey in November 2017 with a response rate of over 1000 employees – information used to inform the review of the corporate training and development offer for 2018-19. See <i>appendix 5</i> for summary of staff survey findings</p>
Bradford Behaviours	<p>Continued commitment to embedding the Bradford Behaviours. This has included:</p> <ul style="list-style-type: none"> • Development sessions for staff and teams • Bradford Behaviours incorporated into the new Performance management framework • Bradford Behaviours incorporated into the employee recognition schemes • Communications and staff development resources made available to all staff, including: desktop banners, Bradnet, posters, teams and individual training packs.
#Team Bradford	<p>Working alongside colleagues across health and care to develop system-wide learning and development opportunities. Activities include:</p> <ul style="list-style-type: none"> • Development of a new health and care mentoring scheme • Delivery of 2 health and care development days – one for Adult services, and one for Children’s services • Development of district-wide apprenticeship network

Area of work 2017-18	Progress update
Councillor development	<p>Elected Members have had access to a range of development opportunities over the past year:</p> <ul style="list-style-type: none"> • Launch of Evolve learning platform for Members • Safeguarding programme • Dementia awareness and best practice • Homelessness – The role of the Council • Welfare reform • Member Induction 2018 • Overview and Scrutiny • Corporate Parent role of Members • Member innovation Programme <p>See <i>appendix 6</i> for a summary of the Member Development programme.</p>
Equality objectives	Continue to work towards the workforce development equality targets – see summary <i>appendix 7</i> .

2.3 Moving forward 2018 – 2019

These continue to be challenging times for Local Authorities. We have seen a 29% (2,247 fte) reduction in our workforce since 2010. As demand for services continues, we have to do things differently so that we can continue to deliver good outcomes for the people of the District. We must strive to be more productive and nurture innovation with reduced resources; this requires a shift in organisational culture with a continuing focus on high performing, innovative, agile and robust individuals and teams, where good performance and behaviour can thrive.

The Organisation and Workforce Development Service has reviewed purpose and priorities for the service. Key priorities for 2018-19 are set out below.

Priority 2018-19	Activity	Outcome
<p>Apprenticeships</p> <p>We will establish a first class apprenticeship programme offering rich and rewarding careers, making best use of the district's young population to help deliver economic growth.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Continuing to work towards our aim of 500 apprentices at any time by 2021. (Current number of apprentices at July 2018 = 221). • Introducing higher level apprenticeship opportunities as relevant posts become vacant • Continuing to use the Apprenticeship Levy to up-skill our own employees which will support succession planning. • Developing a traineeship programme to support pre-apprenticeship development opportunities. • Continuing to work with partners across the private, public and VCS sectors to ensure we 	<p>Council making the best use of the Levy funds with the aim of exceeding the national target of 2.3% of our workforce as apprentices:</p> <p>End March 2019 = 300 End of March 2020 = 400 End of March 2021 = 500</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 programmes and career progression opportunities.</p>

Priority 2018-19	Activity	Outcome
	<p>provide a coordinated approach to apprenticeship opportunities across the district.</p> <ul style="list-style-type: none"> • Running Bradford's first apprenticeship fair during apprenticeship week 2019, in partnership with employers, VCS, and training providers across the district. Bradford City are providing use of their venue for free for the event. • Managing the process of transferring the Council's Levy funds to small employers across the district, with a focus on higher level apprenticeships. • Embed a Team Bradford approach to apprenticeship 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>Leadership and management development</p> <p>We will continue to support and develop our managers so that they have the skills, knowledge and confidence to manage their teams well through continuous change, with a focus on: getting the basics right; managing change, and positively positioning the district.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Continuing to run the leadership development programme for all managers. The leadership development programme is themed around the Council's priorities for change. • Developing our managers to adopt a 'coaching' style of management that is based on quality of work and outcomes. • Ensuring a programme of support and development that helps people to develop their resilience, so that they are healthy and happy at work. • Providing training on commercialisation and innovation, and creating an environment where innovation and enthusiasm to thrive. [We will Build metrics that will show progress in this area] <p><i>See appendix 8: Leadership Development Programme 2018-19</i></p>	<p>Increase the percentage of employees who feel well managed across the following areas:</p> <ul style="list-style-type: none"> • My manager supports my development requirements • My manager discusses with me how I can improve my performance at work • I receive regular and constructive feedback from my line manager <p>(Performance information collected via Staff Survey)</p> <p>Increase in the measured index score of the Culture Survey across the 5 key areas:</p> <ul style="list-style-type: none"> • Efficacy • Goal Focused • Approach • Relationships • Altruism <p>(Performance information collected via the Culture Survey)</p> <p>Our managers will be equipped with the knowledge and skills to develop and nurture a culture of performance management where services are delivered by highly motivated people</p>

Priority 2018-19	Activity	Outcome
		and teams, who are passionate about delivering good quality services to the people of the District.
<p>Talent management</p> <p>We will ensure that employees and potential new recruits have access to a range of development opportunities that enable us to spot, nurture and manage talent across the organisation.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Developing and implementing a new Talent and Succession Planning strategy • Maintaining and developing the Future Leaders programme • Maintaining and developing a BAME secondment programme • Developing and delivering a new corporate graduate scheme • Refreshing our approach to volunteer work placement opportunities • Start to build our talent management and succession planning framework. 	<ul style="list-style-type: none"> • Future Leaders class of 2018 launched (x 20 participants) • Review of Future Leaders programme ready for promotion early 2019 • Continue to see career progression for Future Leaders • Increase in the number of BAME employees taking up senior positions in the district. <p>Employees will be part of a 21st century talent management framework that supports career progression and succession planning. Aiming for the Talent Management system to go-live during 2019</p>
<p>Performance management</p> <p>We will drive a culture of high performance, where managers are managing poor performance, and recognising and rewarding good performance.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Introducing a new performance management framework that will focus on outcomes and behaviour. • Introducing a new on-line performance management system that will enable managers to record performance reviews and behaviour assessments online. • Continuing to run Performance Management training sessions for managers and staff. <p>Monitoring use of the Performance Management system, and provide support to teams as required.</p>	<p>Increase in the number of employees who have a live performance review on Evolve Performance: 50% by March 2019 90% by March 2020</p> <p>Increase the percentage of employees reporting that their managers discuss how they can improve their performance at work. (Performance information collected via Staff Survey)</p> <p>Improved performance measures: Sickness absence; discipline; grievance; performance. (Performance information collected via HR Plus data)</p>
<p>Full implementation of Evolve Learn</p> <p>We will progress with automation of course administration and LMS functions, and improve</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Embedding Evolve across the organisation, with a focus on employees who do not have regular access to computers. • Introducing new system functions within Evolve Learn. • Increasing our online learning offer • Improving our ability to measure outcomes of the workforce development strategy through 	<ul style="list-style-type: none"> • Annual increase in the number of internal employees who log on to Evolve. • Annual increase in the number of external customers who log onto Evolve's external site (Learn and Develop Bradford) <p>The system provides a fully</p>

Priority 2018-19	Activity	Outcome
outcome metrics	use of surveys, evaluation, and impressions (when these are turned on).	<p>automated self-serve learner management system that enables employees to take control and manage their own learning.</p> <p>We will move from output to outcome based measures that reflect the impact of the workforce development strategy.</p>
<p>Employee engagement and development</p> <p>We will support and develop our employees so that they have the skills, knowledge and confidence to deliver our services well.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Continuing to engage with employees across the organisation through a range of methods • Ensure provision of a range of development opportunities that enable employees at all levels of the organisation to develop their skills and knowledge. • Supporting delivery of the Cross-Departmental Equality Group – helping to ensure that activities are integrated into service delivery plans. And helping to create a three-way loop between the group, ADs and CMT. • Driving a culture where we lower our tolerance of poor performance, and recognise and reward good performance. • Driving organisational culture shift with increased understanding of serving the district. • Prepare for the 2019 staff survey • Continuing to run the Employee of the Month scheme, the Annual Service Excellence Awards, and the Annual Long Service Awards. • Refreshing the Council's staff volunteering policy • Undertaking an annual review of the Employee Engagement Plan. 	<p>Increase the employee percentage scores of Staff Survey across the following areas:</p> <ul style="list-style-type: none"> • I am clear about my role • I am clear about what I am expected to achieve in my job • I have the skills required to carry out my role <p>(Performance information collected via Staff Survey)</p> <p>Our staff will tell us that they are happy at work, and have the skills and confidence to delivery good quality services in ever changing times.</p> <p>Our staff will tell us that they can feel a positive shift in the culture of the organisation.</p>
<p>Team Bradford</p> <p>We will support and encourage staff to look for opportunities to work with organisations and businesses across the district, to foster</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Continuing to work with colleagues across health and social care to deliver the Bradford District and Craven Workforce Strategy. • Continue to run district-wide leadership development sessions that provide opportunities to connect managers across the district. • Continue to work with other partners across the district to explore opportunities for collaborative working. • Accelerate our the Team Bradford approach 	<p>Progress demonstrated in the four delivery areas of the Bradford District and Craven Workforce Transformation delivery programme:</p> <ul style="list-style-type: none"> • Pillar 1: Further development of the Health and Care ICE to meet anticipated supply and demand needs of the future. • Pillar 2: Development of an ICE Plus programme for 16years + providing tasters and programmes of learning experience.

