

**CABINET MEMBER FOR RESOURCES, ENTERPRISE AND
ECONOMIC DEVELOPMENT (DEPUTY LEADER)**

AGENDA

DATE: Wednesday, 17 October 2018

TIME: 9.00 am

VENUE: Meeting Room - Civic Centre, St Luke's Avenue, Harrogate, HG1 2AE

MEMBERSHIP: Councillor Graham Swift (Deputy Leader and Cabinet Member for Resources, Enterprise and Economic Development)

1. Single Supplier for Leadership & Management Programme: 1 - 16

The Head of Organisational Development and Senior Organisational Development Officer to submit a written report.

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REPORT TO: Cabinet Member for Resources

DATE: 17th October 2018

SERVICE AREA: Organisational Development and Improvement

REPORTING OFFICER: *Head of Organisational Development*
Kay Atherton
Senior Organisational Development Officer -
Angela Holmes

SUBJECT: Single Supplier for Leadership & Management Programme

WARD/S AFFECTED: ALL DISTRICT

FORWARD PLAN REF: N/A

1.0 PURPOSE OF REPORT

- 1.1 To seek approval from the Cabinet Member for an exemption to the Contract Procedure Rules for Xenonex to be appointed to supply leadership and management training.

2.0 RECOMMENDATIONS

- 2.1 That Xenonex is appointed to provide the services outlined in this report, via an exemption from the requirement to go to tender and use a single supplier, granted in accordance with 7.5 of the council's Contract Procedure Rules.
- 2.2 That the Cabinet Member approves a 12 months contract with Xenonex based on the costs outlined in confidential [Appendix 1 – Quote Xenonex](#)

3.0 RECOMMENDED REASON FOR DECISIONS

- 3.1 With reference to 7.5 of the Contract Procurement Rules, the exceptional circumstances which justify this are as follows:
- Xenonex have built an excellent relationship with the council having delivered a successful Leadership programme to date. The programme was delivered with both quality and cost at the forefront of the process. The company understands the council requirements and have already facilitated the start of the journey towards cultural change and transformational leadership.

- The next phase with the assistance of Xenonex will be to develop and deliver the programme using internal resources. This will be an opportunity to develop our employees' skills, continue the leadership journey with a wider audience, work to embed our culture change and make substantial savings on the programme delivery.

4.0 ALTERNATIVE OPTION CONSIDERED AND RECOMMENDED FOR REJECTION

4.1 We invite companies to bid to deliver the specified programme. This is not recommended as the process to appoint is more lengthy and costly and may not align with the existing programme delivered to date. It also does not meet our objective to deliver the programme internally in the future.

5.0 THE REPORT

5.1 A procurement process was undertaken within the council to secure an organisation to deliver a Leadership & Management programme to the senior management teams of the council. The bid outlined each of the criteria required to deliver this programme. Xenonex was the successful company during that process.

5.2 The council is committed to adopting a culture of continuous improvement and recognises that this requires a new type of leadership style and approach. Embedding continuous improvement demands a visionary style of leadership where Leaders demonstrate entrepreneurial drive for service innovation, build and maintain complex partnerships and have the capability to bring others along.

5.3 Xenonex were successfully procured and delivered an innovative leadership development programme that stimulated continuous self-improvement in performance, skills and capabilities that were visible and had measurable outcomes.

5.4 Xenonex have continued to build an excellent relationship with the council having delivered a highly successful Leadership programme to date with both the Management Team and 38 direct report managers. A full evaluation of the impact on the development programme was conducted by Angela Holmes. The positive results of that evaluation can be found here in [Appendix 2 – Evaluation of Leadership Programme.](#)

5.5 This contract would be an opportunity to share knowledge and skills which would take the council on route to deliver the programme internally with Xenonex facilitating in the first phase to “Train the Trainer”. The [Appendix 3 – programme proposal 12 months](#) will deliver 3 cohorts to 60 delegates with the final cohort fully delivered using internal resources and existing partners - Yorkshire Accord.

