**REQUEST FOR QUOTATION – HR CONSULTANT RECRUITMENT SERVICES**

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1. **PURPOSE**

The purpose of this request for quotation is to invite proposals from service providers to provide a recruitment service with respect to the appointment of a range of roles in the Council. The timescales are to be determined however this will commence from February 2019 and run through to March 2020 to provide services on call. Lambeth may opt to award to one or two highest scoring providers in the following proposals.

Timetable

|  |  |
| --- | --- |
| **Activity** | **Date** |
| Date of issue of request for quotation | 11 January 2019 |
| Deadline for clarification questions | 18 January 2019 |
| Date of return of quotation | 25 January 2019 |
| Evaluation period | Up to 1 February 2019 |
| Commencement of contract | February 2019 |

Table 1 Timetable for request for quotation

1. **BACKGROUND TO THE CONTRACTING AUTHORITY**

## About The London Borough of Lambeth

Lambeth is one of a ring of thirteen local authorities which constitute Inner London. It measures seven miles north to south, and about two and a half miles east to west. The London Borough of Lambeth is the largest inner London Borough with a population of around 324,000. 34% of Lambeth's population are from ethnic minorities - the seventh highest figure for a London borough. Approximately 132 languages are spoken in the Borough and after English the main languages spoken are Yoruba and Portuguese.

The borough includes Brixton, Clapham, the South Bank, Streatham, Stockwell, Vauxhall, Waterloo, West Norwood and Tulse Hill. Lambeth is one of the largest geographic areas of an inner London borough. The length of the borough means that it has characteristics of both inner and outer London boroughs.

Waterloo, Westminster, Lambeth and Vauxhall bridges are all partly located within Lambeth's boundaries as are the London Eye and Lambeth Palace, the official London Residence of the Archbishop of Canterbury. Lambeth includes the South Bank complex as the most visible element of a thriving, expanding arts and leisure industry within the borough. Examples include internationally known theatres such as the Old Vic, the Young Vic, the National Theatre, Royal Festival Hall and the National Film Theatre.

The north of the borough is bounded by the River Thames and is home to the London Eye and Waterloo station. The Vauxhall area, immediately to the south of Waterloo, is a mix of residential and important commercial and industrial activity. The central part of the borough extends from the Oval in the north (with the Oval Cricket Ground) to Clapham Common and Brockwell Park in the south. The area contains many of the Council's housing developments. It contains the borough's largest shopping centre in Brixton and leisure attractions such as the Academy music venue and the Ritzy cinema.

Travelling down from the north of the borough to the inner-suburbs of Streatham & Norwood, the south of the borough is predominantly residential. It has excellent entertainment and recreation facilities and potential for retail and business development on a number of key sites.

Lambeth has a relatively young age profile. Although Lambeth is a largely residential borough, it’s a destination for young, working age people. White people make up 59% of the population.

In addressing the noticeable increase and concern about the lack of affordable housing, Lambeth has launched Homes For Lambeth which will be in place in 2019. See additional information in Appendix A (7) for more details about the Lambeth workforce.

**The Council’s Objectives**

The council’s key objectives, as set out in the [Borough Plan](https://www.lambeth.gov.uk/elections-and-council/about-lambeth/future-lambeth-our-borough-plan) are:

* Creating inclusive growth: We want all of Lambeth to benefit from the investment and regeneration of the Borough
* Reducing inequality: We want to take action to address inequalities across the borough including issues to do with health, job opportunities and quality of life
* Building strong and sustainable neighbourhoods: We want to maintain safe, clean and cohesive communities across the borough
1. **BACKGROUND TO REQUIREMENT**

Lambeth Council is seeking to appoint one or more recruitment consultant/s (service provider/s) to assist with the selection of a range of senior level recruitment activities over the next twelve months. This is to support the ongoing transformation and improvement of the council.