Priority 2018-19	Activity	Outcome
<p>shared ambition to put citizens at the heart of what we do, and to wrap services around their needs,</p>	<p>to apprenticeships</p> <p><i>See appendix 9: Bradford District and Craven Integrated Workforce Programme</i></p>	<ul style="list-style-type: none"> • Pillar 3: Proactive recruitment of entrants and re-entrants to the health and care workforce • Pillar 4: Development of a health and care apprenticeship enrichment programme. • Increase in the number of partners from across the district participating in the district-wide leadership development sessions. <p>Provision of integrated health and care services delivered by a workforce with a shared set of values and behaviours, who work flexibly to meet the holistic needs of service users.</p> <p>Public services delivered by organisations and people working to shared priorities</p>
<p>Councillor development programme</p> <p>We will continue to support Councillor development through a flexible range of development opportunities.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Providing a coordinated councillor development programme, making best use of LGA and Officer development sessions. • Ensuring that the development programme reflects the 21st Century Councillor recommendations – developing the councillor role as community leaders e.g. influencing, negotiation and listening skills, place-shaping, and digital skills. • Increasing Councillor/Officer development opportunities, and making better use of Evolve to support online learning opportunities • Continuing to provide bespoke training where required, for example employment appeal panels, these will continue to be developed and led by HR and Legal services. • Undertaking and maintaining a skills audit for Councillors <p><i>See appendix 6: Councillor Development Programme</i></p>	<p>Councillors have the knowledge and skills to fulfil their roles, so that Councillors can support delivery of the Council’s strategic priorities, respond to on-going organisational change, and fulfil their elected member duties.</p> <p>Councillors have access to a flexible range of development opportunities that develop knowledge and skills in line with the District and Council priorities.</p>

3. OTHER CONSIDERATIONS

- No other considerations

4. FINANCIAL & RESOURCE APPRAISAL

- None

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:

- 7.1.1 Programme of secondments/ shadowing/mentoring/ apprenticeships/ graduate opportunities set up - Minimum 40% taken up by disabled/younger/BME etc by 2020.
- 7.1.2 850 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
- 7.1.3 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
- 7.1.4 Apprenticeship programme – Targets set for representation across the apprenticeship and traineeship offer:
 - 7.1.4.1 10% - special educational needs and or disabled people
 - 7.1.4.2 30% - BME
 - 7.1.4.3 5% other vulnerable groups (carers, young offenders, young parents etc)
 - 7.1.4.4 100% - children leaving care – offered access to traineeship or apprenticeship

1.2 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 note content of the report


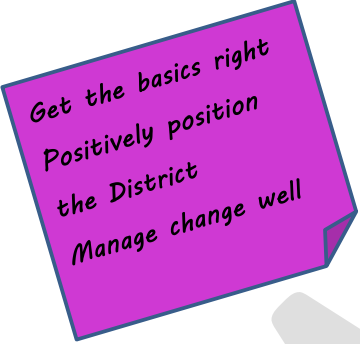

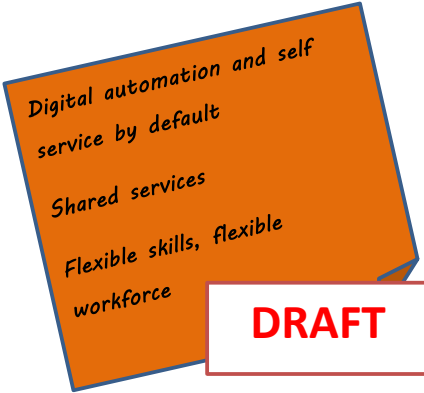
11. APPENDICES

- Appendix 1: Organisation and Workforce Development Strategy 2015 – 2021
- Appendix 2: Apprenticeship and employment programmes progress report
- Appendix 3: Future Leaders summary
- Appendix 4: Workforce strategy stats
- Appendix 5: Staff survey
- Appendix 6: Member development programme summary
- Appendix 7: Equality objectives progress report Q1 2018-19
- Appendix 8: Leadership development programme 2018-19
- Appendix 9: Bradford District and Craven Integrated Workforce Programme Transformation Bid summary

12. BACKGROUND DOCUMENTS

- Executive Committee Report 2015 - Bradford Council workforce development programme

Bradford Council Organisation and Workforce Development Strategy 2015-2021

Phase 1 (2015-2017)	Phase 2 (2017-2019)	Phase 3 (2019-2021)	Phase 4 (2021 onwards)
			 <div data-bbox="1822 597 2045 691" style="border: 1px solid red; padding: 2px; display: inline-block; color: red; font-weight: bold;">DRAFT</div>
<p>Key activities:</p> <ul style="list-style-type: none"> • Set future vision (Council Plan) • Set outline Workforce Development Programme • Set corporate Engagement plan • Refresh Bradford Behaviours • Baseline staff survey • Build systems capability (Evolve) • Create OD function 	<p>Key activities:</p> <ul style="list-style-type: none"> • Launch Management development Programme • Assign targets and measures to Workforce Development Programme • Focus on Apprenticeships and recruitment • Focus on performance, attendance and wellbeing • Develop coaching style of management • Embed culture where innovation and enthusiasm can thrive • Focus on organisation development with partners across the district 	<p>Key activities:</p> <ul style="list-style-type: none"> • Full roll out of 'Evolve talent' • Embed new approach to succession planning and career pathways • Supporting & enabling employees to take responsibility for their own growth and development • New approach to recruitment - recruitment for skills for organisation not competencies for roles 	<p>Key activities:</p> <ul style="list-style-type: none"> • Removal of traditional role profiles • On-going employee development, including digital skills training and recruitment • Full roll out of new talent programme - apprenticeships, interns, secondees, graduates
<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>			

Apprenticeship and Employment Programme - Progress Report Updated July 2018

1) Summary

There are currently 221 active apprenticeships being funded from Bradford Council's Apprenticeship Levy:

	Council Apprentices Existing Staff	Council Apprentices New Starters	Apprentices in Contributing Schools	Total
Active Apprenticeships	110	55	56	221
Due to Start (on-going)	41	23	12	76

2) Finance and numbers

To date we have committed £837,089 of apprenticeship levy funding for the following.

£618,300 is funding 190 apprenticeships that are currently active.

£208,430 will fund 51 apprenticeships due to start within the next twelve months; these are made up of existing staff due to start apprenticeship qualifications and planned progression for some current apprentices.

£10,359 of levy funds was spent on 12 apprenticeships that have ended early (£2,860 in schools and £7,499 internally).

Trajectory of spend based on current commitment:

Financial Year	Commitment
2017 - 2018	71,680
2018 - 2019	447,569
2019 - 2020	220,156
2020 - 2021	41,083
2021 - 2022	9,542
2022 - 2023	0
Total	790,030

Schools that contribute to the Levy

Schools continue to recruit and up-skill apprentices and new starts for September 2018.

Area	Number	Cost
Active Apprenticeships	56	133,800
Due to Start before Sept	12	18,500
Ended Apprenticeship Early	5	2,860
Total	73	155,160

Council

The 165 Council apprentices are made up of 55 new starters and 110 existing staff. This breaks down across the various departments as follows.

