

Meeting: Cabinet **Date:** 30th August 2022

Wards affected: All

Report Title: Leadership and Management Training

When does the decision need to be implemented? 30th August 2022

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1. Purpose of Report

- 1.1 To gain approval from Cabinet to spend Council funds on Leadership and Management training for our staff, in line with the Council's financial regulations and contract procedures.
- 1.2 The Council does not have an in-house training team therefore a core Leadership and Management training package has recently been procured in line with our procurement processes, compliant with the Public Contracts Regulations 2015. The tender specification is included as Appendix 1. A suitable provider has been identified who was able to return the Most Economically Advantageous Tender.
- 1.3 The full cost of the training is provided as a breakdown in Exempt Appendix 2. It is to be funded jointly between Children's Services and Human Resources for staff who hold middle and senior management and leadership positions within the Council.

2. Reason for Proposal and its benefits

- 2.1 Our managers and leaders need to have regular training and opportunity to refresh their skills and knowledge in relation to people management practices.
- 2.2 People management practices and employment legislation change over time and in order for our managers to lead and manage to the best of their ability it is important that their skills and knowledge are invested in and developed. This is beneficial to ensure that employment legislation is adhered to at all times but to also avoid the time and financial costs associated with poor management practices, which can result in complaints to an Employment Tribunal.
- 2.3 Investment in training is also a way to attract and retain employees, as part of talent management. When people are invested in they are more likely to feel supported and motivated and want to stay with an employer who values them. This is particularly important for our managers and leaders who are leading teams of people to deliver our services and key strategic ambitions.

3. Recommendation(s) / Proposed Decision

1. That the preferred supplier be awarded a contract for the delivery of Leadership and Management training from 5th September 2022 until the 4th September 2024. The contract can be renewed for a further 2 years, until September 2026, in 12 month increments.

Appendices

Appendix 1: Procurement Tender Specification (Exempt)

Appendix 2: Award of Contract for Leadership and Management Training – Cost of Contract (Exempt)

Supporting Information

1. Introduction

- 1.1 A full programme of Leadership and Management training has not been in place since April 2020. Prior to this we had an external contract in place with a provider to deliver core management and leadership training such as Recruitment and Selection, Managing Equality, Diversity and Inclusion, Performance Management and Leading and Developing Teams.
- 1.2 When the COVID pandemic started, the training was adapted to be delivered online however, the training contract ended shortly after this and there has been no new contract in place to deliver this since. A reduced number of courses have been run using our All Staff course training provider since then to deliver Remote and Hybrid Working Practices and Managing Wellbeing.
- 1.3 A procurement exercise has recently been undertaken and a suitable provider has now been identified who can supply the following package of training:-

Introduction to Coaching and Coaching for Increased Performance
Managing Performance
Leading change
Managing Equality and Diversity and Inclusion
Manager to Leader
Leading Meetings
Leading and Developing Teams
Presenting with impact
Emotional Intelligence

2. Options under consideration

- 2.1 Torbay Council does not have an in-house training team, therefore, an external service has to be procured to deliver this.

- 2.2 The only other alternative is to not provide training to our managers and leaders. To do so risks time and financial costs to the Council as poor management practices can result in employee relations issues, such as grievances, disciplinarys, absence and attendance issues. There is also a higher risk of complaints to an Employment Tribunal, which would be costly and risk reputational damage to the Council.

3. Financial Opportunities and Implications

- 3.1 The full cost of the training is provided as a breakdown Exempt Appendix 2. It is to be funded jointly between Children's Services and Human Resources for staff who hold middle and senior management and leadership positions within the Council.

4. Legal Implications

- 4.1 Poor management practices can lead to non-compliance with employment law therefore it is fundamental that our leaders and managers have a core, basic understanding of key employment legislation, such as the Working Time Regulations 1998, the Equality Act 2010 Employment Rights Act 1996 and best practice.

5. Engagement and Consultation

- 5.1 The training programme was shared with our managers and leaders at the Managers Forum in October 2021. Feedback was gathered and used to inform the tender process. Our Senior Leadership team were also involved in this consultation exercise.
- 5.2 Torbay Joint Consultative members were also informed at a TJCC meeting on 4th April 2022.

6. Purchasing or Hiring of Goods and/or Services

- 6.1 Through the procurement process, all applicants submitted a response to our Social Value indicators and this formed part of the weighting and therefore was taken into account when identified the most economically advantageous tender for the basis of the award.

7. Tackling Climate Change

- 7.1 As part of the tender exercise in regard to social value, the bidders were asked to provide details of their carbon neutral activities and practices.
- 7.2 In addition to this, as the training is virtual, emissions and printed materials will be significantly reduced.

8. Associated Risks

- 8.1 To not provide this training risks time and financial costs to the Council as poor management practices can result in employee relations issues, such as grievances, disciplinaries, absence and attendance issues. There is also a higher risk of complaints to an Employment Tribunal, which would be costly and risk reputational damage to the Council.

9. Equality Impacts - Identify the potential positive and negative impacts on specific groups

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	The training package is designed to be accessible to employees with all protected characteristics.		
People with caring Responsibilities		There could be times when the employee is unable to take part in the training due to their care responsibilities. There will be a variety of different dates available that may be offered as an alternative.	
People with a disability	The training package is designed to be accessible to employees with all protected characteristics.		
Women or men	The training package is designed to be accessible to employees with all protected characteristics.		
People who are black or from a minority ethnic background (BME) (Please note	The training package is designed to be accessible to employees with all		

Gypsies / Roma are within this community)	protected characteristics.		
Religion or belief (including lack of belief)	The training package is designed to be accessible to employees with all protected characteristics.		
People who are lesbian, gay or bisexual	The training package is designed to be accessible to employees with all protected characteristics.		
People who are transgendered	The training package is designed to be accessible to employees with all protected characteristics.		
People who are in a marriage or civil partnership	The training package is designed to be accessible to employees with all protected characteristics.		
Women who are pregnant / on maternity leave		Where a woman is on maternity leave, accessibility to the training must be considered. This should be discussed with the employee and their manager and training should be made accessible either as part of Keeping In Touch days or upon the employee's return to work.	
Socio-economic impacts (Including impact on child poverty issues and deprivation)	The training package is designed to be accessible to employees with all protected characteristics.		
Public Health impacts (How will your proposal	The training package is designed to be		

impact on the general health of the population of Torbay)	accessible to employees with all protected characteristics.		
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10. Cumulative Council Impact

10.1 None.

11. Cumulative Community Impacts

11.1 None.