



**Flexible Workforce  
Development Fund –  
Case Studies**

**4 March 2020**

## Contents

Dumfries & Galloway College .....	1
Ayrshire College .....	2
West College Scotland .....	3
Inverness College UHI.....	4
North Highland College UHI .....	7
Shetland College UHI .....	8
Moray College UHI .....	9
North East Scotland College.....	10
Dundee & Angus College .....	12
Fife College .....	13
Edinburgh College.....	15
Borders College.....	18
West Lothian College .....	22
Forth Valley College .....	26
New College Lanarkshire .....	28
Glasgow Kelvin College.....	32
City of Glasgow College .....	34

## Dumfries & Galloway College

### Covetrus



<https://www.covetrus.co.uk>

Covetrus are a global leader in animal-health technology and services for animal care professionals. The company's UK head office is based in Dumfries employing some 430 people.

In 2019, Vets First Choice and Henry Schein Animal Health merged to become Covetrus. By combining two key leading businesses in the animal care sector, the company is now going for a major process of integration combining technology, services, analytics, and experience to best serve veterinarians and their teams. As part of this process, the company launched its continuous improvement strategy to design and manage the framework. An element of the framework is staff development split into two sections: basic Continuous Improvement (CI) Awareness and CI Champions.

The CI Champions will act as their departmental point of contact, progress quick wins, facilitate workshops and join strategic projects to complete actions. The selected staff will undertake a hybrid training model focusing on developing both their soft skills (e.g. communication, organisation) and technical skills (e.g. problem solving and statistics), ensuring that CI is lived and breathed across the facility.

Dumfries and Galloway College are working with Nicky Gordon, Continuous Improvement Manager for Covetrus, to facilitate key parts of the hybrid training.

The Flexible Workforce Development Fund has allowed Covetrus to access a range of training options including Mental Health First Aid, IOSH (Institution of Occupational Safety & Health), WorldHost Sales Powered by Service, Spanish, as well as ILM Award Level 3 in Leadership and Management, at this crucial time.

**Eva Milroy, External Liaison Officer, Dumfries & Galloway College:**

"It is exciting to work with a local employer who has such a great vision for the business and sees the value of staff training to provide greater internal and external customer service."

**Nicky Gordon, Continuous Improvement Manager, Covetrus:**

"... growing our employees' skill set is a fundamental element in our organisation achieving its vision. Enhanced capability drives performance and it is fantastic to be able to partner with Dumfries & Galloway College and have access to a fund that supports the realisation of this goal via an application process that is both speedy and simple."

## Ayrshire College

Working with a range of local employers, covering everything from the aerospace industry, to healthcare, STEM recruitment and global engineering, Ayrshire College provides a range of upskilling and reskilling opportunities through the Flexible Workforce Development Fund. The local employers we work with had this to say about the Fund and our working relationship:

### GE Caledonian

Ayrshire College has been working with GE Caledonian at Prestwick to provide digital skills training. GE employs 630 staff and is a full service aero engine overhaul facility originally established in 1980 with decades of experience and skills in critical aero engine support.

#### Employer quote:

“The FWDF has enabled our business to upskill employees enabling them to keep abreast of technology in an ever-changing world with no additional financial outlay to the business. It has enabled the business to upskill several staff with changing technologies and also improve their digital skills.”

### NHS Ayrshire and Arran

Providing health and social care to almost 400,000 people and employing 10,500 staff, NHS Ayrshire and Arran covers a substantial geographical territory. Ayrshire College has been providing Leadership and Management as well as digital skills training, helping to upskill and reskill.

#### Employer quote:

“Through the funding made available, we have been able to support current staff to enable them to extend their skills and knowledge base in practice to improve their performance in service provision. It has enabled us to upskill current staff to improve personal knowledge and understanding through professional practice.”

### SThree

SThree is a leading international staffing company, providing specialist Contract and Permanent recruitment services in the STEM (Science, Technology, Engineering and Mathematics) sector. Employing 265 staff, Ayrshire College has been working with them to provide leadership and management training as well as helping to enhance their digital, problem solving and people skills.

#### Employer quote:

“FWDF helps us invest in excellence. Supporting our training plan to invest in a pipeline of new managers, building capability in Excel, project management skills and Office 365.”

### MAHLE Engine Systems UK Ltd

Employing 200 people, MAHLE is a leading international development partner and supplier to the automotive industry working with Ayrshire College providing technical skills training as well as digital and people management skills.

#### Employer quote:

“Any additional support for employee development of any kind is both welcome and necessary. This fund has allowed us to consider training that we would otherwise not be able to afford/accommodate”

## West College Scotland

### West Dunbartonshire Council

**Lorraine Mair, Organisational Development & Change Lead, West Dunbartonshire Council:**

“West College Scotland has worked with us for three years on various training packages to develop our employees through the Flexible Workforce Development Fund. This year we have a strong focus on developing the digital skills of our employees, in line with our Digital Strategy and Action Plan. West College Scotland has been flexible and reactive to our needs and we are delighted to have developed a strong working relationship with our local college. The training delivered to date has been very well received by our employees who are benefiting from a greater insight into the capabilities of Microsoft Outlook and Excel. They are able to apply their learning immediately, maximising productivity and confidence. Sharing their new knowledge with colleagues is creating a positive culture of learning and generating enthusiasm with an increasing number of employees signing up for future sessions.”

### Rangers Football Club

**Anne Boyle, Head of Human Resources, Rangers Football Club:**

“Rangers Football Club has worked with West College Scotland for three years now through the Flexible Workforce Development Fund. In Year 1, we developed our staff with First Line Management training with WCS. The training had an immediate impact and staff benefitted both from the training and from the cultural effect the training opportunities created. We therefore continued training in that area during Year 2. In addition, we expanded training into Microsoft Packages, Planning and Allocating Work, Leading & Motivating Teams, Mental Health Awareness, Conflict Management and Mindfulness. We are still in the process of identifying our training needs for the current year. The Business Development team have worked seamlessly with us to identify and implement training. The trainers have been flexible and inspiring. We therefore feel fortunate to have WCS as our training partners.”

### Northern Marine Group Limited

**Jamie Brown, HR Business Partner, Northern Marine Group Limited:**

“We have now worked in collaboration with West College Scotland for over three years and the support and training offered has been very complementary to our business, with great feedback from our employees. The Business Development Executives have been extremely helpful in fulfilling our training and development requirements and we look forward to continuing our relationship into the future.”

### Quarriers

**Martine McCreadie, Learning & Talent Development Co-ordinator, Quarriers, Learning & Talent Development Department:**

“I just wanted to take this opportunity to say how much I appreciate the flexibility you offer Quarriers to reach their Learning Outcomes for our staff. We are now entered into our 3<sup>rd</sup> year working with WCS and I have to say the service, flexibility, commitment and dedication has been excellent. I look forward to working with you all in the forthcoming years.”

## Inverness College UHI

### BSW Timber Group

Inverness College UHI has been working with the BSW Timber Group, which includes timber manufacturing, harvesting and timber management, over the last few years.

#### **Tony Lockey, BSW Timber Group Learning and Development Manager:**

“We have benefitted greatly from the opportunity to draw funding through FWDF and have worked closely with Inverness College UHI to gain the best types of training available to meet our needs. The training fund allows our business to take on new training that we have never accessed before, including different types of training which have proved incredibly powerful at helping to improve health and safety within our business such as the mental health awareness course. The training we have accessed is versatile and crosses borders allowing us to train apprentices, graduates, operators and senior managers.”

Training accessed so far includes:

- Chartered Management Institute (CMI) Award in First Line Management, pictured.
- HNC Business
- One-day bespoke chainsaw course
- Two-day all-terrain vehicle and trailer training
- Two-day AutoCAD course
- Professional Development Award: Forestry
- IOSH Working Safely
- IOSH Managing Safely



Going forward, the company will be running the following courses on its sites across the north of Scotland, allowing staff to benefit from key training focussed on tools used every day on its sites.

