

## Request for Proposal (RFP)

### Salary Banding Review – Phase 1 Diagnostic

**Issued by:** Maudsley Charity Finance and Operations

**Budget:** ~£4,500

**Completion Window:** October 2026, latest January 2027

#### 1. Introduction

The Charity is seeking proposals from suitably qualified consultants to deliver Phase 1 of a salary banding review. This initial phase will provide a clear diagnostic of the scale of change required, the design and benchmarking work needed, and the cultural conditions necessary for adoption. It will also determine whether further phases should proceed and how they should be tailored for the organisation.

Phase 1 is both analytical and advisory. Consultants are expected to provide clear recommendations on the most appropriate salary banding model, the progression framework that best fits the Charity, and the design and benchmarking work required in subsequent phases.

#### 2. Background

The Charity currently uses the Gallagher job levelling model. Gallagher provides a generic hierarchy of levels based on accountability, complexity, autonomy and required skills.

“While Gallagher provides a clear generic framework, it does not reflect the specific needs of a charity that delivers grant making, partnership management, programme oversight, and specialist operational functions.”

The model assigns levels but does not provide associated salary ranges, resulting in reliance on spot salaries and ad hoc market comparisons.

“Our salaries are set as spot salaries rather than within defined salary ranges. This limits transparency, reduces flexibility for progression within a role, and makes it more difficult to ensure consistent and equitable alignment across the organisation.”

Staff feedback through pulse surveys has highlighted concerns about the lack of clear progression pathways, limited transparency in how pay is determined, and uncertainty about how careers can develop within the organisation.

Staff have expressed through pulse survey feedback that “there is no clear progression pathway... There is also limited transparency in how pay is determined.”

These issues collectively indicate that the current approach does not fully support organisational clarity, staff engagement or long-term workforce planning. The Charity therefore requires a diagnostic phase that not only assesses the current model but also advises on the most suitable future model and the work required to implement it.

### 3. Purpose of the Work and Required Outcomes

Phase 1 will provide a clear, evidence-based diagnostic that sets out the scale of change required, the design and benchmarking work needed, and the cultural conditions necessary for adoption. Consultants must provide expert recommendations on:

- 3.1. The most appropriate salary banding model for the Charity
- 3.2. The strengths and limitations of alternative models
- 3.3. The competency and skills framework required
- 3.4. The progression pathway that best supports staff development
- 3.5. The benchmarking depth needed for transparency and fairness
- 3.6. The design and implementation work required in Phases 2–4

The consultant must deliver outcomes that enable Senior Leadership Team (SLT), People & HR Committee (PHRC) and the Board to make informed decisions about the future of salary banding. These outcomes include:

- 3.7. A diagnostic report summarising issues with the current model and implications for future design
- 3.8. Clear recommendations on the most appropriate salary banding model
- 3.9. An assessment of whether a competency and skills model is required and the level of granularity needed
- 3.10. A view on the benchmarking depth required to support a credible salary structure
- 3.11. A defined progression approach that is transparent, fair and workable
- 3.12. A cultural and engagement assessment identifying conditions needed for adoption
- 3.13. A comparison of the current model with future options
- 3.14. A tailored scope for Phases 2, 3 and 4, including design, benchmarking, implementation support and resource implications
- 3.15. A refined cost envelope for each future phase
- 3.16. A draft RFP for Phases 2–4
- 3.17. Presentations to SLT and the Leadership Team
- 3.18. A staff engagement summary based on focus groups and interviews

These outcomes will ensure that any future investment is proportionate, credible and aligned with organisational needs.

## **4. Scope of Work**

### **4.1. Discovery and Analysis**

The consultant will undertake structured discovery work, including:

- 4.1.1. Review of job descriptions and salary data
- 4.1.2. Interviews with leaders and managers
- 4.1.3. Identification of role families
- 4.1.4. Staff focus groups to understand expectations around transparency, progression and fairness
- 4.1.5. Exploration of the question raised by SLT:  
What could a person be paid in five years' time under a revised model?

