

# annual report 04/05

creating smarter people for successful business



## about us...

Workbase Scotland is a leading not-for-profit provider of employee and organisational development. It has an established 'partnership' approach to working with employees and their employers in the workplace to support their learning and development needs.

Workbase Scotland supports the development of the skills, behaviours, and attitudes that allow employees to engage with their business - to progress, learn, and add value to the economy and communities in which they work and live.

Workbase Scotland has developed over 9,000 employees, within more than 100 companies, ranging from small to very large enterprises across Scotland.

Our development activities enable employees to engage positively with their employers in partnership and we actively champion the concept that people should have the capacity to effect real and lasting change in their working lives through learning and development.

***At Workbase Scotland we aim to create smarter people for successful business.***



## our vision...

Workbase Scotland is a partnership organisation which creatively develops smarter employees who add value and innovation to their workplace, which in turn will transform organisational performance into wealth for the nation.



## products and services...

Workbase Scotland's products are specifically tailored to the needs of each organisation. Development can include stand-alone modules or a blended delivery approach covering a number of key skills.

This approach ensures the learning is highly effective and can include online learning, custom built for IT systems such as intranets; facilitated sessions; live project work; and workshops.

We currently offer three product categories:

- Employee Forums – set-up and development
- Employability
- Core Communication Modules



## our board...



2004/05 has been a year of active consolidation for us. A number of successful new programmes and initiatives have moved us closer to the strategic place which the Board, in partnership with staff, set out at the start of 2004.

This report offers a snap shot of the past year's key activities and hopefully demonstrates the diversity and breadth of work the organisation is capable of. The new case studies are particularly interesting and give a flavour of the quality of our work and how far we have come in realising our targets and aspirations.

It is important to acknowledge the very effective relationships between the staff team, who have enabled the results, and the positive partnerships on the Board of Directors. It has been these working relationships that helped the company achieve its third successful assessment as an Investor in People organisation at the start of 2005. Our internal reviews show that the success of this year is as a direct result of our investment in strategic staff's learning and development. Workbase Scotland was commended by IIP Scotland for its inclusive, equal and partnership approach to enabling all people to achieve the organisation's business goals.

We have high expectations within Workbase Scotland that when skills and learning are delivered creatively and intelligently in the workplace, especially to people in the front line of the business, it can revive, refresh and engage for the benefit of all.

Congratulations and thanks to all our partners who have secured a successful year; our clients and contractors, my colleagues on the Board of Directors, the Chief Executive, and the Staff Team for their continued and considerable efforts.

**Bill Speirs, Chairperson, Workbase Scotland**

## management board members...



**Bill Speirs:**  
Chairperson  
General Secretary, STUC



**Bob Borland:**  
HR Director,  
William Grant & Sons



**Sue Baldwin:**  
Director of Skills  
Development, Scottish  
Enterprise National



**Harry Cunningham:**  
Education Officer, TUC



**Jackson Cullinane:**  
Regional Education  
Officer, T&GWU



**Harry Donaldson:**  
Regional Secretary,  
GMB Scotland



**Joe Di Paola:**  
Head of Local  
Government, UNISON



**Stephanie Pordage:**  
Director, Workbase  
Scotland



**Alistair Thornley:**  
Independent Consultant

## success...



This has been one of the most interesting years for us with new work and fresh direction. One of our key achievements has been to design and deliver consultancy combined with a learning programme to support the setting up and development of Employee Forums in line with the Information and Consultation Directive. We have also secured a partnership with learndirect scotland to produce on-line material for businesses large and small.

The organisation has undertaken a comprehensive review of its processes and frameworks and introduced new policies and practices to underpin the way forward over the next three years.

Many of these new practices relate to project management, reporting, review and evaluation mechanisms, allowing a much clearer and immediate picture of operations to emerge. Others have been about how people in the organisation work together to achieve the business goals and what is needed to support them.

Our latest Investor in People re-assessment highlighted our good practice in internal communication and our continuing investment in staff learning which clearly showed impact on the way we work in partnership with our clients. The re-assessment also noted our innovatory proposal for partnership working with our consultants.

We have also undertaken a review of our product and service range in terms of what our clients need and value. As we move into a new phase of development for this organisation this will give us a sharper focus.

I would like to thank the Staff Team and Board of Directors for their exceptional contribution across the year. My appreciation also goes out to all partnerships and clients who Workbase Scotland had the privilege to work with.