6.0 REQUIRED ASSESSMENTS AND IMPLICATIONS

- 6.1 The following were considered: Financial Implications; Human Resources Implications; Legal Implications; ICT Implications; Strategic Property/Asset Management Considerations; Risk Assessment; Equality and Diversity (the Public Sector Equality Duty and impact upon people with protected characteristics). If applicable, the outcomes of any consultations, assessments, considerations and implications considered necessary during preparation of this report are detailed below.
- 6.2 **Financial Implications** The cost of the training is to be met from the growth of £50k which was added to the base budget for 2019/2020.
- 6.3 **Legal implications:** The corporate procurement unit have been consulted and advised that the reasons for seeking a single supplier approval are justified as the market had been tested.
- 6.4 **Human Resources:** There are no human resources implications.
- 6.5 **Strategic Property/Asset Management Considerations:** There are no Strategic Property/Asset Management Considerations.
- 6.6 **Risk assessment:** The risks of appointing a single supplier are low.
- 6.7 **Equality and Diversity:** There are no equality and diversity implications.

7.0 CONCLUSIONS

The council is committed to the success of our Transformation 2024 Roadmap and to do so we must have a whole council approach to achieve our vision. We must use the full range of interventions to support our leaders and managers which will ensure that the organisation is able to develop the skills and culture to drive forward change in a positive and productive way to improve service delivery and performance. By taking the opportunity to invest at this stage will ensure we can make savings in long term and see a full return on investment.

Background Papers – [Appendix 1 – Quote Xenonex](#) [Appendix 2 – Evaluation of Leadership Programme](#) [Appendix 3 – programme proposal 12 months](#),

OFFICER CONTACT: Please contact Angela Holmes if you require any further information on the contents of this report. The Officer can be contacted at the Organisational Development by telephone on 01423-(500 600 ext 58048) or by e-mail – angela.holmes@harrogate.gov.uk

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Subject/ title:	Evaluation of Accelerate Management Excellence – Cohort 1 & 2
Prepared by (staff contact):	Angela Holmes – Senior Organisational Development Officer
Service/ project :	Organisational Development & Improvement
Date:	26 February 2019

Background information:

The council is committed to adopting a culture of continuous improvement and recognises that this requires a new type of leadership style and approach. Embedding continuous improvement demands a visionary style of leadership where Leaders demonstrate entrepreneurial drive for service innovation, build and maintain complex partnerships and have the capability to bring others along.

Improving our performance can only be achieved by developing high performing and cohesive teams. After an Horizon Scanning Workshop with Management Team, the style of leadership identified was Transformational Leadership. The facets of which would include:-

- Works towards a **Vision**
- Act with **authenticity** & honesty
- Adopt a **growth mindset**
- Promote **creativity** and new ideas

The leadership and management programme was designed and the company Xenonex was procured to deliver the training. In June 2017 the Management Accelerate Excellence programme commenced. Managers requested to attend were identified by their Heads of Service. The groups were split into two cohorts. Cohort 1 started June and completed October 2017. Cohort 2 November 2017 and completed April 2018. A total of 38 managers attended the programme. The programme consisted:-

3 Workshops

- Workshop 1 – Awareness & Establishing High Performing Team Behaviours
- Workshop 2 – Accountability and Responsibility
- Workshop 3 – Coaching Conversations

3 E-Learning Modules

- You as a Leader and Manager
- How to delegate Effectively
- Coaching Conversations

3 x 1:1 Coaching Sessions

- Within the coaching session delegates received feedback on EQi Reports, 360 Appraisal Feedback and their personal Strengthfinder Report

Key information (what is happening/ what are we doing):

An action was highlighted at the Team HBC board that on completion of the programme, the lead officer would evaluate the programme and the impact it had on the individual, their line manager and direct reports and the council. The evaluation process was assessed using a four step framework:-

- Level 1 – Reaction and Satisfaction
- Level 2 – Knowledge
- Level 3 – Behaviour
- Level 4 – Impact and ROI

Gathering the data

1) Evaluation

Participants who attended the second cohort were sent immediately after the last workshop an evaluation to complete. The evaluation requested information on their skills and knowledge from the 3 workshops they had attended. The survey captured satisfaction with the experience (Level 1) and new knowledge and skills acquired (Level 2). An opportunity to give feedback in a free text box was also added to answer three additional questions. They were “What did they like best about the workshop?”, “What did they like least about the Workshop?” Please list one specific skill or concept that you have learned during this Workshop and describe how you will apply it in your work”

18 feedback evaluation forms were sent out. A total of 61% were returned within timeframe.

