

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th October 2018

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WARD(S): All

PORTFOLIO: Transformation and Performance
Councillor Hussain

PART I **NON-KEY DECISION**

PURCHASE OF TALENT MANAGEMENT SYSTEM

1 Purpose of Report

To gain authority for an exemption to competitive tendering for the purchase of a talent management system to support the implementation and long term development of The Slough Academy.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that an exemption to competitive tendering be granted to purchase a talent management system from Cornerstone, noting that the evaluation of several talent management system providers during the business case process identified that Cornerstone had the best product to meet the Council's requirements.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

3a. Slough Joint Wellbeing Strategy Priorities

A talent management system will contribute to the development of our workforce in alignment with all our strategic priorities.

Priorities:

- 1. Protecting vulnerable children*
- 2. Increasing life expectancy by focusing on inequalities*
- 3. Improving mental health and wellbeing*
- 4. Housing*

3b Five Year Plan Outcomes

The system will increase our ability to attract, retain and develop the best people to deliver the services required by Slough residents. By contributing to the Academy's upskilling programme for our staff, a new talent management system has the potential to contribute towards attracting, retaining and growing business and investment to provide opportunities for our residents.

- *Slough children will grow up to be happy, healthy and successful*

- *Our people will be healthier and manage their own care needs*
- *Slough will be an attractive place where people choose to live, work and stay*
- *Our residents will live in good quality homes*
- *Slough will attract, retain and grow businesses and investment to provide opportunities for our residents*

4 **Other Implications**

(a) **Financial**

The total annual licence fee for the talent management system will be £52,500. This system will replace the current learning management system from Learning Pool for which the licence fee is £23,500 per annum. Therefore the annual incremental costs for the new system will be £29,000 for the additional functionality to support Continuous Professional Development and Succession Planning.

In the first year, there will also be one off set up costs of £47,500 to ensure the talent management system interfaces with Agresso and the data in the current learning management system is transferred across.

A talent management system will contribute to the reduction of training delivery and associated administration costs, and improve efficiency and service delivery. These benefits will be measured by course and learning cost measurement as well as comparison with staff retention data.

The Capital Monitoring Group has already approved the funding for a talent management system, but because the service contract is ongoing, the total cost exceeds £250,000 and therefore, Cabinet approval is required to proceed with the exemption.

(b) **Risk Management**

Recommendation from section 2 above	Risks/Threats/Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Approve the purchase of a Talent Management System	There is a risk that the full functionality of the system is never actually adopted by the council into working practises. Therefore additional cost will have been incurred without realising the benefits.	The current controls only extend to the current Learning Management System which is not fit for purpose and is time consuming leading to unnecessary administration.	Not applicable	Ensure the Workforce Development Strategy takes full advantage of the increased system functionality to support delivery of its objectives.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications.

There may be General Data Protection Act implications, but a full General Data Protection Act Risk Assessment has been completed and accepted.

(d) Equalities Impact Assessment

No identified need for EIA for the commencement of tendering, however, an EIA was completed when the Slough Academy project was initiated.

(e) Workforce

We will be better able to manage and grow our talent bank to develop skills and competencies to deliver services to residents.

The system will provide the functionality to generate detailed, accurate and real-time analysis of the skills and competencies we need to develop in existing staff or recruit new staff to fill the gaps.

Therefore, the workforce implications are that we will be continually striving to ensure our workforce is equipped to deliver the services our residents require. This means we will expect our workforce to continually improve throughout their careers.

5 Supporting Information

5.1 The Slough Academy's mission of 'growing our own talent through Continuous Professional Development opportunities' will be delivered in three phases:

- Phase 1 – Modern Apprenticeships
- Phase 2 – Continuous Professional Development
- Phase 3 – Succession Planning

5.2 Phase 1 – Modern Apprenticeships

5.2.1 Phase 1 has been in progress since February 2018 and aims to take advantage of Apprenticeship Reforms' legislative requirements and the Apprenticeship Levy as a new funding stream to support the development Academy's infrastructure whilst meeting our responsibilities as a local authority.