We already have one supplier in place for difficult to fill roles (£50k p.a. and above) however we anticipate a range of roles to be filled in 2019 including:

* Strategic Director of Children’s Services(reporting to Chief Executive)
* Strategic Director of Resident Services (reporting to Chief Executive)
* Strategic Director of Finance & Investment (reporting to Chief Executive)
* Strategic Director of Sustainable Growth and Opportunity (reporting to Chief Executive)
* Director Children’s Commissioning and Community Safety (reporting to Strategic Director of Children’s Services)
* Director Strategy and Communications (reporting to Chief Executive)
* Director Business and Resident Services (reporting to Strategic Director of Resident Services)
* Director Performance and Business Improvement (reporting to Strategic Director Finance and Investment)
* Director HR & OD (reporting to Strategic Director Finance and Investment)
* Director Enterprise, Jobs and Skills (reporting to Strategic Director of Sustainable Growth and Opportunity)

The process for selection of Chief Officers is guided by Lambeth Council Constitution and the recruitment procedure for chief officer posts.

We therefore anticipate there will be up to ten recruitment activities the supplier/s will need to support the council. These recruitment activities will require a range of specialisms listed within the scope and deliverables below.

1. **SCOPE OF SERVICES**

The successful service provider/s will play an active role in project managing the appointments process. The main headings for the scope of services could include the following points below:

* Providing advice and guidance to the Council on the process and good recruitment practice
* Preparing Recruitment packs
* Ensuring that a diverse range of candidates from the labour market (reflecting a board range of protected characteristics) are targeted as part of the search
* Conducting Preliminary search and market testing
* Conduct executive search and selection where applicable
* Developing a long-list of candidates where applicable
* Undertaking and evaluating technical assessments where applicable
* Shortlisting candidates following technical assessments where applicable
* Developing options for Interview questions in consultation with the Council
* Preparing and undertaking testing methodology for shortlisted candidates
* Conduct candidate stakeholder engagement with Lambeth partners
* Develop final interviews pack for the appointments subcommittee
* Any further activities the service provider would recommend that would support the recruitment process or requested by the Council’s nominated Contract Manager.

 **Out of scope:**

 There are a number of activities outside the scope of services which will be undertaken by the local authority. Under the provision of advice and guidance the recruitment consultant might be required to advise the Council on such areas as:

* Recruitment advertising (under a separate contract)
* Development of internal reports
* On-site meetings organised by Lambeth
* Hosting of a microsite and other publicity
1. **DETAILS OF SCOPE OF SERVICES**

Table 2 below sets out the deliverables by which the success of the project will be evaluated for the recruitment of positions. The Recruitment Consultant is responsible for the successful project management of the deliverables in accordance with the modes for the delivery.

The Recruitment Consultant will agree the details for the delivery of each deliverable prior to commencement of each phase of the project. Any variations to the project will be agreed in writing by the Council’s Contract Manager. On successful completion of each deliverable the Recruitment Consultant will be invited to submit an invoice.

This proposal is for up to ten campaigns yet to be fully defined.