Number of Apprentices by Department

Department	Existing Staff	New Starters	Total
Chief Executive	1	0	1
Children's Services	6	7	13
Corporate Resources	59	17	76
Health and Wellbeing	23	14	37
Place	21	17	38
Total	110	55	165

Apprentice Level Existing Staff

Department	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Total
Chief Executive	0	1	0	0	0	0	1
Children's Services	0	1	0	5	0	0	6
Corporate Resources	35	13	6	4	0	1	59
Health and Wellbeing	9	9	2	3	0	0	23
Place	0	17	0	4	0	0	21
Total							110

Apprentice Age Existing Staff

Department	16 – 18	19-20	21-30	31-40	41-50	51-60	60+	No Data
Chief Executive	0	0	0	1	0	0	0	0
Children's Services	0	0	0	3	0	3	0	0
Corporate Resources	5	8	5	22	0	15	0	4
Health and Wellbeing	0	0	3	10	0	7	2	1
Place	2	2	13	3	0	0	0	1
Total	7	10	21	39	0	25	2	6

Apprentice Level New Staff

Department	Level 2	Level 3	Level 4	Level 5	Total
Chief Executive	0	0	0	0	0
Children's Services	4	3	0	0	7
Corporate Resources	7	10	0	0	17
Health and Wellbeing	14	0	0	0	14
Place	17	0	0	0	17
Total	42	13	0	0	55

Apprentice Age New Staff

Department	16 – 18	19-20	21-30	31-40	41-50	51-60	60+	No Data
Chief Executive	0	0	0	0	0	0	0	0
Children's Services	0	4	2	1	0	0	0	0
Corporate Resources	8	5	3	1	0	0	0	0
Health and Wellbeing	4	4	0	0	0	1	0	5
Place	4	2	10	1	0	0	0	0
Total								

Cost of Apprenticeship Training by Department

Department	Total
Chief Executive	2,000
Children's Services	81,000
Corporate Resources	267,500
Health and Wellbeing	91,500
Place	42,500
Total	484,500

New Apprenticeship Vacancies in Progress/Pipeline

Area	Level	Number	Rec Stage
Youth Workers	2/3	11	Recruited
Admin (Chief Exe Office)	2	1	Interview
Market Attendant	2	3	Assessment and Interview
Sign Maker	2	1	Interview
Pension Officer (WYPF)	3	1	To be approved
Web Developer (WYPF)	4	1	Shortlisting
IT Professional (WYPF)	4	1	Shortlisting
Trade Apprentices	2/3	5	To be advertised
Rehabilitation Worker (Visual Impairment)	5	1	Interview
Admin (Health and Wellbeing)	2	2	Shortlisting

3) Delivery

Recruitment Information

- The online recruitment system has been updated to reflect that new vacancies Band 7 and below are to be converted to an apprenticeship (unless not suitable).
- Recruitment Guidelines for managers are available on Bradnet. Correspondence to inform managers that Band 7 and below vacancies will be converted to an apprenticeship will continue, as some managers still not aware.
- Managers now being encouraged to appoint to higher level apprenticeships as appropriate to the role.

- Some managers are now using alternative recruitment processes when short listing, rather than the traditional route, to increase number of young people being invited to interview.
- The Council continues to promote apprenticeships opportunities within the Council, with a focus on the target groups:
 - 30% Black and Minority Ethnic (BME)
 - 10% People with special educational needs or disabilities
 - 5% other vulnerable groups
 - 100% of Looked After Children offered access to traineeships and apprenticeships.

How We Are Promoting

- Careers fairs
 - The Learning and Development Academy Team continue to attend Career Fairs in Bradford Schools to promote the Council and to make young people aware of the career opportunities within the Council.
 - Part of the career zone at the Youth Day of the Dragon Boat festival to promote apprenticeships within the council
- Targeting vulnerable groups
 - Details of apprenticeship vacancies are sent to the Looked After Children Team and other local organisations that work with young people
 - Details of apprenticeship opportunities sent to Remploy who assist those with a disability into the work place.
 - Recently run an event for Bradford Foster Carers to help raise awareness and understanding of apprenticeship opportunities for LAC in Bradford.
 - Preparing a paper for CMT that will explore how we can improve our corporate parenting responsibility and make apprenticeship opportunities more accessing to LAC.
 - Some local businesses keen to explore how they could offer apprenticeships to LAC.
- National Apprenticeship Week 2019 – Working with local colleges, training providers and businesses to run a Bradford Apprenticeship Fair during National Apprenticeship week 2019. Bradford City have agreed to the use of a venue for free for the event.

Buy-In from Managers

- Those managers that already recruit to apprentices are really engaged and continue to support and recruit apprentices to vacancies.
- Managers are starting to convert job vacancies for higher level apprentices (above Band 7)
- Slow progress in some areas where services are re-structuring, so jobs are being held for staff that may be displaced. This is limiting the amount of new apprenticeship vacancies coming through.
- Some managers resist apprenticeships due to the following:-
 - Pressures of the service (not got the time to support an apprentice)
 - Require the person to already be qualified

- State that the vacancy is not suitable to be an apprenticeship

4) District-wide development plan

- Leading the district-wide apprenticeship group - made up of local colleges, training providers and businesses. The group meet 2-3 times per year. Purpose of the group is to drive a district-wide approach to delivering apprenticeships, and to look at where we can add value by working together.
- Apprenticeship enhancement programme for Health and Social Care is one of the delivery areas of the Integrated Working Programme. We have secured Non-recurrent funding to establish this work during this 2018-19.
- Transfer of Levy Funds – looking to make available across the district to fund higher level qualifications across the District
- Exploring Looked After Children career development opportunities across the Council and the District
- Partners working together to deliver the Bradford District Apprenticeship Fair 2019 to be held at Bradford City Group

5) How Do We Compare

- For 2017/2018 Bradford Council set on 122 new apprentices and met 0.8% of the public sector target.
- Public Sector bodies have up until September 2018 to complete their returns and submit them to the government for financial year April 2017 to March 2018
- Once returns have been submitted and collated more information will be available on how we compare to the national picture.
- Conversations with regional colleagues and training providers tell us that Bradford Council is ahead of the game. We have asked our regional colleagues to share information with us so that we can see what the regional picture looks like. Please see *Appendix 2.A* for benchmarking statistics across the Yorkshire and Humber region. Please note that not all local authorities have responded.

Issues that are affecting Councils to meet the Public Sector Target:-

- Time taken for processes around levy to be put in place
- New apprenticeship standards are delayed or not ready to be delivered. Ie:- Social Worker Qualification.
- Schools not engaging and releasing staff due:-
 - Unable to release for the 20% of the job training
 - Unable to fund the salary of the apprenticeship
- Restriction on the number of new apprenticeship vacancies available due to the salary cost

6) Work Experience

- The Work Experience Team continues to promote and arrange work experience opportunities across the Council and the District. Further information will be published over the summer to assist managers in accommodating work experience placements.
- From 1st September 2017 up to 5th July 2018, there have been 28 placements hosted across the Council that the work experience team is aware of.
- The Work Experience team hosted the SPRUCE (Student Pre-University Court Exposure) Programme to 62 year 12 students in City Hall on a Work Experience Law Programme on 26-28th June. Although this isn't traditional work experience it is a work related learning programme and the team were involved in all the planning & preparation of this with Bradford combined Courts Service.

