

Appendix 3 – Feedback

1) Influencing & Negotiation

The roll out of negotiation skills training was very welcome, and it was good to engage with colleagues across the whole council when undertaking the learning. It does need to be further embedded though and I think that there are a number of ways in which this could be done:

- A basic video training session which could be part of induction and mandatory training for a range of roles – this should deliver simple key messages about being commercially minded and seeking to ensure value for money for Dorset citizens.
- The online course which has been piloted should be part of the rolling programme of workforce development and available several times a year.
- A master class level course should be run as an in-person event for key personnel. It should allow some time for learning, understanding the different types of leverage available in different purchasing scenarios, and revisiting the principles of negotiation. It should then allow time for staff to work in groups to develop negotiating business cases and strategies and then role play a negotiation on each side of the table – council side and supplier side.

Although the master class would probably require a two-day course, the potential benefits to the council are huge if we are able to negotiate more effectively.

2) Contract Management / Influencing & Negotiation

I have recently changed career direction and am now working as a Contracts Team Leader within the Commercial Waste and Strategy Team. I've been in post for 6 months, coming from a long and happy career in Environmental Health. I have found the change refreshing and rewarding in this short time.

Previously, I had not fully recognised how important my own behaviours and competencies would be in this role. I'd heard the term 'commercially minded' frequently but was not able to fully appreciate what this meant until I started looking into the training available to me on the Learning Hub.

These training sessions are put together in a manner that allows the trainee to develop at their own pace, through structured and tiered learning. They are able to identify how contact management, and subsequently commerciality applies to them in their own role. From my own experience it's given me the ability to apply real time experiences to the learning I'm embarking on.

As mentioned, a structured, tiered approach has been created. This has given me the confidence that I have completed and acquired the right level of understanding, before taking on the next part of the journey.

Without this type of training Dorset Council has provided to me and my colleagues, I would have felt unequipped to lead my first Contracts Meeting with one of Dorset Council's critical suppliers – that which undertakes the receipt, handling, storage and disposal of waste and recycling from the council's waste transfer stations and household recycling centres.

I've been fortunate to be included on a pilot course for Negotiation Skills within contract management – skills which I have not yet used fully but has already benefited me in respect to looking at wording for contract extensions and new ways of operating in response to legislative changes.

From this initial learning base, I then expressed an interest in and was subsequently successful in enrolling onto the Contract Management Pioneer Programme offered by the Department for Levelling up, Housing and Communities. I start in April. On completion, myself and my peers will provide to Dorset Council a number of accredited Contract Practitioners, who will then be able to cascade their knowledge within their own peer groups, and possibly beyond.

My main achievements with regards to the contracts management learning I have carried out so far would be the ability to start to comprehend Dorset Council's mission and aims in a commercial way; the encouragement to think differently about the political and economic issues alongside the commercial priorities of DC; and, importantly, self-growth and confidence.

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3) Contract Management

[Contract Management training](#) (internal view only)

What we liked:

- The course is very helpful as an overview/framework for contract management, rather than the specifics
- Strong focus on relationship management which was good
- Helpful to work with other business areas (group work); different approaches

What else would benefit the team:

- Learn more about specifics when doing the work and asking relevant colleagues for support
- Would be beneficial to have a quick guide to the specifics that's easy to digest and navigate
- Course is more relevant to procuring products than services specific service contracts
- Would value more focus on KPIs and outcomes for service contracts. The consequence of poor performance is not black and white for these. Very different for needs of children and vulnerable adults.
- Good to give a frame for what you're doing - but
 - Would appreciate more information on Frameworks. And reference to these when covering things like CCT, as how much work each provider gets from us varies which impacts cost element of the assessment
- Case studies are useful, including children and adults services contracts

4) Commercially Minded

[Commercially minded content in the Learning Hub](#) (internal view only)

What we like:

- A wealth of info all in one place
- New Accord training useful, not only for new staff but as bitesize refreshers for tasks you don't do frequently

What else would benefit the team:

- More easily navigated (if you don't know the direct link, it's not easy to find this section in the hub)
 - More bitesize videos for other procurement and contract management tasks
 - Content needs better introduction, concisely explaining what they are and why you'd use them
 - Plain English content (including titles of sections)
 - Easy to find and digest advice on specifics including from legal. Examples could include:
 - When a provider changes their name
 - Process and advice on issues a cautionary non-compliance or terminating a contract
 - Understanding data controllers and processors so know when the right DP terms apply
 - G cloud procurement process
 - When you should use an SLA, MOU, or Contract
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5) Candidate Assessment

Interactive Negotiation & Influencing Webinar

Pilot 1 – Candidate Assessment

How would you rate your knowledge of the subject before the session? 1-10	How would you now rate your knowledge of the subject following the session? 1-10	On a scale of 1-10 how did the session meet the intended learning outcomes?	How would you rate the session on having an impact on you being able to apply the learning in your role? 1-10	Would you recommend this session?	Is there anything else you would like to feedback about the session?
3	5	7	5	Yes	It was interesting to understand the theory behind negotiation and influencing, but it would be good to have some more targeted examples, specifically to a Local Authority setting.

3	5	4	6	Yes	This was a useful refresher on contract negotiation, and it provided some useful hints and tips. Perhaps best suited to negotiating new contracts or significant changes to contracts. Not so useful in the day-to-day issues we face with transport contractors
7	8	7	7	Yes	Could have benefitted from longer on the 'tools/techniques' that can be applied. The session had a lot of information to take in so could have benefited from a quick 10-minute break halfway through.
8		9	7	Yes	
2	8	10	7	Yes	
6	9	10	9	Yes	
5	7	8	8	Yes	bite size interactive sessions are fabulous - can we have more on a range of topics please,
4	6	8	8	Yes	
5	8	9	8	Yes	
4	8	8	7	Yes	
4	8	10	9	Yes	This is the second Cordie event I have attended (the Contract Management in Oct/Nov was the first). Both were delivered very well and contributed to significant learning and experience that should support me in my role and future career.
6	7	8	7	Yes	

2	2	5	2	No*	<p>I think there needs to be an 'Introduction to Negotiation' training course. - for newbies! I am really new to my post (3months) & I'm still finding my way around working with contractors. I have completed the Contract Management Modules 1-4 & the assessment, which I found invaluable, however (for me, not necessarily for the rest of the cohort), there was a huge gap required in the working / practical knowledge between that & this training course.</p> <p><i>*I would not recommend to colleagues unless they were more experienced in this field of work.</i></p>
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5	6	5	5	Yes	<p>I thought the organisation of the course was very good, including the use of technology e.g., Sway case study, poll function and automated breakout rooms. For anyone who has attended the contract management course, some of the slides and content was replicated, but obviously a longer focus on negotiation than there was time of that course to cover. I felt the content could have gone deeper into the personal skills to negotiate e.g., assertiveness. I'd advise considering if the case study should come later in the sessions, as we were asked to reflect on negotiation styles before this topic was covered. Although I appreciate, that helped us take a common-sense approach rather than recite the theory. I would have benefited from a great focus than just the financial aspects of negotiation, as there could be wider impact for ourselves, our service users, and the provider if negotiations don't go well. For some contracts it's not feasible to 'walk away', including TUPE implications to end some contracts.</p>
8	8	4	4	No*	<p>Very slender content - could have been delivered in a fifteen-minute video.</p> <p><i>*This is better served by a mixed format which includes role play and the opportunity for participants to practice skills and receive feedback.</i></p>
5	8	9	9	Yes	