### **4.2. Assessment of Current Model**

A clear comparison with the current Gallagher model, covering:

- 4.2.1. Limitations of generic levelling
- 4.2.2. Subjectivity of market comparisons
- 4.2.3. Reliance on spot salaries
- 4.2.4. Lack of structured progression
- 4.2.5. Absence of a competency or skills matrix

### **4.3. Competency Model Rationale**

The consultant will define:

- 4.3.1. The purpose of a competency model
- 4.3.2. The optimum level of granularity
- 4.3.3. How capability expectations should be validated
- 4.3.4. How salary increases should be linked to capability but not automatic
- 4.3.5. How inflationary increases remain separate
- 4.3.6. How morale, empowerment and culture can be supported

### **4.4. Progression and Development Expectations**

The consultant will explore:

- 4.4.1. How progression should operate
- 4.4.2. How managers should put staff forward for salary movement

- 4.4.3. How SLT should oversee progression decisions
- 4.4.4. How secondments with SLaM could support development where immediate progression is not available

#### **4.5. Culture and Adoption Considerations**

The consultant will assess:

- 4.5.1. Staff expectations
- 4.5.2. Manager readiness
- 4.5.3. Cultural conditions required for adoption
- 4.5.4. Communication and engagement approach

#### **4.6. Scoping of Phases 2, 3 and 4**

The consultant will produce a detailed scoping document that sets out:

- 4.6.1. Required benchmarking depth
- 4.6.2. Design requirements for salary bands, competency matrix and progression pathways
- 4.6.3. Implementation support needed
- 4.6.4. Timeline and resource implications
- 4.6.5. Cost envelope for each phase
- 4.6.6. Recommendations for the structure and content of the second RFP (Phases 2–4)

### **5. Deliverables**

The consultant must deliver:

- 5.1. A diagnostic report summarising findings
- 5.2. A comparison of the current model with proposed future options
- 5.3. Clear recommendations on the most appropriate salary banding model
- 5.4. A rationale for a competency and skills model
- 5.5. A proposed progression approach
- 5.6. A cultural and engagement assessment
- 5.7. A tailored scope for Phases 2, 3 and 4
- 5.8. A refined budget and timeline for Phases 2-4
- 5.9. A draft RFP for Phases 2–4
- 5.10. Presentations to SLT and the Leadership Team
- 5.11. A staff engagement summary

## 6. Engagement Requirements

### 6.1. Focus Groups and Interviews

The consultant must design and facilitate:

- 6.1.1. Staff focus groups
- 6.1.2. Manager and leader interviews
- 6.1.3. A short engagement summary for SLT

### 6.2. Presentations

The consultant must present findings to:

- SLT
- Leadership Team (LT)

Presentations must be clear, evidence based and suitable for senior decision making.

## 7. Timeline

- **Deadline for proposals:** 10h00 on Monday, 28<sup>th</sup> September 2026
- **Decision and award:** 12h00 on Monday, 5<sup>th</sup> October
- **Completion of deliverables 4.1 & 4.2:** 12h00 on Friday, 4<sup>th</sup> December 2026
- **Completion of deliverables 4.3, 4.4 & 4.5:** 12h00 on Friday, 15<sup>th</sup> January 2027
- **Delivery of 4.6:** 12h00 on Friday, 5<sup>th</sup> February 2027

Consultants should propose a realistic timeline within this window.

## 8. Budget

The total budget for Phase 1 is ~£4,500.

Proposals must include a clear breakdown of costs.

## 9. Proposal Requirements

Consultants must provide:

- 9.1. A short proposal outlining methodology
- 9.2. Experience in salary banding, competency models and organisational design
- 9.3. An example of similar diagnostic work

- 9.4. Proposed timeline
- 9.5. Cost breakdown
- 9.6. Named lead consultant

## 10. Submission

Proposals should be submitted to the [Director of Finance and Operations](#) by the date specified in the EOI request.

See Appendix 1 for Maudsley Charity Values & Behaviours

## Appendix 1 – Maudsley Charity values and behaviours

### We are ambitious for change

- We are brave and intentional, taking calculated risks to tackle the complex challenge of delivering better mental health care for everyone.
- We support the creation of new evidence, invest in fresh ideas, and help expand proven solutions to make a lasting difference.

### We are compassionate

- We engage everyone with care and respect, mindful of the contexts facing people who experience mental illness and people who deliver mental health care.
- We lighten our grant holders' workload by creating a balanced and efficient grant-making process from application to evaluation.

### We are inclusive

- We value knowledge, expertise and personal experience, championing diverse perspectives and empowering everyone to contribute to our decision-making.
- We prioritise projects that actively involve people with lived experience in shaping care and treatment.

### We act with integrity

- We carefully consider our social and environmental impacts and uphold high ethical standards, especially in our fundraising, procurement, and investment practices.
- We are fair and transparent in our grant-making and hold ourselves and our grant holders accountable for effective delivery.

### We value relationships

- We nurture relationships based on mutual respect, and acknowledge the roles played by all stakeholders in achieving our shared mission.
- We provide the support, trust and open dialogue our colleagues and grant holders need to succeed.

### We learn and share knowledge

- We actively seek feedback and use it to evaluate and improve our working practices.
- We provide a platform to share what works in our local communities and model change in other parts of the country.