

Building For The Future



Presented by Chris Cutforth



Cyngor **Abertawe**
Swansea Council

Swansea / Abertawe



Did you know

- Abertawe translates to “mouth of the Tawe”
- Coastal City in South Wales located on 5 miles of sweeping bay and mouth of river, stretching back up the valley and across the breath taking Gower peninsula
- Swansea is Wales 2nd City & has a footprint of 150 sq. miles
- Swansea is home to 2 major Hospitals, DVLA and 3 Universities
- Population of 246,500 representing 8% of the Welsh population.
- Recent recipients of £1.3 billion City deal investment

Interesting facts

- Swansea was founded by King Sweyn Forkbeard of Denmark during his reign of 986-1014
- During the 18th Century Swansea was a world leader in the Copper industry with the region commonly known as Copperopolis
- TripAdvisor voted Rhossili Bay best beach in the UK and 9th best beach in the world in 2014
- Swansea was the birth place of Dylan Thomas who famously labelled the City “an ugly lovely town”
- Wales only Welsh Premiership team Maybe?

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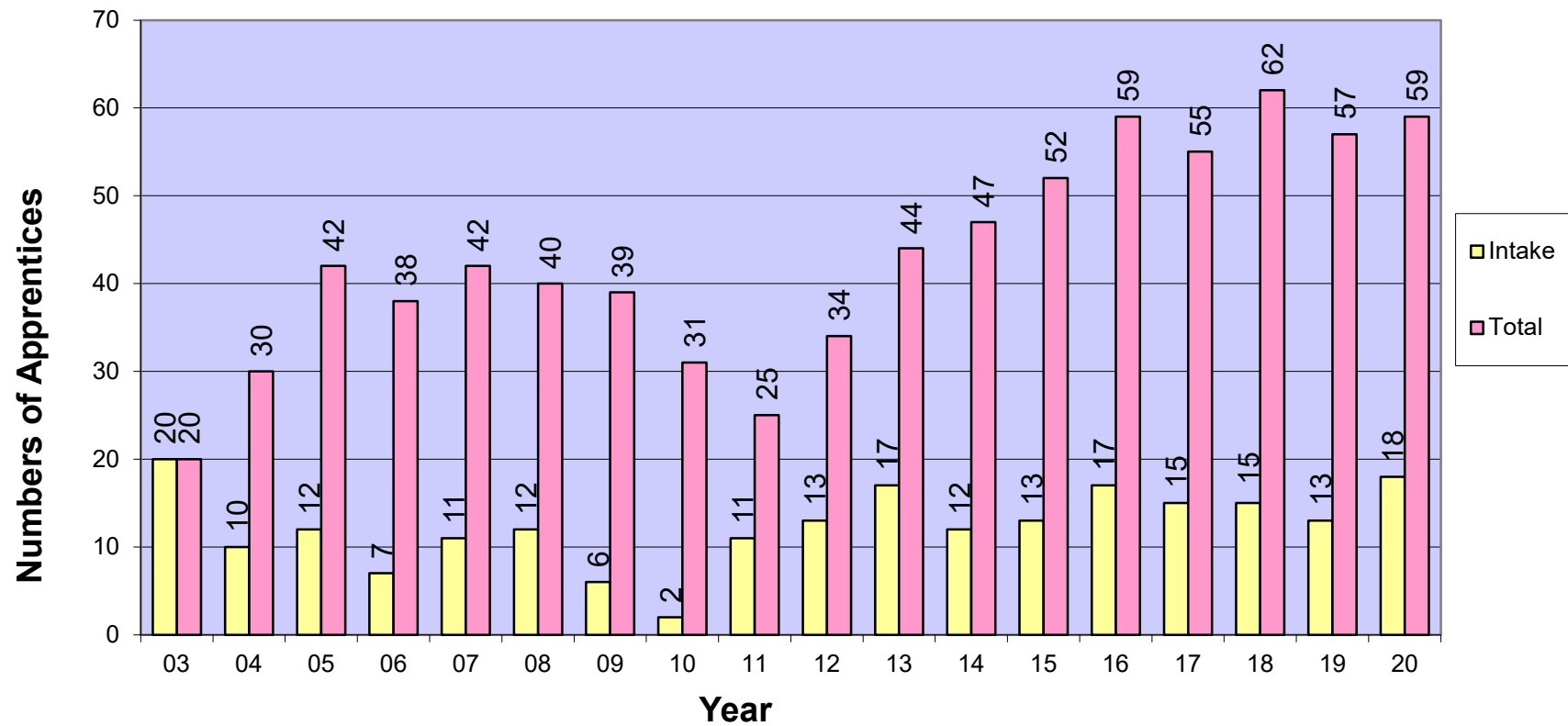
Context