2) Knowledge and Behaviour

A sample selection of participants from Cohort 1 were contacted to participate in a 1:1 interview. Six questions were asked during the interview (Level 2) with an additional question on behaviour based on their 360 feedback (Level 3).

In addition to interviewing the attendees, line managers and direct reports were also contacted and via a face to face/telephone interview, feedback was sought on behaviour changes (Level 3) and for direct reports performance improvements. There was also an opportunity to feedback on other improvements and benefits as a result of the delegates participation in the programme. Four Senior Management (1 Director and 3 Heads of Services) were interviewed and 10 direct reports.

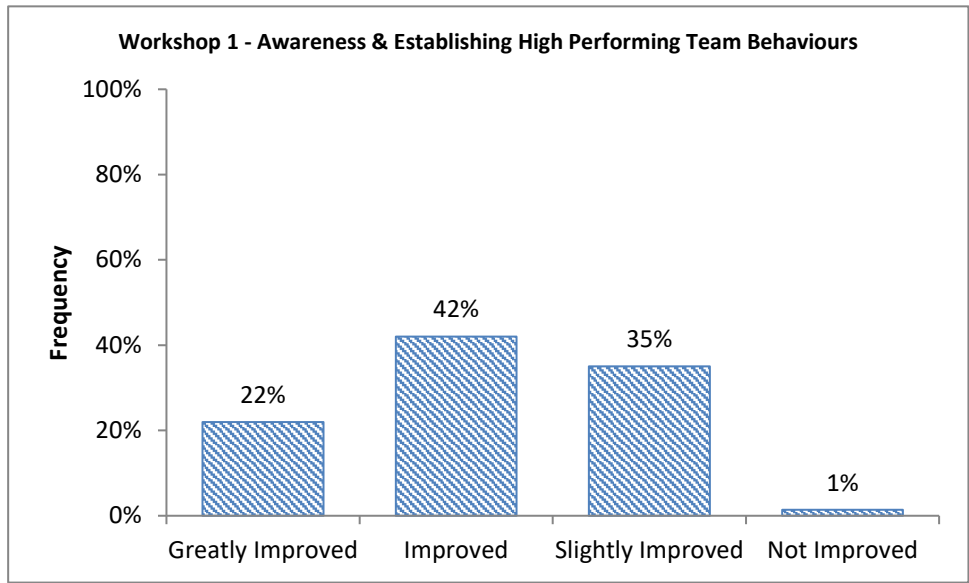
Impact and ROI

The final part of the evaluation was to assess the impact and return of investment for each Cohort. The areas examined were retention, new responsibilities, promotion or been assigned to new project teams or boards, participating in the coaching and mentoring scheme, meeting targets within performance objectives and clarity of own career objectives and goals. Evaluating the execution of the programme will require teams to identify performance measures that could be impacted by leaders behaviour, as well as competencies or skills for which we are training. The benchmarks for these will be available from the Employee Survey which is planned for September 2018. The goal for this will be to identify tangible indications. It will be possible to benchmark against improvements in communication or decision-making which will in turn determine how well the training program has achieved its objectives.

