

TEST VALLEY BOROUGH COUNCIL

HEAD OF SERVICE'S DECISION

*Andrew*

Committee: Executive  
Chairman: Councillor Ian Carr  
Head of Service: Personnel - Margaret Smith

SUBJECT

Waiving of Contract Standing Orders

REASON FOR URGENCY

(After consultation with the Chief Executive)

1. Final negotiations on the fees were only concluded on 11 April 2003 and it is seven weeks until the next Executive.
2. Would like to start work as early in May as possible because the need for management development has been identified by two external assessors and was a condition imposed by members when they agreed the pay adjustments to the salaries of Heads of Service and above in May 2002.
3. The renegotiated fees could result in a potential saving of £20,000 on an initial fee of £90,000.
4. Funding is available and planned from existing budgets.

DECISION

(After consultation with the Chairman (or in his absence the Vice-Chairman), who has not requested that the matter be referred to a special meeting of the Committee).

- \* Exemption be given from the requirement to obtain quotations and tenders in accordance with Contract Standing Order 111 Fb) (ii) for the reasons outlined above, and in the attached report, and that a contract be awarded to Staged Coaching for the provision of a management development programme.

Chief Executive's/  
Director's Signature: ..... *Alan Jones* ..... Date: 16.04.03

Chairman's/Vice-Chairman's  
Signature: ..... *Shaw* ..... Date: 16.04.03

Chairman's/Vice-Chairman's  
(Overview & Scrutiny Committee)

Signature: ..... *Anthony Hope* ..... Date: *16/04/03*

Head of Service's

Signature: ..... *M. J. Smith* ..... Date: *17.4.03*

Reported to Committee on ..... Date: .....

**DISTRIBUTION**

1. Chief Executive
2. Corporate Director (BS)
3. Corporate Director (RT)
4. Head of Legal Services
5. Head of Administration (original for report to Committee)

**BACKGROUND PAPER:** .....

## ITEM

## Management Development Programme

The purpose of the report is to provide supporting information for the Head of Service Decision to waive contract standing orders.

### Report of the Head of Personnel

#### 1 Background

- 1.1 The need for improved management development was identified in both the 2001 Employee Opinion Survey and IIP Assessment and when adjustments were made to the salaries of Heads of Service and above on 1 April 2002 they were linked to an improved management development process (Employment Committee 1 May 2002). Having given detailed consideration to the most effective way in which managers could be developed in October 2002 Management Team set up a working group, comprising one Corporate Director and four Heads of Service, to assess a range of providers.
- 1.2 Five consultants were invited to address the working group on how they would approach management development in the Council.
- 1.3 Further in-depth interviews were held with two of the consultants who were asked to explain how they would approach the following elements of a programme.
  - i) Identifying the current culture of the organisation ie: the attitudes, beliefs, values, behaviours that underpin the management of the Council.
  - ii) Identifying the type of culture appropriate for the Council and how it differs from the existing culture.
  - iii) Identifying the management Competencies at the level of senior, middle and junior management required to reflect the desired culture.
  - iv) Measuring managers against the Competencies and identifying development needs and ways in which these can be satisfied.
  - v) Effectively incorporating the management Competencies into the appraisal scheme (Performance and Development Discussion).
  - vi) Ensuring the sustainability of the programme over the long term not only for existing managers but also in a way in which new managers can be brought in as quickly as possible.
- 1.4 The two organisations would take very different approaches - one had a largely 'off-the-shelf' approach, the other was a bespoke programme, which would be designed involving our own managers, and would be totally flexible. The group felt that the latter was more likely to be sustainable over future years, which was one of the fundamental requirements.

- 1.5 Both organisations were asked to submit a proposal. The cost of the preferred provider was £90,000 over two years; the other was £69,000 over six months. The preferred provider has now reduced his costs to a minimum fee of £66,500 and, if not, completed, £4,000 per month thereafter which represents a potential saving of £23,500 on the original price.

## **2 Issues**

- 2.1 Because of the nature of the service being provided, it has not been possible to follow the normal procedures of inviting either written quotations or tenders from at least six bodies.

## **3 Debate on Issues**

- 3.1 Many consultants are able to provide a management development programme of the 'sheep dip' variety but these have been tried and failed in the past. If a programme is to be of any value it needs to be supported by all managers and sustainable over the long term. The Working Group felt that, having considered five different organisations, only two were capable of doing this and, following further in-depth interviews, only one of those could fulfil our needs.
- 3.2 The payments have been structured so that they can be met from the corporate training budget held by the Personnel Service.
- 3.3 Although, Heads of Service and above will initially be involved, the programme is designed in such a way that it can be rolled out to other managers in future at minimal cost.
- 3.4 Staged Coaching is a local company and it is clearly desirable to support local businesses. The consultants will also be working very closely with the Council and, therefore, will get a genuine feel of needs and aspirations.
- 3.5 Monitoring and evaluation is essential to assess the value of the programme. This will be on-going having agreed key performance indicators in advance. Additionally, the existing Employee Survey arrangements and regular IIP Assessments, not to mention future peer group reviews, will provide external measures. IIP have recently introduced a model for 'Leadership and Management in People' which will be an optional assessment for organisations in future which the Council may wish to undergo.

## **4 Resource Implications**

- 4.1 All costs can be met from the existing corporate training budget for 2003/04, 2004/05 and, if necessary, 2005/06. There will also be sufficient funding to run the Council's core programmes.

## **5 Corporate Objectives and Policy\Key Decision**

- 5.1 To encourage well-trained and committed staff develop their potential and listen to their needs and ideas.

## **6 Consultations**

6.1 Management Team and Unison have been consulted.

## **7 Conclusion**

7.1 Management development should be on-going in any organisation but to be truly effective all development should be set against a common culture and competencies. A need to develop our managers more effectively has been identified in at least two independent assessments. The proposed management development programme will meet the Council's needs and will be sustainable over the long term.