

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 10 October 2019

Subject:

Bradford Council's Workforce Development Strategy 2015 - 2021

Summary statement:

This report provides a progress update to Corporate Overview and Scrutiny on the Council's Corporate Workforce Development Strategy 2015 – 2021. This was the recommendation from Corporate Overview & Scrutiny of 11 October 2018 that a progress report be submitted in 12 months time.

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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 this programme is to provide a coordinated approach to the development of the Council's workforce, so 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 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 2018-19, and sets out key deliverables for 2019-20.
- 2.2 Progress up-date 2018-19:

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
Apprentice-ships <i>*Appendix 2 provides a full progress report and breakdown up to 1st September 2019, by age, department, qualification level and cost.</i>	National target of 2.3% (329 apprentices) of our workforce are apprentices	<ul style="list-style-type: none">As of 1st September we have 250 active apprentices funded via the Levy towards the public sector target of 329 per financial year	On-going target - Working towards this target for March 2021 Requiring a further 79 apprentices
	Internal targets for apprentices by March 2020 =	<ul style="list-style-type: none">Since the introduction of the levy May 2017 there have been 479 apprenticeship startsThis consists of: 135 existing staff	On- going target - We have met this as an

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	400 and by March 2021 = 500	<p>accessing apprenticeship development opportunities; 80 new apprentice starts and 71 apprentices in schools that contribute to the Levy</p> <ul style="list-style-type: none"> We have 138 apprenticeship requests in progress and start dates due 	accumulative target and on track for 400 apprentices by March 2020
	Increase in the number of council employees under the age of 25 years	<ul style="list-style-type: none"> Most new apprentices are under age 30, a good proportion being under 24 For existing staff apprentices there are 4 under age 24 out of 114 apprentices Out of 190 live council apprentices 67 apprentices are under age 24 25s age group reduced by 10 on last quarter (currently 3.5% of the total headcount). This is 3 less than it was at 1st July 2018 (was 3.5% of total headcount) 	On-going target – Progress made in decreasing age profile through apprentice opportunities
	10% of apprenticeships – special educational needs and or disabled people	<ul style="list-style-type: none"> 1% of target achieved – with no further data as apprentices do not have to disclose this information. Disability – The Council overall has 4.5% of employees stating they have a disability, true managers have 3.6% stating a disability & top management have 0.0% stating a disability (was 0.0% at 1 July 2018) Partnered with Project Search and part of the employer advisory board supporting young people with disabilities into local employment Part of the employer network to increase opportunities for people with disabilities into work in the Bradford District 	On- going target
	30% of apprenticeships – BAME	<ul style="list-style-type: none"> Ethnicity – The Council overall has 27.8% BME employees (of those employees that stated their ethnicity), true managers are 17.8% BME, & top management are 5.6% BME (was 6.3% at 1 July 2018) <p>The current statistics for apprenticeships are:</p> <p>Schools – 60 New Apprentice Starts 11(18%) - BAME 21 (35%) - English 28 (47%) - Not stated/No Information</p> <p>Council – 76 New Apprentice Starts</p>	On-going target

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
		<p>17 (22%) - BAME 35 (46%) - English 24 (32%) - Not stated or No Information</p> <p>Council - 114 Up-skill Existing Apprentice Starts 18 (16%) - BAME 88 (77%) - English 8 (7%) - Not stated/No Information</p> <p>Total 250 Apprentice Starts 46 (18%) - BAME 144 (58%) - English 60 (24 %) - Not stated/No Information</p>	
	100% Children leaving care – offered access to traineeships or apprenticeships	<ul style="list-style-type: none"> • Career event held for LAC and Foster Careers to promote Council Apprenticeships • All apprenticeship posts are sent to Leaving Care team for LAC • 2 LAC were employed into apprenticeship opportunities but no longer on programme. All apprenticeships opportunities are offered to LAC in the first instance but not always ready to undertake an apprenticeship. • Working with Childrens Service to identify inclusive recruitment opportunities to support development of traineeship programmes / pre-apprenticeship development opportunities 	On-going equality Objective target
	Council spending and making best use of the levy funds	<ul style="list-style-type: none"> • Levy funds are predominantly used to fund level 2 and 3 qualifications, including statutory and mandatory training • We are committed to transferring 5% of the levy to the Health and Social Care Partnership to support the health and social care workforce in the district of £75,000 • Higher level apprenticeship posts are being introduced as relevant posts become available to support graduate entry 	On-going target – Progress on Levy spend is detailed in the <i>Appendix 2</i>
Leadership and Management Development	Continuation of the Council's leadership development	We have continued with the Leadership development programme as mandatory for management tiers 1- 5 and open to all levels of managers and leaders in the Council. Targeting 600 managers we have delivered	Met target of committed delivery with WFD and OD partners

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
<p><i>*Appendix 6 is the new Leadership and Management programme 'our leadership commitment'</i></p>	<p>programme themed around the Councils priorities for change for 2018-19</p>	<p>the following:</p> <ul style="list-style-type: none"> • Managers conferences 18/19 5 x Summer conferences for 535 managers 4 x Winter conferences held across 2018 and 2019 for 401 managers • Best Solutions for Managing People 3 day training x 40 course with 432 managers trained • Best Solutions Evolve Performance x 40 courses with 432 managers trained • Art of Brilliance Leadership & Resilience training x 5 courses with 827 managers trained • Coaching Academy Champions x 7 training courses with 58 managers trained • Evolve Performance x 16 sessions with 85 senior managers trained • Managers Focus Group x 1 with 17 managers engaging <p>Other key areas of progress:</p> <ul style="list-style-type: none"> • Launched the Coaching Academy – providing training, support and network to enable our managers to use coaching with staff that is based on improving performance, quality of work and outcomes • Developing our next leadership and management programme - which will confirm our leadership Commitment to support managers in getting the basics right and in establishing a culture of high performance and effective leadership 	
	<p>Culture Survey Increase index score towards vision score</p>	<ul style="list-style-type: none"> • We have completed the Culture Resurvey in July 2019 across tiers 1- 5 managers. This has provided metrics to compare with the culture survey measure taken in 2017 and this will be used to inform future work. A paper is being drafted for CMT and an interpretative results session planned 	<p>On-going - Target to be reviewed with CMT to check results</p>
	<p>Childrens Improvement Board</p>	<ul style="list-style-type: none"> • Post Ofsted Childrens services – Improvement board plans to support workforce development covering programmes of development for performance management, Leadership and Management development, health 	<p>On-going HR Workforce development Improvement board</p>

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
		and wellbeing, case volume and recording, recruitment and workforce statistics to provide wrap around support	
Talent management <i>*Appendix 8 provides Future Leaders trend data</i>	Deliver the next Future Leaders class of 2019	We have continued to deliver the Future Leaders Experience Future Leaders Experience 2018 -19 <ul style="list-style-type: none"> • Revised programme and 7 modules introduced • Gender split: female 58% and male 42% • BAME participants made up 47% of the cohort • 19 graduated in September 2019 • This cohort included 3 places to VCS partners from Scholemoor Community Project, Doula Project and Millside Centre • Two projects delivered; Science Festival and Realsafeguarding stories inc. securing finding of 5k from Police Commissioner Future Leaders Experience 2019 - 20 <ul style="list-style-type: none"> • We have completed recruitment and selection for the next Future Leaders Experience cohort with the launch date on the 25th September 2019 • The gender split for this new cohort is: 71% female and 29% male • This cohort extended 10 places to the VCS and Team Bradford Partners, we have 5 confirmed uptakes 	Target met
	Continue to see career progression for Future Leaders	<ul style="list-style-type: none"> • Future leaders who gained new roles , promotions or secondments has been a total of 26 (60% female and 40% male) 	On-going with progress made
Evolve Learn <i>*Appendix 3 provides an in-depth summary of course numbers and evaluation.</i>	Annual increase in the number of internal employees who log on to Evolve.	<ul style="list-style-type: none"> • There has been an annual increase of 58.2% in the number of internal employees who log on to Evolve: 17/18 course completions internal = 10,027 18/19 course completions internal = 24,004 	Target met
	Annual increase in the number of external customers	<ul style="list-style-type: none"> • There has been an annual increase of 24.6% in the number of external customers who log onto Evolves external site (Learn and Develop Bradford) 	Target met

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
	who log onto Evolve external site 'Learn & Develop Bfd'	17/18 course completions external = 3,535 18/19 course completions external = 4687	
	The system provides a fully automated self-serve learner management system that enables employees to take control and manage their own learning.	<ul style="list-style-type: none"> • The system continues to provide a fully automated self-serve learner management system that has enabled employees to control and manage their own learning • Evolve Learn Champions, 13 have been system trained across the org to support automation of training administration and direct access to reporting data within services. Including training, on-going support from the Business Development Team and quarterly development workshops • There has been increased use of the reporting features and statistics by departments as well as making use of workspaces; IT Toolkit launched in September 2019, 50 x Employee Wellbeing Champions , Evolve Help & Support portal, Prevent & Early Help Digital Passport. • Improved compliance and reporting for mandatory and regulatory required courses for example: Health and Safety, First Aid, Protecting Information • We have reviewed our corporate training and offer an improved range of corporate training for employees development, Health and Safety and Leadership and Managing Development 	
Performance Management <i>*Appendix 7 provides detailed performance management statistics by department</i>	Increase in the number of employees who have a positive performance review: 90% by March 2020	<ul style="list-style-type: none"> • Work is on-going to support effective culture change that supports managers to complete timely and effective performance management • Rolled out the new performance management framework that focuses on outcomes and behaviour • Embedding the on-line performance management system that enables managers to record performance reviews and behaviour assessments online – live since May 2018 • Continued the Performance Management training sessions for managers and staff 	<p>On-going with some progress made.</p> <p>This will be measured in the next agreed staff survey</p>

