

## Report of the Director of Human Resources to the meeting of Executive to be held on 1 December 2020

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**Subject:**

Council Workforce Development Strategy 2021/2024 and People Strategy

**Summary statement:**

This report contains background, analysis and recommendations with respect to the scope of and funding for the development of an inclusive People Strategy and the next stage of our Council Workforce Development plan.

The report provides recommendations based on an assessment of internal feedback from staff, existing reports (e.g., Hay, Equalities Objectives etc), current programmes within and outside Human Resources and Organisation Development (e.g. Kickstart) and an external review of latest trends in the Human Resources (HR) and Organisation Development (OD) profession.

The recommendations made will enable the Council as a whole to consolidate the good progress made to date against our current workforce development plan, allow us to prioritise areas where we still need to make improvements (eg performance management) and enable us to implement a strategic people framework that will deliver sustained improvement that ensure our workforce outcomes are directly aligned with the Council plan.

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**Overview & Scrutiny Area:** Corporate

## 1. SUMMARY

This report presents an update on the approach to developing the next phase of the Council's Workforce Development Strategy and sets out how that should be incorporated in the development of an overarching Council People Strategy.

It further outlines funding needs in order that we can continue to make progress on the substantial work that has been undertaken on the Workforce Development Strategy 2015 – 2021.

In addition, it sets out and seeks feedback on an approach to developing an inclusive people strategy, owned by HR on behalf of the Council as a whole. This strategy is timely in that it is a much needed opportunity to reflect on the progress made against our workforce development commitments, incorporate current work on equalities objectives and related programmes; ensure we are incorporating lessons from staff engagement sessions held over the summer of 2020, lessons from our response to Covid19 and give us an opportunity to align workforce development activity with the current (and future) HR Service plans.

As such and moving forward, the people strategy will subsume the Council's Workforce Development strategy, although we will still produce a workforce development plan and report progress against that each year (and other times as may be necessary).

The report sets out the additional investment we believe is necessary to support this work. Monies have already been set aside in the draft budget and the report sets out at a high level how we propose to use the investment.

## 2. BACKGROUND

We are coming to the end of the 6-year Council Workforce Development Strategy 2015 – 2021. Progress has been made to put in the foundational elements that will enable us to deliver on the workforce vision set out in 2018, and in the recent Corporate Overview and Scrutiny Committee report where we reported on progress achieved in the last year.

This vision stated that "Bradford is an enterprising, energetic and extraordinary city. We want our workforce to be proud of the city they serve. We will develop and nurture a culture of high performance, where services are delivered by highly motivated people and teams, who are passionate about delivering good quality services to the people of the District.

Our workforce will be resilient and adaptable to change, will recognise the value of working cross-sector to achieve better outcomes, and will adopt a healthy can-do attitude to their work".

This vision was underpinned by investment funding of £300,000 in 2015 which allowed us to deliver the Council workforce development strategy, that was wholly focused on starting the Council's Talent Management journey and consolidating a central workforce and training team.

Since 2016 and austerity measures, numerous restructures of the Workforce and

Organisation Development (OD) function have seen budget and people distributed back to Health and Wellbeing and Children's Services departments. The team now operates a commissioning model of training and delivery. Department focused training resource and budget exists in Health and Wellbeing and Children's services.

The investment funding was used to implement a range of workforce development, culture change and leadership programmes (e.g., Managers Conferences, Future Leader programmes, Best Solutions for Managing People etc).

As the funding has come to an end, and notwithstanding the pressures Covid19 has placed across the Council, review activity has been undertaken to consider our next steps. Our immediate next steps work has been driven from a broad internal and external evidence base.

Our internal evidence base includes staff feedback from the engagement sessions held during 2020, the draft Council Plan, recently updated equality objectives, outputs from culture and inclusive employer surveys, workshops, networks and group findings and recommendations, induction and LMS evaluation, Hay Report, the current workforce development strategy 2015 – 2021, plus a review of existing KPIs and performance data.

Our external evidence base has included wider benchmarking data (including neighbouring authorities); LGA workforce data, our local Health and Social Care workforce strategy, 21 Century Public Servant and Councillor and latest organisation developments.

We have also taken into account the recent Equalities Objectives Corporate Overview and Scrutiny Committee and Executive Reports comment that we need to "provide a central budget to allocate resource to support learning and talent development". And, a request to cost up the equivalent of 1% of our paybill for a development budget.

### **3. OTHER CONSIDERATIONS**

Our early review work has identified a series of issues, which if left unattended, will become more urgent and will substantially impact our ability to deliver ongoing strategic and operational workforce commitments.

We recognise that whilst this is an issue in and of itself (and is undoubtedly compounded by what we know will be a difficult winter), we have a strategic and operational responsibility to our communities, our partners and the locality more broadly to ensure that we are able to empower, nurture and sustain the inevitable recovery work that post Covid19 recovery will entail.

This means that workforce development and an overarching people strategy is a strategic imperative.

The following issues cover two broad areas, namely infrastructure related items and the impact of our investment.

## Infrastructure

### **Budget**

Whilst additional budget and resources exists for specific workforce development activity in other departments, with respect to the current budget for the function the data is stark with respect to the investment we make in developing our people from a corporate perspective.

The Workforce and Organisation Development team's current budget is £851,200 (£603k salary and £248,200 for training budget) with an income target of £5,300. After funding the LMS Evolve license costs and mandatory training requirements<sup>1</sup>, we are left with £52,400 for OD and any Learning and Development (L&D) training or other activities.

