



ADUR & WORTHING
COUNCILS

Executive Members for Resources
16 July 2021

Decision to be taken on or after
26 July 2021

Key Decision: Yes

Ward(s) Affected: N/A

Apprenticeship Training Contract

Report by the Director for Digital Sustainability and Resources

Executive Summary

1. Purpose

- The Councils pay into an Apprenticeship levy pot. This funding can be used to upskill both new and existing staff in a range of disciplines and levels (from entry level qualifications to Master level courses).
- In looking at the skills needed in our organisation, a coaching apprenticeship has been identified as beneficial to support the development of our current and future leaders.
- This course has attracted interest from a number of local partner organisations (Guildcare, Worthing Homes, World of Books) and so a procurement exercise has been completed with the intention to run a Adur and Worthing coaching course that a range of organisations can access from across the Adur and Worthing area.
- This paper seeks to gain support for the use of our apprenticeship funding to run a coaching apprenticeship course for a maximum of 80 people in the Adur and Worthing area.

2. Recommendations

2.1 It is recommended that the Executive Members for Resources:

2.1.1 notes the steps taken to make best use of our apprenticeship levy

2.1.2 endorses the procurement of a local coaching apprenticeship course that both council staff and local organisations can access and delegates to the Director for Digital Sustainability and Resources

authority to enter into a contract for the delivery of the course the costs of which shall be met from the Apprenticeship Levy.

3. Context

- 3.1. As a large employer with a paybill of over £3 million, Adur & Worthing Councils pays an apprenticeship 'levy'. This levy sees roughly £7,500 per month being put into a dedicated government account that we can only use to fund the cost of apprenticeship training courses.
- 3.2 The levy pot has been used to fund a variety of apprenticeship courses for both new and existing members of staff. The courses have ranged from level 3 courses (the equivalent of three A levels) to level 7 courses (equivalent to a Masters degree). We currently have apprentices studying:
- Surveying
 - Accountancy,
 - Engineering,
 - Team leading
 - Senior leadership
 - Housing
- 3.3 In addition, we have a number of future potential apprenticeships identified in horticulture/sports turf, digital, learning & development and legal - some of these roles that will give opportunities to younger people to enter our workforce.
- 3.4 We are also supporting our local economy through a levy transfer scheme which allows us to transfer up to 25% of our levy to small and medium enterprises. We have focused on organisations in sectors key to our economy and are proud to have supported a number of local organisations to develop their staff through this scheme in the fields of leadership development and accountancy.
- 3.5 We are continually looking for ways to make best use of this funding, working with services to create new apprentice roles in any restructures that take place, developing our own apprenticeship courses and keeping an eye on any new courses released.
- 3.6 The coaching apprenticeship qualification, a 15 month course, was released in 2020 and provides us with an opportunity to equip our

leaders - both current and future - with the skills to create individuals and teams able to work to their highest potential.

- 3.7 Coaching is an essential skill, one that forms the pillars of modern management. Through getting the individual to find their own way forward with an issue, coaching builds more resilience in the organisation as individuals are able to come up with solutions to issues they are facing and check in with their managers about the way forward instead of relying on the manager for these decision making skills.
- 3.8 Coaching is also an essential talent management skill, retaining our skilled members of staff through investing in their development - either through managers taking a more 'coaching' approach, giving more autonomy to staff to make their own decisions, or through talented individuals being given the opportunity to train as a coach through this programme.
- 3.9 This coaching qualification would not just be for those with line management responsibilities, it would be an ideal qualification to upskill those who work with individuals in our community, such as our social prescribers.
- 3.8 The coaching apprenticeship course has been publicised internally to gauge potential interest from our staff and nominations from Heads of Service of individuals who would benefit from this training.
- 3.9 Over 20 members of staff have expressed an initial interest in taking part in an initial cohort of this programme. We anticipate a maximum of 15 internal members of staff taking up this learning opportunity in a first cohort.
- 3.10 Additionally, we have sent some information to private and third sector organisations and have seen interest from a number of organisations who would want their staff to access this training, including Shoreham Port, World of Books and Guildcare.
- 3.11 This course could both support organisations in our area and could support the building of links and increased opportunities to work together through people in different sectors and companies taking part in this in-depth training programme together.

- 3.12 Creating a place-based coaching apprenticeship would enable us to make best use of the apprenticeship funding available and support the development of our leaders in the wider Adur and Worthing area.
- 3.13 The table below shows the current funding in our levy pot (£193,824), the expected levy funding we will have to spend over the course of the coaching course (£112,500) and all the current and likely future apprenticeship spend commitments in the next 15 months.
- 3.14 The analysis shown in the table below shows we can afford to invest in this programme whilst continuing to invest in a number of other apprenticeship courses.