- IOSH Working Safely
- Scottish Mental Health First Aid
- Excel
- IOSH Managing Safely
- Creative Problem Solving and Mentoring

## **Lifescan Scotland**

Lifescan Scotland was made aware of the FWDF in late 2018, and, despite the short notice, Inverness College UHI was able to help the company take advantage of the training fund to help with a shortage of project management experience within the company. Five people were initially trained in Prince 2 Project Management, utilising £8000 of the initial offering of up to £10,000 per levy paying employer. Since then, Lifescan have been able to take full advantage of this scheme, utilising £14,985 of the £15,000 available in 2019 and have a planned usage of £14,840 in 2020. In fact, Lifescan is currently in the process of identifying usage of the 2021 allowance.

### **Graham Bradshaw, Site Training Leader, Lifescan Scotland:**

“This fund has allowed Lifescan to develop staff in Microsoft Office Applications, Leadership Development, Project management and Renewable technologies to prepare both the company and its workforce for the challenges of the future. To date, Lifescan have enrolled 49 individual people across a variety of courses offered by Inverness College UHI since 2018. In the business environment of today, cost is always a factor, so being able to take advantage of the Flexible Workforce Development Fund has clear benefits to the employees, the company and the community with which we work.”

## **Norbord**

Wood panel producer Norbord (Inverness) has received around £40,000 in funding through the Flexible Workforce Development Fund (FWDF) over the past three years, enabling it to enhance its training programmes and focus on key areas for staff, including health and safety, management and leadership, and project management.

### **Chris Gavin, HR Manager, Norbord:**

“This funding has greatly enhanced our capability and capacity through dedicated management courses for our current/future leaders and managers, ensuring that as well as having technical excellence, they also have the people skills needed in management roles. In addition, we’ve been able to train a huge amount of our staff in IOSH Working Safely courses by co-ordinating dedicated Norbord specific courses through Inverness College UHI, which has enabled us to train up to 12 people at a time on basic working safely practices and procedures as well as giving junior members of staff exposure to health and safety legislation and standards at a very early stage of their careers. “We have a fantastic working relationship with Inverness College UHI and we are extremely grateful to them for facilitating the FWDF resource allocation. The standard of instructors across the whole spectrum of courses has been first-class.”



Richard Paul, above, works as a Trainee Shift Manager/Press Operator for Norbord (Inverness), having joined the company 10 years ago. Through FWDF funding, Richard has been on the Chartered Management Institute's (CMI) Introduction to First Line Management (SVQF Level 6), Management Communications (SCQF Level 6) and Improving Team Performance (SCQF Level 6) programmes, as well as the Prince 2 Foundation and Practitioner project management programmes.

**Richard Paul, Trainee Shift Manager/Press Operator, Norbord (Inverness):**

“The impact of this training, particularly the CMI, has been huge. Prior to doing these courses, my learning predominantly came from my shift managers and weekly mentoring sessions with a senior figure at the mill. I've learned so much about how to be a manager and leader, which is transferrable to any management role. I feel I now have a really solid foundation in what it takes to be a great manager and the tools and confidence to deal with problems and difficult situations, and to help under performers develop into good performance. This has all been enhanced by the project management programmes, which have given me a much wider perspective on what goes on above and around me too. The training really has been invaluable and I'm now in a privileged position to be able to apply what I have learnt in my own working practices and measure the impact of different approaches. As a result, plans have been in place for other managers to attend these courses to aid their development in putting best practices in place, which is of benefit to everyone going forward.”

Norbord has accessed the following programmes through FWDF:

- CMI First Line Management;
- CMI Improving Team Performance;
- CMI Management Communications;
- IOSH Working Safely;
- PRINCE 2 Foundation;
- PRINCE 2 Practitioner.

## North Highland College UHI

### Dounreay Site Restoration Limited (DSRL)

Dounreay Site Restoration Limited (DSRL) is the site licence company responsible for the clean-up and demolition of Britain's former centre of fast reactor research and development.

The experimental nature of many of its redundant facilities means the clean-up and demolition requires innovation as well as great care. The intention is to decommission Dounreay and leave it in a safe condition for future generations.

Dounreay employs over 1000 people at the site and offers secure and rewarding work across a range of technical and support functions, with many employees being promoted from within. In line with the leadership-development plan, the main goal has been to improve leadership abilities, particularly where staff have management responsibilities but no formal training, and it was identified that the ILM (Institute of Leadership & Management) qualification would be a good fit.

North Highland College UHI can offer a blended delivery format which includes 1-day workshops and on-line learning. Candidates are allocated a tutor to provide support and advice. Due to the rural location a choice is offered as to the method of contact, this varies from face-to-face, telephone, skype and email.

Dounreay have been awarded a full fund allocation for two years running and with some additional funding, they have been able to provide 24 employees with the opportunity to gain the ILM Level 3 Certificate.

#### **Rhona Gill, Dounreay Training, Dounreay Site Restoration Limited:**

"Dounreay Site Restoration Ltd is delighted to be working with NHC UHI, who are assisting us in the delivery of the ILM Level 3 Award qualification for our graduate co-horts. NHC UHI provide a clearly structured, well organised, interesting and varied programme which has received excellent feedback from our graduates."



## Shetland College UHI

### Shetland Islands Council and NHS Shetland

Currently Shetland has worked with two employers in delivering the Flexible Workforce Development Fund over the last three years and are currently in discussion with an additional two companies for 2019/2020.

Both employers – Shetland Islands Council, and NHS Shetland – clearly identify the benefits to staff development available through FWDF, with employer one able to provide staff development in areas that would not generally have been a priority in their organisation. Employer two highlighting that funds available were only able to support less than 1% of their organisation.

The drivers for both employers are very different and reflective of the organisations; Shetland Islands Council, with Employee Development and Equality of Opportunity being 1<sup>st</sup> priority and Succession planning being 4<sup>th</sup> priority; NHS Shetland identified Adapting to future business need as 1<sup>st</sup> priority and Increasing capacity as 4<sup>th</sup> priority, with both employers identifying increasing business productivity as priority 3 for their organisation.

Both employers rated initial discussion and application stage guidance and support provided by the college and the quality of training delivered by the college as excellent. The range of courses and process for agreeing start dates were rated as good.

Both employers continue to engage with the college and are starting to think ahead to next round of supported funding, with digital skills, management and project management being discussed early.

## Moray College UHI

### Gordon and MacPhail

Based in Elgin in the north of Scotland, Gordon & MacPhail is a family owned single malt Scotch whisky specialist and gin distiller. Moray College UHI has been working with the company through the *Flexible Workforce Development Fund* over the last two years to deliver a range of Employee Development short courses including:

- Coaching & Mentoring
- Influencing and Negotiation
- Assertiveness Skills and Conflict
- Project Management Skills
- Change Management

The courses were developed specifically for the company based on their needs. The feedback from the management and staff on the benefits of this training was very positive and led to the development of an UHI accredited 6-month course – *Responsible Leadership and Management for Contemporary Business* which the company are currently going through.

#### **Moira Stickle, Gordon & MacPhail, HR Business Partner:**

“The *Flexible Workforce Development Fund* has enabled our business to develop key workforce skills leading to more confident and empowered colleagues. The support we have received from Moray College UHI has been excellent. The *Responsible Leadership and Management for Contemporary Business* course, delivered to our operational management team, has been very well received with encouraging feedback. We look forward to benefits and positive results this training will bring to the business.”

### Walkers of Aberlour

Moray College UHI Has worked with Walkers of Aberlour over the last two years delivering training for the Flexible Workforce Development Fund. The range of courses we have delivered includes:

- Programme of Leadership and Management Training
- 1 day IT Business Courses
- Train the Trainer
- Communication Skills

For 2019/20 we have plans to deliver year 3 of the Leadership and Management Programme, Mental Health First Aid, ESOL and IOSH and Mentoring.

#### **Jill Armitt, Head of HR, Walkers of Aberlour:**

“It was a pleasure working with the team at the college who worked hard to ensure that our needs were met. I found them both flexible and professional during the course development phase. This was the first time we had done leadership development with a mixed group from across the business and the result are hugely positive with each delegate clearly demonstrating their personal benefit from the course. I very much look forward to developing this partnership with UHI, it is a great example of higher education and employers working on collaboration.”

