

# WEST DUNBARTONSHIRE COUNCIL

## Report by Executive Director of Corporate Services

Tendering Committee: 17<sup>th</sup> February 2010

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**Subject: Leadership Development Programme**

### **1 Introduction**

- 1.1** This report advises on the outcomes of a tendering process for the development and delivery of a Leadership Development programme and seeks approval to accept the recommended provider.

### **2 Background**

- 2.1** A tender exercise was initiated during August 2009 with submissions being received from ten potential providers covering a combination of external consultancies and leading Universities.

### **3 Main issues**

- 3.1** The tender specification comprised development of the programme content, delivery of the programme through a work based learning approach, access to additional learning resources, coaching support, the provision of conducive learning facilities, and opportunity for a recognised accreditation.
- 3.2** Each submission was evaluated based on the following predetermined criteria which were notified to bidders in advance :
- Programme quality and content
  - Partnership working
  - Added value
  - Financial costs
  - Administration
- 3.3** An overview of the evaluation scores is illustrated at Appendix A. Whilst the costs of any programme is important and needs to represent value for money, greater emphasis was placed on ensuring the programme quality and delivery addressed the strategic drivers and requirements from a programme of this kind.
- 3.4** From the submissions received two potential providers were identified. As an opportunity to explore and clarify aspects of the proposed programmes further, both providers were invited to deliver a presentation and discuss their approach with the Executive Director of Corporate Services, Head of Human Resources and Organisational, and the Manager of Organisational Development:

**3.5** Following this, LeadCentric were identified as the preferred provider due to their strong and innovative approach to the development programme, combined with the added value for money aspect of developing all senior managers within the targeted group (approximately 45-50 managers), and a strong commitment to initiate development and delivery of the programme within a short timescale.

#### **4 Personnel issues**

**4.1** The implementation of a robust leadership development programme will be crucial in driving forward our leadership behaviours and strategic management practice, developing transformational leadership and people management styles, and ultimately facilitating a positive impact on the performance and culture of the organisation.

#### **5 Financial issues**

**5.1** The proposed programme represents good value for money due to its innovative and blended learning approach as well as having the capacity to collectively develop all senior managers to third tier level (the CMT, Heads of Service, and Service Managers) over a 12 month timeline.

**5.2** The total programme costs are £48,550 representing an individual participant cost of £1055. Provision for this is contained within the Human Resources & Organisational Development budget within Corporate Services.

#### **6 Risk analysis**

**6.1** The lack of a structured development programme which develops our leadership and management capabilities will impede our aims to deliver Best Value, increase organisational performance, improve leadership and strategic management practice, and facilitate change within our organisational culture.

**6.2** The risks of not investing in a programme of this kind could potentially be higher than the financial costs. It is essential that we demonstrate significant progress in addressing the outcomes of Best Value, establish an ongoing commitment to meet the Best Value principles, visibly respond to feedback from the Employee Survey, and deliver a commitment to senior managers by investing in their development. Managers cannot be expected to exceed performance and service delivery expectations and address the strategic challenges faced by the Council, without provision of sufficient development opportunities to strengthen their capabilities.

**6.3** Factors such as the financial stability and the capacity of the potential providers to deliver the programme were factored into the evaluation.

#### **7 Conclusions and officers recommendations**

**7.1** The implementation of a strong and innovative approach to leadership development is a fundamental part of our aspirations and plans to strengthen

the strategic management of the Council. Developing the leadership capacity and capabilities of our senior managers, to facilitate organisational change through strong leadership skills and behaviours, will be essential to achieve significant improvement and change.

- 7.2** The Committee is asked to approve the awarding of the contract to LeadCentric.

**Joyce White**  
**Executive Director of Corporate Services**

**Date: 3<sup>rd</sup> February 2010**

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**Appendices:** Appendix A: Tender evaluation scores

**Background papers:** None

**Wards affected:** None