



## General Information

<b>CATEGORY ENTERED:</b>	Public Sector HRD of the Year
<b>Name:</b>	Katie Phillips on behalf of the Future Leaders 2017 cohort
<b>Organisation:</b>	City of Bradford Metropolitan District Council
<b>Address:</b>	Bradford Council, City Hall, Bradford. BD1 1HY
<b>E-mail:</b>	Katie.Phillips@bradford.gov.uk
<b>Tel No:</b>	07966 393846

## Submission Details

<b>Organisation or individual to which this submission relates (if different from above):</b>	Sue Dunkley, HRD. City of Bradford Metropolitan District Council
<b>Approximate size of organisation (number of employees) if applicable:</b>	Approx. 8,650 employees
<b>Number of employees covered by the initiative if applicable:</b>	Not applicable

**We may use your submission as a case study for publication both on the PPMA website and in broader Press activity.**

Please tick to say you agree for your submission to be used in this way

✓ yes



## Submission Criteria

To enter, submit your response in Word format of up to 1,200 words, which addresses the following general criteria

- The impact your work has been had on the organisation and how you measured this
- How you involved key stakeholders in the work
- Your approach to the work/project and why this is different to work you normally undertake.

Please also ensure that you address the Award Specific Judging criteria in your response. You can find more information on [www.ppma.org.uk](http://www.ppma.org.uk)

Please attach your entry of up to 1,200 words to this form and if required a 1 page attachment (5mb max size) to support your entry and return to Karen Dorn:  
[admin@ppma.org.uk](mailto:admin@ppma.org.uk) by 5.30pm on Friday 10th March 2017

For more information, please visit <http://www.ppma.org.uk>

How many HR Directors can say they are a World Record breaker?  
Here in Bradford we have our own “Officially Amazing”, certified by Guinness World  
Records, inspirational leader, innovator and a role model –  
**Director of HR Sue Dunkley.**

We are a group of six people from Bradford Council’s Future Leaders Programme 2017 cohort. We are proud to nominate Sue Dunkley for the Public Services HR Director of the year award for her outstanding qualities as a Leader, Director and Person.

*“Our staff are my customers and I am their number one fan. My job is to help unlock talent. We have some of the best staff in any organisation I have ever worked with and I want to create an environment where their passion, commitment, energy and skills are recognised and utilised for the good of the District.” Sue Dunkley HRD*

Sue’s ambition for Bradford knows no boundaries. Her enthusiasm and drive are infectious. Sue’s magnetic personality, her ability to engage and communicate at all levels – from a junior apprentice to her senior management peers – brings together the ‘force for change’ which is now sweeping our organisation.

*“I am delighted to support this application for Sue to be recognised in the PPMA awards. Sue is a powerhouse of ambition, optimism and energy. Since arriving two years ago Sue through her leadership has driven a fundamental reboot of our approach to organisation and workforce development. Sue is great at getting the consultation and research done, producing the frameworks and priorities, getting buy-in and – crucially – investment and delivering. More than that, Sue has created a sense of community, of being Team Bradford, of renewed pride in working for our District and of partnership across agencies and workforces.” Kersten England, Chief Executive*

Under Sue’s pioneering leadership, we see the introduction of innovative and sustainable practices which challenge the status quo and facilitate a real culture change.

This change is tangible throughout the new Organisational Development Strategy produced through a series of all-inclusive, interactive (and fun!) workshops; it gave everyone a voice and resulted in a meaningful and measurable programme, which has a full ownership, support and commitment from staff in every role and grade. Changing the organisation’s habits on managing staff performance – a key element of the Strategy – is no mean feat, but Sue’s value-centred leadership, her art of engagement and her impeccable adherence to the behaviours she advocates stand out and provide the credibility that never fails to bring people on her side.

*“Sue has the ability to put the ‘right’ people together and spot a talented individual.” Naomi Fernandez, Workforce Development*

Sue’s particular talent is in creating an environment that fosters a committed, skilled and agile workforce able to respond to the ambitious organisational priorities set out in the Council’s Plan and feel empowered to take on the challenges of the modern times to best serve the people of Bradford.