7) Graduates

- The Alumni 'Bradford District Leaders Network', was launched on the 6th June and has emerged from the IWPB – District Wide Sub Group for Leadership and Management (Bradford Council, VCS, NHS & Bradford University). There are plans for 4 network events per year hosted by the organisations and held across the Bradford & Airedale district. Aimed at graduates from internal leadership and management programmes, the Leaders network is designed for: Cross Organisation Networking Opportunities, Master Class speakers, Coaching and Mentoring and Action Learning Sets. The launch was kick-started and hosted by Bradford Council and provided a master class in: *Storytelling in public organisations – you don't have to make it up... with Dawn Reeves*. Bradford council are capturing these stories as a snapshot in time to share with leaders across the district. A cross organisation steering group are currently collating and editing the stories to publish a Bradford Leaders book.
- LGA and Local Graduate Scheme
There are plans to review the application and the funding opportunities for LGA graduate scheme in 2019. There is exploration of the options to run a local graduate scheme as an alternative to the LGA. This is being explored through networking with Leeds council to explore their internal graduate scheme and possibilities to run similar in Bradford.
- Higher Level Apprenticeship and under-Graduate opportunities
 - Working with service Apprenticeship Champions and managers to increase the uptake of Higher Apprenticeships through up skilling of employees in line with effective succession planning strategies.
 - Working with service Apprentice Champions and managers to support them to identifying vacancies that could be converted into under-graduate opportunities. The Apprenticeship Levy would fund the graduate level qualification.

8) Internships

Through the OA Paid Internship Programme there are 2 Bradford University students that will be in Policy and Performance Team for 8 weeks over summer.

DRAFT

Benchmarking – Other Councils

Council		Council Apprentices Existing Staff	Council Apprentices New Starters	Apprentices in Contributing Schools	Total
<u>Bradford</u>	Active Apprenticeships	110	55	56	221
	Due to start	41	23	12	76
<u>Leeds</u>	Active Apprenticeships	151	132	7	290
	Due to Start (on-going)	252	14	11	257
<u>York</u>	Active Apprenticeships	0	25	5	30
	Due to start				
<u>Harrogate</u>	Active Apprenticeships	16	9	N/A	25
	Due to start	7	1	N/A	8
<u>Barnsley</u>	Active Apprenticeships	72	10	22	104
	Due to start	15	20	22	57
<u>Hull City Council</u>	Active Apprenticeships	56	70	N/A	126
	Due to start	41	4	N/A	45
<u>Rotherham</u>	Active Apprenticeships	21	10	3	34
	Due to start	4 + awaiting procurement solution for a range of apprenticeships including management development	3	1	4 but will go up significantly once procurement solution in place
<u>Kirklees</u>	Currently completing their annual recruitment, once completed will be able to inform of numbers.				

Future Leaders 2016 to 2018

2016/17

Total 40

55%

Female (22)

45%

Male (18)

Ethnicity (please see number key below)	1	2	3	4	5	6	7	8	12
Total number of people:	18	12	3	2	1	1	1	1	1

2017/18

Total 42

64%

Female (27)

36%

Male (15)

Ethnicity (please see number key below)	1	2	3	5	8	9	10	11	12
Total number of people:	24	5	4	1	2	1	1	1	3

2016/17 and 2017/18
Future Leaders who gained
new roles, promotions or
secondments (total 23).

59%

Female (13)

41%

Male (9)

Ethnicity (please see number key below)	1	2	3	4	5	6	8	12
Total number of people:	13	1	2	1	1	1	1	3

1 White British

2 Pakistani

3 Indian

4 Bangladeshi

5 Any Other White

6 Irish

7 Kashmiri

8 White and Black Caribbean

9 African

10 White and Asian

11 Caribbean

12 Not Stated

Workforce Strategy - Training Stats

The information included in this report is taken from Evolve over the period 1st September 2017 – 31st August 2018.

Training Stats

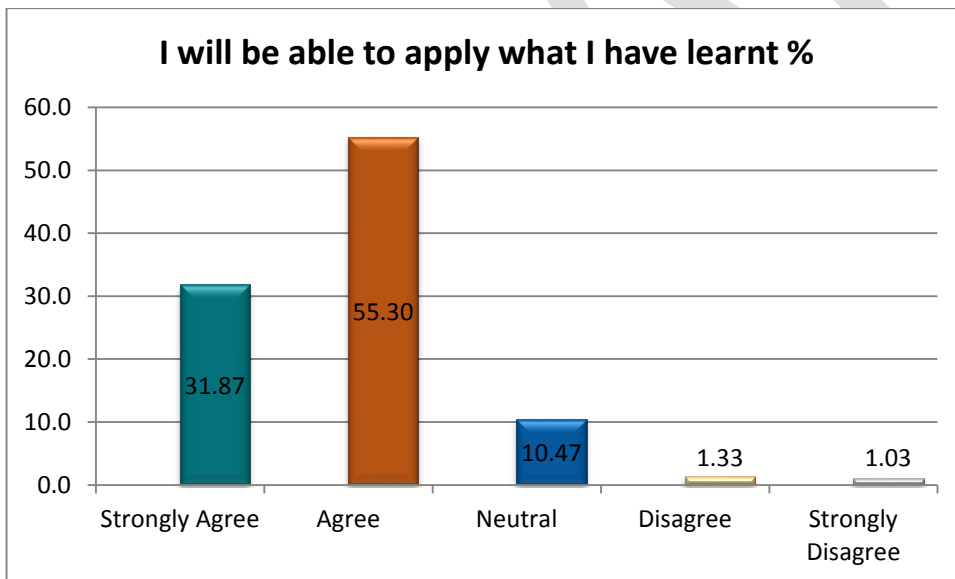
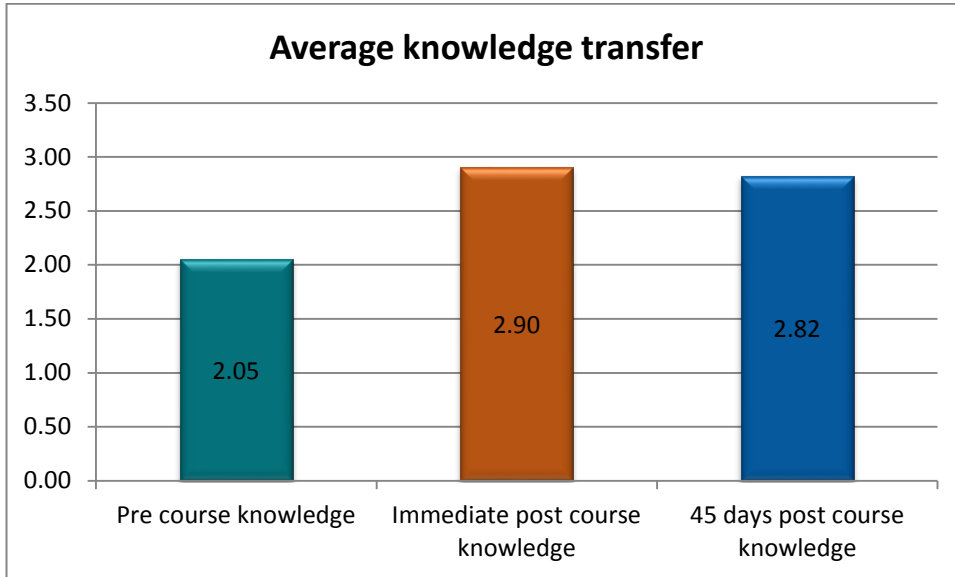
During this period, we have delivered a total of **289** different courses to **6213** people. Overall, there have been **13562** individual course completions with the average participant completing 2.18 courses. This report doesn't include courses that are currently 'In progress'.

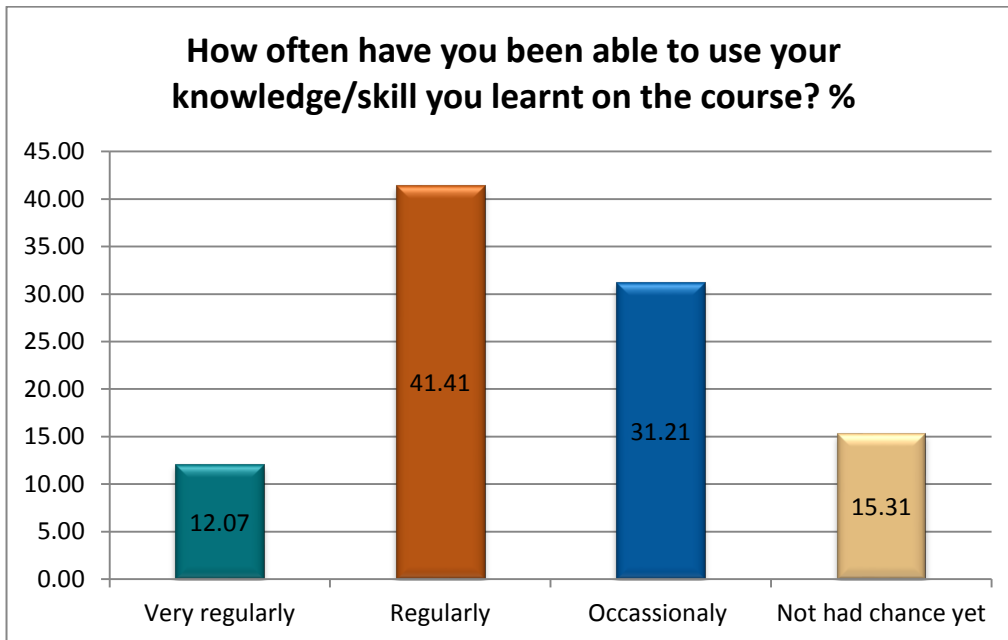
Of the **13562** course completions, **10,027** were completed by internal staff and **3535** by participants across the District. The internal and external breakdown can be seen in the table below.

