

## Council Workforce Development Plan 2021 – 2024

# 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:**

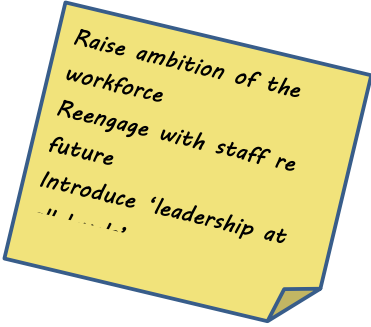
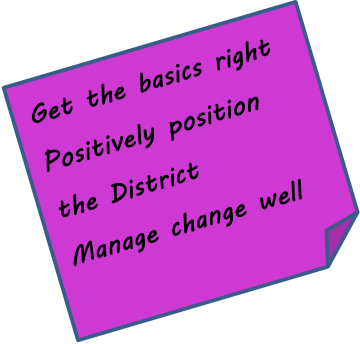

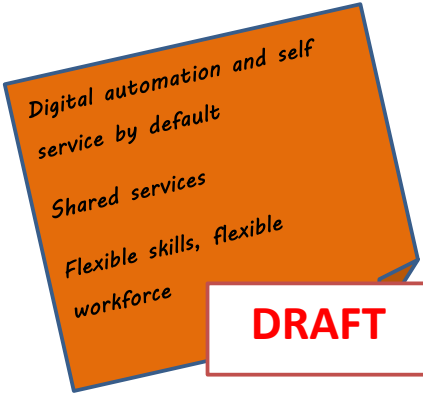
- Refresh workforce planning
- Focus on innovation and creativity
- Complete implementation of people strategy outcomes



City of  
**BRADFORD**  
METROPOLITAN DISTRICT COUNCIL

## 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)
			 <div data-bbox="1843 657 2068 747" style="border: 1px solid red; padding: 2px; display: inline-block; color: red; font-weight: bold;">DRAFT</div>
<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Set future vision (Council Plan)</li> <li>• Set outline Workforce Development Programme</li> <li>• Set corporate Engagement plan</li> <li>• Refresh Bradford Behaviours</li> <li>• Baseline staff survey</li> <li>• Build systems capability (Evolve)</li> <li>• Create OD function</li> </ul>	<p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Launch Management development Programme</li> <li>• Assign targets and measures to Workforce Development Programme</li> <li>• Focus on Apprenticeships and recruitment</li> <li>• Focus on performance, attendance and wellbeing</li> <li>• Develop coaching style of management</li> <li>• Embed culture where innovation and enthusiasm can thrive</li> <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>			