

Bradford Metropolitan District Council Organisation and Workforce Development Plan 2018- 2021



1. OUR VISION

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.

2. BACKGROUND

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

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

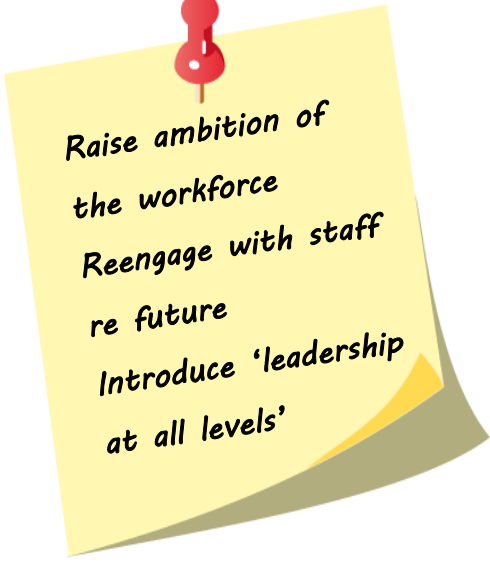
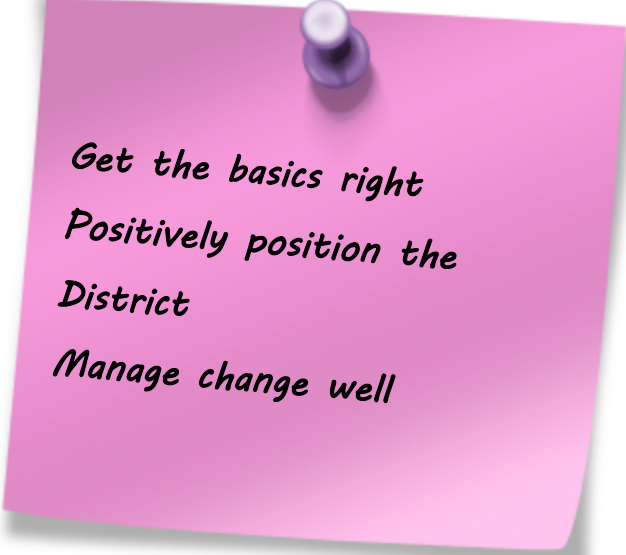


Leaders and Managers will need to lead others through this change positively and there will also be a requirement for all staff to not only possess the 'technical' skills to fulfil their role but also to become more flexible and innovative and to develop new skills such as commercial and negotiating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

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

These continue to be challenging times for Local Authorities. We have seen a 29% (2,247 fte) reduction in our workforce since 2010, and this is set to increase further by 2020, in line with Council budget reductions. As demand for services increase, we must do things differently so that we can continue to deliver good outcomes for the people of the District. We must achieve higher productivity, even with a shrinking workforce; this requires a shift in organisational culture with a focus on high performing individuals and teams, where good performance and behaviour can thrive.

The 2017 Peer Review told us that our staff are great, and that we need to focus on leadership development, so that we can manage our staff well through the change. They praised the work we have done to refresh the Bradford Behaviours, and told us that we need to make sure we make best use of the Apprenticeship Levy so that we are bringing new talent into the organisation.

3. ORGANISATION AND WORKFORCE DEVELOPMENT STRATEGY 2015 – 2021

Phase 1 (2015-2017)	Phase 2 (2017-2019)	Phase 3 (2019-2021)	Phase 4 (2021 onwards)
 <p>Raise ambition of the workforce Reengage with staff re future Introduce 'leadership at all levels'</p>	 <p>Get the basics right Positively position the District Manage change well</p>	 <p>Map talent and set career pathways Succession planning ADMs</p>	 <p>Digital automation and self service by default Shared services Flexible skills, flexible workforce</p>
<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 (#Team Bradford) 	<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