We have 2 options in how we allocate that money, neither of which is anywhere near the commitment to 1% of paybill. The options available to us are:

<b>Option</b>	<b>Available cost per head</b>
Allocate funding equitably across the workforce (c 8,500 staff)	£6.16 per head  To cover any organisation development work, learning and development, leadership and management development, Member development, talent management, staff engagement and rewards and recognition.
Prioritise Leadership and Management Development (c 800)	£62.50 per head  Leaving £0.28 remaining for the rest of the workforce.

N.B. There has been a reduction in the income target for the team which has meant that in Financial Year 20/21 as commitments have ended for some talent management programmes, more funding was available. However, it is still insufficient for what is needed.

Assessing how many staff are needed is often a difficult exercise as it depends on volume of work and other contexts. However, a ratio of 1:100 HR team members to employees is recommended.

Bradford's ratio is 1:121 (not including Pact HR). At present we only have a team of 16 people in Workforce Development covering corporate wide training activity across circa 8200 employees. Given the volume of work being done within the existing workforce development strategy, this does not provide for any additional capacity to absorb new work or extend existing work.

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<sup>1</sup> First Aid, H&S, ICT, Corporate and frontline worker training

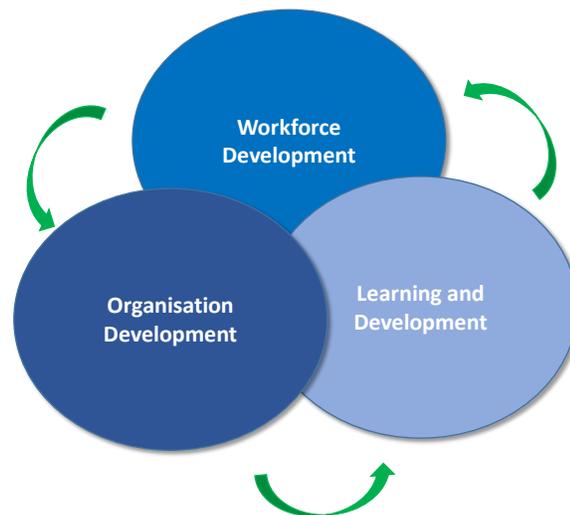
## Capacity and capability

Demand for support for the team has increased and the team has been involved in some high profile work. The team has made huge progress on the Apprenticeship Levy and delivering that in such a way as that Bradford achieves maximum value from the contribution the Council makes to the Levy fund.

As other programmes and initiatives develop, e.g., Kickstart programme, Equalities Objectives work and Bradford for Everyone, not only do we need to review capacity (see section 5) but we also need to reflect on the skills, experience and knowledge within the team.

The team's scope of work is as follows:

### Workforce Team Scope



Our reality is that most of the work we do is focused on learning and development (L&D), although many of the talent programmes we have delivered and the building blocks we have implemented around Evolve LMS, etc are workforce development activities. And even in our learning and development work, much of that has been focused on operational and system work, e.g., Evolve.

What we need to deliver moving forwards to specifically address staff feedback is increase our capacity and capability to offer strategic support. We also need a common understanding across the organisation of what organisation development, workforce development etc mean for us. That will help our leaders and employees better engage with us, and the team to better target strategic and operational support through future plans. (See Section 7).

We do not currently have much needed Organisation Development (strategic HR) capability or capacity within the team.

## Related programmes

In developing the People Strategy and the next stage of the Council Workforce Development plan we need to take into account related programmes and strands of work. These include (but are not limited to):

Bradford for Everyone	The Bradford for Everyone programme has developed shared values. A key aim of the programme is that organisations across the District adopt these values. We need to assess how we do that for our Council workforce.
Pay and Grading programme	The pay and grading programme is being scoped out. Options currently being analysed need to integrate with the development of career pathways and improvements to our recruitment processes.
Kickstart	We need to ensure this programme is also incorporated into the workforce development plan.
Equalities Objectives	We need to incorporate the equalities objectives recommendations throughout our HR and OD work as a matter of priority.

## Value for money

Whilst our investment has delivered much of what the 2015 – 2021 workforce development strategy outlined, much of that money was spent on external support. This was the right decision at the time but building in additional capacity within the team will enable us to provide more for less and mean we only have to secure outside support as an exception, rather than the rule. We do therefore need to review whether the current commissioning model is valid for the longer term.

At present we are not optimising the full capability of the Learning Management System, which extends to a full talent management offer, although we are paying associated licence costs. Our licence costs cover internal and external users. We recover some income on our external users, but it is not a full recovery of costs. On balance it is perceived to be in the Council's interest to ensure that other organisations have access to training materials than not.

The current Learning Management System contract terminates March 2022 and we will need to undertake a review on the extent to which the solution meets our needs moving forward.

## Impact

At a strategic level the most important measures of success for investment in our workforce is the extent to which behaviour is changed and embedded over the longer term. For example, when looking at Talent Management Programme's we would want to see that people going through the programme are progressing into senior roles and with relevant qualification/accreditation. So we need to track all cohorts and understand progress over time. At a crude level we would want to see an increase in the numbers of people going through talent development programmes.

We should also be creating additional development schemes.

Realistically, we have to recognise that our ability to see progress is impacted by our infrastructure. If we do not have promotion opportunities that will of course impact the pace at which we see real change.