BMDC Staff	Course Completions	Headcount by Dept.
Chief Executive	156	90
Corporate Resources	1,775	2,617
Children's Services	3,247	1,508
Health and Wellbeing	1,917	1,359
Place	2,315	2,535
West Yorkshire Pension Fund	133	161
Other/Dept not recorded	484	
Total	10,027	8,270
External Partner Organisations (#Teambradford)		
Airedale National Trust (ANHST)	59	
Any Other Organisation	239	
BMDC Casuals	355	
Bradford District Care Trust (BDCT)	237	
Bradford Hospitals	81	
CAFCASS	2	
Clinical Commissioning Groups (CCGs)	54	
Connexions Bradford (Prospects)	6	
Criminal Justice	30	
Early Years & Childcare	825	
Foster Carers (Bradford)	454	
Housing	75	
Other Local Authority	29	
Private/Independent Sector	125	
Private/Independent Sector (Adults)	162	
Schools – Non PACT HR	100	
Schools – PACT HR	169	
Voluntary Sector	435	
West Yorkshire Police	21	
Other/No Organisation Recorded	72	
National Probation Service	5	
Total	3535	

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

Best Solutions for managers

“It was a really good training session to attend when as staff we are aware that we will be going through so many changes within the workforce over the next few months. It has made me aware not of only my own feelings/emotions and the changes I am going through but also what staff around me will be going through. It is important to remember that not everyone will be at the same stage and people can move from one stage to another quite quickly”

“course was great. it was very nice to work with other managers from other departments within Bradford council . all who attended the training were very supportive of each other and all were very engaged and eager to develop skills to improve service delivery and support staff.”

“The trainer had very good knowledge of the subject matter, but made the course fun and enjoyable, especially with what the course involved. Well done”

Management Conference

“Darrell Woodman was excellent. He is such an engaging speaker and really makes you believe in what he is saying and gives you the desire to go out and be a 2%er”

“I thought that huge energy went into these sessions. It was very welcome to have investment made into the staff as people rather than a means to achieve targets and outcomes (although the 2 are not separate). The group, from different parts of the authority, intend to meet again shortly.”

“Excellent conference. Darrell was really good and retained the interest of all throughout the day.”

Project Griffin

“It was useful to see things from a different perspective. I feel more confident in reporting something suspicious now.”

Evaluation Stats – Constructive Feedback from Participants

Best Solutions for Managers

“The course content and group i was with was very good and we worked well together. I do think that the course could be covered in 2 days instead of 3”

“there were a number of experienced managers present and the general feeling was that future courses may be more beneficial if they were split - initial managers course and advanced managers course”

“In terms of learning the system (EVOLVE) it would be worthwhile exercise to practice as part of the training.”

Management Conference

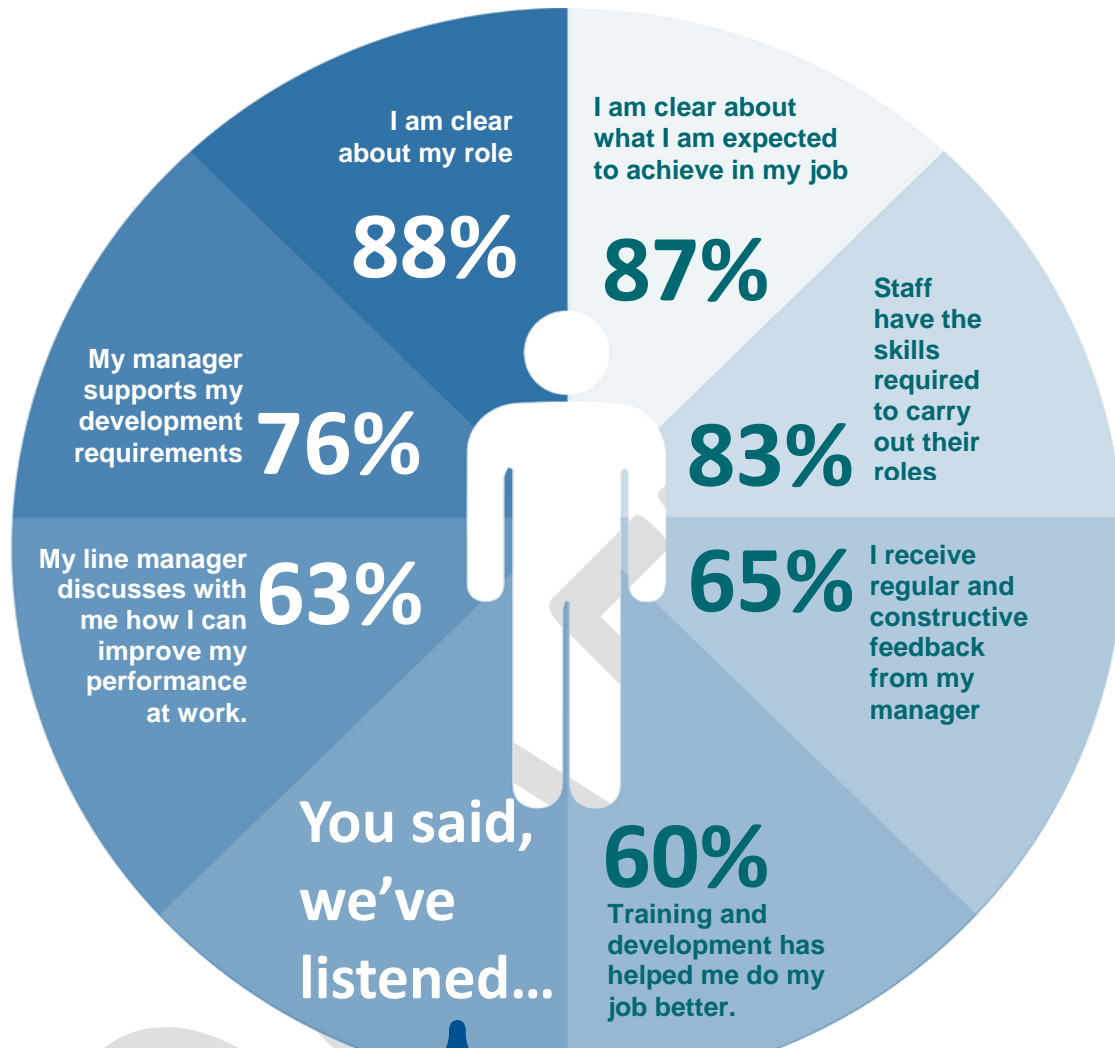
“The contents of this course needs to be available to all staff not just managers”

Project Griffin

“While the course was a little hard hitting of what we all need to be aware of. I think it tackled this in a responsible, direct way and it really did make me think of my safety not only in a work situation but in a social situation also and I am glad I attended the course. Thank you”

“As most people should be familiar with the subject area now you need to concentrate on " exceptional information" that might be useful that people are unlikely to know or make it more practical.”

Staff Survey 2017



You want regular appraisals

- We have launched Evolve Performance giving you the vehicle to record regular conversations about your goals and behaviours
- Have you had a look yet?