**Stephanie Pordage, Director**

## achievements...

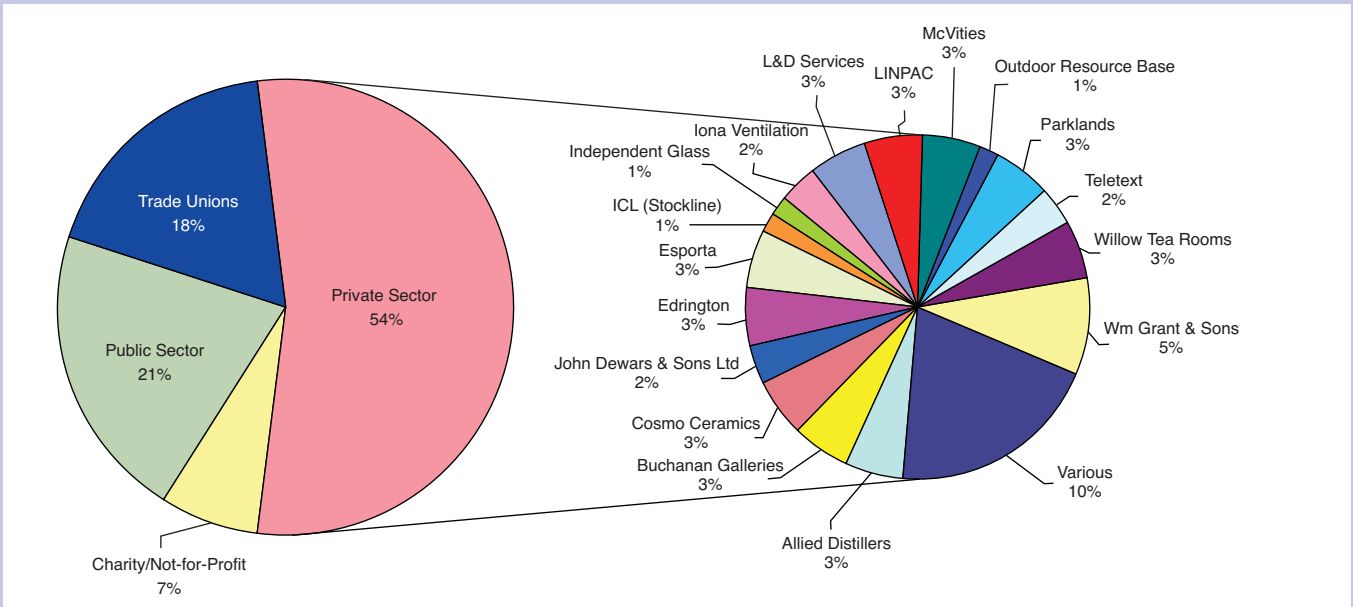


- We designed and delivered products related to Employee Forum and partnership development
- We provided solutions for companies affected by EU Information and Consultation Directive
- We delivered Adult Literacy and Numeracy skills development to small companies in Glasgow
- We took part in a DTI Partnership project with the Scotch whisky industry
- We re-branded and re-launched our website – [www.go2workbasescotland.com](http://www.go2workbasescotland.com)
- We developed a new product range:
  - Employee Forums – set-up and development
  - Employability
  - Core Communication Modules
- We entered the Glasgow Business Awards and National Training Awards
- We developed 6 online learning modules for business in partnership with learndirect scotland
- We designed the competencies for the first cluster of learning for our Employeeship Degree
- We were successfully re-assessed for our Investor in People Award
- We reviewed and improved internal policies and procedures
- We delivered Investor in People support workshops to voluntary sector organisations across the central belt of Scotland
- We supported people facing redundancy with core communication and key employability skills development