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
		<ul style="list-style-type: none"> Implemented a new annual performance review cycle in March 2019 (1 April to 31 March) Monitoring use of the Performance Management system, and provide support to teams as required. A performance management review was held across the council which highlighted there is a lack of engagement in a performance management culture rather than it being system challenges 	
	Increase in employees with a live goal on the performance system: 90% by March 2020	<ul style="list-style-type: none"> The Performance Management framework was introduced in May 2018 and this is now recorded on Evolve. Annual appraisals were previously recorded by uploading annual appraisals to ESS/MSS that ran at approx. 10% of the organisation. 	On-going target with some progress made.
	Increase the percentage of employees reporting that their managers discuss how they can improve their performance at work.	<ul style="list-style-type: none"> 314 staff have completed online Evolve training detailing how to add their own goals/objectives, continuously monitor their own progress against set goals/objectives and complete annual reviews/appraisals 12 staff have volunteered and received training to become 'Performance Champions' within their own departments, to support the role out and full use of the system. 	On- going target This has not been specifically measured and will be collected via the future Staff Survey
Staff engagement	Continue to deliver a revised annual Staff Engagement Plan	<p>We have continued to engage with our employees through a range of engagement activities and development activities. There has been a review of the staff engagement plan and identification of key priorities for delivery in 2019.</p> <p>Key areas are:</p> <ul style="list-style-type: none"> Delivered 2 x new Corporate Induction package that includes welcome briefing event with Chief Executive and Councillors (84 attendees) Revised employee award schemes – Long Service Awards reviewed and Service Excellence Awards is currently under review for delivery in 	On target with staff engagement plan revised. Building new PI into moving forward plan

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		<p>2020</p> <ul style="list-style-type: none"> • Service Excellence Awards event delivered for 200 employees to recognise and celebrate staff excellence, including a new partnership award. • Long Service Awards to celebrate 25 years' service were held in May for 80 employees across the council and schools (30 in attendance) • A review of the staff survey and survey methods is currently underway to ensure that the survey has optimum results according to the organisations needs 	
#Team Bradford	<p>Progress made in the Bradford District & Craven Workforce Transformation programme</p>	<p>We continue to work strategically as HR on organisational and workforce development priorities through ICB (Integrated Care Board) and IWPB (Integrated Workforce Programme Board). With HR focus on driving change and opening up opportunities that support and encourage staff to work with organisations and businesses across the district.</p> <p>A further strand to accomplish this has been the secondment of the Head of Workforce Development Service to a two year post as Programme Director – Health, Economy and Skills. With the aim to further progress the integrated Health and Social Care transformation delivery programme.</p>	<p>On target for milestones in transformation programme BFD & Craven district</p>
	<p>Work Programme 4: Apprenticeship programmes</p> <p>Development of a health and care apprenticeship enrichment programme.</p>	<ul style="list-style-type: none"> • We have continued to lead and coordinate the Bradford and Craven district wide apprenticeship employers' network. This has provided two network events for the districts employers and learning providers covering industry updates, levy information and shared opportunities for creating apprenticeship opportunities on the district. • We are continuing to be part of the Apprenticeship Enrichment project with the NHS employers reference group to form a joint Health and social care sustainable apprenticeship enrichment programme 	<p>On target</p>
	<p>Work</p>	<p>We have continued to develop system-</p>	<p>Target</p>

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
	<p>programme 2 - Developing our Staff Together. Increase in the number of partners from across the district participating in the district-wide leadership development sessions.</p>	<p>wide learning and development opportunities and activities which include:</p> <ul style="list-style-type: none"> • System OD Network - HR membership of the Craven and District partnership group to develop system wide change and transformation • District-wide Apprenticeship Network now established and includes NHS, VCS, Bradford, Shipley colleges and private sector business • District wide Leaders Network offering events in: Storytelling, Collaborative working, Action Learning and Mentoring • Ongoing development of a system leadership induction experience • Development of system leadership confidence and capability • New Communities of practice system leadership group to replace the District wide leadership and Management sub group 	<p>achieved – increase in joint programmes activities & participants across the organisations</p>
<p>Councillor Development</p> <p><i>*Appendix 4 provides Member Development Programme summary</i></p>	<p>Deliver a Councillor led best practice Member Development programme</p>	<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 • County Lines • Dementia awareness and best practice training • Increase in Councillors being Dementia Friends at 34% • Planning tour of the district • Hate Crime • Member Induction 2019 including tour of the district • Emergency planning • Social Media • Member innovation Programme 	<p>On target – All members registered on Evolve and revised programme offered</p>

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
Equality Objectives <i>*Appendix 5 – please see equality objective progress updates towards performance targets.</i>	Programme of Secondments/ Shadowing/ Mentoring/ Apprenticeships/ Graduate opportunities	<ul style="list-style-type: none"> • December 2018 – achieved 20% of target: Three BAME placements/ Mentoring programme • December 2019 – progressing towards target for 30% coaching Academy and mentor programmes and apprenticeship opportunities <p><i>*(Minimum 40% taken up by disabled /younger/ BME by 2020)</i></p>	Interim targets <ul style="list-style-type: none"> • December 2018 – 20% Target Met • December 2019 – 30% Target on progress • December 2020 – 40% Target on-going
	850 staff per year involved in a range of networks.	<ul style="list-style-type: none"> • September 2019 – target of 600 by September ending, currently achieved 519 staff involved in a range of networks <p><i>*(To include: staff focus sessions, WFD road shows, lunchtime drop ins, frontline worker development sessions)</i></p>	Interim targets <ul style="list-style-type: none"> • March 2019 – 150 Target met • June 2019 – 350 Target met • September 2019 – 600 Target met • December 2019 – 850 on-going
	Minimum of 12 E&D activities available to staff and members per year	The target of 12 activities has been delivered from 2017, this has been achieved and the following 10 activities delivered up to August 2019: <ul style="list-style-type: none"> • Future Leaders training programme module undertaken on equality & diversity (19 attendees). • International Women’s day event (34 attendees) • LGBT Training for Members and staff • Mental Health and wellbeing sessions • 3 January – Dry January • February – Looking after your Heart (National Heart Month) & Time to Talk • March – Power of Sleep/World Sleep day • Bradnet for Black History Month and Women of the World information available to staff published and written by Communications Team. • Current e-learning offer includes - LGBT awareness, Equality and Diversity training (update in progress) • Health and Wellbeing Resilience awareness undertaken - Art of Brilliance sessions. 	Interim targets: work towards 12 activities: <ul style="list-style-type: none"> • March 2019 – 3 Target met • June 2019 - 6 • September 2019 – 9 Target met • December 2019 – 12 On-going progress • Repeat up to 2020

Area of work 2018 -19	Performance Indicator	Progress update	Target measure
		<i>*(This may include training courses, development sessions, access to online learning resources, updates/comms)</i>	
	Apprenticeship programmes: 10% - Special educational needs & or disabled	<ul style="list-style-type: none"> We are working towards this target and current statistics are: 1% of those who choose to declare they have a disability 	On-going target for April 2020 Further progress required
	Apprenticeship programmes: 30% BME	<ul style="list-style-type: none"> From a total of 250 Apprenticeship starts across the schools and Council covering new starts and up skilling we have a current progress of 46 BAME apprentices, which is an average of 18% of the total. 	On-going target for April 2020 progress being made
	Apprenticeship programmes: 100% children leaving care	<ul style="list-style-type: none"> April 2020 – target 100% opportunities, this is in progress with all apprenticeship opportunities shared with LAC. Achieved 2 LAC employed into apprenticeship opportunities, however did not stay on programme. All apprenticeships opportunities are offered to LAC in the first instance but not always ready to undertake an apprenticeship. <i>*(Offered access to traineeships or apprenticeship)</i> 	On- going target for April 2020 Progress being made

2.3 Moving forward 2019 – 2020

These continue to be challenging times for Local Authorities. We have seen a 31% (2452 FTE) reduction in our workforce since 2010. As demand for services continue, 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 delivery in 2019-20 are set out below.

