

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