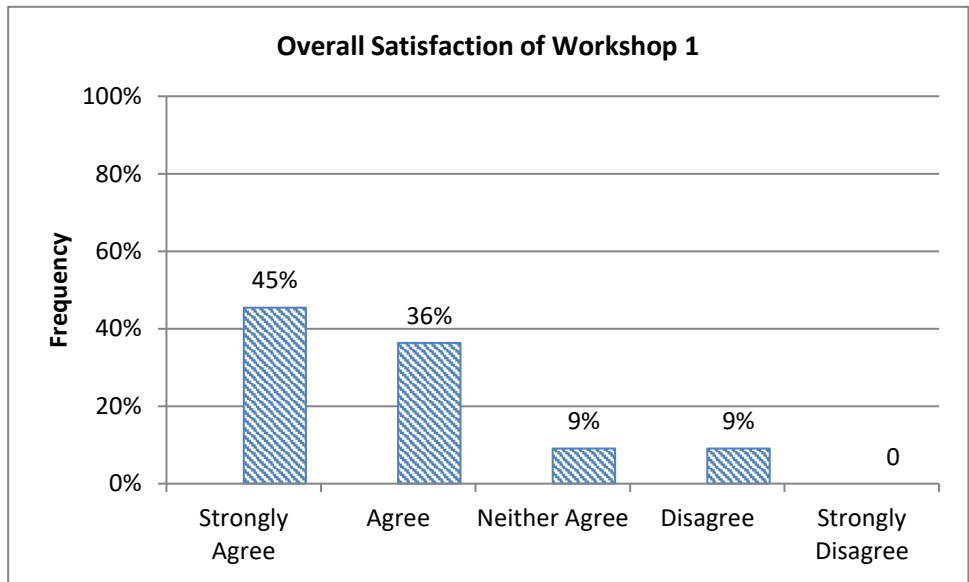
Results from Cohort 2 - Questionnaires

Workshop 1 –Awareness & Establishing High Performing Team Behaviours

In response to the first workshop, evaluation the results were as follows:-



Overall satisfaction rating for Workshop 1



Free Text Themes from Workshop 1 included:-

The Best thing about attending the workshop: - “Meeting Managers from across the council” was a recurring theme with ,“focussing on the positives” and participants enjoyed the “relaxed atmosphere”. “Focussing on strengths and playing to them” The least liked from the workshop was “pre-course work needed to be completed was time consuming” and “not always been realistic about the amount of time invested”. When listing a concept or skill they had learned from the workshop, reference was made to “self-awareness” “Acceptance of strengths”

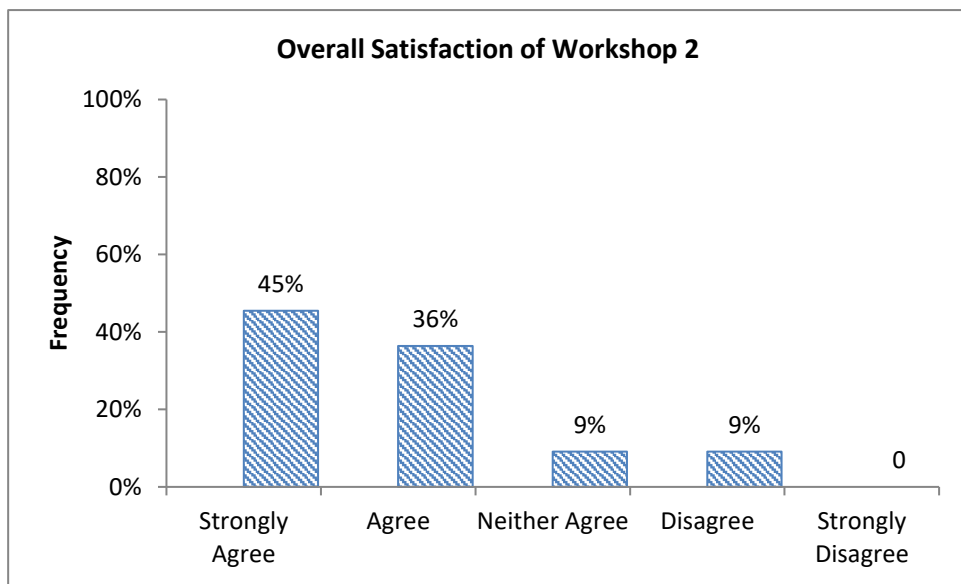
“supporting team members and better understanding their teams” “delegating better” and “seeing the strengths within their teams”.

Workshop 2 Accountability & Responsibility

In response to the second workshop, evaluation the results were as follows:-



Overall satisfaction with this workshop was very high with the following results:-