You want personal & professional development

- We are increasing learning resources to include people skills, communication, commercial and business skills, report writing and time management

You want management skills

- We are continuing with leadership development, talent management and will be launching our Coaching Academy this year!

You want IT skills

- We will continue to share innovative solutions which will help you develop your digital skills, including in-house and quality online learning resources



Our commitment to you:

We will maintain, monitor and develop Evolve to bring you creative and innovative learning, development and performance resources:

- Delivering corporate development programmes
- Giving you a gateway to quality online learning and information resources
- Providing a platform for service-specific training and development programmes
- Supporting effective performance management through reviews, goals and behaviours

REVIEWING THE MEMBER DEVELOPMENT PROGRAMME – PROGRESS UP-DATE FOR 2017/18 & FORWARD PLAN FOR 2018-19

	2017-18	2018-19
Launch of Evolve learning platform for Members	<p>In July 2018 we signed elected members up to the Evolve learner management system. Each Member now has a learner profile and access to hundreds of learning resources. As well as access to networking groups which will enable them to share information on a wide range of topics.</p> <p>Councillors now have access to 25 of the latest LGA Councillors workbooks via Evolve.</p> <p>Currently Councillors have been assigned the Universal Credit e-learning resource as well as an introductory programme on Protecting Information – tis now sits on every Councillors personal learning profile.</p>	<p>In October all Member Development programmes will be placed on Evolve within the Councillors Workspace – which is an area of Evolve reserved for Councillors to access and share information.</p> <p>In October we have scheduled 3 information sessions on evolve for Members. These will help Members get the most out of the system and also to invite feedback on features and content that you would like on Evolve.</p> <p>By November 2018 we will launch a pilot where we will create an area on Evolve which is accessible to internal and external learners. This will create an opportunity for community partners to highlight their work in areas such as dementia and at the same time give them access to a variety of learning resources.</p> <p>Finally, by November we will also have a link to RealSafeguardingstories.com to make access to our Safeguarding films even easier.</p>
Safeguarding	<p>Adults and Children’s safeguarding has again been a major strand of the Member learning programme in 2017/18</p> <p>Over of 90% of Members have completed either the virtual college CSE e learning programme – Safeguarding Children from Sexual Exploitation - or</p>	<p>Further development sessions to be arranged with the respective CSE hub and MASH teams as required.</p> <p>Members will have access to ‘train the trainer’ sessions for Members on any of the Real Safeguarding Stories films so that they can be used to inform the various communities members engage with.</p>

	2017-18	2018-19
	<p>received a development session from the CSE Hub team. The virtual college CSE programme will shortly be placed on the Evolve learning platform and this will make it easier for Members to access.</p>	<p>Finally, we will be shortly re-launching the Website with new features such as downloadable advice sheets, and better descriptions of films.</p> <p>A YouTube channel will shortly be launched mirroring the website with the aim of increasing traffic of realsafeguardingstories.</p>
Dementia awareness and best practice	<p>On the 12th December 2017 Council passed a resolution that it be mandatory for all elected Members to undertake Dementia Friends training. In 2017 and 2018 we have run 3 dementia friends' sessions to build awareness of Elected Members.</p> <p>Feedback on the sessions from Members has included an increase in overall knowledge of the different types of dementia, greater levels of confidence, useful to hear first hand the experiences of someone with early onset dementia and picking up on lots of tips to support people who have dementia.</p> <p>On these sessions we have also featured best practice projects from the Memory tree clinics, Burley in Wharfedale</p>	<p>On the October 9th our Dementia Update we will feature a Carers perspective on supporting a family Member and have invited Bradford University to present on their latest research. We will also be providing an overview from the Alzheimer's society on the latest initiatives from across the district</p> <p>In 2019 we will be running 3 further Dementia friends' sessions.</p>
Homelessness – The role of the Council	<p>In July 2018 we presented a session which provided an overview of Homelessness across Bradford and the roles and responsibilities of the council in preventing and tackling the problem. We also discussed the new Homelessness Reduction Act implemented in April</p>	<p>In early 2019 there will be a session for Members on the new Allocations Policy alongside the new IT system 'Jigsaw'. There will also be a recap of the session we ran back in July.</p> <p>The presentation from the July session and some national factsheets will be placed on evolve shortly for Members to</p>

	2017-18	2018-19
	<p>2018.</p> <p>Members feedback included a greater awareness of the scale of the problem, the extent of the Council's responsibilities and in relation to this other agencies roles and responsibilities.</p>	<p>download.</p>
Welfare reform		<p>In November 2018 we have scheduled in a session primarily on the first 6 months of Universal Credit. Members are encouraged to complete the e learning programme on Universal Credit in the lead up to this training and we will be very interested in the views of Members on their experiences of Universal credit to date.</p>
Member Induction 2018	<p>This year's Welcome day for new Members included a welcome from the Chief Executive, a short presentation on the Code of Conduct/ Interests, displays from colleagues across the Council and information on Member development/Member support .There was also the opportunity to meet Senior Leadership colleagues over a lunchtime buffet.</p> <p>Feedback from Members has included that they didn't feel overwhelmed; questions were answered in layman's terms; very useful contacts were made to support the new Councillors in the first few weeks of their term and generally they felt it was a very warm welcome to Bradford Council.</p>	
Overview and	<p>In June each year, as part of the induction programme,</p>	<p>Feedback from the above session suggested a session on</p>

	2017-18	2018-19
Scrutiny	<p>officers from the Overview and Scrutiny Team deliver an introduction to scrutiny session. This year the session took place on the 20th June.</p> <p>This session focussed on accountability in an increasingly fast changing and complex policy and service delivery environment.</p> <p>New Members received input from the Scrutiny team, the interim locum city Solicitor, Assistant Director and experienced Scrutiny Councillors. The session was very well received.</p>	<p>Questioning skills would be a welcome addition to the member Development programme. Therefore we will be scheduling in a session for Members on Questioning skills in February 19 The course will cover some of the fundamentals of communication, effective questioning, and questioning witnesses. There will also be a chance to reflect and consider ways forward.</p>
Corporate Parent role of Members		<p>This session in November 2018 is aimed to inform Elected Members of the process in place for Members of the Corporate Parent Panel who contribute to the Regulation 44 Independent Monitoring of the LA Residential Children's Homes and Short Break Provisions. It is aimed to provide an overview of the process in place as set out by the Children's Home Regulations, which places a statutory requirement that all residential children homes will be monitored every month by an "Independent Person". We will also provide Members of the Corporate Parent Panel an understanding of the services available, provision of residential and short breaks respite care and how Members of the Corporate Parent Panel offer scrutiny and overview through the Regulation 44 process, by committing to conducting visits of children's homes (three times across the year).</p>
Member innovation		<p>This introductory session on December 4th 2018 is a creative and practical workshop for Elected Members. This workshop</p>

	2017-18	2018-19
Programme		<p>will provide Members with skills, and develop you to use innovation methods, tools and techniques to support your work in the ward. This is in line with the roles identified in the latest research around 21Century Councillor</p> <p>This includes techniques for identifying problems clearly, generating ideas and the production of solutions.</p> <p>Following this session, we would propose that the Innovation Hub would facilitate Innovation workshops where Councillors can bring their problems, challenges and opportunities to work through and then share best practice with other Councillors. These could also include community partners if this supports the problem solving and solution process.</p>

DRAFT

Equality objective progress report – Q1 2018-19

Activity	Milestone status	Performance target	Target date
<p>Ensuring engagement of LAC and disabled people in apprenticeships</p>	<p>Work continues to promote apprenticeship opportunities within the Council. To continue to work with LAC team to promote existing apprenticeship opportunities.</p> <p>A Foster Carer event is scheduled for 10th July 2018 to raise awareness of the what type of careers there are in in the Council and to give an overview on apprenticeships. This is to encourage LAC to apply for apprenticeships.</p> <p>The Councils recruitment process is to be reviewed in 2018/19. The Council needs to adapt its recruitment process to attract more applications from those with a different skill set. A paper is being drafted for CMT with a view to the Council improving its corporate parenting role around access to job vacancies.</p> <p>The Learning and Development Academy Team continue to promote the Council as a good place to work at Career and Jobs Fairs and encourages more applications from our target groups.</p> <p>We have secured Bradford City Football ground for free to run a Bradford apprenticeship fair during Apprenticeship week 2019</p>	<p>The target for apprentices is 10% for people with disabilities, and that all children leaving care (looked after children) will be offered an opportunity for a traineeship or apprenticeship.</p>	<p>By Sept 2020</p>
<p>Governance arrangements - leadership</p>	<p>Range of Staff Engagement sessions designed to keep staff informed of progress against workforce development plans, and to involve staff in shaping future plans. All sessions are opened to all employees to attend. 283 attendees across a range of sessions during quarter 1 of 2018-19.</p> <p>Apprenticeship events for Young people - 80 attendees</p> <p>Cross department Equalities group (membership - 20). Group meet quarterly.</p>	<p>Targets</p> <ul style="list-style-type: none"> • March 2018 - 150 • June 2018 - 350 • September 2018 - 600 • December 2018 - 850 	<p>End 2018</p>