- Swansea Council is a Member led organisation
- Swansea have a retained Housing stock of 13,587 homes
- Swansea have direct labour organisations to deliver its services across the Place directorate
- Building Services deliver all building & property related functions across the Authority's Housing stock and 620 Public buildings.
- Building Services expected turnover is approximately £120m this year, approx. 200% increase in the last decade
- Building Services employ over 600 staff and 60 apprentices across a wide and varied scope of manual and professional disciplines.
- Since inception Building Services have replaced approx. 35% of its ageing trade resource through its “grow your own” apprenticeship program

Challenges

- 2003 birth of the Apprenticeship program, upskilling & staff development
- Developing the Strategy to match the Vision & Political Aspiration, replicating and implementing across Directorates.
- Single Status 2013
- Delivering WHQS 2020 - £240m
- Building Council Housing - first time in a generation
- Delivering 21st Century Schools - Band B £147m
- Impacts of year on year increased turnover & managing sustainable organisational growth

Succession Planning



It's about more than just Apprentices

What about the remaining 60 - 65% of staff

- Staff engagement
 - ✓ Employee brief note
 - ✓ BI- Monthly team briefings
 - ✓ Annual PDR cycle
 - ✓ Cradle to grave development strategy
 - ✓ Clearly defined training matrix
- Staff upskilling
 - ✓ Wolf funding ULRs
 - ✓ Numeracy & literacy – IT – NVQ
 - ✓ Work place mentors
- Staff training
 - ✓ Average No of mandatory training course delivered in last 5 years
17.30 per person, refreshed on a 3 to 5 year cycle
 - ✓ W.A.H
 - ✓ COSHH
 - ✓ Asbestos awareness
 - ✓ Sharps
 - ✓ Inanimate load
 - ✓ Abrasive wheel

Leadership & Management Development Programme

Pilot Programme delivered 16/17

- ✓ Cross section 6 new in-experienced staff

2 x 18 half day sessions over a 10mth programme 18/19

- ✓ 20 Aspiring front line manual staff
- ✓ 20 in-experienced and existing staff

12 core subjects delivered by internal O/D staff

- ✓ Leadership and management, Emotional Intelligence, Communication skills and developing trust, Motivation, Engaging staff, Dealing with difficult behaviours, Coaching, Understanding change, Managing absence & Disciplinary skills

4 sessions delivered by department Group Leaders

- ✓ Commercial Awareness & finance for non-financial managers
- ✓ Working with a consideration for Health, Safety and Wellbeing
- ✓ Project Management in a Construction Context
- ✓ Work Planning and Programming





Swansea standard developments



Homes As Power Stations



Final Thoughts

- Apprentices are just part of the solution
- Don't forget your existing skill base, identify future training needs & develop within your Business plan
- Staff engagement builds a critical mass and creates momentum
- Engaged & informed staff are more receptive and embrace change more effectively
- Build effective Political relations, and develop the vision whilst managing expectations
- Develop a culture of being judged on your outcomes, generate belief
- Remember its not just about one silver bullet
- Acknowledge your comfort zone-prepare before you commit
- Building with external resource gives you Houses, building with internal resource gives you Homes, rubber stamped with Pride.