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
	National target of	We will do this by:

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
Apprenticeships We will establish a first class apprenticeship programme offering rich and rewarding careers, making best use of the districts young population to help deliver economic growth.	2.3% (329 apprentices) of our workforce are apprentices	<ul style="list-style-type: none"> • Work with departments and senior leaders to support progression and succession planning strategies that include apprenticeships • Support work around the objectives outlined in the Skills Plan • Increase a Team Bradford approach to providing shared apprenticeship programmes and career progression opportunities.
	Internal targets for apprentices by March 2020 = 400 and by March 2021 = 500	<ul style="list-style-type: none"> • Work with departments and senior leaders to support progression and succession planning strategies that include apprenticeships • Continue to work with and develop Apprentice Champions (currently 8 across the departments) to increase apprenticeship uptake, raise awareness amongst services and managers and identify vacancy opportunities
	Increase in the number of council employees under the age of 25 years	<ul style="list-style-type: none"> • Work with partners in the district to create apprenticeship opportunities for young people
	10% of apprenticeships – special educational needs and or disabled people	<ul style="list-style-type: none"> • Work with partners in the district to create apprenticeship opportunities for people with disabilities • Work with Childrens Services: Skills for Work and Skills House to increase traineeships, pre-apprenticeships and apprenticeship opportunities for young people with disabilities
	30% of apprenticeships – BAME	<ul style="list-style-type: none"> • Work with the Cross departmental equalities group to identify opportunities to increase BAME opportunities • Continue with work around the inclusive recruitment in the district
	100% Children leaving care – offered access to traineeships or apprenticeships	<ul style="list-style-type: none"> • Work with Childrens Services: Skills for Work and Skills House to increase traineeships, pre-apprenticeships and apprenticeship opportunities for LAC • Work with Leaving Care Services and Fostering Services to hold event for LAC and Foster Careers to raise awareness of apprenticeship opportunities
	Council spending and making best use of the levy funds	<ul style="list-style-type: none"> • Plan, monitor and forecast apprenticeship levy spend to ensure no overspend and minimise any payback
Leadership and Management	Continuation of the Council's leadership	We will do this by: <ul style="list-style-type: none"> • Continuing to run the leadership and management development programme for all managers.

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
<p>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>development programme themed around the Councils priorities for change for 2019-20</p>	<p>Themed around the Council's priorities for change, that supports managers in establishing a culture of high performance and effective leadership</p> <ul style="list-style-type: none"> • Providing development and training for managers to 'get the basics right' covering induction, managing people and performance, finance, commercialisation and innovation • Developing our Coaching Academy to develop managers to adopt a 'coaching' style of management based on improving performance, quality 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. • HR Workforce Dashboard available from 16/9/19 as an open source of information for: Workforce planning, absence management, apprenticeship statistics. Designed to support managers in monitoring and managing their teams. <p><i>See appendix 8: Leadership Development Programme 2019-20</i></p>
<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>Deliver the next Future Leaders class of 2019 -20</p> <p>Continue to see career progression for Future Leaders</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Maintaining and developing the Future Leaders programme • Following evaluation develop programme for 2020-21 intake • Identifying and developing opportunities to work with partners on secondment programmes to include BAME opportunities • Working in #TEAM Bradford on graduate scheme • Refreshing our approach to volunteer work placement opportunities

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
<p>Evolve Learn</p> <p>We will progress with automation of course administration and LMS functions, and improve outcome metrics</p>	<p>Annual increase in the number of internal employees who log on to Evolve.</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.
	<p>Maintain external customers who log onto Evolve external site 'Learn & Develop Bfd'</p>	<ul style="list-style-type: none"> • Increase our online learning offer • Work with our #Team Bradford partners to share learning in the district
	<p>The system provides a fully automated self-serve learner management system that enables employees to take control and manage their own learning.</p>	<ul style="list-style-type: none"> • Continue to recruit and support development of Learn champions in departments to increase use of new system functions within Evolve Learn. • Improving our ability to measure outcomes of the workforce development strategy through staff engagement and the use of surveys, evaluations and reporting features
<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>Increase in the number of employees who have a positive performance review: 90% by March 2020</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Establish the performance management framework with focus on creating a performance management culture of performance outcomes and behaviour. • Increase manager and employee use of the on-line performance management system to record goals, assess behaviours and complete performance reviews • Continuing with the Implementation of performance targets for managers and staff to have active goals on the system from June 2019 onwards
	<p>Increase in employees with a live goal on the performance system: 90% by March 2020</p>	<ul style="list-style-type: none"> • Continue to provide Performance Management development for managers and staff • Provide monitoring and system compliance reports on system use and analytics by department for senior leaders • From Performance Management data held on Evolve as of 31/8/19 there is 36.1% of employees with a live goal as part of performance management •
	<p>Increase the percentage of employees reporting that their managers discuss how they can</p>	<ul style="list-style-type: none"> • Establish the performance management framework with focus on creating a performance management culture of performance outcomes and behaviour.

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
	improve their performance at work.	
<p>Staff engagement</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>Increase the employee percentage scores of Staff Survey for the following: 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 (collected via Staff Survey)</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Annual update of the Employee Engagement Plan • Prepare for the next staff survey • 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
	<p>Our staff will tell us that they are happy at work, have the skills and confidence to deliver good quality services in changing times.</p>	<ul style="list-style-type: none"> • Awards and Long Service Awards • Implement revised employee recognition scheme, total rewards and deliver Service Excellence Awards • Refreshing the Council's staff volunteering policy • 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
	<p>Our staff will tell us that they can feel a positive shift in the culture of the organisation.</p>	<ul style="list-style-type: none"> • 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
<p>#Team Bradford</p> <p>We will support and encourage staff to look for</p>	<p>Work Programme 4 - Apprenticeship programmes Development of a health and care apprenticeship enrichment</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> • Accelerate our Team Bradford approach to apprenticeships • Ambassadors network (IWPB) continue to deliver impact through schools careers advice offer and toolkits that create employment interest and opportunities across the TEAM Bradford partners and career pathways into H&SC

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
<p>opportunities to work with organisations and businesses across the district, to foster shared ambition to put citizens at the heart of what we do, and to wrap services around their needs,</p>	<p>programme.</p> <p>Work programme2 - Developing our Staff Together. Consistency of approach to system leadership development</p> <p>Development of a system leadership induction experience</p> <p>Development of system leadership confidence and capability</p> <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>	<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. • Continuing to develop the new ‘Bradford District and Craven System Leadership CoP’ (communities of practice) and developing district-wide leadership development sessions, seminars and networks to connect leaders across the district. • Continue to work strategically in the SDN (System Development Network) with partners across the district to explore opportunities for development across systems and collaborative working.
<p>Councillor Development</p> <p>Deliver a Councillor led best practice Member 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.

Outcome priority 2019-2020	Performance Indicator	How we will achieve this
		<ul style="list-style-type: none"> Work with Councillors including the group whips to form a Member Development steering group
Equality Objectives	Programme of Secondments/Shadowing/ Mentoring/ Apprenticeships/ Graduate opportunities	<ul style="list-style-type: none"> Work with the Apprenticeship team around apprenticeship programmes for target groups Work with partners on Mentoring schemes, Shadowing, Secondment and Graduate opportunities <p><i>*(Minimum 40% taken up by disabled /younger/ BME by 2020)</i></p>
	850 staff per year involved in a range of networks.	<ul style="list-style-type: none"> Continue to provide all Council employees with a range of staff engagement opportunities and networks <p><i>*(To include: staff focus sessions, WFD road shows, lunchtime drop ins, frontline worker development sessions)</i></p>
	Minimum of 12 E&D activities available to staff and members per year	<ul style="list-style-type: none"> Work with the Cross departmental Equalities Group and Corporate Communications to ensure there are a range of E&D activities <p><i>*(This may include training courses, development sessions, access to online learning resources, updates/comms)</i></p>
	Apprenticeship programmes: 10% - Special educational needs & or disabled	<ul style="list-style-type: none"> Work with partners in the district to create apprenticeship opportunities for people with disabilities Work with Childrens Services: Skills for Work and Skills House to increase traineeships, pre-apprenticeships and apprenticeship opportunities for young people with disabilities
	Apprenticeship programmes: 30% BME	<ul style="list-style-type: none"> Work with the Cross departmental equalities group to identify opportunities to increase BAME opportunities <p>Continue with work around the inclusive recruitment in the district</p>
	Apprenticeship programmes: 100% children leaving care	<ul style="list-style-type: none"> Work with Childrens Services: Skills for Work and Skills House to increase traineeships, pre-apprenticeships and apprenticeship opportunities for LAC Work with Leaving Care Services and Fostering Services to hold event for LAC and Foster Careers to raise awareness of apprenticeship opportunities <p><i>(Offered access to traineeships or apprenticeship)</i></p>

3. OTHER CONSIDERATIONS

No other considerations

4. FINANCIAL & RESOURCE APPRAISAL

The Workforce Development Strategy 2015-2021 was developed to be delivered within existing Workforce Development Team resource capacity. However, it should be noted that resource commitment is required from senior leaders, managers and staff in order to successfully deliver the strategy across the Council.

Some elements of the strategy will draw resource from our partners, which has been brokered, such as for the leadership development and apprenticeship district wide provision, which will draw on Team Bradford partners to support joint delivery.

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

7.1.4.3 100% - children leaving care – offered access to traineeship or apprenticeship.

7.2 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.