# numbers...

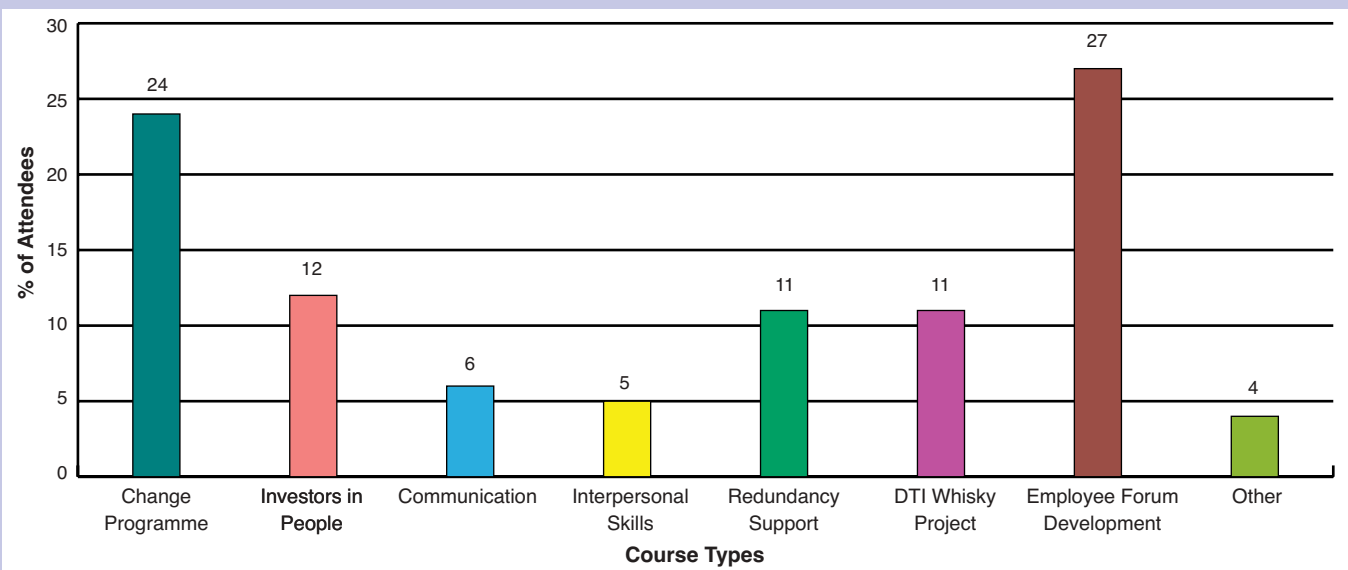
In 2004/05, Workbase Scotland delivered 78 projects involving 1,005 individuals from 46 organisations. Below are two charts which illustrate our work in the context of our clients and the services we provide. Our delivery is customised to the specific needs of individual clients. This approach ensures that all of our projects yield value, not only for our clients, as organisations, but also for their individual employees.

## % of development by client



From the left pie chart in the figure above, we show that our work has a split of 54% overall being carried out in partnership with private sector clients, broken down further by specific clients on the right pie chart.

# course participation...



This year we undertook a broad range of development work across a vast array of industries with organisations of all sizes. This work was not only the development of individual employees but also their organisations and the Scottish economy. Workbase Scotland invested time, people, expertise, and financial resources to assist other voluntary sector and trade union organisations to secure and develop good business practice.

## case study 1...

### engaging people with the business



#### profile:

GMB Scotland is a leading trade union in Scotland with over 68,000 members from a range of 1,600 companies and 32 Councils. Employing 45 people, it provides direct services to shop stewards, local branches, and member services. GMB Scotland is also involved in political campaigning, providing representation, and legal advice. Their headquarters is based in Glasgow with offices in Edinburgh, Dundee, Inverness, Aberdeen, and Kilmarnock.

#### the issue:

Although GMB Scotland is a trade union, it is crucially an employer in the business of delivering a service to its clients. As a small business, it faces the common difficulty of needing to change and adapt to the new client environment and ensure its employees are confident and competent to deliver change. This is a major step for GMB Scotland with the support of Workbase Scotland.

#### the project:

GMB Scotland has been undergoing a change programme over the last year, supported through funding by the Glasgow Community Learning Strategy Partnership and the European Social Fund. To begin the process Workbase Scotland facilitated a Skills Audit with staff where they identified their learning and development needs to support delivery of their new vision. Facilitated sessions enabled staff to work through the organisational needs of GMB Scotland. The learners then received a range of interventions centred on core communications, customer service, and team building.

#### why Workbase Scotland?

Regional Secretary, Harry Donaldson, commented that, "Workbase Scotland offers a quality product in terms of delivery that's not

available elsewhere, using professional facilitators who know exactly how to get the best out of people, within a relaxed environment. The project was very much value for money in terms of outcomes, realising people's potential, improving their interpersonal skills, and raising their self esteem".

#### culture change:

"Workbase Scotland helped and assisted us change our culture so that we could deliver our business objectives as a trade union, with our staff now much more engaged, with their views and opinions being listened to and integrated into the project" (Harry Donaldson, Regional Secretary, GMB Scotland).

"Our primary motivation was to create a team attitude, where the staff felt part of the process instead of subject to it. This happened for the most part, and we continually review and build on the development. Staff are much more aware of their roles within their teams, and they have become increasingly involved, realising they don't work in isolation" (John Moist, Organiser, GMB Scotland).

#### outcomes:

"Workbase Scotland provided the catalyst for the change process which is now bearing fruit. Today we see far more commitment to and understanding of our business plan from our staff. We, as an organisation, now have a more involved and participative approach" (Harry Donaldson, Regional Secretary, GMB Scotland).

#### the future:

"There is now clarity and understanding of the way forward, with GMB Scotland's staff contributions key to future success. People now volunteer to get involved when previously they would hesitate" (Harry Donaldson, Regional Secretary, GMB Scotland).