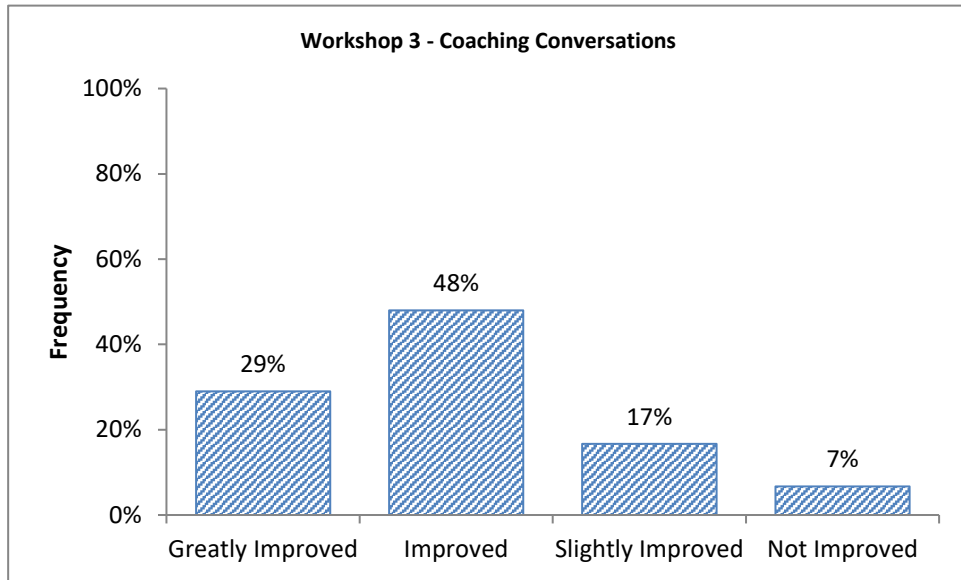


Free Text reponse to Workshop 2 included:-

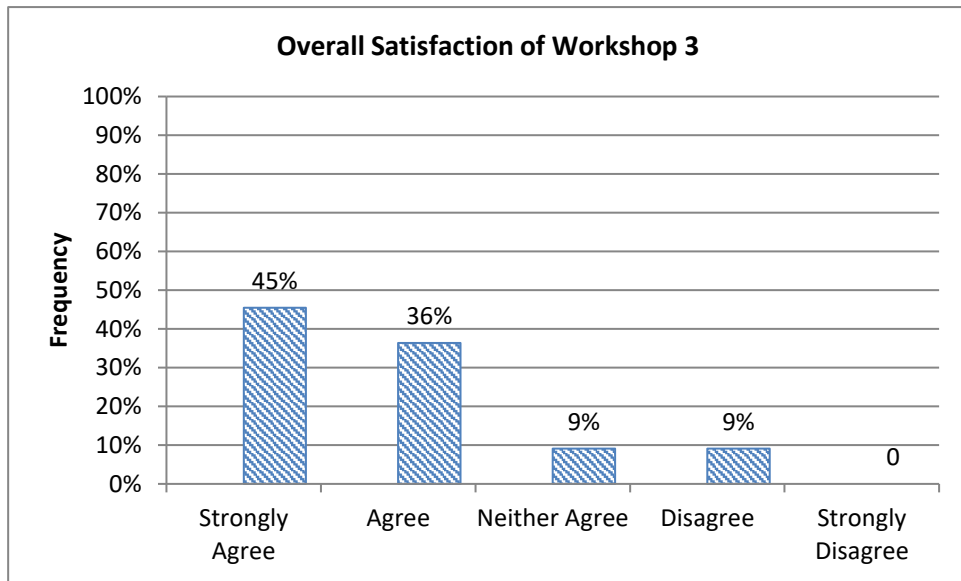
Themes for the best thing about the workshop included “a better understanding of how the Parent Adult Child relationship”, “helping course members prepare and advice for difficult conversations”, “gaining a better understanding of the standards of behaviour to improve service delivery”. As with previous workshops, the pre-course and it not been used during the session, was an issue.

Workshop 3 – Coaching Conversations

The third workshop showed the following results:



Overall satisfaction with this workshop was as the follows:-



Free Text reponse to Workshop 3 included:-

Themes from the free text responses were around “better active listening” “a better understanding of the importance of open/closed questions” “understanding the importance of having the conversation – good conversations”.

Overall results

The response to each of the questionnaires has shown a high level of satisfaction with the

workshops, including the content and level of instruction. Knowledge and skills (Level 2) have seen a significant improvement as a consequence of their attendance. With the same key themes coming through from each participants around the importance of coaching and how they are using these skills in their day to day job.

Cohort 1 – Knowledge and Behaviour – Level 2 and Level 3

Interviewing process

Interviews were arranged with Cohort 1 (35% of the group) with representation from across the services. All interviews with participants of the programme were asked a series of questions to highlight knowledge (level 2) and behaviour change (level 3).