8. RECOMMENDATIONS

Members to note content of the report

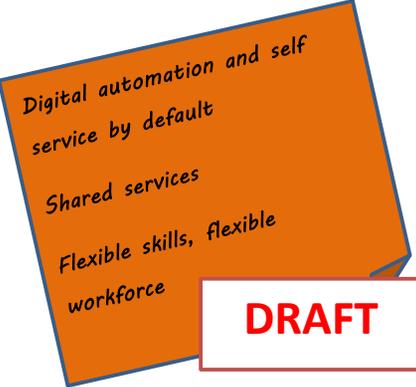
9. APPENDICES

- Appendix 1: Organisation and Workforce Development Strategy 2015 – 2021
- Appendix 2: Apprenticeship Update progress report
- Appendix 3: Workforce strategy statistics
- Appendix 4: Member development programme summary
- Appendix 5: Equality objectives progress report
- Appendix 6: Leadership & Management Development Framework summary
- Appendix 7: Performance Management Statistics
- Appendix 8: Future Leaders trend data

12. BACKGROUND DOCUMENTS

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny held on 11th October 2018 (Bradford Council's Workforce Development Strategy 2015 – 2021)

Bradford Council Organisation and Workforce Development Strategy 2015-2021

<i>Phase 1 (2015-2017)</i>	<i>Phase 2 (2017-2019)</i>	<i>Phase 3 (2019-2021)</i>	<i>Phase 4 (2021 onwards)</i>
			 <div data-bbox="1822 597 2045 691" style="border: 1px solid red; padding: 2px; display: inline-block;">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

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

Apprenticeships and Employment Programme

Apprenticeship Update – 1st September 2019

APPRENTICESHIP REPORTING TARGETS

Bradford Councils Government Public Sector Target for Apprentices on the current workforce up to March 2021 is 329 apprentices per financial year (2.3%). Bradford Council's own target is 500 apprentices at any given time up to 2021. (This is a mix of new recruits as well as existing staff that were/are accessing qualification funded via the levy). Please note these figures include maintained schools.

Cumulative number of apprentices from May 2017 to March 2019 (financial years 2017-2018 and 2018-2019):- The total number of employers who have accessed apprenticeship training from the levy starting in May 2017 to March 2019 is:-

2017 - 2018	2018 - 2019	Total
190	234	424

Number of apprentices that are in a true apprenticeship role:-

2017 - 2018	87 New apprenticeship starts
2018 - 2019	110 New Apprentice starts (according to SAP with Apprentice in Job Title) 119 New apprenticeship training starts from the levy*
	*Please note not all schools use the Councils payroll and discrepancy in numbers
	Total from May 2017 to March 2019 using data from the levy is 206 new apprentice starts.

2) Financial years apprenticeship starts:-

2017 - 2018	2018 - 2019	2019 to 1 st Set	Cumulative Total
190 starts	234 starts	19	479 starts

Breakdown on Live Apprentices on programme 1st September 2019

1) Summary

There are currently 250 active/live apprenticeships on programme being funded from Bradford Council's Apprenticeship Levy:

	Council Apprentices Existing Staff	Council Apprentices New Starters	Apprentices in Contributing Schools	Total
Active Apprenticeships	114	76	60	250
Awaiting start date	21	4	11	36*

***Please note other apprenticeships are in the pipeline and numbers will be reflected in next update.**

2) Finance and numbers

To date we have committed £ 1,761,054 of apprenticeship levy funding for the following.

£1,350,620 is funding 250 apprenticeships that are currently active including those awaiting start dates

£ 410,434 of levy funds completed/ended early:-

£ 51,562 – 50* apprentices that did not complete

£ 358,872 – 143 apprentices that completed the apprenticeship training

*Please note - Schools converting to academies and are no longer funded through the Councils levy and will not complete their apprenticeship. Once the school transfers payments come out of the new levy account for that school.

Trajectory of spend based on current active apprentices' commitment:

Financial Year	Commitment
2017 - 2018	67,561
2018 - 2019	487,939
2019 - 2020	667,733
2020 - 2021	280,467
2021 - 2022	94,952
2022 - 2023	16,200
Total	1,761,054

Schools that contribute to the Levy

Where schools transfer to an academy these occur on a monthly basis and these figures are subject to change. Apprentices transfer from the Councils levy scheme to the academies from the date of transfer.

Area	Number	Cost
Active Apprenticeships	60	148,750
Awaiting Start date	11	25,000
Apprenticeship Completed/Ended early	71	105,557
Total	143	453,057

Council

The 190 Live Council apprentices are made up of 76 new starters and 114 existing staff. This breaks down across the various departments as follows.

Number of Apprentices by Department

Department	Existing Staff	New Starters	Total
Chief Executive	0	4	4
Children's Services	19	3	22
Corporate Resources	65	35	100
Health and Wellbeing	16	3	19
Place	14	31	45
Total	114	76	190

Apprentice Level Existing Staff

Department	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Total
Chief Executive	0	0	0	0	0	0	0
Children's Services	0	7	2	10	0	0	19
Corporate Resources	26	17	10	12	0	0	65
Health and Wellbeing	4	11	1	0	0	0	16
Place	2	4	0	8	0	0	14
Total	32	39	13	30	0	0	114

Apprentice Age Existing Staff

Department	16 – 18	19-24	25-30	31-40	41-50	51-60	60+	Total
Chief Executive	0	0	0	0	0	0	0	0
Children's Services	0	0	5	3	6	5	0	19
Corporate Resources	0	1	2	25	30	7	0	65
Health and Wellbeing	0	1	0	4	5	4	2	16
Place	0	2	3	5	2	2	0	14
Total	0	4	10	37	43	18	2	114

Apprentice Level New Staff

Department	Level 2	Level 3	Level 4	Level 6	Total
Chief Executive	2	0	2	0	4
Children's Services	1	2	0	0	3
Corporate Resources	8	23	4	0	35
Health and Wellbeing	2	1	0	0	3
Place	10	17	0	4	31
Total	23	43	6	4	76

Apprentice Age New Staff

Department	16 – 18	19-24	25-30	31-40	41-50	51-60	60+	Total
Chief Executive	0	2	0	2	0	0	0	4
Children's Services	0	3	0	0	0	0	0	3
Corporate Resources	2	29	2	0	2	0	0	35
Health and Wellbeing	0	3	0	0	0	0	0	3
Place	9	15	3	3	1	0	0	31
Total	11	52	5	5	3	0	0	76

Cost of active Apprenticeship Training by Department/School up to 1st September 2019

Department	Total
Chief Executive	40,000
Children's Services	118,100
Corporate Resources	604,520
Health and Wellbeing	51,000
Place	356,500
School	173,750
Total	1,501,970

Equality target progress

Apprenticeship equality target on	Live Apprenticeship – On programme 1 st September 2019
30% Black And Minority Ethnic (BAME)	<p>Schools – 60 New Apprentice Starts 11(18%) - BAME 21 (35%) - English 28 (47%) - Not stated/No Information</p> <p>Council – 76 New Apprentice Starts 17 (22%) - BAME 35 (46%) - English 24 (32%) - Not stated or No Information</p> <p>Council - 114 Up-skill Existing Apprentice Starts 18 (16%) - BAME 88 (77%) - English 8 (7%) - Not stated/No Information</p> <p>Total 250 Apprentice Starts 46 (18%) - BAME 144 (58%) - English 60 (24 %) - Not stated/No Information</p>
10% People with special educational needs or disabilities	1% - No further information as apprentices do not have to disclose this information.
100% opportunities for Looked After Children where they would have access to traineeships and apprenticeships.	2 LAC were employed into apprenticeship opportunities but no longer on programme. All apprenticeships opportunities are offered to LAC in the first instance but not always ready to undertake an apprenticeship.
*Please note this is not a true reflection as it's not mandatory for the employee to disclose this information.	

3) Apprenticeship Levy and Transfer

The apprenticeship levy is being spent on new apprenticeship roles for qualifications as well as up-skilling existing staff from level 2 up to level 7 qualifications. This is variety of statutory/mandatory qualifications required across the Council as well as Service Development qualifications to improve service delivery and performance as well as continuous personal development.

Transferring of the Levy – 5% (£ 75,000) has been agreed for the Apprenticeship enhancement programme for Health and Social Care for one of the delivery areas of the Integrated Working Programme. This is yet to be finalised and funds will be delegated.

From April 2019, 25% of the levy can now be transferred.

The current forecasts for funds that are due to expire for financial year 2019/2020 are as follows:-

Month	Total
October	45,946
November	86,028
December	68,118
January	79,709
February	120,973
March	67,828
Total	468,602

* **Please note**, these are the current forecast from the Apprentice Digital Account however these are subject to change due to the following:-

- 1) Amount of levy will reduce with schools converting to an academy
- 2) New apprentice training being arranged for new and existing staff
- 3) 5% transfer to Health and Social Care Sector approx. £ 75,000

SME's and those business that do not pay into the levy can access 95% of the apprenticeship funding through the Skills Funding Agency and they are expected to pay 5% of the remainder of the qualification. If a qualification costs £ 1,500 the 5% contribution would be £ 75.

For the council to best use its levy, funding higher level apprenticeship qualifications would be more beneficial to fund as the SME would not have to fund any of the apprenticeship qualification. Ie £ 24,000 a 5% contribution would cost £ 1,200 to fund and this is harder to fund.

Only apprenticeship standards can be funded from the transfer of the levy funds and the money still remains in the Councils digital account.

The organisation receiving the transfer has to be pay for the salary and can be used for new or up-skilling existing staff.

On attending a regional Council meeting on the 12th September 2019, only 2 councils had started a pilot for transferring the levy to Non Paying levy schools in their district. One local authority had transferred levy funds to fund 4 apprentices whereas another Council had transferred levy to pay 5 apprentices.

PLEASE NOTE: - To transfer the levy the organisation has to be set up on the Councils Digital Apprentice account. This organisation will then set the apprentices up through the account and the apprenticeship transfer training money is paid to the training provider on a monthly basis. All transfer levy is paid to the external organisation first before it pays the committed training for Council employees.

