

# **CABINET MEMBER FOR BUSINESS TRANSFORMATION - PROGRESS REPORT ON WORKFORCE FIT FOR THE FUTURE**

## **Workforce Strategy**

- During 2017 the Workforce strategy was revised and rewritten to focus on liP themes and feedback and employee survey results. Revised workforce strategy approved by GPGS Board and reconstituted WFS group (including Cllr Flood) working on revised themes which are:
  - Management development
  - Performance management
  - Building capability
  - Communication
  - Recognition and reward
  - Organisational roles and responsibilities
  
- Service manager meetings were refocused to WFS agenda and during 2017 a variety of topics were covered e.g. generic management objectives and 'what good looks like' in terms of qualities of good managers; responses to employee survey results and manager action planning in response.
  
- The Workforce strategy group has worked on the following during 2017:
  - Development of a competency framework (to be rolled out with service managers and above for 2018/19)
  - Guidance on team meetings and communication and use of core brief for council
  - Governance and decision making and appropriate levels of decision making
  
- Additionally the core brief process has been devised by the communications team and supported by CMT
  
- The Workforce strategy will be updated once the Investor in People report has been issued March 1<sup>st</sup> 2018.

## **Aspire Learning**

- In March 2017 the online learning platform aspire learning was launched to 60% of the workforce to enable them to access mandatory training and ensure compliance within limited budgets across the council.
  
- During 2017 over 70 courses were reviewed and tailored to CBC requirements and approximately 50% of staff have been completed mandatory training for safeguarding and data protection and a further 665 courses have been completed online.

- A decision was taken by the council to enable all staff to have access to the systems by giving them a council email address and to support this group of staff, the HR team provided training throughout November 2017 to over 200 staff so they could access emails, aspire intranet and aspire learning and myview for payslips.
- To maximise the value of the annual cost of learning pool it was also decided to develop an online annual appraisal system to increase visibility and accountability of the process. This enabled the council to achieve a completion rate of 89% in 2017.
- HR have also developed an on-boarding and corporate induction package online which will be formally launched in February 2018.

### **Apprenticeships**

- Since April 2017 the council has been paying over 0.5% of it's paybill to HMRC as an apprentice levy to be returned to the council as an allowance to spend on apprenticeship training. This amounts to approximately £7,000 per month. Alongside this government set targets for all public sector organisations to achieve a certain number of new apprenticeships each year; the target for CBC is 23 new apprentices each year.
- Shifting the emphasis to an employer led programme has meant that CBC has been able to procure the training from a variety of different providers and leverage extra value through the procurement process. CBC currently has 4 different providers delivering 9 apprenticeship programmes to 23 apprentices. Of these 23 apprentices 16 are existing employees and 7 are new recruits into the organisation. These are:
  - Customer service – Chesterfield College
  - Business administration – Qube Learning Ltd
  - Digital Marketing – JGW
  - L3 Management – JGW
  - L4 Construction Management - Chesterfield College
  - L6 Chartered Legal Executive – Sheffield College
  - L2 Trowel – Chesterfield College
  - L2 Plumbing – Chesterfield College
  - L3 Wood Occupations – Chesterfield College

The targets set are for the year September to August and we are currently collating apprenticeship requests from annual PDR's to feed into the next round of recruitment for apprentices to start in September 2018.

### **Commercial skills training**

- Following the collation of learning and development requests for 2016 and the significant number of requests for commercial awareness training, and that this is a key area of focus in the Workforce Strategy, it was decided to

commission a local provider to develop a bespoke pilot programme for Venues, VIC and Museum staff

- The trainer worked with HR and Management to tailor the programme to the business needs and workshops were delivered to two separate groups – management and staff. In total 4 workshops were delivered with over 50 staff attending at a total cost of £2000.
- The management workshop was a full day and covered the following topics:
  - Information needed for strategic commercial decisions – PESTLE and SWOT analysis; exploration of shared patterns and themes across services
  - Customer segmentation – who are the different customers and what do they want
  - Making strategic commercial decisions – exploring how to make commercial decisions
  - Sales prevention officer – thinking creatively about the barriers to becoming more commercial
  - The competition – brief look at Porters 5 forces model as a way of analysing the competition
  - Stakeholder analysis – a brief consideration of the stakeholder’s role in enhancing commerciality
  - Creating a commercially focused culture – exploring what managers can do to create a culture within their teams that support a commercial focus
  - Developing individuals’ commercial skills – how to use coaching and feedback to develop the skills of individuals
  - Action plan.
- The staff workshop was 3.5 hours long and covered the following topics:
  - Selling – the good, the bad and the ugly; exploring what makes customers buy or not
  - Understanding the needs and wants of our customers – looking at ways to ethically sell what customers want or need e.g. covering features and benefits of products and cross selling
  - Opportunities to sell – exploring how certain techniques (questioning and suggestive selling; selling on; selling up) can improve sales
  - Barriers to selling – groups explored the ‘sales prevention officer’
  - Summary and actions

## **Evaluation**

- The workshops were well received by those who attended with the majority rating the course as good and many found the course interesting and enjoyable.
- Since the workshops have been delivered a range of activities have been developed to generate further income e.g.
  - Charging or asking for donations for events
  - Charging for events add-ons – certificate, print outs, colouring sheets

- Memory/Education loan box charges
- New interactive donation box
- Twice annual cross team commercial meetings
- Taking pictures of stock to promote on social media (e.g. stocking fillers)
- A full evaluation is being considered by CMT and recommendations will be considered for rolling this model out to other service areas.

### **Investor in People**

- A decision was taken by SLT that accreditation would be sought under liP and the process of review began in November 2017 with an online survey being issued to all staff and members. The council needed a 25% completion rate to pass to the next stage of the assessment process and a 37% completion rate was achieved.
- The second stage of the assessment process was submission of data and evidence relating to workforce management and leadership and interviews on site with a selection of staff and members. These took place during January and the final report will be submitted to the council on March 1<sup>st</sup> 2018.

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