## case study 2...

### BUC development (employee forum)



#### the company:

Scottish Water is the largest provider of water and wastewater services in Scotland, employing around 4,000 people, serving 2.2 million customers, and 130,000 business customers across Scotland, 365 days per year.

#### business unit councils:

Phase Two of the development was carried out with 11 Business Unit Councils (BUC) involving a total of 200 delegates. It was undertaken within a framework of action learning by applying internal knowledge and examples to the development process. From these themes the BUC members would acquire the skill-set to enable more effective communication and consultancy with the workforce, run meetings more effectively, and reach consensus-driven decisions. The BUCs role within Scottish Water is to manage business functions in conjunction with the local management teams. The Councils discuss all issues affecting employees who work in their area of business and resolve problems through consensus driven decision-making. They also have a responsibility to promote the principles and values of the partnership - a crucial function, given the arrival of the EU Information & Consultation Directive.

#### positive results:

Following the BUC development, Workbase Scotland decided to go back to see how the process has been growing and adapting within the organisation. Graeme Ferguson (Partnership Facilitator) commented that "upon completion of the project it had achieved all its objectives as well as achieving significant added value through the creation of a joint steering group. Now very positive results are beginning to flow through both in terms of behaviour and changing processes".



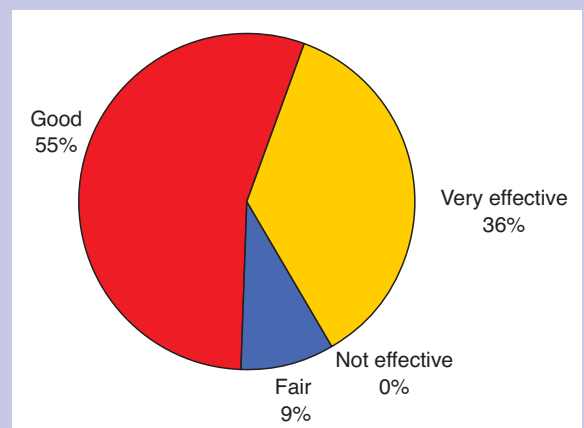
#### BUC feedback:

"This development with the BUCs has created an environment where the members now feel able and willing to voice their opinions with each other in order to take sound business decisions and consult effectively with their colleagues" (Andy Wilson, BUC Member, Scottish Water).

"Even with something as fundamental as reviewing and restructuring agendas and minutes, major headway has been made. BUCs realise the need to prioritise key topics which, depending on their outcome, could have major impacts on the business, employees and partners" (Craig Kellock, BUC Member, Scottish Water).

"Our BUCs now have the tools with which they are able to resolve crucial business issues in a transparent, open, and fair manner" (Caroline Godsman, BUC Member, Scottish Water).

The chart below shows how positively all the BUC members felt about the project.



#### National Training Award:

As this project truly was an exceptional demonstration of learning, Workbase Scotland and Scottish Water entered a partnership application for the 2005 National Training Awards.

# our portfolio...

## current clients:

- Allied Distillers Ltd
- Alcohol Focus
- Amina - Muslim Women's Resource Centre
- Buchanan Galleries
- Bellshill & Mossend YMCA
- Chivas
- Cosmo Ceramics
- Edrington Group
- Gardeen Housing Association
- Glenmorangie
- Glasgow City Council
- Glasgow City Mission
- G15 Childminders Group
- GMB Scotland
- ICL (Stockline Plastics)
- Iona Ventilation
- Independent Glass
- Inverhouse Distillers
- J. Dewar & Sons Ltd
- L & D Services
- LINPAC
- McVitie's
- Morrison Bowmore
- North British Distillery
- Outdoor Resource Base
- 2nd Opportunities
- Parklands
- Provanhall Housing Association
- Positive Action In Housing
- Scottish Drugs Forum
- Scottish Enterprise Glasgow
- South Lanarkshire Council
- Scottish Water
- Thenew Housing Association
- Teletext
- Wm. Grant & Sons
- Whyte & Mackay

## previous clients:

- Alcan
- Alternative Stress Centre
- Buddies Club/Playscheme
- Disability Forum
- Drumchapel Citizens Advice Bureau
- East Kilbride Shop Mobility
- Easthall Park Housing Co-operative
- Enable Scotland
- Energy Action Scotland
- Esporta
- Glasgow Christian Alliance
- Hamilton Furniture Initiative
- Phace Scotland
- Poverty Alliance
- Reach Community Health Project
- Royston Stress Centre
- Schools Out Network
- The Safety Zone
- Willow Tea Room



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