The levy continues to be lost on a monthly basis 2 years from when it originally went into the Digital account.

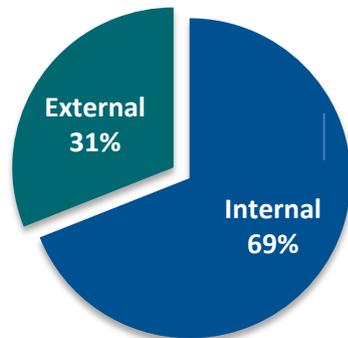
Further to the 5% that has been agreed for the H&SC Partnership, Bradford Council to model on the 2 Councils to pilot to Non Paying Levy Schools and ask for applications to support apprenticeship training in school.



Workforce Strategy Statistics - Sept 18 to Sept 19

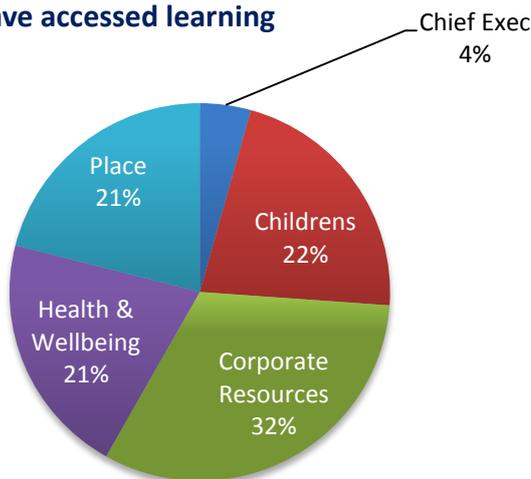
Who is accessing learning on Evolve – our customers

Accessed learning = 8522



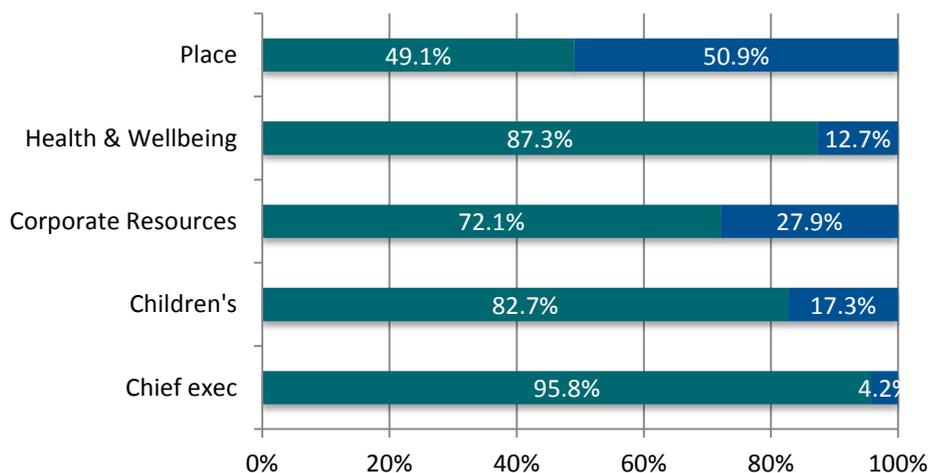
443 Different courses were accessed, attended and completed by 8522 learners. Internal staff and external organisations are able to access the learning offered.

Depts of 5869 internal learners who have accessed learning

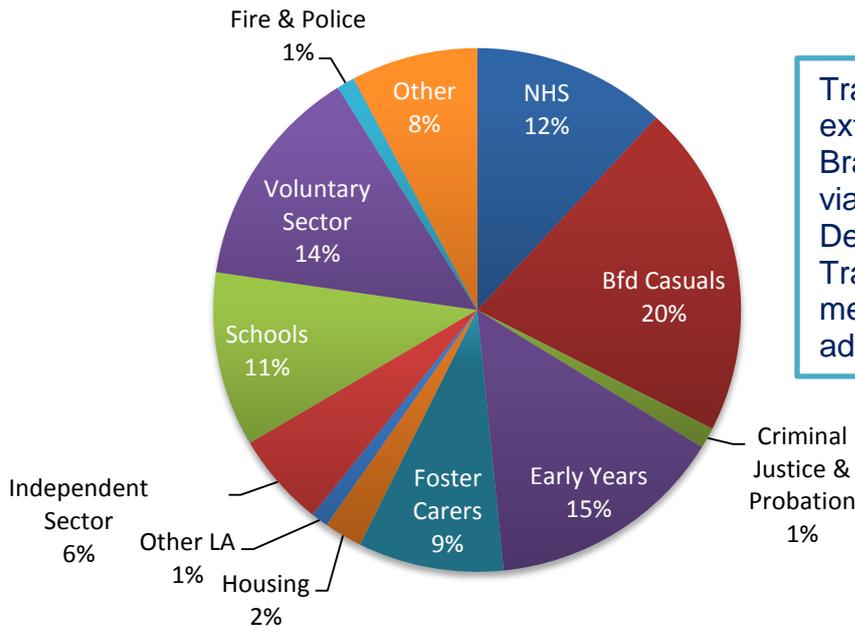


Of the 5869 internal staff who accessed learning, the majority came from Corporate Resources.

% of each department who have accessed learning

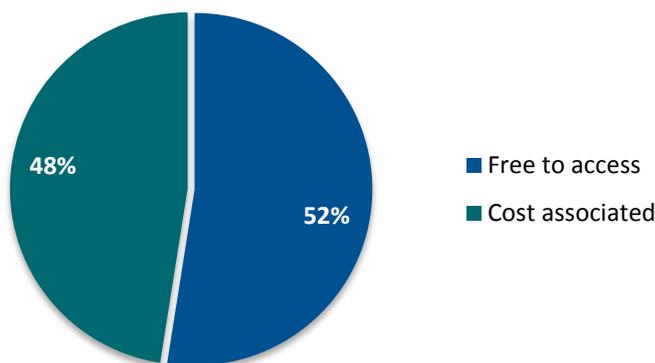


Organisations of 2,653 external learners



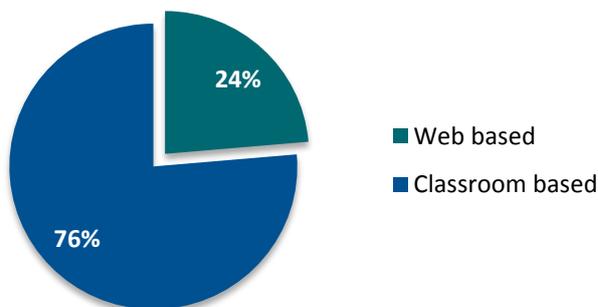
Training offered is available to external organisations in the Bradford District and beyond via our website Learn & Develop with Bradford. Training is promoted via social media and word of mouth advertising.

Split of free and charged for courses



For certain training courses, no payment is asked from external learners and/or their organisation, to access the training. This mainly applies to training that supports the community e.g. Children's and Adults Safeguarding, Foster Care training. However, if the learner does not attend training that they are booked onto and does not inform WFD they are unable to attend, they will be charged a 'no show' fee.

Type of training

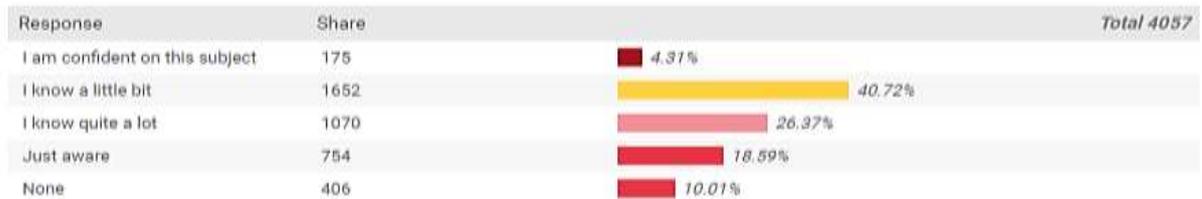


The type of learning that has been accessed, over the last twelve months.

In Course Evaluation

In course evaluation, this is sent out to learners, immediately after they have attended the learning event. Twelve questions are asked in total. For this period 4057 learners responded.

Q. Please rate your knowledge and/or skill level on the subject BEFORE attending the course.



Q. The course administration was handled efficiently



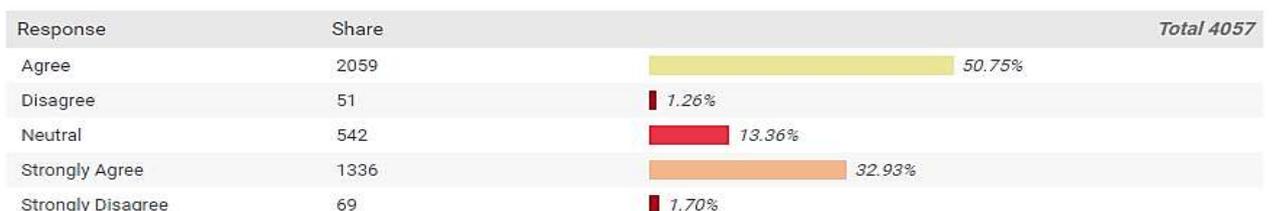
Q. My learning was enhanced by the knowledge and experience of the trainer



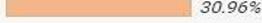
Q. Did you have any concerns about the equality or diversity issues in relation to either the delivery or the content of the training.