<p>Snr Officers and Members supported to consider the impact of decisions and activities</p>	<p>A dementia training session was run for members on 27 February with a dozen attendees. A new member champion has also been fully trained. It is intended to repeat this course every quarter, with a different inspirational/expert speaker each time.</p> <p>A migration session was arranged for 7 March, with external trainers from Migration Yorkshire. Unfortunately member turn out was very poor. Further work is therefore being planned to try and encourage greater attendance at all future sessions. This included development work with Evolve over the next few months, to make it more accessible for members.</p> <p>There are now a range of Safeguarding Stories short films available for members to view at any time, raising a range of issues such as those around fostering and mental health. A further story is being developed around Prevent (and extremism), which will be launched as part of safeguarding week at the end of June 2018.</p>	<p>Minimum of 3 practical equality related sessions run each year (identified each year according to need).</p>	<p>annual</p>
<p>Career development (A stronger focus to be placed on working with services to ensure job profiles allow progression, offering more secondments and providing shadowing, mentoring and job swops.)</p>	<p>To review funding opportunities for LGA graduate scheme in 2019. Exploring local grad schemes as an alternative. Networking with Leeds Council to explore their internal graduate scheme.</p> <p>Increasing up skilling of employees as apprenticeships</p> <p>Investigating transfer of Levy funds for leadership graduates in the district</p> <p>Planning Regional Apprenticeship job fair hosted by CBMDC at Bradford City football club.</p> <p>FLE 2018 recruitment assessments completed and cohort of 20 candidates confirmed, 3 Places to VCS</p> <p>Launched District wide Team Bradford 'Leaders Network' Alumni programme</p> <p>Writing a Bradford District Alumni leaders story book to be published Nov 18</p> <p>Planning IWPB district wide innovation session</p> <p>Coaching and Mentoring strategy workshop held for Bradford leaders</p> <p>Planning the launch of the coaching strategy for Bradford Council with programme for coaching champions</p> <p>Bradford Council now signed up to E coach a national partnership for coaching with public sector</p> <p>WFD representing Bradford Council at the Project Search panel to support young people with disabilities into employment not yet due</p>	<p>Interim targets</p> <ul style="list-style-type: none"> • December 2017 - 10% • December 2018 – 20% • December 2019 – 30% • December 2020 – 40% 	<p>2020</p>

Leadership conference – Winter 2018
Designed and delivered in partnership with Future Gov.
Designed for all managers (target 600 participants)

Coaching champions (target 50 participants)

Coaching for managers – developing a coaching style of management (target 450 participants)

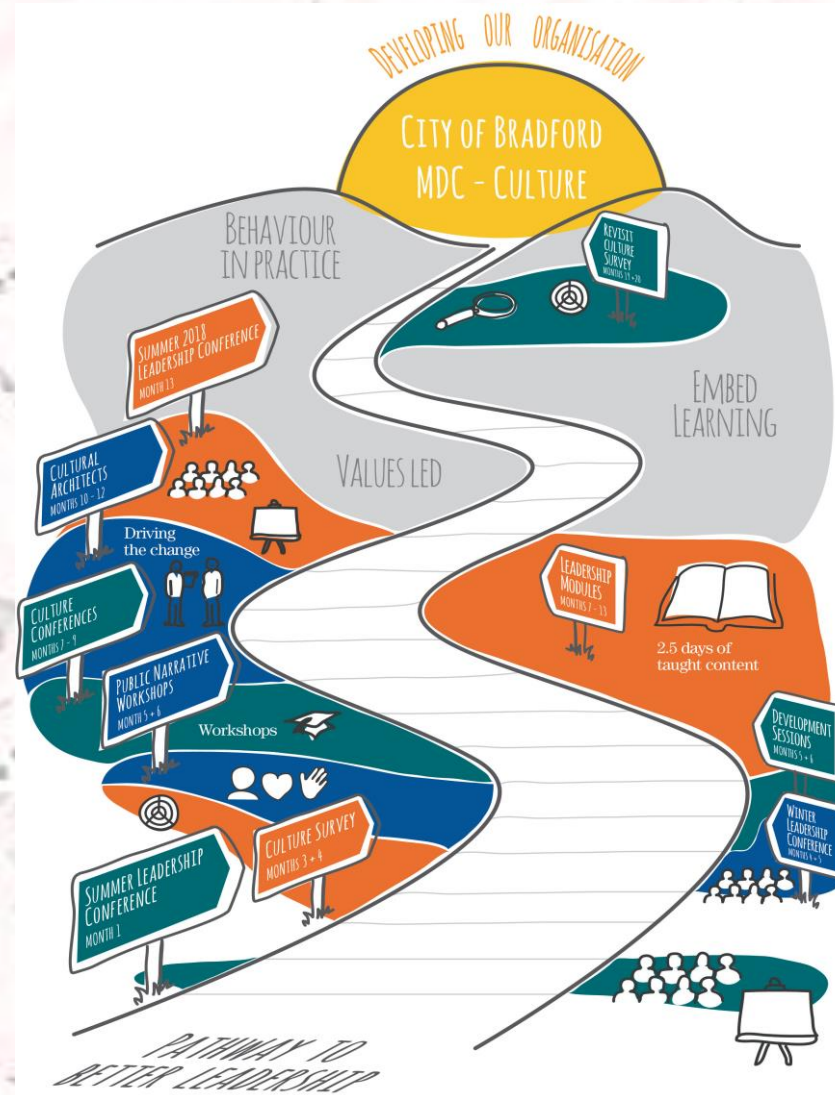
Best Solutions for Managing People to continue – places now available for all managers

Future Leaders Experience - Discovering unidentified talent

Leadership workshops
To include:
Confidence Building, Leading Through Influence, NLP, Emotional Intelligence

Innovation training delivered in partnership with Future Gov.
For officers, managers and Members (target 100)

Bradford district Alumni network – building strong networks and communities for leaders across the district (target 200 participants)



Bradford District and Craven Integrated Workforce Programme

Transformation Bid Submission (Non Recurrent Funding)



1.0 Introduction and Background

The opportunity to bid for transformation non-recurrent funding (2018/19) relating to workforce transformation/development was shared with a range of colleagues including members of the IWPB and BEESP (Bradford Education Employment and Skills Partnership), members of the AWC Provider Alliance, IWP workstream leads and members, The Director of ICE, Directors of Nursing and the Apprenticeships workstream sub group in order to generate ideas for bid submissions.

Initial thinking was to particularly target the '**Growing Our Own**' (Attracting, promoting and recruiting the future workforce) IWP work programme, including building on the Health and Care Industrial Centre of Excellence (ICE), careers work with schools (at scale) and linking into career pathways and apprenticeships. It was also noted that the work stream on attracting entrants and re-entrants into the health and care workforce had been placed on slow track due to capacity issues and this could be an opportunity to pump prime that work.