However, the strategic, long-term approach to this is to ensure that we develop meaningful career pathways, that we take these into account in proactive workforce planning activity, that we are developing talent and coaching pools, the skills we need for the future etc.

The need for this strategic, longer term focus is borne out by the following key feedback from the staff engagement sessions and workshops. Progress has been made in delivering building blocks, but we must ensure that our future work is ensuring these building blocks are managed as part of a coherent whole and where resources and investment is targeted to ensure we are delivering value for money and improving overall council workforce performance.

### **Development Opportunities**

Development opportunities – which is not the same thing as career progression – are limited across the council. Staff reported mixed experiences ranging from ambition not being encouraged, to development only be linked to a role a person may be in and needing to proactively seek out development opportunities.

In addition, the issue of meaningful performance management and appraisals has been raised. The number of people reporting that appraisals have been completed through the Learning Management System is still far too low and further emphasis needs to be placed on this in the coming year.

Additional feedback from senior stakeholders is that we need to address structural inequity in development spend across the Council. For example, Children's and Health and Wellbeing have dedicated resource and budget whereas other Departments do not.

### **Equalities and Diversity**

Equalities is everyone's business was a key piece of feedback, together with a heartfelt view that "we must all live and breathe the agenda". Staff said that senior leadership is not reflective of the workforce as a whole and that the lived experience does not match our aspirations to be a fully inclusive employer. Some staff members felt very strongly that inclusion should start with modern recruitment practices, but that we were a long way off that.

### **Leadership and Management**

People expressed a lack of confidence that leaders and managers would do what they said they would. And there was some concern that the Council leadership was characterised by cliques.

A particular issue of note is that staff felt strongly that managers needed better

training on policy and process. Policy and process is often subject to interpretation but it is important that how we implement policy across our workforce is seen to be consistent and equitable. Not only does this increase confidence in leadership and management, it enables us to better manage people related risks to the Council.

An additional observation is that we need to ensure that we recognise that there is a difference between leadership and management roles and leadership and management behaviours that can apply to all levels in the organisation.

### **The Way We Work**

Staff reported that hierarchical ways of working persist in some parts of the Council. Notwithstanding the fact that Covid 19 has substantially forced us to change where we work, there is still much more that needs to be done to fully adopt flexible working. And adopting flexible working inevitably means we have to move to a more outcome focused way of managing people, rather than managing them on the basis of them being in the office or other physical place of work.

### **Trust**

Trust was explicitly referenced in the staff workshops. All of the issues outlined above depend on the extent to which staff feel that they can trust leaders and managers. But trust is important to every member of staff irrespective of grade. A key piece of feedback is that if trust is absent, it is very difficult to bring our whole self to work – it's too risky.

This feedback confirms that we have some way to go to embed the outcomes of the work that we have embarked on. It also indicates that we need to recognise more explicitly that the overarching aim of our work moving forward is to change the culture of the organisation so that all of the work we have done to date (and the investment already made) is seen as part of a proactive, ongoing response to delivering a workforce that is more likely to experience a consistent, positive lived experience in line with our aspirations.

In short, we have an opportunity to refresh and reset the psychological contract with our workforce.

### **Leading research and thinking across the HR and OD profession**

A review of the broader HR and OD profession offers both encouragement for the current direction of travel but clear and present opportunities to incorporate latest thinking. Some of the most relevant developments are set out below and they reflect a move to implementing topics that may be more broadly thought about as behavioural science.

Public services organisations (including the Local Government Association) are increasingly appointing behaviour scientists (usually a chartered psychologist). This reflects awareness that as budgets continue to be a challenge across public services, our focus on workforce development can deliver more sustainable benefits with less.

### **Inclusion and Intersectionality**

Bradford's approach to equality and diversity is compelling and befitting of a vibrant, young, ambitious city. This emphasis clearly aligns across political and chief officer leadership. Although the Council has been without staff networks for people from protected characteristics for a while, the recent commitment to relaunch self-directing networks is an important signal.

However, there are developments that we need to consider. The language we use in this space is profoundly important. From the perspective of HR and OD, what we mean by diversity is driven by The Equality Act 2010, which sets out the definition of protected groups and states that the fundamental purpose of the Act is to increase equality of opportunity. We must also recognise however that harnessing diversity is a profoundly important policy and a means through which we ensure better representation of and for our communities in the services we design and deliver.

Although dedicated networks aligned to a particular characteristic have undoubtedly been a source of support, encouragement, sharing and an opportunity to share, there are real limitations. There is an increasing focus on developing programmes built around inclusion as an outcome – and that emphasis is important. Inclusion is an 'act', it requires intent, whilst diversity is a 'fact'.

Additionally, we now recognise that intersectionality is a more effective lens through which we should consider individuals. None of us fit into a single protected characteristic – we may be female, gay, Muslim; we may be a trans, Christian, black, Asian, abled and so on. How we lead, manage and develop our workforce must be based around intersectionality.

An example of this change in language is in current national discussion about changing the term BAME (Black, Asian and minority ethnic). For many members of the BAME community, the term does not take into account adequately the differences between the many communities who fall under the term. This is already exerting an effect on HR & OD practitioners, particularly in the Covid19 context where it is clear that different communities are experiencing the disease in profoundly disproportionate ways.

A focus on inclusion and intersectionality is anticipated to avoid the risk that our work on equalities becomes a 'tick box' exercise which doesn't deliver visible, lasting change.

