Report for: **Staffing & Remuneration Committee, 07 June 2016**

Item number: **11**

Title: **Haringey Fuse Update**

**Report
authorised by :**   **Jacquie McGeachie, Assistant Director, HR**

Lead Officer: **Karen Rowing, Haringey Academy Manager**

Ward(s) affected: **none**

**Report for Key/
Non Key Decision: none**

1. Describe the issue under consideration

1.1. This Committee requested an update on Fuse, the Council's new online learning management system, at the Staffing and Remuneration Committee of 31 March 2016.

1.2. A presentation is appended to this report and will be used to deliver this item which will include a demonstration, at the committee meeting.

2. Cabinet Member Introduction

2.1 Not applicable.

3. Recommendations

3.1. The Committee to note this report.

4. Reason for decision

4.1. Not applicable.

5. Alternative options considered

5.1. Not applicable.

6. Background information

6.1. The Workforce Plan is our mechanism for ensuring that the council has the right people, in the right places with the appropriate skills to help deliver the priorities of the organisation. A core element of the Workforce Plan is the Haringey Academy which aims to give staff the right skills and knowledge to do their jobs,

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now and in the future. Fuse is a key enabler to help us deliver a number of planned workforce initiatives such as Faculties, My Conversation and skills sharing.

7. About Fuse

7.1. Fuse is a cloud based Learning Managment System (LMS) which emulates principles that underpin social media-type systems such as YouTube and Facebook. It offers a range of new and interesting ways to engage and develop staff. There is also a Fuse app for smart devices such as mobiles and tablets allowing staff access to Fuse while on the move and are not dependant on using council equipment or network to access the system.

7.2. The Fuse approach aligns with our own 70:20:10 approach to workplace learning which centres around the concept that 70% of our learning comes through experience, around 20% comes from social learning with colleagues and only 10% is through formal learning such as classroom training or online courses. For Haringey, 70:20:10 makes a clear shift away from traditional classroom learning to more learning on the job as well as social and collaborative learning.

7.3. Like a traditional LMS, staff can use Fuse to access e-learning modules and book a place on classroom style events. The additional benefits of Fuse is that staff can also identify and upload useful material to share with colleagues, contribute to discussions and develop personal learning plans. There are additional tools such as polls, surveys and quizzes which can be used to support and check learning.

8. Progress to date

8.1. **Online communities (and faculties):** as a knowledge sharing system, Fuse has enabled us to quickly develop the 'follower' element of Faculties through the creation of online communities. We currently have 21 online communities and include some which are linked to specific work areas such as 'Stronger Haringey' which is for all staff to specific professional communities such as Children and Families, Social Care and Adults Social Care. There are also communities which have been set up which broaden staff skills and knowledge on a particular topic, such as Ideas and Innovation.

8.2. **Usage:** there is an overall upward trend of staff logging on to Fuse, with 371 staff using the system in April. Another measure of usage is the extent staff contribute to the platform; since January 2016 there have been 186 uploaded files of which 164 are 'home-made videos' and 111 external links to best practice. It is too early to provide direct examples of Fuse usage linked to impoving performance.

8.3. **Training:** There are currently 35 active Community Managers and 8 Core Administrators (super users). All have been trained and supported to get the most out of the system with a view to increasing staff usage and take-up. To

date, workshops have covered video editing and story telling, creating learning plans and creating polls and surveys. Between Octorber to December 2015 just over 400 staff attended "How to Use Fuse" workshops.

9.   Early challenges/lessons

9.1.   **Cultural change:** there is still a significant amount of effort required to fully engage the workforce. For example the number of times Fuse is accessed is around 200 times per week, peaking at 516 hits in February 2016. There are a number of reasons for this including; poor digital literacy skills, making time to learn a new system, access to computers or smart phones and the move away from a traditional mindset that believes learning takes place in a classroom. Year Two of our workforce plan will attempt to narrow the gap in digital literacy skills and instill more awareness of how we can best learn on the job.

9.2.   **Content development**: rather than transfer e-learning modules onto the Fuse platform, we have instead decided to review all material in terms of both format and content. Consequently, our catalogue of e-learning material on Fuse is not exhaustive.

9.3.   **Subject Matter Experts (SMEs):** there is a capacity issue for some SMEs (who are Community Managers) to fully identify and then develop appropriate content and materials. We have seen that in areas specific resources have been identified such as the Shared Service Centre (SSC) then far more activity and engagement has taken place. As previously stated, this new way of learning represents a significant shift in mindset and the change will take time and resource to fully embed.

9.   Next Steps

9.2   Over the next six months we plan to:

a.   Review and revitalise elearning courses and move to short/stacked videos (in collaboration with SMEs or appropriate governance group/ board)
b.   Provide "just in time rather than just in case" development relating to service performance gaps e.g. reduce calls made to IT SSC by improving availability of online help.
c.   Continue to develop Community Managers and establish more Communities based on demand
d.   Work with IT services to ensure Fuse meets our security measures before proceeding to release functions that record My Conversation and Map data onto Fuse

10.   Contribution to strategic outcomes

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10.1. Fuse is a key enabler of the Workforce Plan and in particular the Haringey Academy.

11. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

1. Legal

The Assistant Director for Corporate Governance notes the contents of this progress report. There appears to be no legal implications arising from matters addressed within the report.

2. Finance

There are no financial implications arising from this report

2. Use of Appendices

3. Appendix 1: presentation

4. Local Government (Access to Information) Act 1985

a. Not applicable.