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



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

Response	Share		Total 4057
Agree	2283		56.27%
Disagree	35		0.86%
Neutral	427		10.53%
Strongly Agree	1256		30.96%
Strongly Disagree	56		1.38%

Q. I believe the course content / materials will be useful in the future

Response	Share		Total 4057
Agree	2212		54.52%
Disagree	44		1.08%
Neutral	405		9.98%
Strongly Agree	1341		33.05%
Strongly Disagree	55		1.36%

Q. Please rate your knowledge and / or skill level on this subject AFTER attending the course

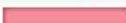
Response	Share		Total 4057
I am confident on this subject	844		20.80%
I know a little bit more	842		20.75%
I know quite a lot more	2220		54.72%
Just aware	105		2.59%
None	46		1.13%

Post course evaluation

Six weeks after the course has taken place a second post course evaluation is sent out to participants to enable evaluation of the transfere of learning.

3726 learners responded to this evaluation.

Q. Please rate your knowledge and/or skill alevel on this subject AFTER attending the course

Response	Share		Total 3726
I am confident on this subject	583		15.65%
I know a little bit more	859		23.05%
I know quite a lot more	2001		53.70%
Just aware	205		5.50%
None	78		2.09%

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

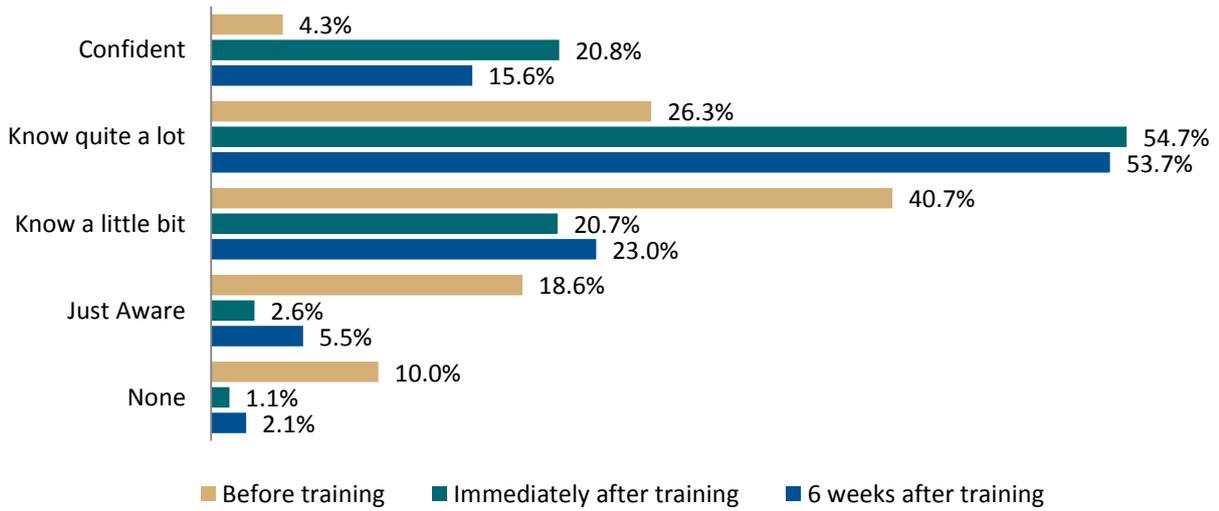
Response	Share		Total 3726
Not had the opportunity	402		10.79%
Occasionally	1127		30.25%
Regularly	1708		45.84%
Very regularly	489		13.12%

Q. In relation to this training, did you receive it;

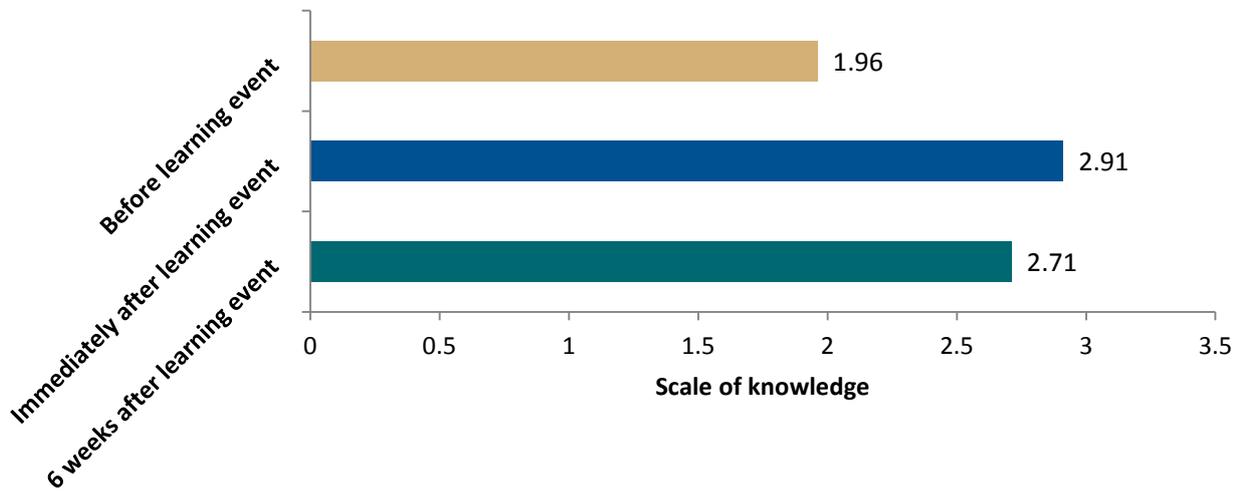
Response	Share	Total 3726
At the right time	3257	87.41%
Too early	63	1.69%
Too late	406	10.90%

Amalgamated Evaluation results

Subject knowledge before and after training



Average transfer and retention of knowledge



This part of the report summarises the steps forward for Member Development in 2019. Building on the themes already progressed in 2018, this report highlights how the Member Development Programme will address the following aspects in 2019/20.

- Support the District and Council's priorities – Keeping the programme focussed on people's lives and District outcomes.
- Is Member-led at all times, building on their strengths, community insights and leadership roles.
- Help develop their 21st Century Councillor roles, ambitious in terms of their innovation skills and abilities to facilitate solutions in their communities.
- Support Members in taking learning back in to their communities and helping them signpost their constituents to key local services.

BACKGROUND

The annual member development programme is rolled out through 3 flexible cycles. Currently these are January to April, May to July and September through to January.

The majority of the programmes are delivered on a cross-party basis with the option for parties to request their own bespoke versions. This is based on various variables including the sensitivity of the topic to individual groups. For example would always ask for media skills to be party specific.

The commissioning of programmes is Member-led with the Party Whips playing a key role in approving each programme and highlighting their Group's requirements. Other key contributors to the programme include the Corporate Governance and Audit Committee and the Overview and Scrutiny function.

Programmes are also suggested by our various departments and then shaped by the Member Development Manager in liaison with Members. Training needs are identified by group whips these are shared with the Member Development Manager e.g. Councillors moving into new roles.

The Member Development Programme in 2019/20 will:

- Provide continuity in learning - by linked programmes and modules throughout the year e.g., a suite of Dementia programmes, a programme of Mental health courses and resources to be launched in November 2019
- The Member Development Manager has agreed with the Group whips to reconvene a cross party steering group to review and agree training needs. And other issues such as timings of sessions to maximise attendance.
- To boost attendance on the various member development programmes the Member Development will work with Member champions to promote each development programme. In addition we will make more use of e mail voting buttons to indicate attendance and maximise the use of Evolve in this area.

- Certain programmes will be opened up for colleagues to encourage constructive shared learning between Members and colleagues.
- A varied programme – wide range of learning and development methods using the latest technologies including fully maximising the potential of Evolve.
- We will look at opening up some of our programmes, as we have in the past, to Councillors across the region – supporting their networking and also making development sessions more cost effective.

Programme Themes will include:

- **Foundation modules:** including Member Induction programme 2019, speech skills- Writing and preparing a speech for the chamber and Delivering your chamber speech, Code of Conduct and ethics, Personal Safety of Councillors - using the new personal safety APP. There will also be an update on Universal Credit in the 2019/20 programme in January 2020. In addition there have been a number of programmes for supporting Members in their committee roles including Employee appeals and licensing
- **Health and Social Care:** Continuing the learning undertaken in 2018 We have scheduled 3 programmes on dementia for 2019/20. We have now run 7 dementia workshops in total covering a wide range of topics from understanding the different forms of dementia from people with the disease, the latest research at Bradford University, Safeguarding, personal perspectives from our communities and carers and the latest initiatives from the Alzheimer's Society. We have produced a resource hub on Evolve which holds a range of resources that Members can download and use in their communities. **Next steps** include a workshop that will focus on the challenges of carers, a dementia friend's workshop and a focus on our BME communities and dementia.
- There will be a series of Mental Health programmes to support Members knowledge in this area alongside new resources placed on Evolve commencing in November 2019 with a Marketplace event.
- In July 2019 MND Charity ran a programme that supported Members and their knowledge of Motor Neurone Disease. This was in response to Members committing to the MND Charter in 2018. The session was very well received and moving. Feedback included hearing about the personal story of one of the volunteers and more knowledge of the condition, where to signpost and the huge challenges for carers. This will run again in 2020.