In addition, interviews were conducted with three Heads of Service and one Director to discuss the impact of the programme on their managers who had attended the programme.

A further group were selected who were direct reports of managers who attended and asked to answer two questions (this group was identified from their feedback on 360 Appraisal).

Cohort 1

Participants were asked to talk about their experience on the leadership programme and were prompted by questions from the interviewer. All expressed their enthusiasm for the opportunity to attend the programme and spoke about their knowledge and skill development since attending the programme. The overall feedback was that they had gained as a result of the programme. Themes highlighted included increased knowledge and gained confidence particularly as a result of the 360 feedback. Changes to their leadership style included the use of a coaching style and delegation, delegating better and developing their own teams. Having people from across the organisation together was also positively received and relationships were formed as a result. The e-learning modules were extremely useful but overall feedback was that they were quite time consuming – with some sessions taking around 1½ hours to complete – the modules were often done outside of working hours due to work commitments. Quality of instruction was considered to be good and participants got an enormous amount out of the Strengthfinder, EQi and the 360 feedback and the coaching sessions conducted by Steve Barry. There was only one negative feedback relating to the 1:1 coaching session. This related to some feedback that appeared to be repeated to more than one participant. As a result they felt the session was more standard then bespoke to the individual.

Line Managers Feedback

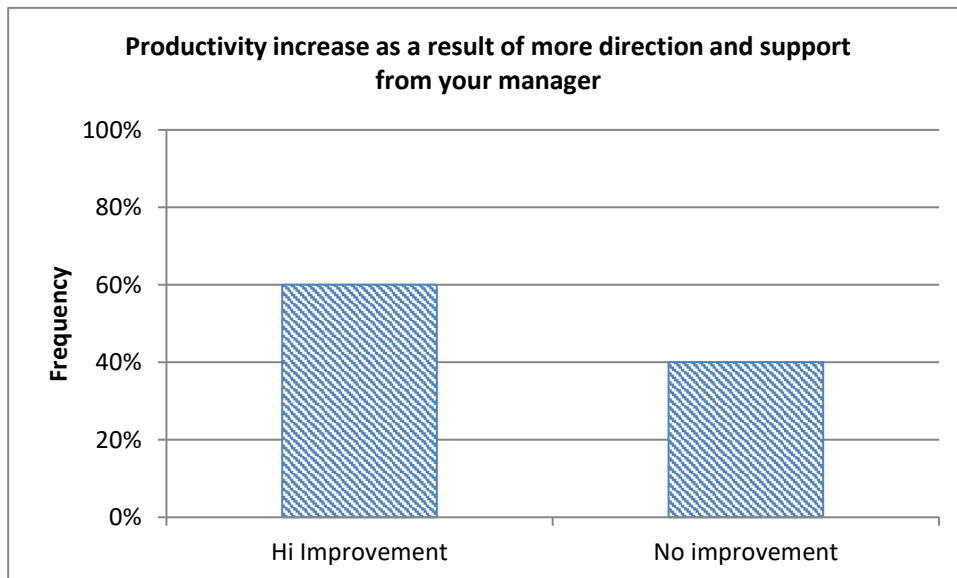
The feedback from the line managers highlighted an improvement in how managers work better together as a management team. They spoke about open and honest feedback. They highlighted that there are areas still to work on but with the right development and direction gained from their managers attending the programme, they have been able to identify talent development opportunities for succession planning. All spoke of a confidence from their managers as a result of their attendance.