## North East Scotland College

### Lloyd's Register

From the company's feedback, it has been confirmed that FWDF has provided the following benefits:

- Improved capability at many levels – especially first level management.
- Improved productivity with more effective project, and people, management
- Priority drivers for the business:
  - Improved competence based on need (annual appraisal cycle data)
  - Productivity
  - Employee development and equality of opportunity
- Enabled the business to increase overall volume of employee training significantly for the Scottish part of the business affected by oil & gas downturn

In addition, the company rated the College's FWDF process as follows:

- Initial discussion and application stage guidance and support provided by the college was rated 'excellent'
- Range of training options available at the college rated 'good', with the company commenting "More technical courses may have helped, although this year we have more options but we have not chosen them."
- College process for agreeing course dates rated 'excellent' and "very flexible"
- Quality of training delivered by the College rated 'excellent', including "measured feedback"
- Training delivered by the College noted by Lloyd's Register employees as "highly appreciated"

Going forward, priorities for the company were soft skills plus Excel [and other Microsoft packages]. Special mention was given to mental health (MH) training that had been "very well-received." Also in the future the company stated that, with £15000 from the FWDF fund "we probably have enough to use. More IT courses perhaps – Windows, Power BI."

#### Employer quote:

"Allowing delivery on-site has been crucial. Flexibility in admin and excellent trainers."

### Pipeline Technique Ltd.

From the company's feedback, it has been confirmed that access to FWDF has proven "very helpful and relevant", with direct employee feedback confirming the training delivered was beneficial. In addition, overall volume of employee training has increased and enabled the company to concentrate on the following priorities:

- Employee development and equality of opportunity
- Adapting to future business need
- Increasing business capacity
- Increasing business productivity

In addition, the company rated the College's FWDF process as follows:

- Initial discussion and application stage guidance and support provided by the college rated as "excellent"
- Range of training options available at the college rated 'good'
- College process for agreeing course dates rated 'excellent'
- Quality of training delivered by the College rated 'excellent'

**Employer quote:**

"All employees appear to have gained something from the Manager/Supervisory skills course."

**RWG (Repair & Overhauls) Limited**

From the company's feedback, it has been confirmed that "FWDF has benefitted our company by reducing our training costs. By reducing our costs, it has also provided current employees to further develop their skills. Employees will see that we are investing in them, not just for the here and now but for the future."

In addition, the company rated the College's FWDF process as follows:

- Initial discussion and application stage guidance and support provided by the college was rated 'excellent'
- Range of training options available at the college rated 'excellent'
- College process for agreeing course dates rated 'excellent'
- Quality of training delivered by the College rated 'excellent'

Company priorities were listed in order as follows:

1. Appraisal Training for Managers/Supervisors
2. Use of 'Abrasive Wheel'
3. Internal Verifier qualification

**Employer quote:**

"Very happy with the FWDF, good communication from NESCOL for our training needs."

## Dundee & Angus College

The case studies of Dundee & Angus College were provided in the form of video-format case studies and the file sizes are too large to include within this document. A link to each video file is included below the short summary information for each employer.

### Balhouses Care Group

Highlighting the benefits of getting something back from the Apprenticeship Levy, good value year-on-year. College proximity and previous working relationships on training, positive experiences, and the training delivered, which was administrative skills, train-the-trainer, mentoring, conflict resolution and IOSH. Ease of application was a big plus for them.

[https://www.youtube.com/watch?v=dM\\_lwDgiwrg](https://www.youtube.com/watch?v=dM_lwDgiwrg)

### Insights Learning & Development

Professional and organised approach to arranging the training, with first line management, time management and dealing with difficult situations the key areas for the organisation. It was a positive experience for all concerned and allowed them to consider 'keeping learning alive' within the workplace, with confidence in continuing the process of engagement with FWDF.

<https://youtu.be/h4GoelfMdME>

### Thorntons

College flexibility in tailoring programmes to their needs was key to developing the relationship and adapting the training needs to suit. Employees were trained in change management and gave very positive feedback, leading to confidence in re-engaging with the college in future projects.

<https://youtu.be/au7TtZC7gQY>

### Tradeprint

Customer service and success was the focus for the company employees, so the flexibility of the college to working with the company to deliver training that did not interfere with business needs and employee availability was very important. Stress management, conflict resolution and time management were delivered in a way that was engaging and enjoyable, with a strong link to offering college graduates the opportunity to work in the company as well.

<https://youtu.be/eNrLB9axyTE>

## Fife College

Fife College's Business Development team engages with companies across Fife to assess their training requirements and develop tailored packages of Scottish Government-funded training to meet their specific staff development needs. This year, Fife College had a total of £636,000 to be divided across 44 local businesses, entitling each to a £15,000 training grant.

The Flexible Workforce Development Fund (FWDF) has provided an excellent opportunity for Fife College to reinforce existing employer relationships, while identifying and developing new ones. The fund has directly contributed to training that would not have taken place in the absence of funded support and, in some cases, it has allowed employers to access training more quickly than was originally budgeted, helping them to fast-track the achievement of their business objectives.

## Campion Homes

Campion Homes are a construction company, based in Fife. Fife College has worked with them over the last two years, delivering successful bespoke training with great results.

Recent Performance Management training helped them tremendously in preparing for their new appraisal process, teaching their managers how to identify the key causes of poor performance and how to develop and implement action plans to combat this. A number of staff also took part in the Institute of Leadership and Management, Level 3 Award (ILM) in Effective Coaching. As well as being a fantastic opportunity for their staff to re-engage with education, it has also supported their long-term objective to move to a coaching approach within their workforce.

This year, Campion would like to focus on their key organisational drivers, and we will be working with them, covering training on aspects such as Coaching, Performance Management, Wellbeing and Mental Health at Work, RESPECT and Equality and Diversity. Campion are keen to not only support their employees with their mental health, but take an active position in promoting wellbeing within their organisation. Our support and training will provide staff with the knowledge and tools to start talking about mental health, and how wellbeing can be improved in the workplace.

## Scottish Autism (SA)

Scottish Autism (SA) is a Scotland-wide Autism charity, which provides support to people with Autism, and their families. The charity has a strong presence in Fife and looked to Fife College to support and assist them with their training needs via FWDF last year.

Over 100, SA staff including Services Managers, Senior Autism Practitioners and Area Administrators took part in the two-day training, which focussed on enhancing their management skills. Training covered both 'Coaching for Performance' and 'Uncomfortable Conversations'.

The 'Uncomfortable Conversations' session allowed them to have confidence and skills in effective communication and taught them strategies for dealing with conflict; both of which are vital skills in their sector. The 'Coaching for Performance' session taught staff about the GROW (Goals, Reality, Options, Will) coaching strategy and how to adapt it to most situations.

By the end of the course, staff had developed a number of key skills and were able to demonstrate these skills in 'real-life' situations. Feedback from Scottish Autism was that the participants found the course hugely helpful and that they would like to expand on this training in the future, focussing on further skills that are required for their role, particularly around coaching.

**Krystyna Marett, Business Development Manager, Fife College:**

“The training has given Scottish Autism staff the opportunity to gain confidence in their ability to step into more senior roles and progress within their organisation. Scottish Autism already has a high level of mandatory training that staff must go through, however, the FWDF-funded course has given them the opportunity as an organisation to support their staff with the additional skills that they need in order to be effective managers.”

## Edinburgh College

### Morton Fraser

More than fifty of Scotland's top lawyers have boosted their skillset thanks to a bespoke training programme designed and delivered by Edinburgh College.

Morton Fraser, the full service independent Scottish law firm based in Edinburgh and Glasgow, tasked the college with creating training workshops focusing on two key aspects of Performance Management – Coaching for Performance and Conversations for Delivery – to support managers and leaders when inspiring their teams.

The law firm, which employs more than 270 people, sent five cohorts of staff to two day-long workshops run by college trainers at Morton Fraser's office in Edinburgh.