Planning Design Skills and Awareness: (Integrate Plus Programme)

This programme of modules completed in July 2019, provided a series of interactive workshops in which Officers and Members will develop their design analysis and awareness skills. Focussed around a set of key themes the workshops explored best practice and case studies from around the UK and gave delegates the chance to consider how they can be a champion for and protector of good design decisions. Workshops included Planning for Health and Wellbeing, Blue and Green Infrastructure and Streets for People.

In July 2019 we held our latest Planning tour of the district. This on location programme focussed mostly on the Bridge project in Haworth covering with Planning Officers many aspects including listed buildings, conservation areas, flooding. Feedback on this programme is that it has made the learning real for Members and to see a planning development with many challenges and strengths.

Safeguarding Adults and Children

A new updated CSE e learning programme was commissioned in 2019 for Members. This includes County Lines, gang culture and is on all Members Evolve profiles. All new Councillors need to complete it within 6 months of taking office.

Our Realsafeguardingstories website won its second major national award in 2019- LGC Partnerships award and was also successful in a bid for 5K from the Police Commissioners fund. This has been used to develop four new films on County Lines, Cyber bullying and young people, Young Drivers and Hate crime and disability. Over 30 films are now available for Members to use both for their personal development and in their communities. There is a link to the website on Evolve.

In June 2019 we ran a session for Members on 'County Lines'.

The 21st Century Councillor:

Throughout 2019/20 we will be supporting Members in terms of working with Partners and Citizens to develop new solutions, being a catalyst – enabling Citizens to do things for themselves and working in partnership with others to make the most of the resources available. We will support Members in their leadership skills in terms of leading complex change across partners with different partners.

Programmes to support Members in their 21C Councillor role in 2019/20 include Innovation Skills, Advocacy and Mediation Skills. We will be supporting Members in maximising the benefits of Social Media with Courses in September and November

We have run 2 Sessions on Innovative Councillors in 2019. This workshop provides Members with the skills and development to use innovation skills, tools and techniques to support their work in the ward. Initially these have focussed on identifying the root causes of issues such as Fly tipping using various problem solving techniques – Members have access via Evolve to an Innovation toolkit.

We are also developing a programme to run in January 2020 to support Members in understanding funding opportunities and how they can support their communities in this area.

Member IT Fundamentals

A package of learning is being developed to cover the basic IT skills to enable Members to get the most out of their IT Council systems. This will include;

- Remote working, connecting from home or other locations using Wi-Fi hotspots and using a computer account self-help password reset facility.
- Emails, how to manage, reply and archive, CC, BCC, signatures, Out of Office replies creating folders within outlook, Enterprise vault – search and retrieve information.

- Using Smartphones and tablets to access Council email and calendar and guidance on the “lone worker” mobile phone app.
- Keeping information safe, corporate Protecting Information training, IT Security Policies, GDPR, Data Protection and use of Council secure email facility Galaxkey.

Upcoming Member programmes 2019/20

September

Using Social Media –part 1
Air Quality –presentation from Born in Bradford
Preparing your Chamber Speech

October

What is the role of the Youth Service?
Employee Appeals
Introduction to Local Government Finance

November

Dementia Workshop
Delivering your Chamber Speech
Social Media part 2
Mental Health – Launch of new programme for Members

January 2020

Understanding Funding opportunities
Advocacy skills
Welfare Reform Update
Mental Health Workshop

February 2020

Personal Safety and Members
Dementia Workshop
Innovation Skills

Equality Objectives – progress towards performance targets as shown in section 7

Activity	Milestone status	Performance target	Target date
<p>Ensuring engagement of LAC and disabled people in apprenticeships</p>	<p>The progress towards this is: Specific milestones have not been set to help achieve the target. However the following provide a couple of examples of work being developed in support of this. 1. Interventions from the LAC team to target those leaving care with employment/apprenticeship opportunities at the Council. 2. Development of flexible recruitment options to provide opportunities those with different skill sets (including disabled and LAC) to take on employment opportunities.</p> <p>The Learning and Development Team continue to promote apprentices to those with a disability and Looked After Children (LAC) with apprenticeship opportunities sent to the LAC Team.</p> <p>The team are attending career events in schools to promote apprenticeships within the Council.</p> <p>A traineeship programme is planned to be implemented for those not yet ready to start an apprenticeship with the target group being LAC and disabled. Work is taking place with training providers and partner organisations that already have internship programmes running for getting people with disabilities into work.</p> <p>Work continues to promote apprenticeships to Council managers to create apprenticeship opportunities.</p> <p>They also attend 'Project Search' meetings to discuss intern placements for people who have a disability.</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 April 2020</p>
<p>Governance arrangements - leadership</p>	<p>The targets for March and June 2019 have been met with progress towards September 2019 of 600 now at 519. Staff Engagement Strategy and Plan has been refreshed to include a strand on Equality and Diversity which supports the Cross Departmental Equality Group. These include the following:</p> <p>CDEG (Cross Departmental Equalities Group) received equality training at the end of 2018 (25) Long Service Awards held on the 4 April – (83) received awards, the services covered are, Children's, Education, Place, Corporate Resources, Health & Wellbeing. Future Leaders training programme module undertaken on equality & diversity (19</p>	<p>Interim targets</p> <ul style="list-style-type: none"> • March 2019 - 150 • June 2019 - 350 • September 2019 - 600 • December 2019 - 850 	<p>End 2019</p>

	<p>attendees). Motor Neurone Disease (MND) awareness day on 21 June was marked through lighting up City Centre buildings and training for staff. New equality e-learning programme is in development which CDEG have had input on. International Women's day event attracted (34 attendees) LGBT training for staff (and Members) has taken place (8) Service Excellence Awards (200 nominations) Corporate Induction (150 delegates by October)</p>		
Workforce competency programme	<p>The target of 12 activities has been delivered from 2017, this has been achieved and the following 10 activities delivered up to August 2019:</p> <p>Future Leaders training programme module undertaken on equality & diversity (19 attendees).</p> <ul style="list-style-type: none"> • International Women's day event 34 attendees • LGBT Training for Members and staff. • Mental Health and wellbeing sessions • 3 January – Dry January • February – Looking after your Heart (National Heart Month) & Time to Talk • March – Power of Sleep/World Sleep day • Bradnet for Black History Month and Women of the World information available to staff published and written by Communications Team. • Current e-learning offer includes - LGBT awareness, Equality and Diversity training (update in progress) • Health and Wellbeing Resilience awareness undertaken - Art of Brilliance sessions. 	<p>Interim targets: work towards 12 activities:</p> <ul style="list-style-type: none"> • March 2019 - 3 • June 2019 - 6 • September 2019 - 9 • December 2019 – 12 • Repeat up to 2020 	End 2019
Snr Officers and Members supported to consider the impact of decisions and activities	<p>We have achieved the target of three practical sessions per year, the following 5 have been in progress and delivered:</p> <ol style="list-style-type: none"> 1) In February 2019 we ran an LGBT awareness session for Councillors (and Officers) presented by MESMAC. Excellent feedback and will be scheduled in again in autumn 2019. 2) Organised a session on the breakthrough research of Bradford University on Dementia in March 2019. 3) New Evolve resource area for dementia friendly and awareness raising. 4) Motor Neurone Disease (MND) awareness day on 21st June was marked with training for Members. 5) Further training for elected members on dementia and LGBT awareness. MND training session is being arranged for the 23rd July - this is part of the MND Charter that the Councillors signed up to - learning to include an overview of MND, specific challenges or issues faced by people affected by MND. 	<p>Minimum of 3 practical equality related sessions run each year (identified each year according to need).</p>	annual

<p>Career development</p>	<p>We have made progress in offering programmes of secondments/ shadowing/ mentoring / apprenticeships / graduates opportunities. We are working towards providing 30% opportunity take up by BAME by December 2019. We have achieved this on the following</p> <ul style="list-style-type: none"> • Mentoring and coaching of all future leaders (47% BAME) was taken up in 2018-2019 cohort • Two BAME placements: one undergraduate and one postgraduate based in HR. One BAME secondment to DCMS. 	<p>Interim targets</p> <ul style="list-style-type: none"> • December 2018 – 20% • December 2019 – 30% • December 2020 – 40% 	<p>2020</p>
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Bradford Leadership & Management Development Framework

'Our leadership commitment'

2 CPD - Leadership and Management Development

21st century Corporate development activities to support Bradford leaders and managers to develop the skills, confidence and competence required as a 21st century public leader.

Leadership & Management development programmes to include:

Leadership Learning Labs
 Management Conferences
 Leadership - Organisational Cultural Survey
 Best Solutions HR plus training
 Innovation INNspirators training
 Coaching & Mentoring Academy
 Leading & Managing Change
 Profiling – self-awareness & team assessment
 Team Development
 Project management
 Bid writing
 Procurement

4 Talent programme

We are committed to offering a talent management programme that is designed to identify, nurture and inspire Bradford Districts future leaders.