## **Engaging Leadership**

We have invested significantly in the development of our leadership and management community, but there is always more that we need to do to ensure that development is embedded and sustained.

Research and practice in the leadership field is ongoing. An especially relevant and public service evidence based development is found in The Real World Group Engaging Leadership Model, developed by Professor Beverley Alimo-Metcalfe.

Developed over a 3-year period with over 6,500 public (and private sector) leaders, the Engaging Leadership model sets out a series of behaviours, values and attributes

that, when adopted by leaders, maximises the potential performance of teams. This translates to improved well-being, increased positive attitudes to work, increased innovation and readiness for change and together this contributes to maximising organisational performance.

This model clearly sets out the relationship therefore between **leadership**, **wellbeing**, **employee engagement** and **performance** (which includes productivity). And what is particularly helpful is that these behaviours are simple and in the context of how busy our leaders (and managers) are, this simplicity is particularly helpful. Additionally, the leaders were deliberately selected to ensure they were inclusive by gender, ethnicity and other demographic characteristics.

## **Just Culture**

A 'Just Culture' is a concept that fundamentally suggests that organisational mistakes are typically a consequence of problems in organisational cultures, rather than solely the responsibility of an individual or individuals.

What is particularly important about the concept of a Just Culture is that it is a concept that applies to Whole-System thinking. It is an approach that has its origins in 'safety culture', which has evolved from a pure process, policy framework to a broader consideration of organisation culture.

## **Psychological Safety**

Another developing and increasingly important area of work is psychological safety which has been championed by Professor Amy Edmondson, Novartis Professor of Leadership and Management at the Harvard Business School.

Psychological safety is sometimes talked about in the context of wellbeing, and there is a correlation between feeling safe in an organisation and being able to speak up, the origin of the concept is very much focused on the performance of an organisation.

For public service organisations, innovation and creativity is ever more essential given ongoing financial pressures. And further, this creativity may be expressed as new ideas, people challenging established policy and process, people thinking differently.

Edmondson's more recent research and model of psychological safety shows that creativity in organisations is expressed through challenge, asking the 'stupid' questions, half formed ideas, deliberate thinking at the edges and so on. So there is an obvious danger in cultures that suppress, silence and ridicule.

## **Speaking Truth to Power**

Another aspect of psychological safety has been explored by Professor Megan Reitz and John Higgins. The role of power in organisations is more often than not explicitly addressed but the cost of silence (and speaking up) can cost lives.

In Speak Up: Say what needs to be said and hear what needs to be heard, Reitz and Higgins note that there are a number of business cases that employees will adopt (knowingly or not) as to why they will speak up. The first is speaking up to thrive, the second is speaking up to survive, the third is speaking up to strive and the final approach is the moral case for speaking up.

## **Compassion in Leadership**

The role of Compassion in healthcare (Leadership and across the care system) has had substantial investment since The Francis Report<sup>2</sup>. Professor Michael West has been the pioneer in Compassionate Leadership and Culture but the work of Professor Paul Gilbert (The Compassionate Mind), Andy Bradley (Compassion Circles) and others has also demonstrated the substantial cognitive and behavioural impact when there is a focus on compassion across the care system.

Whilst improving patient outcomes is a primary focus, work in this area has focused on how compassionate cultures impact the wellbeing of NHS and Care staff and how an improved wellbeing improves/influences innovation and collaboration across workforce boundaries.

## **Neuroscience**

Our brains control our body, our emotions and our behaviour. The more we understand our brains the more we understand the influence that we can exert if we deploy that knowledge to encourage change that is more effective.

Brain science is complex, however the increasing interest in neuroscience across the OD and occupational psychology community over the last 10 years shows that it has utility in organisational development.

This approach to OD differs from work on compassion, psychology safety etc in that it explicitly proposes that we can change behaviours through understanding how our brains work; rather than trying to change our behaviours/attitudes first. The latter approach can undoubtedly be effective, but it typically requires us to align broader, policy, process, sometimes structure, to ensure it is reinforced.

Early applications in HR and OD focused on wellbeing (increasing happiness, reducing stress) and resilience. But there is increasing interest in how we can use neuroscience to enable innovation and creativity and enhance performance overall.

An example of the latter is the concept and organisation 'Civility Saves Lives'. Borne out of the medical community, Civility Saves Lives is a team of medical professionals who are focused on raising awareness of the impact civility has on patient outcomes.

In this context the lack of civility is rudeness – and it is possible to consider rudeness as a relatively minor form of unpleasantness at work. Bullying for example is far at the other end of the scale. Rudeness might not seem to be a big deal. But rudeness impacts our brain – our cognitive capacity to perform. And the more we experience rudeness the more we diminish capacity to perform.

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<sup>2</sup> The Francis Report was established after the Mid-Staffordshire NHS Trust scandal.

Civility Saves Lives data shows that:

- 80% of recipients of rudeness lose time worrying about the rudeness
- 38% reduce the quality of their work
- 48% reduce their time at work, and
- 25% take it out on service users.

Imagine this applied across Council services and our partnerships and the opportunity it provides for improvement. The impact of incivility and its opposite, e.g., compassion, kindness, pervades for a very long time and its impact on individuals can be profound. This recognition has caused a substantial impact in the research in this area.