4. ORGANISATION AND WORKFORCE DEVELOPMENT DELIVERY PLAN 2018- 2019

Priority	Activity	Output and impact
<p>1. L&M development</p> <p>We will continue to support and develop our managers so that they have the skills, knowledge and confidence to manage their teams well through continuous change, with a focus on: getting the basics right; managing change, and positively positioning the district.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> Continuing to run the leadership development programme for all managers. The leadership development programme is themed around the Council's priorities for change. Developing our managers to adopt a 'coaching' style of management that is based on quality of work and outcomes. Ensuring a programme of support and development that helps people to develop their resilience, so that they are healthy and happy at work. Providing training on commercialisation and innovation, and creating an environment where innovation and enthusiasm to thrive. [We will Build metrics that will show progress in this area] 	<p>Increase the percentage of employees who feel well managed across the following areas:</p> <ul style="list-style-type: none"> My manager supports my development requirements My manager discusses with me how I can improve my performance at work I receive regular and constructive feedback from my line manager <p>(Performance information collected via Staff Survey)</p> <p>Increase in the measured index score of the Culture Survey across the 5 key areas:</p> <ul style="list-style-type: none"> Efficacy Goal Focused Approach Relationships Altruism <p>(Performance information collected via the Culture Survey)</p> <p>Our managers will be equipped with the knowledge and skills to develop and nurture a culture of performance management where services are delivered by highly motivated people and teams, who are passionate about delivering good quality services to the people of the District.</p>
<p>2. Employee engagement and development</p> <p>We will support and develop our employees so that they have the skills, knowledge and confidence to deliver our services well.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> Continuing to engage with employees across the organisation through a range of methods Ensure provision of a range of development opportunities that enable employees at all levels of the organisation to develop their skills and knowledge. Supporting delivery of the Cross-Departmental Equality Group – helping to ensure that activities are integrated into service delivery plans. And helping to create a three-way loop between the group, ADs and CMT. Driving a culture where we lower our tolerance of poor performance, and recognise and reward good performance. Driving organisational culture shift with increased understanding of serving the district. Prepare for the 2019 staff survey Continuing to run the Employee of the Month scheme, the Annual Service Excellence Awards, and the Annual Long Service Awards. Refreshing the Council's staff volunteering policy Undertaking an annual review of the Employee Engagement Plan. 	<p>Increase the employee percentage scores of Staff Survey across the following areas:</p> <ul style="list-style-type: none"> I am clear about my role I am clear about what I am expected to achieve in my job I have the skills required to carry out my role <p>(Performance information collected via Staff Survey)</p> <p>Our staff will tell us that they are happy at work, and have the skills and confidence to delivery good quality services in ever changing times.</p> <p>Our staff will tell us that they can feel a positive shift in the culture of the organisation.</p>
<p>3. Performance management</p> <p>We will drive a culture of high performance, where managers are managing poor performance, and recognising and rewarding good performance.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> Introducing a new performance management framework that will focus on outcomes and behaviour. Introducing a new on-line performance management system that will enable managers to record performance reviews and behaviour assessments online. Continuing to run Performance Management training sessions for managers and staff. Monitoring use of the Performance Management system, and provide support to teams as required. 	<p>Increase in the number of employees who have a live performance review on Evolve Performance:</p> <p>50% by March 2019 90% by March 2020</p> <p>Increase the percentage of employees reporting that their managers discuss how they can improve their performance at work.</p> <p>(Performance information collected via Staff Survey)</p> <p>Improved performance measures: Sickness absence; discipline; grievance; performance.</p> <p>(Performance information collected via HR Plus data)</p>