| **Item** | **Deliverables and activities** | **Mode** |
| --- | --- | --- |
| 1 | Provision of advice and guidance to Lambeth Council management on1. Final job description and person specification
2. Recruitment pack
3. Advertising and Executive search options
4. Technical interviews
5. Stakeholder engagement
6. Testing methodology
7. Interviews
8. Good practice on recruitment and selection
 | Meetings, teleconference and emails |
| 2 | Preliminary search and selection and market testing Ensuring ta diverse range of candidates targeted | Report to management Use of diverse talent pools |
| 3 | Preparing the recruitment pack for prospective candidates  | Hard copy and electronic format |
| 4 | Conducting search and selection including weekly report on progress during this phase of activity (if applicable) | Weekly written report on progress in electronic format |
| 5 | Developing a report and long list of candidates for an appointments subcommittee to consider. | Electronic and hard copy format |
| 6 | Undertaking and evaluating technical interviews with long listed candidatesDeveloping a report for an appointments subcommittee to consider | Electronic and hard copy format where applicable |
| 7 | Developing a short list of candidates for the appointments subcommittee to consider as a report where applicable | Electronic and hard copy format |
| 8 | Developing options for interview questions in consultation with the Council with up to 20 questions covering aspects of the job description and person specification for the appointments subcommittee or panel to consider. Interview questions to be delivered in a report | Electronic and hard copy format |
| 9 | Preparing and delivering testing methodology of shortlisted candidates as agreed by the appointments subcommittee. Following testing a report to be provided to the appointments subcommittee | Electronic and hard copy format |
| 10 | Developing options for stakeholder assessment for an appointments subcommittee to consider for appraising stakeholder feedback | Electronic and hard copy format |
| 11 | Develop a final shortlisted candidates pack including CV and summary report on assessment and stakeholder feedback for interview panel | Hard copy format |

Table 2 - Proposed deliverables and activities

1. **KEY MILESTONES**

Dates will be subject to change but indicative dates are as follows:

|  |  |
| --- | --- |
| **Milestone** | **Date** |
| Commencement of contract | February 2019 |
| Initial meetings with Council  | February 2019 |
| Initial search and selection | March onwards |
| Formal adverts, executive search | March onwards |
| Recruitment support | March onwards |

Table 3 Key Milestones

1. **AUTHORITY’S RESPONSIBILITIES**
* The convening of an appointments sub-committee to support the selection process.
* Provision of any relevant documents including council policies and procedures.
* Contact during the request for quote period is Paul Ewing, Head of Contracts and Programmes pewing@lambeth.gov.uk
1. **VOLUME OF ACTIVITY**

The ten activities are yet to be defined and the council cannot guarantee any minimum spend.

Based on past recruitment exercises, senior level recruitments have included the following:

* Up to four formal meetings of the appointments subcommittee
* 1 Stakeholder event
* Up to 4 additional informal meetings

We do not anticipate every recruitment exercise will require this process.

**APPENDIX A – SPECIFICATION OF SCOPE OF SERVICES**

# CONTINUOUS IMPROVEMENT -

The Service Provider will be expected to use their advice and expertise to recommend improvements to the delivery of the project.

1. **STAFF AND CUSTOMER SERVICE**

The Authority requires the Service Provider to provide a sufficient level of resource throughout the duration of the HR Consultant specialist roles contract in order to consistently deliver a quality service to all Parties.

Potential Provider’s staff assigned to the contract shall have the relevant qualifications and experience to deliver the Contract.

The Potential Provider shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

1. **SERVICE LEVELS AND PERFORMANCE**

The Authority will measure the quality of the Supplier’s delivery by weekly reporting and feedback from councillors and other stakeholders.

Should it be necessary Lambeth or the supplier can cancel services and deliverables not yet provided.

1. **SECURITY REQUIREMENTS**

 Consultants may be required to have a Lambeth ID Badge if on site.

1. **REPORTING**

The consultant will be required to provide a weekly report to the council

1. **PAYMENT**

 Payment can only be made following satisfactory delivery of pre-agreed deliverables.

 Before payment can be considered, each invoice must include a purchase order number, detailed elemental breakdown of work completed and the associated costs.

1. **ADDITIONAL INFORMATION**

 Please refer to the supporting documentation provided by the council including

* [Lambeth Council Constitution 2016-17](http://moderngov.lambeth.gov.uk/ieListMeetings.aspx?CId=738&info=1&MD=Constitution)
* Contract Terms and Conditions provided as a separate attachment Appendix A – Contract Terms and Conditions
* [Lambeth Draft Workforce Strategy](https://moderngov.lambeth.gov.uk/documents/s96786/Draft%20workforce%20strategy%20120618%20MB.pdf)
* [Lambeth Workforce Information 2017/18](https://moderngov.lambeth.gov.uk/documents/s98293/Workforce%20OD%20Report%202017-18.pdf)
* [Lambeth Workforce Pages](https://www.lambeth.gov.uk/elections-and-council/transparency-and-open-data/lambeth-workforce-information)
1. **LOCATION**

 The location of the Services will be carried out at Lambeth Town Hall Brixton Hill SW2 1RW or locations deemed appropriate by the council and consultant.

