**GCC Children’s Team Manager Development Programme Requirement**

**Introduction**

We are looking for an experienced and creative provider who is able to use a variety of tools and information to develop and deliver a leadership and management development programme for our Children’s Team Managers. A new structure is currently being consulted on and this new structure increased the number of team managers to 40. We expect all to complete this proposed programme. We invite potential providers to submit expressions of interest to demonstrate their ability to deliver this effectively.

**Background**

Following the recent Ofsted inspection in 2017 and its findings, the Authority’s Children’s Social Care (CSC) have developed an improvement plan to respond to the recommendations highlighted in that inspection report. The recommendations covered a wide range of issues requiring significant practice and cultural change, improvements are needed across frontline services and will need effective coordination to address these and effectively drive forward changes.

It is important to recognise that there are areas of strength recognised by Ofsted e.g. adoption and fostering and areas of more improving practice – Children in Care, early help, children with disabilities, commissioning. Inspectors commented that practice in relation to children became more positive through the child’s journey. These current pockets of good practice need to be able to apply their learning across all service areas for overall improvement at all levels of staff including management.

Nevertheless inspectors identified serious drift and delay for children across the system – from the Front Door through to work with children in proceedings. The inspection also highlighted concerning feedback from front line staff about the culture and level of management support and oversight. There were particular concerns regarding the management and leadership of the children’s service at all levels. Our Head of HR is leading on driving cultural change within the whole workforce throughout the whole organisation to develop a positive and healthy workplace. At the same time practitioners are not always compliant with processes and procedures and there is a need for clear expectations to be set. The social work workforce is inexperienced; especially in front line safeguarding teams and this low level of experience is also reflected in first line managers. The need to build confidence and expertise in basic good practice is high. Ensuring there is sufficient capacity and capability in these support services will be important going forward.

Therefore, Gloucestershire is on a journey of improvement with external analysis of individual teams, a new auditing framework, and improvements in ICT, increased recruitment of social workers and performance and data. All this is being driven through an improvement plan overseen by a council Leadership board.

**Service** **Requirement**

Gloucestershire requires an independent provider to develop and deliver a detailed and robust programme, using assessment and diagnostic information, for its current team managers in its children’s operational service. The programme should cover the areas of improvement below, however based on the provider’s assessment additional development areas can be agreed within this piece of work.

* Leadership
  + What does good Social Work look like
  + Demonstrate GCC Values and Behaviours
  + Operational
  + Driving change and performance improvement
  + Develop and improvement of service provision
  + Political Awareness and understanding of GCC processes
  + Expressing clearly / presenting information / influencing skills
* Management
  + Communication skills
  + Supervision skills
  + Appraisals
  + Overseeing case load management and recording
  + Outcome focussed approach
  + Planning skills
  + Motivational skills
  + Setting SMART objectives and outcomes
  + Prioritisation
  + Time Management
  + Delegation
  + Accountabilities and Responsibilities
  + Managing Change
  + Financial Management
  + Absence Management
* Critical Analysis and Decision Making
  + Effective and evidence based decision making
  + Clear consistent recording
* Social Work Practice and Procedures
  + Emerging Social Themes and Emerging Risks
  + Child and Young Person approach (including their voice)
  + Social Work Factors
  + Risks and Issues
  + Keeping the child safe
  + Impact of decisions and practice
  + Conflict
* Managing for Performance of Individuals and Team
  + Appraisals
  + Performance Management Procedure
  + Continuous Professional Development of Team Developing a culture of learning and improvement
  + Difficult Conversations
* Restorative Practice
  + Understanding of and ability to apply to their management style
  + Ability to support their staff in a restorative way
* Quality & Performance Management
  + Manage and lead quality for children and young people
  + Understand, recognise and communicate what good looks like
  + Embedding critical reflection for appreciative enquiry
  + Ability to carry out and lead audits
  + The ability to interpret and analyse data to inform future demand and influence service provision
  + Consistent and accurate oversight of all data recording
  + Ability to work in an outcome focussed way
  + Ability to manage risk
* Compliance
  + Making links to practice standards to drive up performance
  + Legislative and corporate standards
  + Corporate Leadership Behaviours
* Partnership Working
  + Who are and should be our partners?
  + Ability to manage complex relationships
  + Demonstrating good negotiation skills
  + A collaborative approach to work
  + Ability to manage conflicting relationships and requirements
  + Ensuring all relevant stakeholders are part of existing operational delivery and future working decisions and discussions
* Action Learning Sets

**Timescale of Programme Delivery**

We intend this to be an intensive programme to ensure momentum and pace for senior managers, as it is important this work compliments the overall improvement plan. We expect you to be able to demonstrate clarity on how you will meet these requirements.