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<p>4. Team Bradford</p> <p>We will support and encourage staff to look for opportunities to work with organisations and businesses across the district, to foster shared ambition to put citizens at the heart of what we do, and to wrap services around their needs,</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> Continuing to work with colleagues across health and social care to deliver the Bradford District and Craven Workforce Strategy. Continue to run district-wide leadership development sessions that provide opportunities to connect managers across the district. Continue to work with other partners across the district to explore opportunities for collaborative working. Accelerate our Team Bradford approach to apprenticeships 	<p>Progress demonstrated in the four delivery areas of the Bradford District and Craven Workforce Transformation delivery programme:</p> <ul style="list-style-type: none"> Pillar 1: Further development of the Health and Care ICE to meet anticipated supply and demand needs of the future. Pillar 2: Development of an ICE Plus programme for 16years + providing tasters and programmes of learning experience. Pillar 3: Proactive recruitment of entrants and re-entrants to the health and care workforce Pillar 4: Development of a health and care apprenticeship enrichment programme. Increase in the number of partners from across the district participating in the district-wide leadership development sessions. <p>Provision of integrated health and care services delivered by a workforce with a shared set of values and behaviours, who work flexibly to meet the holistic needs of service users.</p> <p>Public services delivered by organisations and people working to shared priorities</p>
<p>5. Apprenticeships</p> <p>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.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> Continuing to work towards our aim of 500 apprentices at any time by 2021. (Current number of apprentices at July 2018 = 221). Introducing higher level apprenticeship opportunities as relevant posts become vacant Continuing to use the Apprenticeship Levy to up-skill our own employees which will support succession planning. Developing a traineeship programme to support pre-apprenticeship development opportunities. Continuing to work with partners across the private, public and VCS sectors to ensure we provide a coordinated approach to apprenticeship opportunities across the district. Running Bradford's first apprenticeship fair during apprenticeship week 2019, in partnership with employers, VCS, and training providers across the district. Bradford City are providing use of their venue for free for the event. Managing the process of transferring the Council's Levy funds to small employers across the district, with a focus on higher level apprenticeships. Embed a Team Bradford approach to apprenticeship opportunities. With an average age of 46.4 years across our workforce, it is imperative that we make best use of the Apprenticeship Levy to bring new talent and more young people into the organisation. 	<p>Council making the best use of the Levy funds with the aim of exceeding the nation target of 2.3% of our workforce as apprentices:</p> <p>End March 2019 = 300 End of March 2020 = 400 End of March 2021 = 500</p> <p>Increase in the number of Council employees under the age of 25 years (currently 3.3%)</p> <p>An established Team Bradford approach to providing shared apprenticeship programmes and career progression opportunities.</p>
<p>6. Councillor development programme</p> <p>We will continue to support Councillor development through a flexible range of development opportunities.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> Providing a coordinated councillor development programme, making best use of LGA and Officer development sessions. Ensuring that the development programme reflects the 21st Century Councillor recommendations – developing the councillor role as community leaders e.g. influencing, negotiation and listening skills, place-shaping, and digital skills. 	<p>Councillors have the knowledge and skills to fulfil their roles, so that Councillors can support delivery of the Council's strategic priorities, respond to on-going organisational change, and fulfil their elected member duties.</p> <p>Councillors have access to a flexible range of development opportunities that develop knowledge and skills in line with the District and Council priorities.</p>

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	<ul style="list-style-type: none"> Increasing Councillor/Officer development opportunities, and making better use of Evolve to support online learning opportunities Continuing to provide bespoke training where required, for example employment appeal panels, these will continue to be developed and led by HR and Legal services. Undertaking and maintaining a skills audit for Councillors 	
<p>7. Full implementation of Evolve Learn</p> <p>We will progress with automation of course administration and LMS functions, and improve outcome metrics</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> Embedding Evolve across the organisation, with a focus on employees who do not have regular access to computers. Introducing new system functions within Evolve Learn. Increasing our online learning offer Improving our ability to measure outcomes of the workforce development strategy through use of surveys, evaluation, and impressions (when these are turned on). 	<ul style="list-style-type: none"> Annual increase in the number of internal employees who log on to Evolve. Annual increase in the number of external customers who log onto Evolve's external site (Learn and Develop Bradford) <p>The system provides a fully automated self-serve learner management system that enables employees to take control and manage their own learning.</p> <p>We will move from output to outcome based measures that reflect the impact of the workforce development strategy.</p>
<p>8. Talent management</p> <p>We will ensure that employees and potential new recruits have access to a range of development opportunities that enable us to spot, nurture and manage talent across the organisation.</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> Developing and implementing a new Talent and Succession Planning strategy Maintaining and developing the Future Leaders programme Maintaining and developing a BAME secondment programme Developing and delivering a new corporate graduate scheme Refreshing our approach to volunteer work placement opportunities Start to build our talent management and succession planning framework. 	<ul style="list-style-type: none"> Future Leaders class of 2018 launched (x 20 participants) Review of Future Leaders programme ready for promotion early 2019 Continue to see career progression for Future Leaders Increase in the number of BAME employees taking up senior positions in the district. Employees will be part of a 21st century talent management framework that supports career progression and succession planning. Aiming for the Talent Management system to go-live during 2019

5. EQUALITY & DIVERSITY OBJECTIVES

Organisation and Workforce Development equality objectives:

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

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

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