There are clear interrelationships across these areas of work – and indeed with the feedback our staff have already provided. Additionally, this work, rather than being operationally focused on policy and process (although they are important) is strategic and designed to develop organisational cultures that deliver positive and sustained impact over the shorter, medium and long term.

Without a clearly defined, overarching people strategy aligned with outcomes and a common language that everyone can understand, the risks increase that an organisation will only partly implement necessary changes and dilute both investment expended. The Council is too far along a transformational journey for us to risk that.

What is important is that we assess how the work we are doing, overlaps with these developments so that we can incorporate what we believe to be the most effective inputs that will accelerate our progress.

Section 9 sets out our proposed approach to developing the people strategy, incorporating all of our review work and delivering the next stages of our Council workforce development plan.

#### **4. FINANCIAL & RESOURCE APPRAISAL**

Developing our People Strategy and an updated workforce development plan will take time and resource. Notwithstanding the Council wide focus on Covid19 it is critical that we undertake this activity in order that the Council is best equipped to deal with what will be substantial post Covid19 challenges for the district and our local economy.

We will need to engage with Trades Unions, leaders, managers and employees and external partners. Inevitably our communications strategy and approach will need to be Covid19 compliant, but we will also need to take into account workforce colleagues who may not be technology enabled. We intend to work with our Communications colleagues to develop a meaningful engagement strategy.

Investment in development is often a casualty of budget savings. However, there are implications for this. Research by the Open University in 2020 found that employers were spending billions each year plugging skills gaps in their workforce which they had not addressed through training and development. The report showed the cost of

plugging these gaps **tripling from £2.2bn in 2017 to £6.6bn in 2019**. Given how competitive the recruitment marketplace is, employers including the Council cannot assume it can buy much needed skills and experience in. And we already have challenges competing with other public services for some key roles.

So, in order to ensure we are positioned to take advantages of the challenges and opportunities Covid19, Brexit and further local government reorganisation will bring, increasing our investment in our people is imperative.

In addition to the current budget set out in Section 4 (Infrastructure – Budget), we have also set aside £0.85m for the apprentice ship levy for FY 2021/22 onwards<sup>3</sup>.

A budget uplift of £1m and £250k for equalities are in the draft budget as recurrent annual sums. The £250k is linked to the Equalities Objectives draft plan for 2020-24. Some of this money is required to support policy work, although HR and OD will need to draw from this to support associated work.

In addition to the £1m set aside, we were asked to cost up 1% of the staffing budget for a total development budget. Our assumption is that the 1% - which equates to £2.5m (excluding schools) will include the current L&D budget, apprenticeship levy contribution and the extra £1m.

This vital funding will give us monies to develop additional development programmes, implement coaching and mentoring etc.

At this stage, we envisage that the uplift of £1m will be used to deliver courses, programmes, qualifications and development to our staff, with some resource to broker, manage and sustain the programmes and development, although we will be able to provide additional clarity once we have concluded further work (currently ongoing).

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

As we develop the people strategy and Council workforce plan we will undertake regular and proactive risk management to ensure we are covering any and all statutory requirements and we are engaging effectively with a broad range of key stakeholders.

## **6. LEGAL APPRAISAL**

Development of the workforce strategy may give rise to legal issues, Legal support and guidance will be provided as required to support the strategy's development and implementation.

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<sup>3</sup> £0.85m is currently budgeted for the Apprenticeship Levy, although actual spend in 19/20 was £0.46m, Confirmation from Finance.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

Our intention in the development of the People Strategy is to embed our equalities objectives such that they are at the heart of our work.

### **7.2 SUSTAINABILITY IMPLICATIONS**

None.

### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

None

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

None.

### **7.5 HUMAN RIGHTS ACT**

None.

### **7.6 TRADE UNION**

We will be working with a range of key stakeholders during this work and this will include our TU representatives.

### **7.7 WARD IMPLICATIONS**

No Ward or area implications anticipated.

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

None.

### **7.9 IMPLICATIONS FOR CORPORATE PARENTING**

We will continue to ensure that we are providing opportunities for our looked after children in line with our Corporate Parenting responsibilities.

### **7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT**

At present we do not envisage that we will need to undertake a Privacy Impact Assessment. However, at any point that we determine this to be necessary during the development of the People Strategy and Council Workforce Development plan we will do so.

**8. NOT FOR PUBLICATION DOCUMENTS**

None

**9. OPTIONS**

We propose the following 4 stage approach to this work, which is shown diagrammatically as follows.