Direct Reports Feedback

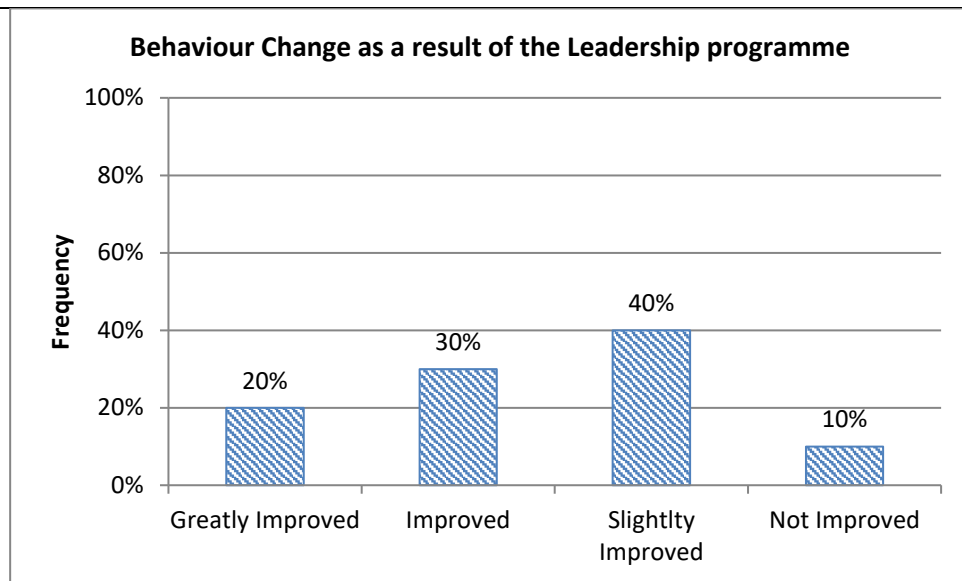
From the 360 Feedback report direct reports were asked to give their feedback in response to the following questions.

1. Question A - Productivity has increased as a result of more direction and support from their managers?
2. Question B - Behaviour change - based on our Standards of Behaviour do you see a change in behaviour from your manager since attending the leadership programme? – (thinking about 360 feedback)

The result for the productivity question were as follows:-



On the question of behaviour improvements the following results were seen:-



In addition comments from direct reports talked about more frequent 1:1s were now happening as a direct result of the programme. Managers were open to listen and try new things and delegation had improved with task completed without interference.

Overall Results

In summary participants have said that developing awareness of individual strengths and weaknesses, encouraging efforts to improve as a leader and offering tools for supporting those efforts back in the workplace has been a key part of their journey on the programme. For those who did not perceive that they had strong developmental needs when first approached, the programme provided feedback on numerous dimensions with the 360, EQi and Strengthfinder. This helped to stimulate these individuals to at least work on refinement in one or two areas. For those new to their positions, the programme was an opportunity to maximise the natural learning that is occurring on the job and built confidence in their role. For those late in their careers, it gave a reenergising experience for an opportunity to assess their careers and think about the next stages of their lives. The feedback, reflections and support provided by the programme allowed participants to examine the issues they face in their jobs more closely.

As a direct result of the development programme 12 of the 35 delegates have either become or put themselves forward as coaches on the internal scheme and through the partnership of Yorkshire Accord. The impact of internal coaching and mentoring and its monetary value can be found [here](#) with a report that was produced by Kathryn Blenkinsop OD Assistant. In the report it highlights the return of investment that can be identified as a direct result of coaching.

The next phase will be to identify the new cohorts for 2018/2019.

Appendix [Course outline - Accelerate Management Excellence](#)

