

**Report of Head of Human Resources
Report to Chief Officer Human Resources**

Date: 1 August 2018

**Subject: Provision of specialist culture change support to Leeds Building Services.
Request to waive Contract Procedure Rules 8.1 requirement for competition and 8.2
invitation of three tenders for Leeds Building Services culture change support**

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

Summary of main issues

1. This report relates to sourcing appropriate culture change expertise, via an external specialist Human Resources provider, to work alongside the council's internal HR team to deliver support to Leeds Building Services. In addition, the requirement to waive Contract Procedure Rules 8.1- requirement for competition and 8.2 - invitation of three tenders. Entwyne Limited has been identified as the provider.

Recommendations

The Chief Officer Human Resources is recommended to approve the request to waive CPRs 8.1 and 8.2 and appoint Entwyne Limited as a specialist Human Resources provider to support the change management programme at Leeds Building Services.

1. Purpose of this report

The purpose of this report is to seek approval to engage Entwyne Ltd to assist the HR team to deliver a programme of culture change work in Leeds Building Services.

2 Background information

An improvement board has recently been established to drive change and improvement across Leeds Building Services. Neil Evans, Director of Resources and Housing chairs this group. The scope of the group is far ranging, with strands covering Finance, Digital and Culture Change. The aim is to encourage service change, build on existing good practice and address issues and gaps in current service provision. Improved customer service, better value for money, improved productivity and an improved workplace culture are the key aims of the project.

A key element of the programme rests around Culture Change, which is being actively supported by our HR service.

A set of priorities and delivery plan have been developed jointly with the Leeds Building Services Leadership Team. The level of internal HR support has been increased to help support this work over a 9-12 month period.

Extra capacity, specialist skills and proven experience are required to deliver aspects of the Culture change work, hence the request to engage Entwyne Ltd. Contract Procedure Rules 8.1 and 8.2 will need to be waived:

“8.1 Where no appropriate ISP, Exclusive Supplier, existing provider or Third Party Framework Agreement exists, competition is required for procurements valued at or over £10k but at or below £100k.

8.2. At least **three** written tenders will be invited. These tenders may be invited by publishing either an open or a restricted tendering opportunity (restricted meaning that only selected suppliers are invited to tender) on the YORtender portal or inviting tenders from suppliers using Construction line (if applicable, please see the construction and housing category team for advice). Authorised Officers.”

3 Main issues

The scope of the initial work required from Entwyne Ltd is as follows:

- Leadership development support to members of the Leeds Building Services and wider Property and Contracts team.
- Developing clear expectations and standards around behaviour, and facilitating the team to adopt these
- Establishing clear standards and performance expectations across the service, and approaches to ensure accountability for delivery is clear.

This is a critical first step that needs to be delivered urgently as it sets the foundation for all future culture change work. Due to the specialist nature of this area of work the number of

organisations able to provide this service at this time is limited. Entwyne Ltd is able to offer the following capacity, skills and experience:

- Proven public sector experience
- Deep understanding of Leeds City Council, our ambitions and approach
- Strong track record around productivity and efficiency
- Proven experience of delivering culture change in unionised, trades type environments
- Understanding of the Leeds political landscape and how that influences change work in front line services.
- Customer focus
- Personal senior level experience in local government across the region
- Immediate availability

4 Corporate considerations

4.1 Consultation and engagement

As Trade Unions colleagues are aware, there is a change programme underway within Property and Contracts to strengthen the performance of Leeds Building Services with a view to it taking on more work in the future. Part of this work involves the development of the management team. Entwyne Ltd have been employed to provide up to 10 days leadership and management development support to the individual staff and to assist with team development. This is not consultancy in the traditional sense but an investment in the skills required to lead a successful in-house service into the future. The remainder of the change programme is being delivered by colleagues drawn from HR, DIS and Housing.

4.2 Equality and diversity / cohesion and integration

An Equality Impact screening exercise is attached to this report.

4.3 Council policies and best council plan

The Best Council Plan vision for Leeds to be the best city in the UK; one that is compassionate with a strong economy, which tackles poverty and reduces the inequalities that still exist. We want Leeds to be a city that is fair and sustainable, ambitious, fun and creative for all with a council that its residents can be proud of; the best council in the country.

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, skill set and experience we seek, the risks associated with not advertising are anticipated to be quite low. Improved performance within Leeds Building Services feeds in providing an improved service to council tenants.

4.4 Resources and value for money

The Council aims to ensure all its existing and any new housing stock is managed efficiently and best use is made of the limited resource. The approach to engage Entwyne Ltd is for 10 days input over a 3 months period commencing June 2018, at a rate of £750 per day, totalling £7500. This additional resource avoids the associated lead times and delay to the urgent first phase for the improvement board.

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

The Chief Officer Human Resources needs to be satisfied that there are compelling reasons for waiving the contract procedure rules in this instance.

4.6 Risk management

Delay in critical first stage of culture change programme, which is central to the wider Leeds Building Services Improvement programme

5 Conclusions

- 5.1 The appointment of an external Human Resources support is critical to the delivery of change management at Leeds Building Services

6 Recommendations

The Chief Officer Human Resources is recommended to approve the request to waive CPRs 8.1 and 8.2 and appoint Entwyne Limited as a specialist Human Resources provider to support the change management programme at Leeds Building Services.

7 Background documents¹

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.