**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA**

**PROVISION OF LEADERSHIP, MANAGEMENT DEVELOPMENT AND COACHING**

**APPENDIX 1 - SERVICE SPECIFICATION**

**Introduction**

* 1. The Royal Borough of Kensington and Chelsea (RBKC) has approximately 3,000 employees and has been through some significant changes over the last 14 months. The need for change has been accelerated by the Grenfell Tower Tragedy and the learning from this, but change is inevitable due to other external forces affecting local councils including growing team work across disciplines and increased sharing of services across other boroughs.

1.2 RBKC is undergoing a programme of cultural change which started in February 2018. The diagnostic phase of the programme found some significant issues that needed to be addressed urgently. These included the need:

* For a clear community engagement strategy
* For clarity about the vision and purpose of the Council
* To clarify the changes to the bi and tri borough arrangements with Westminster and Hammersmith and Fulham Councils
* For more effective ways of recognising the way staff were feeling which was affecting motivation and morale
* To address silo working and encourage working more effectively in teams and across services
* For more effective and visible leadership which is supportive and encouraging
* For more consistent staff support and development
* For more effective communications at all levels
* To develop a positive sense of place and pride for those who work for the borough

1.3 Many of these issues are currently being addressed as part of the change programme, championed by the CEO, Barry Quirk. A new set of values and behaviours are being officially launched in October 2018. These are the result of involvement from staff at all levels through participation and engagement in focus groups culminating with an all staff conference to test and refine them in July 2018. The new values are:

* Putting Communities First
* Respect
* Integrity
* Working together
  1. The CEO views these values and behaviours as the underpinning foundation for all key activities within the organisation from recruitment to day to day interactions between staff and with the public to working with contractors and other providers of services.
  2. Our people are at the heart of any change and we want to support and harness the talents of all our people enabling RBKC to be both an employer of choice and one that has a positive community engagement strategy promoting the development of co-led services wherever possible. Working at pace, being more agile and responsive and working confidently and collaboratively are key behaviours we want all staff to demonstrate. We want our leaders to create an environment where staff can have more influence, work autonomously and understand that their role is support them to do so.
  3. We will achieve this by:
* Developing our People Strategy aligned to the corporate strategy. We are currently working on this and will share it with the successful provider.
* Ensuring our senior leaders have the right skills and behaviours to support staff to grow and develop. This is a key priority and we wish to move to an environment where there is a culture of continuous learning and performance management where ongoing coaching and feedback becomes the norm. Therefore, the proposed programme should be positioned within a framework of coaching, feedback and support

1. **Scope and method of the training**

2.1 We are seeking a provider, or providers, who will work collaboratively with us in designing and delivering a Leadership Development Programme and also ‘as required’ coaching services. We have therefore divided this specification into 2 lots; providers can bid for both Lots together or just for Lot 1 or Lot 2.

**Lot 1: Leadership and Management Development**

This will initially be targeted at leaders and managers of people but also has the scope to include staff at all levels including aspiring leaders beyond this. This programme is also likely to run in parallel with a development programme for first level managers. The cohort for the first 12 months are:

* The CEO and his Executive Team
* The 30 most senior managers in the Council
* The next level of approximately 150 Heads of Service
  1. RBKC expects the delivery to take place over 12 months from January 2019. The modules outlined below are not fixed; however, they have been shaped to a large extent by the feedback that was received at our staff focus groups and recent all staff events which identified that leadership and management is an area for development. In particular, as mentioned earlier in this document, there needs to be a consistent approach towards performance management, the need for clarity around the responsibilities of a leader/manager and the adoption of a model of continuous feedback and 1-1s. We are keen to ensure that the programme supports individuals to continue to be effective leaders and managers by providing the opportunity for reflection on their own leadership practice. However, we would also like this development to focus on developing the leadership as a team who operate as a unified group to take RBKC into the future.
  2. As a result of the above it is proposed that the following modules are included in any programme:
* Understanding yourself as a leader and manager within RBKC
* Developing an inclusive leadership style
* Being a strategic leader
* Leading your teams through change
* Developing collaborative internal and external working relationships
* Coaching for high performance

The content may need to be tailored to the different levels of managers as indicated under point 2.1 above and we would expect that latest research in the field of leadership and management to be utilised.