Future Leaders Experience – one year programme consisting of seven modules, leadership insights and high profile projects

Aspiring Leaders development programme – development opportunities for aspiring future leaders

1 Bradford manager programme 'Getting the basics right'

This course will cover the fundamentals as a new manager at Bradford:

- Corporate induction and orientation
- Bradford Behaviours
- Managers portal & toolkits
- MSS
- Intro to finance and budgets
- HR +
- Evolve – Learn and intro to Performance Management
- Protecting Information for managers

3 Career Development and progression

There are opportunities for career development and progression to include up skilling of staff and higher apprenticeships available through the Learning and Development Academy.

Leadership and Management qualifications from level 3 -7
 Team Leading or supervisor qualifications
 Project Management level 4

Corporate WFD can offer support and guidance on:

Mentoring
 Coaching sessions
 Shadowing
 Workforce and succession planning

Qualifications may be generic or sector specific dependant on standards & career development & progression is subject to service needs.

5 District Wide leadership networks

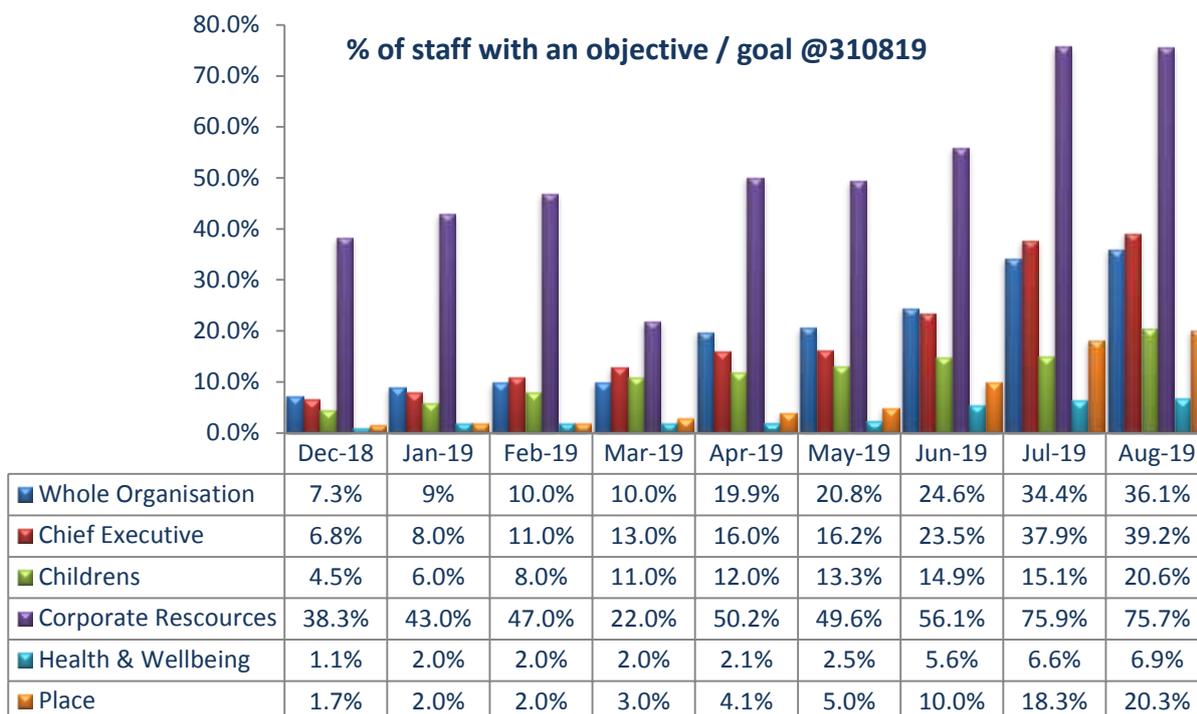
As leaders and managers in the Bradford District we acknowledge how important it is to network, collaborative and partner with other organisations. To share our leadership journey and learning we have developed a shared and integrated approach to leadership to bring together leaders from the council, NHS and VCS .

Leaders network events – quarterly across the district

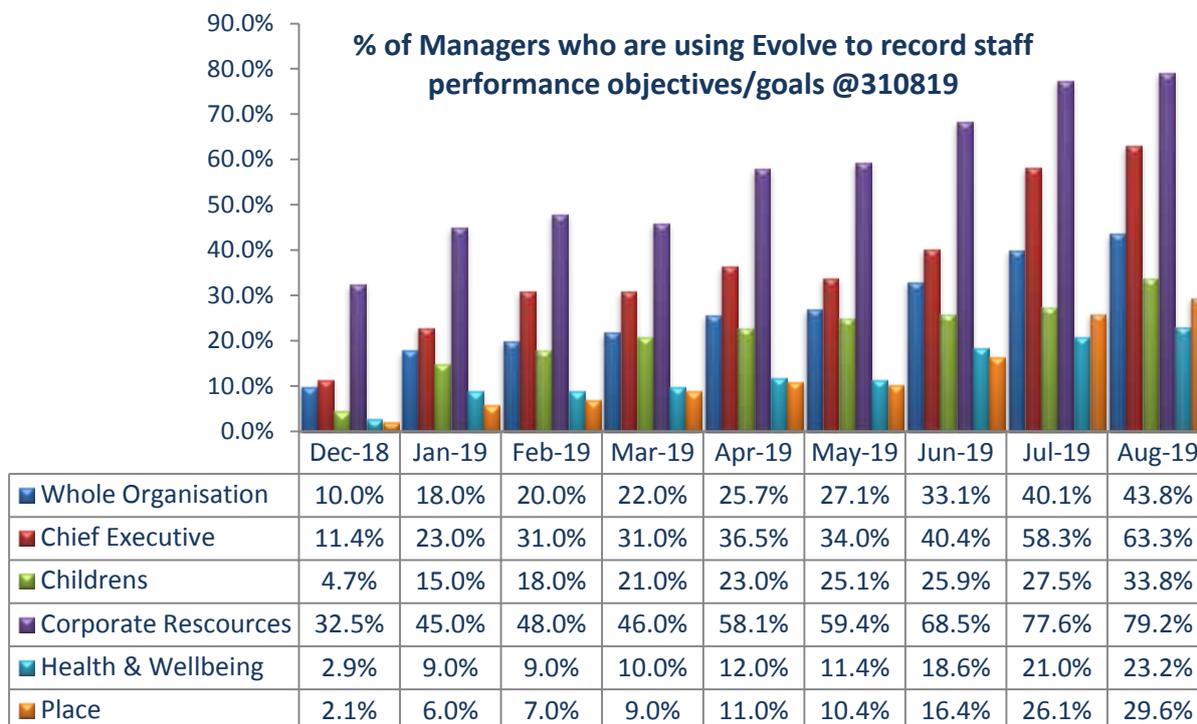
Action Learning sets

Performance Management Statistics

% of staff with an objective / goal @310819



% of Managers who are using Evolve to record staff performance objectives/goals @310819



Performance Management was introduced on Evolve in May 2018. Annual appraisals were previously recorded by uploading annual appraisals to ESS/MSS that ran at approx. 10% of the organisation.

Training delivered to support the role out of Performance Management

432 managers have attended Best Solutions for Managers training, this consisted of 3 days, 1 day focusing on Performance Management and ½ day on how to make use of the system to support performance management, set objectives/goals and complete annual reviews/appraisals.

314 staff have completed online Evolve training detailing how to add their own goals/objectives, continuously monitor their own progress against set goals/objectives and complete annual reviews/appraisals.

85 managers have attended bespoke training sessions aimed specifically for their team on how to make full use of the system.

45 managers within Childrens Services have received Performance Management training as part of the improvement board. There are 6 further sessions in with 80 places available to book throughout Sept & Oct, specifically for Children's Services as this work continues.

12 staff have volunteered and received training to become 'Performance Champions' within their own departments, to support the role out and full use of the system.

Moving Forward

'New Manager Sessions' will be held from Jan 2020, continuing once per quarter, to support those new to management.

'How to conduct an effective annual appraisal' sessions will be held between from March-May 2020 to support the corporate annual appraisal cycle, of April to March. Reviews are expected to be conducted and fully completed between 1st April and 30th June.

Appendix 8

Future Leaders 2016 to 2019

2016 to 2019 Future Leaders who gained new roles, promotions or secondments (total 26).

60% / **40%**
Female (16) / Male (10)

Ethnicity (please see number key below)

1 (14)	2 (2)	3 (3)	4 (1)	5 (1)	6 (1)	8 (1)	12 (3)
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2016/17 Total 40

Ethnicity (please see number key below)

55% / **45%**
Female (22) / Male (18)

1 (18)	2 (12)	3 (3)	4 (2)	5 (1)	6 (1)	7 (1)	8 (1)	12 (1)
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2017/18 Total 42

Ethnicity (please see number key below)

64% / **36%**
Female (27) / Male (15)

1 (24)	2 (5)	3 (4)	5 (1)	8 (2)	9 (1)	10 (1)	11 (1)	12 (3)
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2018/19 Total 19

Ethnicity (please see number key below)

58% / **42%**
Female (11) / Male (8)

1 (9)	2 (3)	3 (2)	5 (1)	10 (1)	11 (2)	12 (1)
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|---|-------------|---|---------------------------|----|-----------------|
| 1 | English | 5 | Any Other White | 9 | African |
| 2 | Pakistani | 6 | Irish | 10 | White and Asian |
| 3 | Indian | 7 | Kashmiri | 11 | Caribbean |
| 4 | Bangladeshi | 8 | White and Black Caribbean | 12 | Not Stated |