The first workshop, Coaching for Performance, saw college staff provide a series of theoretical and practical lessons to equip delegates with skills and tools to enable them to use coaching as a means of developing staff, ultimately optimising performance and boosting productivity.

Throughout the sessions, delegates covered: how to establish a collective understanding of what coaching is and key techniques involved in its use; how and when to identify coaching opportunities; establishing a framework for carrying out a coaching session; agreeing robust objectives and developing action plans; and exploring the communication skills essential to effective coaching.

#### **Jenny Dickson, Partner and solicitor advocate:**

"The training delivered by Edinburgh College was outstanding. The trainer herself possessed exceptional knowledge of the subject area and delivered the courses in such a manner that it was accessible to the broad range of staff taking part, which made it easy to understand and to put into practice."

Edinburgh College trainers returned to Morton Fraser for a second day of workshops, this time focused on helping delegates to engage colleagues in different types of conversations aimed at supporting team members to achieve challenging goals.

The workshop was broken down into five practical sessions where delegates covered different conversations leaders and managers can have with colleagues to boost their productivity.

#### **Jack Kerr, Senior solicitor:**

"I really enjoyed the training. The group taking part was a mixture of people who had been managing teams for years and people like myself who are new to management and I thought the course catered really well to everyone involved. It was a really positive experience for everyone, we learned a lot, the practical application of the course content was at the forefront of the training which meant we all felt we took something away from it that can actively be applied in our teams and our different areas of the business."

The Flexible Workplace Development Fund provides eligible employers with up to £15,000 worth of training from their local college to upskill and reskill their existing workforce. Morton Fraser has taken full advantage of the opportunity and funding to enhance the knowledge of lawyers who offer services to the business, commercial real estate, family and public sectors.

**Jane Grant Head of Commercial, Edinburgh College:**

“It’s been fantastic to see such a thriving and well-established business like Morton Fraser tapping into the Flexible Workforce Development Fund to access bespoke training to upskill its staff.

“More than that, the fact that colleagues from across the firm’s portfolio took part – partners, senior solicitors and associates – shows that the training packages our team designs is fit for staff at varying levels of management. We’re delighted to have received such positive feedback from Morton Fraser and we look forward to working closely with them again as a result of the Flexible Workforce Development Fund being extended into 2018/19.”

<http://www.edinburghcollege.ac.uk/newsandevents/edinburgh-college-training-great-fit-morton-fraser/>

**Barnardo’s Scotland**

Edinburgh College has teamed up with leading children’s charity Barnardo’s Scotland to deliver professional training to enhance the skills of its leadership across central Scotland.

Barnardo’s Scotland has tapped into the Scottish Government-created Flexible Workforce Development Fund and enlisted the help of Edinburgh College to create a new leadership and management training programme.

The Flexible Workplace Development Fund provides eligible employers with training from their local college to upskill and reskill their existing workforce. The charity has taken full advantage of the opportunity and funding to enhance its support for vulnerable children and young people.

Other charities and organisations are also invited to Edinburgh College to access the fund and develop their staff’s skills. The college will work with successful applicants to build bespoke training programmes. The application deadline is 30 June and businesses are invited to an event at the college on 5 June to find out more.

The college spent time with the Barnardo’s Scotland team to assess which areas of its operations in central Scotland would benefit the most from the college’s wide range of professional training options.

Thirty members of Barnardo’s Scotland staff have since undertaken two training modules – Leading and Motivating a Team and Understanding Performance Management. The programme is aimed at employees in supervisory and line management roles.

Each member of staff who completed the programme received an ILM Level 3 Award certifying they had undergone CPD and have been trained to manage effectively and aid the workplace development of others.

**Lucy Finn, Assistant Director of People, Barnardo’s Scotland:**

“Barnardo’s Scotland was one of the first organisations to apply for and access the Flexible Workforce Development Fund and the charity has definitely benefitted from the training delivered by Edinburgh College. The members of staff who achieved their ILM Level 3 Award have praised the training and have found it very useful in their line of work. Without the Flexible Workforce Development Fund we would not have been able to provide the additional professional training to our staff. We would definitely encourage other organisations to think about accessing the fund.”

**Stuart Cronin, Business Development Adviser, Edinburgh College:**

“It’s been fantastic to see such an important third sector organisation like Barnardo’s Scotland benefiting from the professional training we have available from the Flexible Workforce Development Fund. The nature of the training given to Barnardo’s Scotland is perfect for organisations across all business sectors, and the flexibility of which it can be delivered ensures that staff learn at their own pace and come out of it feeling motivated and confident that they can perform to a high standard in their roles.”

<http://www.edinburghcollege.ac.uk/newsandevents/barnardos-scotland-leaders-skills-honed-new-training-partnership-edinburgh-college/>

**Digby Brown**

Some of Scotland’s top legal minds have benefitted from a bespoke training programme developed by Edinburgh College trainers through the [Flexible Workforce Development Fund](#).

Digby Brown Solicitors, which employs around 300 staff across seven offices in Scotland, tasked the College’s associate trainers with creating a unique training programme designed to support its employees in their roles and promote positive mental health inside and outside of work.

The training partnership came to fruition after Digby Brown identified a need to enhance training for staff who encounter challenging telephone conversations as part of their work to ensure colleagues maintained good mental health and productivity.

Edinburgh College trainers spent time discussing the firm’s training needs and quickly designed a bespoke programme entitled ‘Responding well in difficult circumstances: self-care at Digby Brown’. This programme included modules aimed at equipping staff with the techniques they require to handle tricky situations and to self-care in the time following when required.

Participating colleagues received training on the following themes: contact stages for a first responder; active listening skills; effective question techniques; your voice as a tool; and responding effectively to distressed callers.

**Wendy Quinn, HR Director, Digby Brown:**

“From the get-go Edinburgh College leaned over backwards to ensure our training needs have been met. The unique programme the college team provided was second to none. The course content and the delivery of it by the trainer were perfectly suited to our staff requirements in terms of responding well to tricky situations in their work – helping them to provide an improved service every day while maintaining positive mental health. We’re looking forward to working with Edinburgh College trainers again this year.”

**Jane Grant, Head of Commercial, Edinburgh College:**

“It’s been fantastic working alongside Digby Brown staff to assess their training needs and goals and deliver a course which is completely unique. The fact the training has been so well received by their teams is an indication of how skilled our teaching staff and associate trainers are in what they do. We’re delighted to continue working with Digby Brown again in 2020.”

<http://www.edinburghcollege.ac.uk/newsandevents/digby-brown-staff-benefit-from-edinburgh-college-training/>

## Borders College

### Scottish Borders Council

Upskilling staff members is vital in ensuring that any business runs effectively, and this was the case for a number of Scottish Borders Council employees, who recently undertook the bespoke Handyperson training with Borders College Business Development Unit.



The College, in partnership with the Council, designed and delivered the training course, with the aim of increasing the flexibility of staff and enabling them to respond effectively with issues arising within the Council's estates.

Funded through Flexible Workforce Development Fund (FWDF), the two-day session saw 33 members of staff undertake training in various trades, including joinery, where they learned how to hang shelves, replace broken windows and adjust doors.

Other skills of the trade learned included, plumbing techniques, painting and decorating and an increased awareness of electrical issues - all vital to the upkeep of their premises.

The intended goals and outcomes was to provide increased resilience amongst SBC team members to help deal with practical emergencies, upkeep and repair within the Council estate, as well as the development of staff in terms of motivation, job variety and satisfaction.

The training helped broaden the skill set of the group to increase the potential for them to develop specialisms in the future. It will also help to reduce reliance upon third parties to deal with issues arising in the estate and reduce costs for the Council in maintenance and repairs.

The purpose of the Flexible Workforce Development Fund (FWDF) is to provide employers with flexible workforce development training to up-skill their existing workforce. This funding stream has been created in direct response to feedback from the Scottish Government's consultation on the introduction of the UK Government Apprenticeship Levy.

**John Gray, Cleaning and Facilities Manager, Scottish Borders Council:**

“It is fantastic to see over 30 members of staff complete the Handyman course, which we hope will provide them with practical skills to aid them in the workplace. Many thanks to Borders College and the Flexible Workforce Development Fund for support for this course.”