Contents	Coaching	Workshop	E-Learning	Strengthfinder Report/EQi/360 Feedback	Costs	Timescales
Xenonex Programme Cohort 1 20 Delegates	Xenonex 3 x 1:1 Coaching Coaching 1: *EQi Report & **Strengthfinder Coaching 2: 360 Report Feedback and Personal Development Plan Coaching 3: Follow up Development Plan EQi – Completed by delegate. Feedback at first coaching session. *Strengthfinder Report – Feedback at first coaching session.	Xenonex Workshop 1: Awareness & Establishing High Performing Team Behaviours Workshop 2: Accountability and Responsibility Workshop 3: Coaching Conversations	Xenonex 3 x E-learning module 1) You as a leader and manager (Month 1) 2) How to delegate effectively (Month 2) 3) Coaching Conversations (Month 3)	Strengthfinder Books supplied by Amazon 360 Feedback – supplied by Appraisal360. EQi Report – supplied by MHS	Xenonex Contract Price: 3 x half day workshops = £3000 3 x coaching sessions for 20 people = £300 x 20 = £18,000 EQ report = £45 x 20 = £900 3 x e-learning modules =£3,000 TOTAL: £24,900 (plus VAT) In addition:- Strengthfinder purchased from Amazon.20 =£179.60 360 Appraisals 20 = £1360.00 GRAND TOTAL: £26,239.60 plus VAT	<ul style="list-style-type: none"> Report to Management Board – approval of development programme and Single Supplier 10th Sept 2018 Report to Cabinet Member – approval of single supplier 19th Sept 2018 Based on approval given Cohort 1 commences Oct 2018 – Feb 2019 Heads of Service to agree who they wish to attend from their service based on a strict criteria of essential requirements
Mixed Programme with External and Internal resources Cohort 2 20 Delegates	Internal 3 x 1:1 Internal Coaching Coaching 1: *Strengthfinder Coaching 2: 360 Appraisal Report Feedback and Personal Development Plan Coaching 3: Follow up Development Plan (6 month period) *Strengthfinder Report – Feedback at first coaching session. 1 x 1:1 EQi Practitioner delivers report. Completed by delegate, feedback by EQi specialist(s)	Xenonex Workshop 1: Awareness & Establishing High Performing Team Behaviours Workshop 2: Accountability and Responsibility Karen Hickman – Yorkshire Accord Workshop 3 Coaching Conversations (in keeping with our internal coaching techniques)	Xenonex 3 x E-learning module 1) You as a leader and manager (Month 1) 2) How to delegate effectively (Month 2) 3) Coaching Conversations (Month 3 developed internally)	Strengthfinder Books purchased from Amazon. 360 Feedback supplied Appraisal360. EQi Report – supplied by MHS	Xenonex 2 x Half day workshops - £2,000 2 x E-learning modules = £2,000 Karen Hickman 1 x coaching development for internal coaches = £650.00 1 x half day workshop and additional half day development for coaches = £650.00 Summit Training EQi EQ report = £45 x 20 = £900 EQi Training = £1375.00 plus VAT In addition:- Strengthfinder 20 =£179.60 360 Appraisals 20 = £1360 GRAND TOTAL: £8,464.60 plus VAT	<ul style="list-style-type: none"> Summit Training – Certified Practitioner training for internal specialist – Various dates – Sept 2018/Oct 2018 Jan 2019 Karen Hickman delivers Internal Coaching Development for identified coaches to form a Leadership and Management coaching pool Delivers Coaching Conversations workshop – January 2019 Cohort 2 commences Feb - June 2019
Internal Resourced Cohort 3 20 Delegates	Internal 3 x 1:1 Internal Coaching Coaching 1: *Strengthfinder Coaching 2: 360 Appraisal Report Feedback and Personal Development Plan Coaching 3: Follow up Development Plan *Strengthfinder Report – Feedback at first coaching session. 1 x 1:1 EQi Practitioner delivers report. Completed by delegate, feedback by EQi specialist(s)	Internal delivered and developed internally by OD&I Team Workshop 1: Awareness & Establishing High Performing Team Behaviours Workshop 2: Accountability and Responsibility Workshop 3: Coaching Conversations	Internal (developed for MYLO) 3 x E-learning module 1) You as a leader and manager (Month 1) 2) How to delegate effectively (Month 2) 3) Coaching Conversations (Month 3)	Strengthfinder Books supplied Amazon. 360 Feedback – supplied by HBC developed internally EQi Report – supplied by MHS	Internal Strengthfinder 20 =£179.60 EQi Reports = £45.00 x 20 = £900 Officer time – delivering 1:1 EQi report Officer time – delivering 1:1 coaching Learning Pool 250 Licence E-Learning modules contract with = £3,000 GRAND TOTAL: *£4,079.00 plus VAT *this does not take into account officer time	<ul style="list-style-type: none"> Cohort 3 commences – Sept - Dec 2019 Development of E-learning Modules – April/May 2019 (Coaching Conversation already developed September 2018) Development of internal 360 Appraisal template (launched to the wider council) June 2019
Administration	Internal Coaching sessions booked with Corporate Workplace Support team	Internal Workshops recorded on Trent and booked by delegate team				

On-going ad-hoc additional costs: External resourced programme only for any staff member Head of Service and above

3 x 1:1 Executive Coaching (Strengthfinder Report and 360 Appraisal delivered at Coaching 1 & 2)
1 x EQi Assessment

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