 **APPENDIX A – LAMBETH STANDARD CONTRACT CONDITIONS**

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**APPENDIX B QUALITY AND METHOD STATEMENT**

The service provider should be able to demonstrate in a written **submission no longer than four A4 pages** in a format you deem acceptable on the following:

1. Demonstrate track record and proposed methodology for senior level recruitment (Strategic Director or director level) recruitment. Please provide examples of where you have conducted successful appointments and what made them successful. (15%)
2. Demonstrate a clear methodology for recruiting a senior officer and how you propose to add value to the council’s recruitment process. (15%)
3. Outline your proposals in identifying candidates from a diverse range of backgrounds and an understanding of the diversity within the London Borough of Lambeth. (15%)
4. Provide your approach to establishing and maintaining effective working relationships with members. (15%)

This will form 60% of the evaluation and each question will be of equal weighting.

The responses will be marked in accordance with the marking scheme below:

|  |  |  |
| --- | --- | --- |
| Score | Rating | Description |
| 0 | No Response | No proposal has been receivedNote: The response is deemed unacceptable. |
| 1 | Unacceptable | A proposal at this rating:* Builds very little or no confidence that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures;
* Builds very little or no confidence that the Tenderer’s approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution.

Note: The response is deemed unacceptable. |
| 2 | Poor | A proposal at this rating:* Raises reservations that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures;
* Raises reservations that the Tenderer’s approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution.

Note: a response at this rating includes reservations which cannot be easily resolved with the Tenderer pre-contract award (i.e. changes which would distort the competition) or during the contract term without impacting time, quality or cost. The response is unacceptable. |
| 3 | Acceptable | A proposal at this rating:* Confirms that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures;
* Provides an acceptable approach/solution to delivering the requirements utilising standard strategies, plans, tools, methods or technologies.

Note: an acceptable response may include minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the competition) or during the contract term without impacting time, quality or cost. |
| 4 | Good | A proposal at this rating:* Builds confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures;
* Provides a good approach/solution to delivering the requirements utilising appropriately tailored strategies, plans, tools, methods or technologies.

Note: a good response may include a small number of minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the competition) or during the contract term without impacting time, quality or cost. |
| 5 | Excellent | A proposal at this rating:* Builds a high level of confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures;
* Provides an exceptional approach/solution to delivering the requirements utilising appropriately tailored and at times innovative strategies, plans, tools, methods or technologies.

Note: an excellent response should not include any reservations. |

**APPENDIX C PRICING DOCUMENT AND SUBMISSION**

Please provide a pricing proposal for up to five campaigns assuming

2 Strategic Director Campaigns

3 Director Campaigns

Please also provide a pricing proposal for up to ten campaigns assuming

4 Strategic Director Campaigns

6 Director Campaigns

Please provide a breakdown and lump sum for these two options.

Please note the above pricing assumptions is for evaluation purposes only.

This will form 40% of the evaluation and will be evaluated using the following formula:

Price Score = (100% - ((Tender Price – Lowest Price)/Lowest Price)) x Price Weighting

If the council choses to select more than one provider, the top two scoring suppliers in price and quality will be selected and the activities would be divided equally (i.e. up to five campaigns per provider)

**TENDER SUBMISSION**

The contact during the request for quote period is Paul Ewing, Organisational Development and Change Manager pewing@lambeth.gov.uk

Tenders should be submitted by email to the email address pewing@lambeth.gov.uk by the submission deadline of **12pm 25 January 2019**.