*“...passion, commitment to the people of Bradford and Council employees.” Richard Hudson, Education Client Services*

Her faith in people’s inherent talent, her creativity and disregard for hierarchy had inspired Sue to launch the Future Leaders Programme, which welcomes all staff regardless of the rank. Now in its second year and with overall recruits exceeding 80, this hugely popular Programme encourages personal and professional growth and initiative; at the same time educating the participants on how to be the best champions for our district. Sue’s “nothing’s too big for Bradford” attitude had enthused last year’s Future Leaders to successfully break the world record with their spectacular Love Bradford event creating a fantastic publicity for the district.

*“Sue role models the behaviours required of a strategic leader in the public sector: Positive, Engaging, Responsible, Flexible”* **Matt Hatfield, Workforce Development**

The learning and development does not ever stop. Many graduates from 2016 cohort have successfully secured internal and external (DCLG) senior secondments and are now mentoring the new leaders; living proof that “Leaders don’t create followers, they create more leaders” *(Tom Peters, American writer)*.

*“Sue is definitely a role model for me and has always been available to offer advice and guidance.”*  
**Mustansir Butt, City Solicitor’s Office**

Sue’s ability to develop productive collaborations and motivate people from within and outside the organisation to be part of her exciting projects has ensured the creation of:

- A shared recruitment narrative across major public and private employers.
- Introduced a comprehensive programme of integrated workforce development across health and social care.
- An exchange secondment programme for black and minority ethnic staff in the senior civil service and Bradford District.
- A programme of mentoring for the Council workforce, and also
- For children leaving care.
- The Learning and Development Academy, which will provide support and infrastructure for the Apprenticeship Levy and will work alongside partner organisations across the district
- The Innovation Lab – a popular forum for anyone bursting with new ideas how to make Bradford Council a brilliant place to work and develop.

*“Sue is doing great work outside of Council, e.g. the Making Bradford Shine work which involves local businesses, Armed Forces, the University and the Council to improve the working prospect for young people in Bradford.”* **Colum Sheridan-Small, IT**

The roll-out of technology to support workforce development (Evolve) will finally bring the learning, talent and performance management to 21<sup>st</sup> century. The redesigned Council’s appraisal scheme and performance management framework will ensure that performance is benchmarked against behaviours rather than competencies so that the Bradford values are reflected within our workforce. The reinvigorated manager’s conference programme has introduced a stronger focus on manager’s ownership of our outcomes.

*“Sue is a great ambassador and public speaker drawing on her own experiences and wealth of knowledge.”* **Anneliese Fothergill, Youth Service Commissioning**

Sue combines public-service ethos with a straightforward business-like approach. Although strongly result-oriented, Sue’s outstanding strategic leadership is reflected in the successes of her many projects – she nevertheless passionately believes in measuring success first and foremost by a more engaged, fulfilled and happier workforce where employees feel that they make a real difference and add value.

*“Sue has brought a positive vibe, genuine flexibility and a sense of fun back into our organisation. She focuses on exploring solutions rather than apportioning blame and this has lifted staff morale at a time when cutbacks and budget restraints have been the order of the day.”*  
**Razwana Mahmood, Facilities Management**

One of the testaments to this is the Service Excellence Awards revitalised to celebrate the outstanding achievements of staff throughout the organisation with a glamorous evening event showcasing our talent.

*"It's never about her; it's always about other people."* **Stuart McKinnon-Evans, Strategic Director  
Corporate Services**

Valued and respected by colleagues and peers alike, Sue is a fantastic ambassador for Bradford, a great asset to local government, someone whose warmth and enthusiasm are unrivalled and for all those who have ever worked with her are proud to call our Leader, our Role Model and a true Record Breaker!

*"Motivational, inspirational – these words get thrown around all too easily, but I challenge you to find someone out there who is more deserving of them. Sue stands out today as a continuing example of what a modern HR Director should be and is an outstanding candidate for HRD of the year."* **Matt  
Radcliffe, Bradford College**

(1198 words including quotes)