* 1. The model of delivery is not fixed but we would anticipate that the programme may include some element of 360 degree feedback and would be a mix of online learning, pre work, project based activities, Action Learning Sets and face to face contact time which is a mix of theoretical and experiential input. It is also proposed that a psychometric tool is used to support the leadership team to understand more about themselves and each other and develop collaborative working relationships.
  2. It will not be possible for this group to have large chunks of time away from the office, so we are not looking for a residential programme. We would therefore prefer a modular approach that allows the participants time to put learning into practice before attending the next module and also scope for there to be self-managed learning. We anticipate that this could be anything from 4-8 modules.
  3. The successful provider will work closely with the HR and OD team to support the ongoing plan based on an understanding of the organisational culture and development needs which may include a train the trainer an also the potential for co-delivery. We would expect to agree a methodology for evaluation at the start of the assignment.
  4. It is expected that the provider in meeting the provisions of this specification will provide a breakdown of what modules will be covered for each group of managers; CEO and Exec Directors, Directors and Heads of Service. There would also need to be an indication of what the costs would be for each level
  5. It is possible to bid either for the leadership and management development programme and/or the provision of the ‘as required’ coaching services.
  6. The booking of events will be co-ordinated by the Learning and Development Team.

1. **Programme Outputs**

We would expect to see evidence of:

* Working strategically. A demonstration of challenging and supporting thinking and behaviour that fosters improvement and innovation
* An improved set of staff survey results with a particular focus on an improvement on staff feeling more empowered to ask questions and challenge ways of doing things
* An increase in coaching style conversations
* An improved/maintained 360 feedback report
* Examples of good practice of where the values and behaviours have been embedded within teams
* Examples of collaborative working
* Feedback on leaders role modelling the values and behaviours with staff, partners and residents

1. **Programme Frequency** 
   1. All programmes will run based on demand and subject to budgetary constraints.
   2. The programmes will run over a 12 month period and at its absolute discretion the Council may, following a review, extend the contract for a further period of up to 12 months and may do so again to make a maximum contract length of 24 months.
   3. At its absolute discretion the Council may, following a review, extend the contract for a further period of up to 12 months and may do so again to make a maximum contract length of 24 months,
2. **Programme requirements**

The successful provider will:

* Be responsible for promoting the online evaluation process following each event
* Produce all learning materials including certificates for the attendees
* Use creative training methods that are proven to support and convey theory and practice
* Allow for applied and reflective learning between modules
* Ensure all learning materials can be adapted to ensure those with visual and or hearing impairments can gain benefit of the programmes
* Provide follow up material for each participant to reinforce the learning
* Deliver the training within the premises of RBKC
* Promote other relevant training courses that the Council offers and provide additional learning material at the end of the course
* Bring their own equipment such as laptop, projector and connection leads.

**5. Contract Performance Monitoring**

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| **Activity** | **Timescale** | **Who will be responsible** |
| Agree course titles and outlines and delivery schedule | At the initial planning meeting following the contract being awarded | The provider |
| On-line learning material/e-learning | Agree the additional learning material e.g. video, audio, e-learning and how it will be accessed by the learner | The provider and L&D team |
| Attendance lists | On conclusion of each training day | The provider to send to the L&D team ( if not able to hand to a member of staff on the day) |
| Evaluation online | Promote at the end of the course | The provider and L&D team |
| Follow up material and related courses | Promote at the end of the course | The provider and L&D team |
| Review meetings | Quarterly | The provider and L&D team |

**7. Lot 2: Coaching services**

We are looking for a provider who can provide coaching services for the CEO and his Executive Team and the 30 most senior managers in the Council to support them as the organisation transitions towards a new culture and ways of working as will be highlighted through the leadership and management development programme. This will be separate to the main leadership development programme described above and will be procured on an as required basis. This team will have the opportunity to have 4-6 sessions of coaching.

6. **Timetable**

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| **Activity** | **Completed by** |
| Request quotations from suppliers | 14th September 2018 |
| Closing date for submission of suppliers’ clarification questions | 5th October 2018 |
| Closing date for receipt of quotations | 12th October 2018 |
| Interviews of selected providers | 6th November 2018 |
| Notification of proposed award of contract on or around | 9th November 2018 |