# Approach

4 Key Stages to be undertaken – but we propose that this work is prioritised

STAGE	Scope people strategy and workforce development plan	Staff and stakeholder engagement	Develop People Strategy and Workforce Development Plan	Rollout strategy and plan
KEY ACTIVITIES	<ul style="list-style-type: none"> <li>Review current development plan</li> <li>Assess outputs from staff workshops, ERG report</li> <li>Conduct external research as needed</li> <li>Develop approach for CMT</li> <li>Develop strawmen materials for engagement workshops</li> </ul>	<ul style="list-style-type: none"> <li>Identify key stakeholders</li> <li>Develop comms approach and agree with TU's, CEX and senior leadership</li> <li>Prepare and conduct online workshops</li> <li>Develop workshop outputs and obtain sign off</li> </ul>	<ul style="list-style-type: none"> <li>Develop people strategy (full)</li> <li>Refresh Bradford Employee Lifecycle</li> <li>Develop detailed workforce development plan</li> <li>Align workforce plan with related programmes</li> <li>Ensure resource plans and budgets in place</li> <li>Confirm implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop communications plan</li> <li>Arrange rollout plan and timescales</li> <li>Ensure all key stakeholders engaged and prepared</li> <li>Ensure relevant changes to HR &amp; OD services, web pages etc are in place</li> </ul>
KEY INPUTS	<ul style="list-style-type: none"> <li>Existing materials and reports</li> <li>CIPD, LGA etc materials</li> <li>Overview and Scrutiny Workforce Development Paper 2019/20 progress</li> </ul>	<ul style="list-style-type: none"> <li>Strawmen materials</li> <li>Feedback from CMT</li> <li>HR service inputs</li> </ul>	<ul style="list-style-type: none"> <li>Existing HR and OD plans and priorities</li> <li>Outputs from previous stages</li> </ul>	<ul style="list-style-type: none"> <li>Existing materials and templates etc</li> <li>Workforce development plan</li> </ul>
KEY OUTPUTS	<ul style="list-style-type: none"> <li>CMT Paper</li> <li>Strawman people strategy vision and outcomes</li> <li>Strawman alignment to council plan</li> <li>Strawman workforce development plan</li> </ul>	<ul style="list-style-type: none"> <li>Confirmed People Strategy Outcomes</li> <li>Confirmed workforce development plan phases and key outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Detailed people strategy with outcomes, measures of success and core activities</li> <li>Updated HR and OD service plans with resource and budget allocations</li> </ul>	<ul style="list-style-type: none"> <li>Implementation and rollout plan</li> <li>Communications strategy and timeline</li> <li>Key messages for staff</li> </ul>
MILESTONES	<p>1 Phases Priority processes agreed &amp; signed off</p>	<p>2 Existing process landscape fully understood</p>	<p>3 New processes defined &amp; signed off</p>	<p>4 Training materials produced &amp; signed off</p>



A number of strawmen documents have been drafted to feed into a series of staff workshops. Appendix 2 includes the draft Council Plan outcomes and shows diagrammatically how the people strategy and Bradford for Everyone values align with these outcomes. Appendix 3 is a strawman people strategy vision statement and key people strategy outcomes. Appendix 4 is a draft Council workforce development plan for 2021 – 2024. Appendix 5 sets out some anticipated workforce development outcomes.

## 10. RECOMMENDATIONS

- (1) That with regard to the **Council Workforce Development Plan 2021 – 2024**, the additional funding needs set out in this paper and the priority needs that must focus on be supported.
- (2) That with regard to the **People Strategy 2021 – 2026**, the contents of the report be noted and the following be approved in principle:
  - The approach to developing the Council People Strategy and associated implementation roadmap outlined in Section 9 and Appendices 3-5 of the report.
  - Development of the Council Workforce Development Plan for 2021 – 2024.
  - To review and sign off the People Strategy (date to be agreed) following engagement with key stakeholder groups.
  - Commit to proactively and consistently support the development and implementation of the people strategy and ensure that Departmental Management Teams will do the same.

## 11. APPENDICES

- Appendix 1: Outputs from Staff Engagement Sessions and Workshops  
Appendix 2: The Bradford Context and how we align our People Strategy and Department Plans with our Council Plan  
Appendix 3: Strawman Bradford People Strategy Vision and Outcomes  
Appendix 4: Strawman Council Workforce Development Plan 2021 – 2024

## 12. BACKGROUND DOCUMENTS

Bradford Council Organisation and Workforce Development Strategy 2015 – 2021

## Appendix 1 – Outputs from Staff Engagement Sessions and Workshops

### CMT Workshop outputs – emerging themes

BAME, LGBTQ+, Young people, Women, People with disabilities, Carers, Cross section of staff