The participants thoroughly enjoyed the session, and were each awarded certificates and toolboxes on their successful completion. They now hope to utilise their new skills within their roles.

<http://www.borderscollege.ac.uk/news-and-events/regional-partnership-handyperson-course-helps-to-upskill-staff/>

**L.S. Starrett Company Ltd**

Collating and presenting information in the correct format is essential for any business, allowing companies to run smoothly and better engage with their customers.



*Pictured left to right are Starrett employees: Nigel Finney, Andy Glanville, Stuart Haig, Dean Evans, Donald Miller and Paul Reilly.*

Borders College Business Development Unit (BDU) recently delivered a training package to [The L.S. Starrett Company Ltd](#), based in Jedburgh, where a number of employees learned how to make better use of Microsoft Office based programmes.

Funded through the Flexible Workforce Development Fund (FWDF), Borders College teamed up Starrett to help design and deliver Spreadsheet and PowerPoint training for members of the company's Regional and Local Sales Team.

Staff were brought up to speed with the software over a number of one-day sessions, aimed at improving work efficiency, and looked at various ways of using these to gather and present information in a more professional manner.

The course was very well received, with participants commenting:  
“Very informative and delivered in an easy way to understand and take on board”.  
“Very helpful, will save me a huge amount of time going forward.”

Established in Jedburgh, Scotland in 1958, The L.S. Starrett Company Ltd has been committed to designing and manufacturing high quality tools, supplying business and distributors worldwide.

**Susan Rennie, BDU Business Skills Manager, Borders College:**

“Starrett is a very forward thinking organisation with a real commitment in the development of their staff. Delivering training to meet their organisational needs is invaluable to strengthening our working relationships and the development of their workforce. We are engaging with them to deliver Office 365 training to 40 members of staff in 2020, using 2019/20 Flexible Workforce Development Funding. Borders College looks forward to working with Starrett in the coming months.”

<http://www.borderscollege.ac.uk/news-and-events/it-training-just-the-tool-for-starrett-employees/>

**Emtelle Ltd**

Stepping up the management ladder can be a daunting task for some, but for one Emtelle Ltd employee, this was a challenge he was willing to take on after deciding to enrol on the Introductory Team Leadership and Management SCQF Level 6 programme, run by Borders College Business Development Unit (BDU).



Adam Middlemass from Hawick, who is a Fibre Room Supervisor at the company, signed up to the course to help improve his managerial skills and better his long-term career prospects, while also helping to improve the efficiency of the company and the employees under his supervision.

The award saw Adam studying various aspects of management over a three month period, with support from a BDU Tutor/Assessor, and involved gathering work-based evidence of ability and knowledge related to his job role.

**Adam Middlemass, Fibre Room Supervisor, Emtelle Ltd:**

“I enjoyed doing my award. I am new to my role and found this course very helpful for my day-to-day work in carrying out my role. I felt I learned a lot from it and now I find myself doing tasks differently than the way I used to, not to mention my manner in the way I manage my team, and this is all down to this course.”

**William G Rae, Chief Operating Officer, Emtelle Ltd:**

“This is an excellent award for anyone wishing to step up the management ladder and Adam certainly showed his capabilities in reaching the required standards. Since joining the Emtelle family, Adam has demonstrated repeatedly that he is a capable, committed and competent individual who is willing to go the extra mile to meet our business demands; however, the transformation that I have witnessed in his development in his leadership journey has been fantastic. He has consistently delivered on all tasks, gained the respect of his co-workers and his team, proven himself to be a well-balanced decision maker, and the educational development he is now grabbing with both hands will allow him to grow even further and no doubt give him the tools, confidence and knowledge to be a well-rounded leader. Well done Adam!”

**Alan Elder, Tutor/Assessor in Management, Borders College Business Development Unit:**

“It was good to see Adam's confidence grow as he worked through the course. He put a lot of effort into his assignments, responded well to feedback and, as a result, successfully achieved his qualification. Borders College Business Development Unit look forward to continuing to deliver courses for [Emtelle Ltd](#) to enhance the skills of their workforce in a variety of areas such as Management and Welding.”

<http://www.borderscollege.ac.uk/news-and-events/archive/a-step-up-the-career-ladder-for-adam/>

## West Lothian College

### Catalent

Our first cohort of four employees began Business Improvement Techniques in 2018 and since receiving their award in 2019 they have delivered on four significant projects:

1. 5s
2. Rapid Change Over
3. Problem Solving: Customer Service
4. Kaizens;
  - upstairs office, Staging area, Cold Store, Clinical Storage and Packaging.

Regards ILM and one day courses delivered in 2018 / 2019, we have 20+ (44% of our leadership) who have either obtained their award or currently working towards their award and attended one day courses, which is part of a Catalent-wide effort and commitment to provide talent development and growth opportunities. Through this program, Catalent managers and supervisors across the company are provided with enhanced tools and skills needed for effective leadership.

#### **Scott Coutts, Marketing Co-ordinator, West Lothian College:**

“Overall, we have seen stronger employee engagement, talent retention and increased promotions. We are currently measuring the financial impact.”

### Dalmahoy Golf and Country Club

West Lothian College has worked closely with Dalmahoy Golf and Country Club over the last few years helping them to meet the training needs of their culturally diverse staff. Through discussions which took place in 2018 and listening to the needs of the business, the college was open to delivering a bespoke ESOL course that was sensitive to their business and staff requirements using The Flexible Workforce Development Fund while closing equality gaps and giving employees the opportunities and support they need to succeed.

ESOL courses are aimed at non-native English speakers, looking to take up a new language or validate their skills. These classes also give non-native English speakers the chance to level the playing field when looking for employment or career advancement.

Gaining an ESOL qualification demonstrates good speaking, writing, listening and reading skills in English. Not only will a qualification in ESOL help students in their current position, an ESOL qualification could give the students the confidence to pursue further qualifications increasing their employability and enhancing their chances of promotion.

An ESOL qualification can empower second language speakers in a number of ways from communicating with colleagues about work and everyday life to helping them to better understand their employment rights and responsibilities.

With this in mind, the delivery plan was put together focusing strongly on the learner and business needs. This resulted in the teaching being delivered at the hotel to alleviate any time spent on travelling and allowed for the course to take place around the students working hours. The staff all sat levelling exams on the first day to determine the proficiency of each individual. This procedure was pivotal in ensuring the delivery met the individual requirements of each staff member especially in such a diverse environment. Learning at a pace they are comfortable with maximized their potential for learning and made sure the work was challenging without setting them up to fail.

The learning was mainly focused on words and phrases that would be used in every day working life which would coincide with their position at the hotel. They were also given tuition to improve their language skills including reading, writing, listening and speaking. The course allowed students to develop the skills needed in familiar personal, social contexts and helped them develop a level of competence and confidence using basic English language in a relaxed atmosphere in comfortable surroundings.

The impact on the employees at Dalmahoy has been extremely evident as their confidence level has grown and their ability to converse with guests and staff has increased. This not only provides the employees with more confidence in their abilities but also enhances the customer experience making the project beneficial to all parties involved. The students enjoyed each training session and looked forward to attending each week. When taking into consideration that many students were attending class immediately after an 8-hour shift and were doing so in such an enthusiastic manner, this is really quite remarkable.

The students built up a camaraderie which has had a positive effect on team morale within the workplace and eradicating any traces of the isolation touched upon earlier. Building on the concepts of inclusive learning and widening participation ensured that the lessons were interesting but also inclusive. A united workforce is clearly a positive for workplace morale and creating a positive atmosphere throughout the hotel which ultimately further enhances the customer experience. The bond amongst the Dalmahoy students was very apparent during their recent 'graduation ceremony'. This short ceremony took place in the hotel where the students were presented with certificates of completion by the hotel General Manager. This simple gesture once again motivates the staff and further shows that they are valued employees.

