



Report of: Libby Megson – Service Manager Human Resources

Report to: Chief Officer Human Resources

Date: 8th January 2018

Subject: Request to waive the Contract Procedure Rules 8.1 requirement for competition and 8.2 invitation of three tenders for coaching contract with the HR service.

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes X No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes X No
Is the decision eligible for call-in?	<input type="checkbox"/> Yes X No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes X No

Summary of main issues

This report sets out the case for waiving Contract Procedure Rules 8.1 requirement for competition and 8.2 – invitation for three tenders. Advising on the implications of such a waiver when sourcing appropriate business performance coaching expertise via a consultancy to assist individuals and teams in HR Service to access coaching throughout the reshaping of the HR Service. This is a short term arrangement pending the review of learning which will address the procurement of coaching services under the Workforce Planning and Talent Management strand, one of the council's HR priorities.

Recommendations

To approve a Waiver to renew the executive coaching contract for Coaching North Ltd for a further 12 months.

1. Purpose of this report

- 1.1 The purpose of this report is to seek approval to continue to engage the executive coaching provider, Coaching North, to assist the HR leadership team (primarily) to effectively manage the reshaping of the Coaching and Mentoring Offer.
- 1.2 In order to facilitate this process Contract Procedure Rules 8.1 and 8.2 will need to be waived.
 - 1.2.1 “8.1 Where no appropriate ISP, Executive Supplier, existing provider or Third Party Framework Agreement exists, competition is required for procurements valued at or over 10k but at or below 100k.”
 - 1.2.2 “8.2 At least three written tenders will be invited. These tenders may be invited by publishing either an open or restricted tendering opportunity (restricted meaning that only selected suppliers are invited to tender) on the YORtender portal.”

2. Background information

- 2.1 The context for local government continues to be very dynamic with national, regional and local changes affecting the Council and the way in which we work on a daily basis. To support this HR needs to take on a more strategic role in the organisation working closely with all of CLT, Elected Members and partners with our work focusing on delivering the council priorities.
- 2.2 The financial challenges and money pressures are continuing for the council and the funding gap between 2017/18 and 2019/20 is projected to be in the order of £110m, £82m of this frontloaded on to 2017/18. As part of the Council’s budget savings strategy all Support Services are being reviewed and are tasked with saving £8m over the next 2 years.
 - 2.2.1 The HR Leadership Team have developed a new HR model and service shape that is sustainable for the future enabling the wider HR leadership team to take on a more strategic role within the organisation.
 - 2.2.2 Part of this role is leading on the coaching and mentoring strategy. This is not yet operating effectively in the current organisational context. There are a limited number of trained coaches and we need to increase the coaching skills of managers as well as increasing the diversity and numbers of coaches and mentors through positive engagement raising awareness and training. In order to enable this the executive coaching offer is a key element both in terms of providing advice on the wider organisational coaching set up and coaching to HR.
- 2.3 Coaching North has been providing coaching on both a planned and ad hoc basis to members of the HR Leadership team. This work has been invaluable to facilitate the leadership teams’ thinking around the future development of the service so it continues to deliver an HR function that is sustainable and fit for the future.

3. Main issues

Reasons for Contracts procedure rules waiver

- 3.1 The coach who has been working with the HR leadership team has taken considerable time to build relationships and trust. As well as developing specific sensitive knowledge of the HR service and wider organisation.

- 3.2 The required skills do not currently exist within the organisation, therefore there is no opportunity for an internal supplier to undertake the required work.
- 3.3 Approving this waiver will enable the required specialist coaching to continue without delay and facilitate wider savings and the development of the wider HR leadership team more effectively.
- 3.4 This is a short term arrangement pending the review of the Coaching and Mentoring strategy which will address the procurement of coaching services under the Workforce Planning and Talent Management strand of the council's HR priorities.

Consequences if the proposed action is not approved

- 3.5 Whilst this strategy is being reviewed it is crucial we maintain access to quality executive coaching – if the proposed action is not approved we will lose access to this.
- 3.6 Withdrawal of this support at this critical time will impact on the wider HR Leadership Teams' ability to actualise the priorities of the new HR Model.

4. Corporate considerations

4.1.1 Consultation and engagement

- 4.1.2 Consultation evidence is not needed to inform the decision in this report as due to the relatively small nature of the contractual amount and the scope of internal support service this decision can be shown to have no direct impact on service users or the wider population of Leeds.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The executive coaching offer will be key in facilitating an increase in the coaching skills of managers as well as increasing the diversity and numbers of coaches and mentors through positive engagement raising awareness allowing managers to cascade the benefits of this training.

4.3 Council policies and best council plan

- 4.3.1 The executive coaching contract will underpin what we do and how the organisation works as a team for Leeds. Coaching managers will encourage staff to work creatively together on shared goals, share talent across services and with partners, to challenge current thinking and engender a "can do" attitude within the organisation.

4.4 Resources and value for money

- 4.4.1 Continuing with the same provider would demonstrate value for money in terms of reducing the costs associated with preparation and relationship building should a new provider be engaged.

4.5 Legal implications, access to information, and call-in

- 4.5.1 The extension to this arrangement will enable us to maintain continuity of supply at a critical time for the organisation.

4.5.2 This is a short terms arrangement pending the review of the Coaching & Mentoring strategy which will address procurement coaching services under the Workforce Planning and Talent Management strand of the organisation's HR strategy.

4.6 Risk management

4.6.1 Due to the restrictive timescales it has not been possible to carry out an advertising process. However, given the limited number of organisations able to provide the required service. The risk of third party challenge associated with not advertising are anticipated to be quite low.

5. Conclusion

5.1.1 As outlined in the report, re engaging Coaching North Ltd provides value for money and enables change in line with council priorities during a crucial time for the organisation. This is a short term arrangement with no direct impact on service users. given the limited number of organisations able to provide the required service, the risk of third party challenge associated with this waiver are anticipated to be low.

6. Recommendations

6.1 On the basis of the evidence provided in this report the Chief Officer Human Resources is recommended to approve the waiver of Contract Procedure Rules 8.1 and 8.2.

7. Background documents¹

7.1 N/A

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.