The concept of the bid was approved at SMT on 9 April 2018 with the proviso that additional information was included on deliverables and sustainability beyond 2018/19

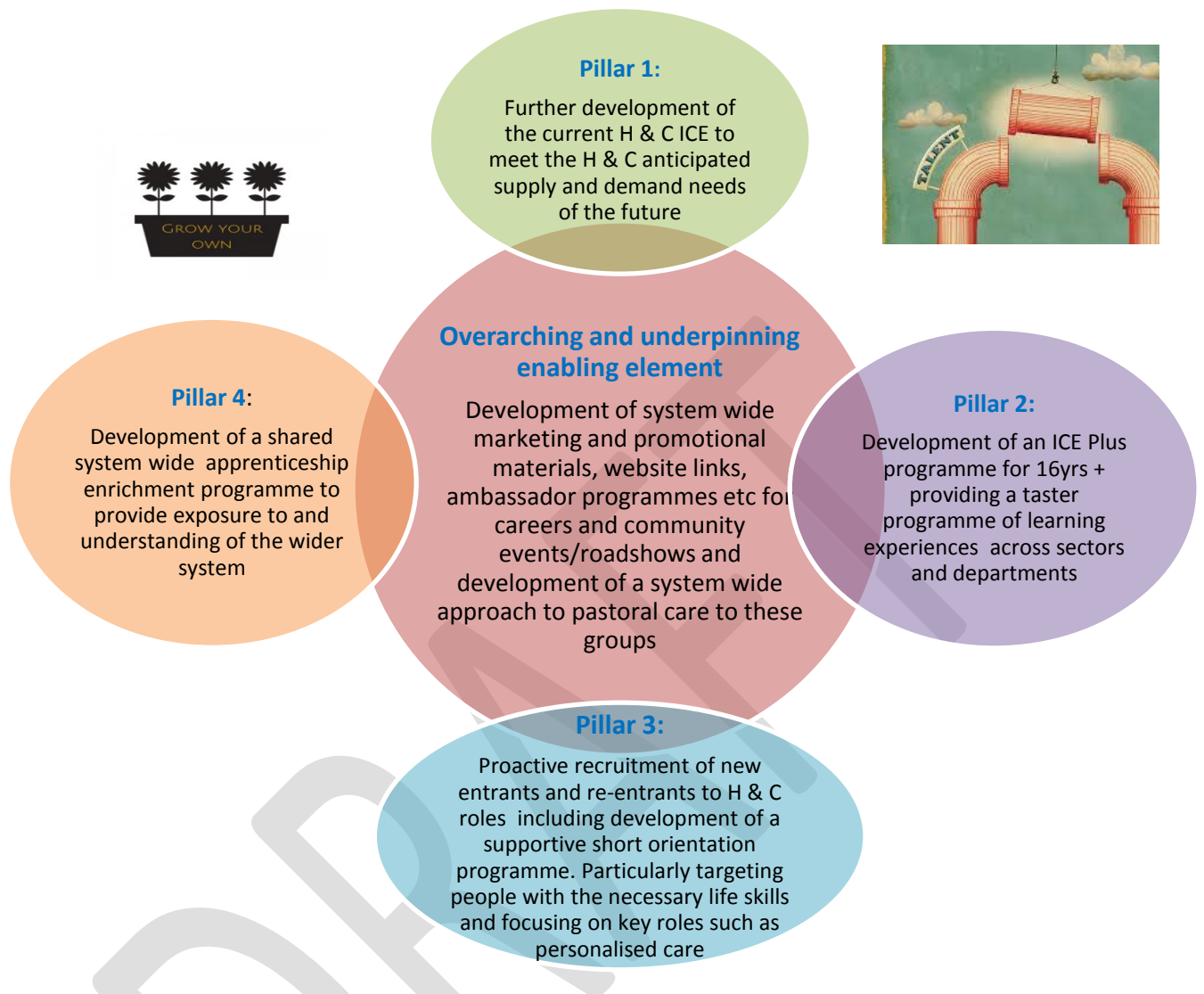
1.1 Alignment with other work and recognised priorities

There are other key pieces of workforce development work and early conversations taking place related to new ways of working across health and care and the workforce challenges these present. The IWPB are keen to ensure the bid is used as an opportunity to create some 'joined upness' across the IWP, Provider Alliances, Acute Care Collaborative, Accountable Care Partnerships, the newly developing Bradford Education Employment and Skills Partnership (BEESP) and the WY Excellence Centre by ensuring the funding is targeted across some common priority areas and meets our aspirations of having a health care workforce that truly reflects the diverse populations we serve in terms of ethnicity, gender, disability and socio economic.

The following has been taken into account in the development of this bid:

- The current and planned stages of development of existing work programmes (eg the H & C ICE, the BEESP and organisation specific work on apprenticeship and traineeship).
- Identified gaps within current workstreams including capacity issues and a recognition that pump priming these workstreams could hold significant benefits for the wider system in the longer term
- Actual and anecdotal evidence of workforce supply and demand gaps and managing the market (including recent CQC system wide feedback) and a desire to work together to close these gaps in a system wide way
- A desire to grow our own within the Bradford District and Craven; recognising the added longer term benefits of doing this, particularly in relation to community cohesion and diversity

2.0 The bid concept in summary



3.0 Principles

- Using and building on existing good practice and materials – bringing these together for a co-ordinated system wide approach with a locality application where appropriate.
- Avoiding duplication and proactively managing connectivity with existing work and projects (locally and regionally)
- Alignment to BEESP draft deliverables and action plan

4.0 Summary of costs

Non recurring pay costs: £200k

- Overall project manager for all 4 pillars and enabling arm
- Programme Development Facilitators
- Admin support
- Comms and engagement project worker

Non Pay costs: £50K

- Design and printing costs
- Non pay incidentals including travel and training

5.0 Deliverables and Sustainability

Element	Deliverables 2018/19	Sustainability
Enabling	<ul style="list-style-type: none"> Developed and produced H & C system wide promotional materials for careers and road show events (branded banners, leaflets and web links – sufficient to cover multiple events) Attendance at 75% of secondary school careers events across the district – delivered from October 2018 onwards Identification and programme orientation of minimum 40 ambassadors, particularly promoting those roles with severe or high risk of reduced supply and increased demand in the next 4-5 years 	<ul style="list-style-type: none"> Materials developed with future proofing in mind (ie logos etc – Brand as Bradford District and Craven) Alignment to draft BEESP deliverable 5 – A co-ordinated recruitment approach under brand Bradford Health and Care Continued delivery through Work Programme 1 of IWP Continued delivery through Work Programme 1 of IWP Alignment to draft BEESP deliverable 3 – Recruit H & C ambassadors to work in schools and colleges to promote careers in H & C.
Pillar 1 – ICE Shaping	<ul style="list-style-type: none"> Tested and verified system wide workforce demand and supply heat map for Bradford and AWC localities Targeted programme for coverage across 100% of those roles in reduced supply and increased demand - masterclasses, specific learning experiences and ambassador visits to the 8 ICE partner schools 	<ul style="list-style-type: none"> Task and finish piece of work Continued delivery through the ICE programme as it grows (Years 2 & 3) and IWP WP1/BEESP (NB: alignment to draft BEESP deliverable 2 - Embedding and scaling the H & C ICE.
Pillar 2 – ICE Plus	<ul style="list-style-type: none"> 2 x pilot Taster programmes delivered and evaluated across both localities 	<ul style="list-style-type: none"> Programme revised following evaluation Embedded in existing apprenticeship and traineeship programmes and work with colleges Linked to BEESP draft deliverable 4 – A co-ordinated approach to work-based learning opportunities to support learning programmes
Pillar 3 – Orientation Programme (Entrants and Re-entrants)	<ul style="list-style-type: none"> Robust relationships developed with Enterprise Services and Skills House Delivery of 2 community/locality roadshows promoting health and care linked to the delivery of 2 X short orientation programme targeted at entrants and re-entrants in each locality. 	<ul style="list-style-type: none"> Continued delivery through IWP WP1, BEESP and Provider HR input Linked to BEESP draft deliverable 4 – A co-ordinated approach to work-based learning opportunities to support learning programmes
Pillar 4 – Apprenticeship Enrichment Programme	<ul style="list-style-type: none"> 2 x enrichment programmes developed and commenced (aligned to existing provider led apprenticeship programmes) 	<ul style="list-style-type: none"> Flexible use of apprenticeship Levy Embedded into and delivered as part of existing apprenticeship and traineeship programmes/work with colleges Linked to BEESP draft deliverable 4 – A co-ordinated approach to work-based learning opportunities to support learning programmes