This project was delivered as something of a pilot scheme to see if it would be possible to tailor the needs of the business and employees and reaching a positive outcome which would enhance the employability of the student, the level of employee for the business and, perhaps most importantly, enhance the customer experience for guests of the hotel. It appears that this has been the case on all counts.

For the project to be a success, collaborative input from both the college and Dalmahoy was imperative. From the point of preliminary talks to discuss the possibility of bespoke ESOL classes, it was important that the college listened to and took on board the needs of Dalmahoy and their employees.

The delivery of the ESOL bespoke course has been a flagship training programme for Dalmahoy that has attracted a great deal of interest within the hotel. So much so that there is already a waiting list of employees hoping to start the course in the next academic year.

**Karina Glennie, Director of Human Resources, Dalmahoy Golf and Country Club:**

"We have been delighted with the very receptive response from all team members who have been involved in the classes. In terms of delivery, Camile, the lecturer from West Lothian College, has been very flexible. He seeks input from the team in terms of their wants and needs and adapts the lessons accordingly.

"Our feedback suggests that he engaged all students and they all really looked forward to attending each week. The team members feel they are learning while having fun in a relaxed environment, despite having just finished an 8-hour shift in a physically demanding role. Camile has tailored the learning to meet the needs of the business but has also incorporated everyday life which cannot be understated. Some of our team members came into the classes with a very limited level of English. Camile recognised this and partnered with them while the rest of the class is doing group work. He has helped them to build confidence and has made the learning experience even more effective for all."

Looking to the future, this is a process that can be repeated to suit the needs of other businesses and the success of the initial project with Dalmahoy places West Lothian College in a fantastic position to offer a more bespoke ESOL learning programme to other companies within West Lothian and the surrounding area. It has been shown that this process can promote a safe, welcoming, inclusive workplace that encourages all sections of staff to feel they belong which can lead to more motivated staff and ultimately to higher levels of customer service.

The bespoke project with Dalmahoy has been outstanding in creating a collaborative approach to learning and teaching, bringing qualifications to the workplace and benefiting students, the employer and the local economy, all the while showcasing a diverse, confident and motivated workforce to an equally diverse customer base with equality of opportunity for career advancement.



## Wyman- Gordon

### **Callum Watson, Human Resources Coordinator, Wyman-Gordon Ltd:**

“The FWDF has been a fantastic resource to our company. In previous years, we have been able to put a full Management Development program together, developing our leadership competencies within the business. This year, we have placed a massive emphasis on Health and Safety and are using the funding to provide IOSH training to a large proportion (around 70) of our employees; making our high-risk environment that extra bit safer.”

## C-Plan Telecommunications



“In early 2019 C-Plan Telecommunications Ltd approached West Lothian College and asked them to provide training for an initiative that was to be rolled out across our Admin and Management functions of the business.

“The college and their representatives assisted us from start to finish with the delivery of the course. They went over and above the original brief and were also able to provide some invaluable feedback. The information they have provided will be crucial in shaping our business and ensure the training was successful in achieving our goals.

“If you are considering training requirements within your business, then I would highly recommend that you engage with West Lothian College to discuss what they can offer. The facilities are top class, the lecturers are some of the best we have worked with and the administration process is excellent and well managed.

C-Plan Telecommunications Ltd look forward to continuing our relationship with West Lothian College and will be embarking on a new training programme next year.”

## Glenmorangie

“Glenmorangie have worked with West Lothian College for many years and most recently utilising the Flexible Workforce Development Fund to enhance the skills of their technically skilled workforce through a number of accredited courses and professional workshops. Our team at our Alba Production site have enjoyed a varied range of course content delivered by excellent, professional tutors who have given incredible support during workshops and accreditation submissions. We’re looking forward to continuing our partnership with WL College in 2019-20.”

## Walker Timber Ltd

“The funding and training have allowed us to upskill almost every employee in our plant. The training being mostly H & S based has educated our employees on their responsibilities and how H & S can impact and improve their workplace. The management and business training is allowing us to encourage those looking to develop/build a career path within our organisation. Course selection for FWDF has involved the following priorities: employee development and equality of opportunity, employee understanding of personal responsibilities, adapting to future business need, increasing business productivity, and increasing business capacity. This has allowed us to increase our overall volume of employee training. The initial discussion and application stage, college process for agreeing course dates, and quality of training delivered were good, with further development happening that is industry based and relevant.”

## Forth Valley College

### UCP make good use of FWDF

Bridge of Allan based United Closures and Plastics (UCP) are planning to have trained more than two-thirds of their workforce through the Flexible Workforce Development Fund (FWDF).

A subsidiary of the Guala Group, UCP - which makes metal and plastic closures and non-refillable valves for the spirits industry - currently employs around 350 staff.

Forth Valley College have a long standing relationship with UCP through the delivery of their Modern Apprenticeships in several disciplines, including: Mechanical Manufacturing Engineering, Engineering Maintenance and Engineering Technical Support.

FVC have already delivered and certificated the nationally recognised IOSH (Institution of Occupational Safety & Health) 'Working Safely' one day course to 72 UCP employees through the 2017–18 FWDF and now plan to deliver the same course to 132 production employees through the 2018–19 FWDF.

The expectation is that this will 'promote employee engagement, bring about a reduction in accidents and improve hazard recording and safety performance'. Courses have all been delivered by FVC IOSH Trainers on-site at UCP in Bridge of Allan.

#### **Alison Wood, HR Director, UCP:**

"The Flexible Workforce Development Fund has been very useful for us. We picked the IOSH courses for our shop-floor employees as it supports our company objectives which puts safety as our number one priority. It will allow us to upskill our employees so that they are fully aware of safety obligations while working here at UCP. I would, without doubt, recommend that other companies take advantage of the FWDF. It has certainly benefitted us. We have focussed on safety this year but going forward we would look at the wider range of training that is available."

#### **Jim Armitage, Site Training Coordinator, UCP:**

"The feedback we have had already from our shop-floor employees on the IOSH course has been very positive. The staff are delighted that it is enhancing their skill set."

#### **Lex Anderson, Commercial Growth Officer, Forth Valley College:**

"We are delighted to work closely with UCP, not only in helping to train their modern apprentices, but through the Flexible Workforce Development Fund. It really gives the college an opportunity to explore training areas which we might not have been able to explore without the fund being available."

The photograph shows Lex Anderson (back left), Jim Armitage (next to Lex) and Alison Wood (next to Jim) at UCP reception with some shop-floor employees who will benefit from the IOSH training.



## New College Lanarkshire

### Enable Scotland

A fund designed to assist with workforce development has proved beneficial for one of Scotland's leading charities – after putting 40 employees through business training with New College Lanarkshire.

ENABLE Scotland has used funding from the newly introduced government initiative, the Flexible Workforce Development Fund, to put its staff through leadership, management and customer care courses – improving the skills of its existing workforce while increasing staff morale through development.

New College Lanarkshire provided training in the following:

- Institute of Leadership & Management (ILM) Level 2 Award in Leadership and Team Skills
- Institute of Leadership & Management (ILM) Level 3 Award in Leadership and Management
- Skills for Customer Care

The programmes were designed to suit ENABLE'S business requirements – delivered as half-day programmes every fortnight and based in their offices to ensure flexibility for attendees.

#### **Lisa Miller, Senior Learning and Development Business Partner, ENABLE Scotland:**

“At ENABLE Scotland, we pride ourselves on leading the way in learning disability but we know that we can only do that through the continued commitment and efforts of our dedicated workforce. We are strongly committed to ensuring our staff are equipped with the knowledge and skills necessary to excel in their roles and fulfil their potential and we invest significant resources each year in learning and development activity.

“Much of the organisation's focus to date has been on the learning needs of our frontline staff. We have recognised that we needed to invest more in supporting the development of staff in non-frontline roles – roles without which our frontline staff could simply not carry out the excellent work they do supporting people with learning disabilities. The Flexible Workforce Development Fund provided us with the opportunity to do just that and we were delighted to work in partnership with New College Lanarkshire to achieve it.