Current apprentices	Course fees to pay over next 15 months	Remaining funding
Current levy funding available		£193,824
Expected levy over next 15 months (length of the coaching course)		£112,500
Total budget available for apprenticeships over the next 15 months		£306,324
Current apprentice commitments over the next 15 months	£72,408	£233,916
Costs of anticipated future apprentice courses	£60,083	£173,833
Coaching apprentice cost (anticipating 15 apprentices)	£75,000	£98,833
Remaining budget		£98,833

4. Procurement

- 4.1 In line with procurement regulations, we have completed a full procurement process to choose a provider best equipped to support us with this training.
- 4.2 The procurement required suppliers to provide a wide range of evidence of their ability to deliver a quality coaching apprenticeship

programme, based on robust assessment. The below table shows what companies were asked to evidence:

Question / Evidence required
<p>Please provide the programme of study that you will use for the delivery of this coaching apprenticeship, including:</p> <ol style="list-style-type: none">1. Proposed schedule of learning2. Breakdown of lesson plans3. Example tools for delivery of learning content
<p>Experience of delivering engaging learning content. Please provide:</p> <ol style="list-style-type: none">1. Screenshots of any online learning portals that would be used to deliver this programme of study and supporting information of how it has been designed to deliver an engaging online learning experience2. Two case studies, including testimonies, from the past three years of online training you have delivered in an engaging manner
<p>Significant knowledge & experience in delivering a coaching learning and development programme. Please evidence this through providing:</p> <ol style="list-style-type: none">1. Two relevant case studies from the past three years of completed training programmes (this can include courses outside of the coaching apprenticeship programme)2. Evidence of course evaluation from prior training delivered in the past three years, including student satisfaction, employer satisfaction and completion rates
<p>Using diverse tutors with significant coaching experience themselves for the delivery of this programme. Please provide:</p> <ol style="list-style-type: none">1. CV of tutors being proposed to teach this programme and 3 testimonies from each tutor of past coaching clients (from private, public and third sector) they have supported2. Information about the diversity of the coaching tutors that would be used in this programme in terms of age, disability, gender and ethnic background3. Tutors accredited by a coaching body, including International Coaching Federation, European Mentoring and Coaching Council or the Association for Coaching

Experience of adapting the training to a local context and to local needs. Please provide:

1. A plan for how you would ensure this programme will enable a range and diversity of learners to successfully complete this course including learners who are disabled, have caring responsibilities, those whose first language isn't English etc.
2. Two case studies from the past three years of training programmes which have been adapted to the local context (this can include courses outside of the coaching apprenticeship programme)
3. A proposed plan of how you will go about adapting the delivery of this training to our local context

Our intention is that this course will support the set-up of a local coaching pool, with coaches available to support the development of our workforce. Please show:

1. Your plan to support the set-up of a local coaching pool
2. How you will ensure that coaches are enthusiastic about their role as a coach going forward so that we have a committed pool of coaches who are able to provide support to local organisations

Ability and experience of adding value to an apprenticeship programme. Please provide:

1. Provide 2 examples of added value you have achieved in previous programme of study (this can include courses outside of the coaching apprenticeship programme)
2. Provide one example of added value that you can offer to the organisations taking up this training

Please demonstrate your organisation's commitment to social, economic or environmental well-being for the local community. Your response should include as a minimum:

1. An understanding of the concept Social Value
2. Experience of delivering Social Value in a similar setting
3. How you will work with the council and/or community networks within the contract to deliver Social Value

4.3 The Society of Local Authority Chief Executives and Senior Managers (Solace Group) were the winning provider through this process and we plan for the coaching programme to start in September 2021.

4.4 It is requested that the Executive members support the procurement of a local coaching apprenticeship course that both council staff and local organisations can access.

5. Financial Implications

- 5.1 The coaching qualification is a maximum of £5,000 per person and, for our internal staff, would be funded fully by our apprenticeship levy. Through a robust procurement process, we are likely to be able to reduce the cost of this cost per person due to economies of scale.
- 5.2 Other organisations would fund this course themselves, either through their own levy pots or, if they don't pay into a levy, would be able to self-fund at 5% of the total course cost (£250) or through using local 'levy transfer' schemes.
- 5.3 We anticipate that there will be a maximum of 15 people internally who want to take part in each cohort, meaning a maximum of £75,000 spent on this training in the first 15 month period and potentially a further £75,000 of spend over the next 15 month period. This means a total of £150,000 spent over the total 30 month period.
- 5.4 Analysis shows we can accommodate alongside investing in a range of other apprenticeship courses required.

6. Legal Implications

- 6.1 s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation
- 6.2 Under Section 111 of the Local Government Act 1972 the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.
- 6.3 Section 1 of the Local Government (Contracts) Act 1997 provides that every statutory provision conferring or imposing a function on a local authority confers powers on the local authority to enter into a contract with another person for the provision or making available of assets or services, or both (whether or not together with goods) for the purposes of, or in connection with, the discharge of the function by the local authority.
- 6.4 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

6.5 The apprenticeship levy was introduced by sections 98 to 121, Finance Act 2016 and is payable by employers through PAYE, alongside income tax and NICs with effect from 6 April 2017. Regulations for the payment, collection and recovery of apprenticeship levy were made on 15 March 2017 and amended the Income Tax (Pay as you Earn) Regulations 2003 (SI 2003/2682) (PAYE regulations).

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Sustainability & Risk Assessment

1. Economic

This course will improve the economic activity for our area, with staff more able to work independently and the best performance drawn from them.

2. Social

2.1 Social Value

This course will support a range of groups - both private, public and third sector - to have a greater impact on our community through getting more from their staff. It is deemed that this course will have a positive impact on our communities.

2.2 Equality Issues

The procurement process requested consideration to be given to how people with different needs (due to disability, English not being their first language) would be taken into account. It is hoped that this course will enable a wide range of people to develop themselves and the organisations they work in, with positive impact on access and participation due to additional support in place.

2.3 Community Safety Issues (Section 17)

Matter considered and no issues identified

2.4 Human Rights Issues

Matter considered and no issues identified

3. Environmental

Matter considered and no issues identified

4. Governance

Matter considered and no issues identified