5.2.2 November 2018 will see the formal launch of the Academy when the volumes of Apprenticeships for new and existing staff within the council will start to increase as we progress towards our annual 2.3% Apprenticeship headcount target.

5.2.3 In preparation for the number of apprentices and the level of coursework this will generate, an e-portfolio system will be implemented to store, monitor, track and report the progress of apprentices and training providers. This technology is another step towards modernisation because previously coursework was kept in manual, hard copy files or in various Microsoft

applications held by the training providers without the ability to report at SBC level.

5.2.4 The e-portfolio system will only be used by apprentices and their managers and will allow SBC to view instantly and in real-time the progress of our learners so that we know where to direct our support to ensure successful completion of training programmes.

5.2.5 This will be a radical step forward for SBC because we also want the system to interface with Agresso to avoid any unnecessary data silos. This means we are starting to build our workforce profile which will ultimately lead to our Workforce Development Plan to enable the right resources in the right place at the right time.

5.3 Phases 2 & 3 – Continuous Professional Development and Succession Planning

5.3.1 The timing of the apprenticeship reforms was helpful because it coincided with the setting up of the Academy and it is providing a framework and funding to establish the concept of Continual Professional Development within the council.

5.3.2 To continue to drive the long-term aim of the Academy to build a culture able to identify the next generation of leaders, managers and key workers, the project is proposing to implement a talent management system to support Phases 2 & 3 of the Slough Academy project.

5.3.3 A talent management system is an integrated software product which typically supports the four elements of talent management: recruitment, performance management, learning and development and compensation management.

5.3.4 At SBC, recruitment is outsourced to Arvato and compensation management is dealt with through People Services. These areas are out of scope for the Academy and therefore our requirements centre around the two areas of performance management and learning and development.

5.3.5 We have conducted initial investigations into the provider market for talent management systems and the market leader is Cornerstone which also best suits to SBC's requirements. By combining the two Cornerstone modules of performance management and learning and development and ensuring they interface with Agresso and the e-portfolio system, we will be able drive our continuous professional development to enable succession planning.

5.3.6 Our current learning management system does not provide a sufficiently robust or comprehensive approach to effectively support the increased demand that Continuous Professional Development will generate. Therefore if we do not upgrade to a talent management system, we will miss the opportunity to exploit the increased workforce data generated as a management tool and provide support to our staff in their ongoing development.

5.3.7 Eventually, all employees will use a talent management system, even if it is just from a learning and development perspective. At this stage however, it is expected that there will be a phased implementation to gradually give access to nominated user groups.

5.3.8 The council has never truly implemented Continuous Professional Development or talent management or succession planning and therefore does not have a track record on which to develop Workforce Planning. As a result, the council does not currently have a system which could support this approach.

5.3.9 The overall purpose of a talent management system is to provide a systematic method to drive the implementation of phases 2 & 3 of the Academy; in the same way that the apprenticeship reforms have driven phase 1.

5.3.10 An added benefit is that by its nature, a talent management system will drive SBC's learning and development offering into the next generation by the need to respond to an increasingly development-hungry workforce. The system will include collaborative learning tools connected to the Performance Management module to help set goal and competency management to lead to strategically aligned professional development plans and reviews.

6 **Comments of Other Committees**

This report has not been considered by any other Committees.

7 **Conclusion**

In conclusion, the purpose of a talent management system is to align our workforce with our service plans to ensure we have the relevant skills, experience, knowledge and capability to adapt to the changing priorities and demands in service needs. Talent management systems are designed for this purpose and we want to take full advantage of this leading-edge technology to drive achievement of the Slough Academy's objectives.

Our current Learning Management System is not designed for this purpose and does not have the functionality we need to support achievement of our objectives.

The Cabinet is therefore requested to authorise an exemption to competitive tendering for the purchase of a new talent management system from Cornerstone.

8 **Appendices Attached**

None

9 **Background Papers**

None