“The College is the local learning provider in the vicinity of our headquarters at EuroCentral. Its reputation for high-quality learning provision that equips people with a skillset for life is well known as is its focus on supporting learners to have successful outcomes and a positive learning experience. We worked closely with the college to identify the best solutions for our learning needs. The Institute of Leadership and Management also enjoys an enviable reputation for its qualifications and the Level 2 and Level 3 awards were ideal in terms of focus and in ensuring our staff gained accreditation to recognise their efforts.

“The feedback we have received from the participants has been excellent and staff have translated their learning back into their work through increased confidence and capability in leadership. This has ultimately enhanced teamwork, higher performance and improved delivery of services to the people we support and the staff who work with them.

“The FWDF allowed us to focus increased effort on the development needs of our non-frontline staff and it assisted us in ensuring staff were equipped with the skills needed to steer the organisation's successful future. It also enabled us to form a very beneficial partnership with the College which we have now extended to other areas of our learning provision. It has been a welcome output of the apprenticeship levy.”

**Lynn Campbell from ENABLE, who took on the training:**

“Training at New College Lanarkshire has improved my own efficiency and time management skills, giving me more confidence in my day to day job. I really enjoyed the training, specifically how I was always encouraged to directly relate the learning to my own job role – making it very relevant. The training coincided with an extremely busy time for me at work, however, my tutor was always flexible in assessment due dates and asking us as a group if we were happy with the submission dates. I would recommend learning through the college to my colleagues and friends.”

<https://www.nclanarkshire.ac.uk/business-support/flexible-workforce-development-fund/case-study-enable-scotland>

**Liberty Steel**

New College Lanarkshire is working with Liberty Steel to deliver training funded by the Flexible Workforce Development Fund (FWDF) to workers keeping steel manufacturing at the heart of Scottish industry.

The multinational company has a large manufacturing plant in Dalzell, located around a mile from the college’s Motherwell Campus in Ravenscraig. The Dalzell site, which employs 170 people, specialises in engineering heavy steel plate used in Offshore Renewables, Oil and Gas, Engineering, Construction, and Shipbuilding amongst others.

It has 42 staff members enrolled in a wide range of training programmes delivered by the college and funded by FWDF. These include IOSH Managing Safely, IOSH Working Safely, Microsoft Office Specialist: Excel, NEBOSH, as well as courses in Personal Development & Team Dynamics.

Training programmes are delivered at either the company’s premises in Park Street or in classrooms at the College. Eight employees recently completed a three-day course in Microsoft Office Specialist: Excel at the Hamilton Campus.

**Eamonn Farrell, Computing lecturer, New College Lanarkshire:**

“We have people who really want to get involved in the training and they get to learn something that’s worthwhile for them. For those people who have never used Excel before, you can see them grow in confidence, not just in spreadsheets, but in their general IT skills. For those who use it on a daily basis, we can get into the more advanced formulas and functions and it makes their job easier.”

**James Allison, Operations Manager, Liberty Steel (who has worked at the Dalzell site for 42 years):**

“I use spreadsheets at work but they’re pretty simple; just formatting some data and transferring it on to other spreadsheets. This course has introduced me to different aspects of Excel and the exercises have been easy to follow. Going ahead, I’m really looking forward to using what I’ve learned.”

**Lesley Dow, Regional HR Manager, Liberty Steel:**

“We at Liberty have a strong commitment to skills development because we’re always looking to the long term. We greatly value the opportunity to work with New College Lanarkshire to build the skills of our people in order to achieve our ambitious business objectives. In addition, this shows our employees that we value them and support their development. We are delighted to have been involved and recognise the huge benefit it has for both our employees from a personal perspective and as a business that is growing and moving into new markets. We hope to apply for more funding in August this year to offer project management and further leadership courses to our staff.”

New College Lanarkshire provides FWDF training to a number of private companies such as Keppie Design, Inver House Distillers, Dawnfresh Seafoods, Mears Care and XPO Logistics. It also works with public and third sector organisations including NHS Lanarkshire, NL Leisure and ENABLE Scotland.

**John McNair, Head of Regional Business Development, New College Lanarkshire:**

“We pride ourselves on our skills provision and ensure that all our training programmes are developed closely with employers to meet the demand of the labour market. We are excited to be working in partnership with Liberty Steel to provide a range of tailored training programmes for its staff.”

<https://www.nclanarkshire.ac.uk/business-support/flexible-workforce-development-fund/case-study-liberty-steel>

## **NHS Lanarkshire**

NHS Lanarkshire staff are boosting their skills and knowledge through training programmes delivered by New College Lanarkshire and funded by the Flexible Workforce Development Fund (FWDF). Scores of public healthcare employees are improving their medical, administrative and management abilities by undertaking courses taught by lecturing staff from the college. A total of 238 staff members from NHS Lanarkshire have benefitted from FWDF training over the last two years. The organisation made use of the maximum amount of funding available from the government, which totalled £10,000 in 2017/18 and £15,000 in 2018/19.

The FWDF partnership between the college and NHS Lanarkshire currently extends to three training programmes: a half-day Minute Taking Skills course, a Medical Terminology course, and a bespoke ILM Level 2 Award in Leadership & Team Skills. There are also plans for a bespoke course in Customer Care/Telephone Skills specifically designed for staff working in the Referral Management Service. Courses are taught either at the Learning Centre within Law House, near Carluke, or at the College’s Motherwell Campus. Staff enrolled in the Medical Terminology course study a half-day per week for 20 weeks to gain a formal HN unit qualification.

**Agnes Robb, Learning & Development Manager, NHS Lanarkshire:**

“The staff currently participating in the Medical Terminology and ILM courses are also registered as students at the College and get the benefits associated with that. All of our FWDF-funded programmes are advertised internally and staff are encouraged to look at every opportunity to develop new, or enhance existing, skills. The courses are a great opportunity for staff to work towards gaining recognised qualifications that will help them develop personally and in their job roles within NHS Lanarkshire.”

The Medical Terminology course is taught by lecturer Margaret Henderson, who also works two days per week as a Nurse Practitioner in a GP practice in the East End of Glasgow:

“We cover a lot of anatomy and physiology and how the medical terms relate to the different structures and parts of the body. When you know the anatomy, it’s easier to associate the terminology to different medical conditions. We’ve had very good feedback from those who have completed the course that it enhances their current work situations.”

Those who have enrolled in the course since it began have included secretaries, clinical coders, mental health support workers, community healthcare staff and GP receptionists.

**Jenna Couston, Clinical Coder, University Hospital Wishaw:**

“The Medical Terminology course is helping me to perform my job more efficiently. My job is to look at discharge letters for patients who have been treated in hospital and code what they have been diagnosed with and any medical procedures they have had, which is then used for statistical analysis and in the planning and auditing of services. It’s been really helpful because in our job we come across new terminology all the time that I feel that I need to research, but through doing this course I’m not looking up definitions as often and I understand what certain words mean.”

New College Lanarkshire provides FWDF-funded training to a number of organisations and businesses, including Liberty Steel, Keppie Design, Inver House Distillers, Dawnfresh Seafoods, Amey, XPO Logistics, NL Leisure and ENABLE Scotland.

In addition to FWDF upskilling, the college also works closely with NHS Lanarkshire to deliver an employability programme to support unemployed people into clinical support roles as well as Modern Apprenticeships and SVQ qualifications.

**Deborah Grant, Commercial Development Manager, New College Lanarkshire:**

“The introduction of the Flexible Workforce Development Fund has provided a fantastic opportunity for us to expand on our provision to NHS Lanarkshire, thereby supporting greater investment in NHS infrastructure and in addressing specific skills gaps, ultimately resulting in a more skilled, productive and engaged workforce.”