#### Career progression, training and development

Education and awareness

On-going engagement and dialogue

Trust and confidence in leadership to do the right things **Recruitment**

#### Workforce Representativeness and Diversity

#### Discrimination, Racism and unconscious bias

**Flexible Working and  
Reasonable Adjustments**

Mutual support and safe places to  
speak, be heard and build trust

Management practice and support

Concerns, Challenge and Grievances



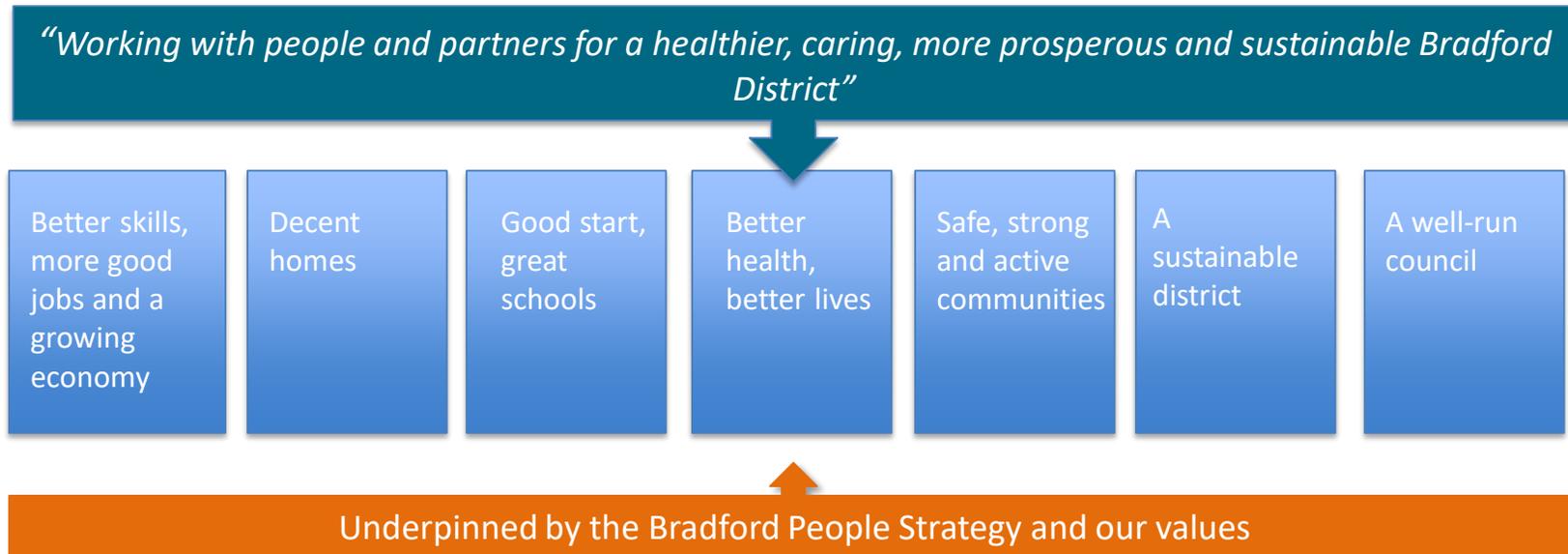
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## Appendix 2 – The Context and how we align our People Strategy and Department Plans with our Council Plan

To be used as the basis for workshop discussions with a range of stakeholders across the Council

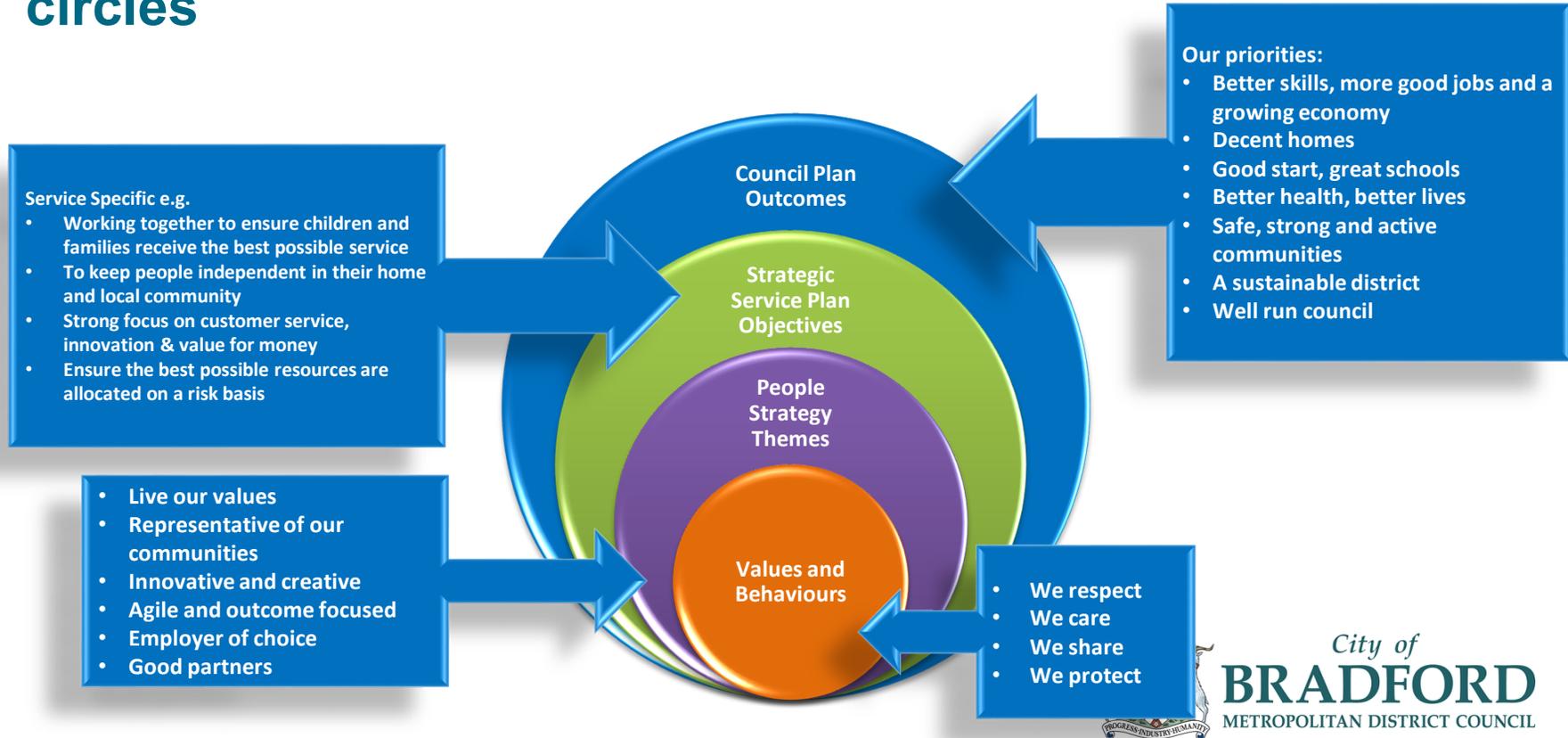
### The context – draft Council Plan

7 key outcomes underpin the vision



To be used as the basis for workshop discussions with a range of stakeholders across the Council

## Aligning people strategy with the council plan – the 4 circles



## Appendix 3 - Strawman Bradford People Strategy Vision and Outcomes

To be used as the basis for workshop discussions with a range of stakeholders across the Council. The Values are those developed by work undertaken by the Bradford for Everyone programme.