**Confidentiality**

The Supplier and its employees, shall not without the prior written consent of the Authority divulge to any third party any confidential information (which for the purpose of this agreement shall mean any information in respect of the Specification and any other information which is disclosed to the Supplier by the Authority pursuant to or  in connection with this agreement which the Supplier ought reasonably to regard as being confidential to the Authority whether or not such information is expressly stated to be confidential or marked as such) obtained during the carrying out of its obligations under this agreement whether related to the Specification requirements or not.

The Authority and the Supplier shall:

•          Treat all confidential information belonging to the other party as confidential and

safeguard it accordingly;

•          Not disclose any confidential information belonging to the other to any other person

without the prior written consent of the other party, except to such persons and to

such extent as may be necessary for the performance of the obligations and

requirements set out in this agreement or except where disclosure is otherwise

expressly permitted by the provisions of this agreement.

The Supplier shall take all necessary precautions to ensure that all confidential information obtained from the Authority under or in connection with the agreement is given only to such of its  staff and professional advisors or consultants engaged to advise it in connection with the agreement as is strictly necessary for the performance of the agreement  and only to the extent necessary for the performance of the agreement and that such staff professional advisors or consultants are at all times fully aware of the Supplier’s confidentiality obligations under this agreement.

All information is to be treated as confidential and must not be disclosed (without the prior written approval of the appropriate party) or used by any staff or such professional advisors or consultants otherwise than for the purposes of this agreement.

Expected Outcomes of the Programme

These will be measured at regular intervals during the programme.

•           Initial self evaluation to be completed prior to programme commencing, highlighting

expectations, engagement, self reflection

•          An interim report will be expected to be completed by the provider to identify

growth, strengths and any issues and concerns which are highlighted in the first half

of the programme.

•          Post course self evaluation highlighting outcomes, achievements, self reflection,

have expectations been met – has it made a difference and how will it impact into

their practice. This will be then overseen as part of their ongoing professional

development as part of their 121’s, appraisals, team targets etc.

•       There will be regular contact with GCC leads identified to oversee the programme.

**Awarding of Contract**

GCC are not obliged to award any contract on quotations received.

**Submission of Provider Offer**

The provider will submit an expression of interest demonstrating and producing evidence of the five criteria’s listed below:

* Experience and evidence of developing and delivering senior management and leadership development programmes
* Knowledge/experience of children’s social care practice and procedures
* Experience and or knowledge of working with an organisation on an improvement journey following an inspection by a recognised body e.g. OFSTED, CQC etc.
* Produce, a double sided A4 summary sheet, a concise and robust development programme including; timescales, modules, budgets, delivery, resources, outcomes and evaluation.
* Two nominated organisations you have delivered similar programmes for, as references.

The provider may be invited for a short interview/presentation to discuss these points in more detail.

**Assessment Criteria**

The provider’s expression of interest will be assessed in the following key areas:

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| --- | --- |
| Experience and evidence of developing and delivering senior management and leadership development programmes | 20% |
| Knowledge/experience of children’s social care practice and procedures | 20% |
| Experience and or knowledge of working with an organisation on an improvement journey following an inspection by a recognised body e.g. OFSTED, CQC etc. | 20% |
| Produce, a no more than a double sided A4 summary sheet, a concise and robust development programme including; timescales, modules, budgets, delivery, resources, outcomes and evaluation. | 20% |
| Value for money. | 20% |

**Timescale**

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| --- | --- |
| Expression of Interest Published | Friday, 23rd February 2018 |
| Expression of Interest Deadline | 12pm midday, Friday 9th March 2018 – Please note quotations received after this deadline will not be considered. |
| Notification of Shortlisted Providers for Interview if required | Monday 12th March 2018 |
| Interviews of Shortlisted Providers if required | w/c 19th March 2018 |
| Notification of Successful Provider | At the latest Friday, 23rd March 2018 |
| Commencement of Programme | To be agreed |

Please note the above timescales may be subject to change.

For further details please contact Louise West – [louise.west@gloucestershire.gov.uk](mailto:louise.west@gloucestershire.gov.uk) or Jackie Boore – [Jackie.boore@gloucestershire.gov.uk](mailto:Jackie.boore@gloucestershire.gov.uk)

LW/JB

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