<https://www.nclanarkshire.ac.uk/business-support/flexible-workforce-development-fund/case-study-nhs-lanarkshire>

## Glasgow Kelvin College

### McTaggart Construction Ltd

The company has stated that an increase in training opportunities for operatives has provided clear benefits:

- This will reduce the number of external sub-contractors required as we will upskill existing staff.
- Use the fund to look at ways to increase the business identity through social media applications.
- Significant increase in volume of training outwith core or statutory training and within the business support function

Priorities for the company going forward:

- Increasing business productivity
- Increasing business capacity
- Adapting to future business need
- Employee development and equality of opportunity
- Employee retention

In addition, the company rated the College's FWDF process as follows:

- Initial discussion and application stage guidance and support provided by the college was rated 'excellent'
- Range of training options available at the college rated 'good', with the company commenting "More technical courses may have helped, although this year we have more options but we have not chosen them."
- College process for agreeing course dates rated 'excellent'
- Quality of training delivered by the College rated 'excellent'
- Training delivered by the College rated as "excellent"

Going forward, priorities for the company were stated as access to BSc and GA programmes from universities, still facilitated by the college, and developing relationships and communication within the professionals of the business. Costs of legislative training, such as Gas safety, would be a welcome change within FWDF.

#### **Employer quote:**

"I believe Glasgow Kelvin College could not have provided more support. I believe they are the benchmark for how the FWDF should form a true partnership between business and learning. It has allowed an opportunity to provide training outwith core or statutory training and within the business support function."

### Keepmoat Homes

The company has stated that FWDF has "provided us with much needed funding to access training and upskilling. In this first year the training undertaken allows our employees to better support our Community Benefit requirements."

Priorities for the company going forward:

- Adapting to current and future business needs
- Employee development – addressing skills gaps
- Increase business productivity
- Increase capacity

In addition, the company rated the College's FWDF process as follows:

- Initial discussion and application stage guidance and support provided by the college was rated 'good'
- Range of training options available at the college rated 'Needs improvement', with a wider menu, so that all training needs can be met in one place and where applicable outsourcing to specialist training providers is available
- College process for agreeing course dates rated 'excellent'
- Quality of training delivered by the College rated 'excellent'

Going forward, priorities for the company were stated as Psychology/Behaviour/NLP, Microsoft packages – Excel etc., Management qualifications, and Understanding Construction (Supporting roles). In addition, Automatic enrolment / rolling account to allow for more flexibility as training needs are identified.

### **Scottish Canals**

The company has stated that FWDF has provided "Fantastic benefit due to the wide variety of provisions available via GKC that has impacted several parts of the business", with the following benefits:

- Enhanced leadership capability
- Increased awareness of health and safety leadership and also project management capability
- Significant increase in volume of training outwith core or statutory training and within the business support function

Priorities for the company going forward:

- Employee development and equality of opportunity
- Adapting to future business need
- Increasing business capacity
- Increasing business productivity

In addition, the company rated the College's FWDF process as follows:

- Initial discussion and application stage guidance and support provided by the college was rated 'excellent'
- Range of training options available at the college rated 'excellent'
- College process for agreeing course dates rated 'excellent'
- Quality of training delivered by the College rated 'excellent'
- Training delivered by the College rated as "excellent"

### **Employer quote:**

"We would like to engage with the foundation apprenticeship programme, conversations have already commenced."

## City of Glasgow College

### Constance Care

The Flexible Workforce Development Fund makes a significant impact on City of Glasgow College and its reputation in terms of employer engagement.

Among the most popular courses the college delivers are coaching and mentoring skills; digital literacy, IT, procurement, and health and safety.

Constance Care, home and live-in care services provider, turned to the college for its training requirements in areas including HR Management, religious awareness, counselling, mental health awareness, brain injury awareness and palliative care.

Staff at the college met with the company's training and quality manager to discuss skills gap requirements, and then created a bespoke programme of training for over 100 staff.

#### **Jeanette Willsdon, Constance Care's Training and Quality Manager:**

"We are proud to be working in partnership with City of Glasgow College. Improving and enhancing staff knowledge and skills is an ongoing goal at Constance Care. The guidance and support we have received from the college and their lecturers better enabled us to improve staff development; upskilling, reducing turnover and inspiring motivation."

Due to the unique requirements of Constance Care's client base, and staffing structure, the college sought to deliver a flexible, tailored solution that would fit round availability and shift patterns and across the variety of locations where the company operates.

The breadth of specialist knowledge within City of Glasgow College means lecturing staff are able to draw from extensive expertise in all subject areas, allowing training to be contextualised to meet the specific needs of the organisation and the staff to be trained.

#### **Douglas Thomson, Flexible Workforce Development Manager, City of Glasgow College:**

"Working with Constance Care has been a valuable experience and, thanks to its success, we are looking forward to developing further training programmes with them and with their partner group, SCRT Homecare. It is extremely rewarding to have businesses return to us, which they do regularly, for follow-up workshops and further training requirements. It means we are continually adding to a portfolio of programmes specifically tailored for industry and business needs."

Constance Care has been operating in Scotland for almost 30 years. Offering high-quality support to enable people of all ages to be cared for in their own home for as long as possible, they provide home care for both short-term crisis situations and long-term assistance with daily living.

City of Glasgow College has been successful delivering FWDF programmes since its launch by the Scottish Government in 2017. The college reached its target of £895,000 for 2019; delivering 852 courses, over 12,324 hours to 9,223 people across Scotland across a range of qualifications from marketing to health and safety.

### Skyscanner

Skyscanner turned to the college after identifying a need for supervisory / first-line management to develop coaching and mentoring skills. The online travel company has grown from a flight search engine in 2003 to a global leader in travel.

These enhanced skills would allow their teams to perform at a high level to continue to grow the business, help colleagues support one another across the business, and enable Skyscanner to better develop the potential within its workforce and retain talented staff for the future.

**Douglas Alexander, Lead Flexible Workforce Development Fund tutor at City of Glasgow College:**

“We collaborated with Nicole Smith at Skyscanner and CMI to design and deliver an engaging learning experience which has been hugely beneficial on a number of levels. For Skyscanner the programme upskilled managers across the organisation, both in Scotland and globally, who provide coaching and mentoring for their teams as well as other staff. This impacts at individual, team and organisational level. In terms of the college it introduced us to a new industry partner, locally based but with a global workforce. The course was delivered online, in a virtual classroom and using alternative assessment methods. It’s proved a useful learning experience on how to deliver other programmes using this method, ensuring we develop managers’ interpersonal skills through a digital, blended learning approach.”

**Nicole Smith, Senior Talent Executive, Skyscanner Glasgow:**

“As a result of the FWDF course, our learners’ confidence and knowledge in coaching and mentoring has greatly increased, with the programme ranking a fantastic 5-star rating both on experience and satisfaction. Our staff have also shared the positive impact the programme has had for them, their teams and Skyscanner. Thanks to this success and the college’s approach to our partnership, we are keen to work with City of Glasgow College again to deliver this unique, accredited coaching programme at scale. This will ensure that the benefits of this development, funded by the FWDF, will continue to be felt at Skyscanner for the long term. The alternative assessment method allowed individuals to complete the training over six months. The content and approach was designed to satisfy the requirements of the awarding body, while at the same time contextualising the work to make it relevant to Skyscanner and the particular situations the staff were dealing with.”

**Lionel Yeo, Senior Commercial Manager, Skyscanner Singapore (who took part in the coaching and mentoring course):**

“The programme was a fantastic experience that provided a good blend of foundational theory as well as practical application opportunities. I especially appreciated that many of the techniques we learnt were backed up by empirical evidence. The longer timeline meant that I could weave in coaching opportunities in my day-to-day work, such as in my regular meetings or partner conversations. It’s allowed me to become better at communicating by honing my listening, questioning and conversational skills. I have also adjusted my management style to become less directive, preferring now to facilitate my team members to arrive at conclusions themselves. This in turn helps them to learn better, become more autonomous, and drives better performance.”

**Aurelie Genet, Senior Global Marketing Manager, Skyscanner London:**

“I really enjoyed the programme. It was the right combination of theory and hands on exercise. It’s made me a lot more confident about my ability to coach and lead a team, validating my approach and giving me extra tools to unlock challenging situations with active listening and intelligent questioning. It’s also opened my eyes to the different type of personalities we work with and how we need to adapt to be successful. I am genuinely impressed and excited about this certification programme which shows Skyscanner’s commitment to build on our existing coaching culture and set a new standard for quality.”

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