### People Strategy Outcomes and shared values



#### OUR PEOPLE STRATEGY WILL DELIVER:

A high performing, inclusive, engaged workforce, representative of our District, delivering value for money, high quality, citizen focused and needs-led services.

We will:

- be an inclusive workforce which proactively values the breadth of our diversity
- be representative of our communities
- ensure that the services we deliver take into account both value for money, needs and high quality considerations
- proactively engage with partner organisations across the District to work as a One Bradford family
- encourage our staff to aspire, thrive and flourish through a broad range of development opportunities
- recognise and value the contribution our employees make.



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## Appendix 4 – Strawman Council Workforce Development Plan 2021 – 2024

To be used as the basis for workshop discussions with a range of stakeholders across the Council. This plan is based on the existing 2015 – 2021 plan for consistency.

### Draft Council Workforce Development Plan (2021 – 2024)

#### Phase 4 (2021 – 22)

*Implement career pathways  
Implement job families  
Inclusion at the heart of  
everything we do*

**Key activities:**

- Continue with outstanding actions from current Workforce Development Strategy
- Deliver Kickstart
- Continue talent development programmes
- Increase OD capacity and capability
- Design and implement job families
- Focus on delivering an inclusive culture
- Develop new talent programme
- New approach to recruitment – implement Success Profiles
- Focus on organisation development with partners across the district (#Team Bradford)
- Review the HR and OD Service offering and structure

#### Phase 5 (2022 – 23)

*Innovation and creativity  
Review Evolve LMS  
Increase leadership and  
management capability*

**Key activities:**

- Continually refresh talent management programmes
- Complete implementation of career pathways across the Council
- Refresh targets and measures for our Workforce Development Programme
- Review progress on Apprenticeships, Kickstart and Graduate Development programme
- Focus on performance, attendance and wellbeing
- Develop coaching style of management
- Embed culture where innovation and enthusiasm can thrive
- Review Evolve LMS

#### Phase 6 (2023 – 2024)

*Complete delivery of our  
People Strategy Outcomes*

**Key activities:**

- Refresh workforce planning
- Focus on innovation and creativity
- Complete implementation of people strategy outcomes



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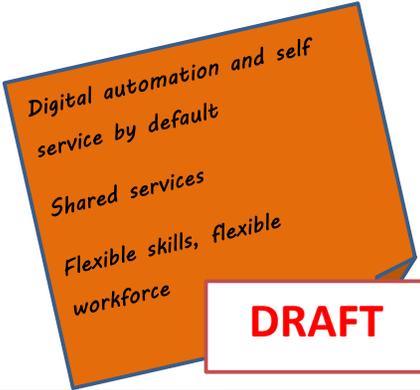
## Appendix 5 – Anticipated Workforce Development Plan outcomes

Phase	Activity	Exemplar Outcomes
Phase 4 2021 – 2022	<p>We will implement phase 4 by:</p> <ul style="list-style-type: none"> <li>• Developing career pathways and align with job descriptions and recruitment approach</li> <li>• Implement Kickstart</li> <li>• Design a new job family structure across the Council</li> <li>• Implement success profiles and align with career pathways</li> <li>• Develop a new talent programme to enable us to continue growing our own talent pool for future promotions – and support workforce diversity at Special Grades and above</li> <li>• Develop and implement our Graduate development programme</li> </ul>	<p>We will deliver:</p> <ul style="list-style-type: none"> <li>• Against our Equality objectives</li> <li>• Increased number of secondments across the Council</li> <li>• Increased number of graduates in the council</li> <li>• Continued progress against our apprenticeship targets</li> <li>• Our Council Plan KPI's</li> </ul>

This will be updated as part of our ongoing work.

12 BACKGROUND DOCUMENT

*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)
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<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Set future vision (Council Plan)</li> <li>• Set outline Workforce Development Programme</li> <li>• Set corporate Engagement plan</li> <li>• Refresh Bradford Behaviours</li> <li>• Baseline staff survey</li> <li>• Build systems capability (Evolve)</li> <li>• Create OD function</li> </ul>	<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Launch Management development Programme</li> <li>• Assign targets and measures to Workforce Development Programme</li> <li>• Focus on Apprenticeships and recruitment</li> <li>• Focus on performance, attendance and wellbeing</li> <li>• Develop coaching style of management</li> <li>• Embed culture where innovation and enthusiasm can thrive</li> <li>• Focus on organisation development with partners across the district</li> </ul>	<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Full roll out of 'Evolve talent'</li> <li>• Embed new approach to succession planning and career pathways</li> <li>• Supporting &amp; enabling employees to take responsibility for their own growth and development</li> <li>• New approach to recruitment - recruitment for skills for organisation not competencies for roles</li> </ul>	<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Removal of traditional role profiles</li> <li>• On-going employee development, including digital skills training and recruitment</li> <li>• Full roll out of new talent programme - apprenticeships, interns, secondees, graduates</li> </ul>
<p><b>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</b></p>			