

Havering Council

Contract example – Management Development Programme

Keystone won a framework agreement with VineHR in 2013. VineHR is a not-for-profit, private limited company, established by Essex authorities to deliver shared workforce development projects. The Heads of HR from Essex authorities act as the board of Directors and agree the work programme and projects to be delivered. They achieve economies of scale by doing things once and sharing contracts, learning and development and policies and resources.

The aims of VineHR are:

- Work smarter and build efficiencies
- Minimise duplication of effort
- Share resources, challenge current practice, learn from each other
- Add value by bringing people together
- Raise standards
- Establish joint projects and products which meet the needs of the member authorities

To win the framework agreement, Keystone had to demonstrate capability against these criteria:

- To work with us collaboratively
- Help us evaluate and evolve the programmes
- Robust reporting process, clear lines of communication
- Engaging with the delegates through both face to face and on line delivery via Vine (their e-learning and professional networking platform)

- Development of bespoke programmes meeting required needs of delegates
- Striving for excellence

On the back of winning the framework agreement, Keystone won a tender to work with Havering Council to design and deliver a Management Development Programme (MDP) to 450 managers over a 12 month period. We won the contract in November 2013 and mobilised extremely quickly, with delivery starting in January 2014.

A scoping meeting with key stakeholders such as the HRD, Head of L&OD and senior managers allowed needs to be scrutinised and checked against our proposal and clarity gained on the specific required outcomes.

The account manager and lead facilitator then spent a day with a cross-section of representatives of the management population within Havering – the HRD, Heads of Service and second, third and fourth tier managers – carrying out focus group interviews and discussions around a current state assessment, checking proposed content and identifying what delegates would find most useful.

From this, the lead facilitator created session plans and materials for the MDP. This was to consist of a three day module followed by a gap and then a two day module. The materials were reviewed with Havering, revised in light of their feedback and then signed off.

All associates who were selected to work on the programme attended an internal Train the Trainer day, run by the lead facilitator and account manager, with the client's HRD and Head of L&OD present, to allow all the delivery team to fully understand the Connected Council concept that would underpin the project and to ensure consistency of content, approach, style and activity debrief in the project-based exercises involved.

A selected pilot group – again, a cross-section of the management population to ensure representative feedback – went through Module 1 and their feedback was used to improve the module prior to delivery roll-out.

Since then, 39 cohorts have gone through Module 1, with Module 2 launched in September. Keystone have been responsive and client-centred in response to their operational constraints causing some date changes, postponements and shuffling of delegates. We recognise the pressures our clients work under and want to work with them to make every project with us as smooth and straightforward as possible.

The account manager has weekly telephone calls with the Head of L&OD and monthly face-to-face catch ups. These allow us as partners to constantly monitor the effectiveness of the delivery and materials through trainer and delegate feedback. For example, feedback from Module 1 informed the development of Module 2, which has undergone three redesigns to ensure it is fit for purpose and addresses the relevant development needs before it launches in September 2014. Furthermore, feedback from the Heads of Service was that they enjoyed the programme and got a lot out of it, but that they were already familiar with the models used. As a direct result of this feedback, all Heads of Service now have a 1-2-1 with the HRD prior to attendance to stretch their personal development by setting the expectation that they should share their experience with the other delegates, role model the behaviours, coach others and contribute to driving a performance-led culture. Regular reviews of the feedback with the client allow us to pick up on this sort of thing and address it constructively for everyone's benefit.

We are currently assisting with a training needs analysis arising from attendance on the programme, having captured this information on evaluation sheets from each delegate as well as being approached directly for guidance.

Our programme management team liaise directly with the client's administrator to handle Joining Information and administration. We also use a pre-course questionnaire two weeks before module 1 that will be repeated three months after module 2 to measure skill and behaviour improvements as a result of the training.

Since the MDP started, Havering have moved to a shared services model to there's been a huge amount of change. We have to be quick to react and update content to reflect these changes and recognise where delegates will be so the MDP acts as a motivation and engagement piece as well as a development piece according to what's happening internally for the council.

Client testimonial

"The MDP was put in place by the Corporate Leadership Team to support our line managers as we move forward as an organisation. Fully supporting our organisational aims and Havering values, over 450 managers were contacted and invited to book onto their cohorts. We procured Keystone Training Ltd to deliver the programme, utilising a range of experienced and versatile activities and trainers.

By the end of March 2014 over 200 line managers have attended Module 1 and by July over 400 will have participated in the programme. The programme will then break for a short period over the summer, with Module 2 commencing in September 2014.

Early feedback has indicated 98% of delegates were satisfied (29) or extremely satisfied (69) with the level of the course. 99% of delegates have indicated that they were satisfied (9) or extremely satisfied (91) with the trainers and 96% of delegates have indicated that they were satisfied (28) or extremely satisfied (68) with the course content.

Some typical comments about the course or trainers we have received internally:

- An excellent facilitator whose command of the subject and communication skills enabled the group to thrive.
- Far above my expectations, very well structured, clear objectives and very meaningful to myself as a manager.
- Excellent. I got more out of it than I ever thought I would.
- I really enjoyed the energy and the stories/anecdotes applied to management principles. I was worried about taking 3 days out of work but I think it was so valuable and has probably saved me lots of time.

We are really pleased that the 5-day Management Development Programme is now CPD certified, and all participants who complete the entire programme, will receive their certificate at the end of the year. CPD Certification Service was established in 1996 as the independent CPD accreditation institution operating across industry sectors to complement the CPD policies of professional and academic bodies. The CPD Certification Service provide recognised independent CPD accreditation compatible with global CPD principles.

It is so encouraging that line managers are indicating such strong satisfaction with the management development programme so far, and we look forward to them participating in Module 2 later in the year.”

Caroline Nugent, oneSource Director of Human Resources & OD