**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA**

**PROVISION OF TRAINING FOR EMPLOYEES - DEVELOPING DIGITAL SERVICES**

**(Including customer journey mapping with community engagement)**

**(BOTH ONLINE AND FACILITATED)**

**APPENDIX 1 - SERVICE SPECIFICATION**

1. **Introduction**
   1. The Royal Borough of Kensington and Chelsea (RBKC) employees 2,500 staff and has some shared service with Westminster City Council (WCC) and Hammersmith and Fulham Council (LBHF) whose employees have access to certain courses.
   2. The Council’s offers a wide range of services that include adult, children, environment and planning services. Services can be delivered independently or shared in partnerships across the both or all three boroughs to provide high quality services to local residents.
   3. RBKC wants to transform our services, working with the community to co design services that benefit the resident and lead to faster and more efficient service delivery. Residents increasingly expect services to be accessible through on-line forms, applications and tools. Manager and staff need to consider the options for using digital solutions as part of their service delivery working closely with residents to ensure any change meets their needs. The skills we wish to develop include
      * processes and customer journey mapping, importance and value of understanding the customer needs through community engagement
      * agreeing the right outcomes based on thorough analyses
      * writing requirements that are clear and can be communicated to our internal IT team.
      * How to also engage with our residents and customers during implementation stages.
   4. These skills and knowledge will ensure our staff are able to make the best decisions with and for the customer.
   5. The courses are not just about digital in itself, we are looking for staff to think carefully about the end result, keeping the resident at the heart of what we do. The aim is for staff and managers to understand the customer journey, engage fully with end users and listen and act on what they need and want. To this end some courses will be about making sure analysis is accurate and evidenced, requirement for solutions are based on a broad understanding of all the facts.
   6. Courses will need to include the RBKC context and Council protocols for taking ideas forward.
   7. We are aiming for a blended approach for delivery, ideally with the basics being delivered online supported by short engaging skills based courses. Please see suggested outlines below.
   8. The contract will be offered as a 12-month contract and with absolute discretion the Council may, following a review, extend the contract by a period of up to 12 months and may do so again to make a maximum contract length of 36 months. The online products will be accessible to all Council, temporary or agency staff during this period. We are anticipating that we will run more online courses for the basic courses and that we will run 2- 3 courses face to face per year on the other topics. The value for this contract is between £20,000 – £50,000

**Courses**

Below are suggested course outlines**.** We are also open to suggestions from your experience on what works in developing capability**.**

**1. Analysing your customer journey**

User research and analysis techniques to understand the current and future customer journey, impacts on residents, customers, other services, resources including cost implications. How working with the community can benefit the development of new service solutions, methods and skills to engage residents in service re design, listening, finding the right channels, ensuring all groups of the community have a voice, including existing and potential customers

**2. What is digital and how can I use it**

Probably delivered as online module(s), to develop an understanding of how digital technology is impacting the business, what it can do for the customer, limitations, risks and some of the key terminology.

changes to business processes using digital technology, testing and checking before implementation. Use of various models. An element of horizon scanning to highlight the future potential of digital technology.

**3. Writing a Business case**

The art of writing abusiness case for a change process or service particularly for digital enablement. What information needs to be provided, how to build your case and engage with your audience.

**4. Writing Requirements**

What will be needed to enable the digital technical team to build the right solution for the change. How to ensure this is clear and concise and describes the output that needs to be delivered.

**5. Measuring and reporting for success based on a clear purpose**

Raising awareness and understanding of identifying the means to define measureable indicators of positive change and how these can be used as early warning signs to indicate if further interventions are needed. Ensuring that any new digital solution can be measured for impact on both customer and financial benefit.

1. **Scope and method of the training**
   1. Both online and facilitated training needs to be highly interactive and engaging using a variety of learning techniques such as scenarios, video and quizzes.
   2. A briefing will take place where the content of the training and the shape of the programme will be agreed between RBKC and the provider at the beginning at the contract. Quarterly review meetings will take place to ensure that the programme is up-to-date and relevant. There may also on occasions be a need to design facilitated courses for specific service groups
   3. The booking of events will be co-ordinated by the Learning and development team
2. **Facilitated learning - Programme Frequency**
   1. All programmes will run based **on demand** and subject to financial constraints.

An indication of the value is given in paragraph 1.6

* 1. We expect there to be a maximum of 15 attendees per workshop on the facilitated training and we would work with the chosen provider to ensure the schedule allows the subject matter covered to be delivered by one trainer.

1. **Online Learning Requirement** 
   1. That the licence use covers the use of online element and ideally there is no limitation placed on the use of the modules.
   2. Ensure the e-learning material is able to be unloaded onto our Learning management system (Success Factors) and is SCORM 1.2 2004 compliant.
   3. Ensure upgrades are done with notification and discussion with the learning and OD team and that every effort is made to ensure disruption is at a minimum and completed over weekends where possible.
   4. Tailor the online package to give Learning Centre/ Council branding to the package.
   5. The online package is compatible with desktop and mobile devices
2. **Programme requirements**

The successful provider will:

* Be responsible for promoting the online evaluation process following each completed training module
* Produce all materials for attendees
* Use training methods that are proven to support and convey theory and practice
* Allow for reflective learning during the training period
* The provider must ensure all learning materials can be adapted to ensure those with visual and or hearing impairments can gain benefit of the programmes
* We would ask providers to promote our other training courses and additional learning material at the end of the course
* Providers will need to provide 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 |
| Evaluation online | Promote at the end of the course | The provider and Learning and Development Team |
| Review meetings | Quarterly | The provider and Learning and development team |
| Online learning will be reviewed periodically to ensure it includes the latest best practice | To be discussed at the quarterly review meetings | The provider and Learning and Development team |
| Any technical issues will be dealt with promptly within one working day | To be discussed at the quarterly review meetings | The provider and Learning and Development team |