

OFFICER DELEGATED DECISION 19 JANUARY 2022

Report title: Provision of the Level 5 Diploma in Leadership and Management Apprenticeship

Wards: All

Portfolio: Cllr Andy Wilson, Cabinet Member for Finance and Performance

Report Authorised by: Fiona McDermott: Strategic Director for Finance and Investment

Contact for enquiries: Robert Thatcher, Learning and Development Consultant (Line Managers), HR, OD&L, 020 7926 1601, rthatcher@lambeth.gov.uk

REPORT SUMMARY

Lambeth Council proposes to enter into an agreement with Corndel Limited to act as training provider to deliver the Level 5 Diploma in Leadership and Management apprenticeship to approximately 30 of its existing middle managers. The cohort will be funded by our apprenticeship levy. The Crown Commercial Services (CCS) Apprenticeship Training Dynamic Marketplace (RM6102) was utilised and identified Corndel Limited as the supplier best placed to deliver the programme, meeting all of the Council's requirements and offering a 13-month programme.

FINANCE SUMMARY

The Cost of this cohort will be £210,000. The council will pay for the apprenticeships using the Apprenticeship Levy account funds.

The Council has sufficient funds in the levy account to meet this cost.

RECOMMENDATIONS

1. To approve a contract with Corndel Limited to deliver Level 5 Diploma in Leadership and Management apprenticeship programmes to approximately 30 of the Council's existing middle managers at a cost of £210,000 over the period commencing 1 April 2022 to 31 May 2023

CONTEXT

- 1.1 Apprenticeships have had a very positive impact on the workforce and can boost the councils' potential by bringing in new talent, re-skilling existing staff and tackling skills shortages. Apprenticeships brings several added benefits to teams – from enthusiasm and energy to a new perspective and fresh ideas. Apprenticeships are cost effective, leading to lower training, recruitment costs and supporting in reducing staff turnover.
- 1.2 The council is committed to utilising the levy account to not only bring in new talent via the apprenticeship scheme but to also upskill existing staff. The aim here is to have a cohort that reflects the diversity of the Council's workforce. It supports the broader Borough Plan objective that staff, many of whom live in Lambeth and surrounding boroughs, access opportunities that would otherwise be out of reach. It has been recognised that as the organisation constantly changes shorter apprenticeship programme durations minimise the risk of programme failure and operate best based on these circumstances.

PROPOSAL AND REASONS

- 2.1 The Council has identified the opportunity to offer Level 5 Diploma in Leadership and Management apprenticeship programmes to approximately 30 of the Council's existing middle managers and will be treated as a pilot for future cohorts.

The programme is expected to positively impact leadership capacity, and therefore likely to improve managerial retention and improved succession planning for the future by having qualified managers ready to step up. The 30 places will effectively be taken from the application process, where the criteria have been met and through cross referencing applicants against other leadership programmes the council offers. This is to ensure we don't have managers doing more than one qualification at a time. Utilising the Equality, Diversity and Inclusion workforce data will enable us to measure the successful applicants and compare this to the workforce data. This will depend on who applies.

- 2.2 The Crown Commercial Services (CCS) Apprenticeship Training Dynamic Marketplace (RM6102) was utilised to identify a provider that could best meet the Councils apprenticeship requirements in relation to this cohort. The CCS Apprenticeship Training Dynamic Marketplace is a dynamic purchasing system (DPS) that enables UK public bodies to procure apprenticeship training programmes inclusive of end point assessments and related supplementary services in compliance with the Public Contracts Regulations 2015.
- 2.3 The DPS' Rapid Award Procedure was utilised where the Council applied relevant filters within the DPS based on its specific requirements, including the requirement for delivery of the programme through blended learning and for any classroom training to be undertaken near the borough. Details of the suppliers that were able to meet the Council's filtered requirements were then available for export, together with their pricing and prospectuses for the Council to assess.
- 2.4 Following the assessment of the filtered supplier list, it is recommended to appoint Corndel Limited to deliver the Level 5 Diploma in Leadership and Management apprenticeship programme for the Council.
- 2.5 Corndel's offering included a support model of high quality, which includes monthly 1-2-1's with a Leadership and Development Expert and a number of workshops across the year where all participants come together to discuss their work. Participants will have open access to their

Leadership and Development Expert which is important as sometimes help is required outside of the set structure. Their offering also provides good support for participants as well as their line managers, and additional functional skills support in Maths and English where this may be needed - which alleviates the administrative burden for Lambeth where our own resource is limited. In terms of on the job learning and support, Corndel integrate all assessments and requirements into each monthly module. The programme length offered by Corndel is a duration of 13-month benefitting the Council operationally, with no other providers able to deliver the programme in such a short duration.

The maximum permissible funding under the National Apprenticeship Service rules for the Level 5 Diploma in Leadership and Management is £7000 per person. Corndel Ltd is the UK's largest and most successful provider of levy funded leadership and management development. They have supported more than 8000 learners in the last 4 years and work with multiple private and public sector partners including the London Boroughs of Islington, Hackney, in addition to Cambridge University, the Medicine and Healthcare Regulatory Agency, Hull and East Yorkshire NHS Trusts and NSPCC.

The proposed commencement date for communications and applications in relation to programme is scheduled for January 2022. The programme itself is planned to begin in April 2022 with an end date of May 2023.

Contract Management

- 1.6 The first contract will be managed by the Learning and Development Team in partnership with Corndel.
- 1.7 The KPIs will be the successful completion of each module. Learning and Development will cement the work through quarterly FORMS surveys to capture real life experiences that can be fed back to the contractor. It is essential we keep track of any issues, so we are better placed for Cohort.
- 1.8 Organisational Development and Learning (ODL) will offer a study tips workshop for each of the successful applicants and be the first line of defence for any issues. If a member of staff fails the end point assessment, it is expected the organisation will pick up the cost of an exam resit (£350). We do expect this to be very low, given the ongoing support provided by Corndel and ODL.

FINANCE

- 3.1 The finance for this course will be funded by the Apprenticeship Levy. There will be no impact on Lambeth budgets. The cost of this cohort will be approximately £210,000.
- 3.2 Monthly payments will be made to Corndel Limited via our Digital Account Service (levy account) from January 2022 to May 2023.
- 3.3 The maximum permissible funding under the National Apprenticeship Service rules for the Level 5 Diploma in Leadership and Management is £7000 per person. Based on other leadership courses across the council we are anticipating approximately 30 managers to be successful with scope for more meaning a Levy spend of £210,000.

LEGAL AND DEMOCRACY

- 4.1 The authority to enact this report's recommendation is delegated to the Strategic Director for Finance and Investments. Before exercising that authority, this paper should be reviewed by a category board.
- 4.2 Procuring via a properly procured framework is compliant with the requirements of both the Council's Contract Standing Orders and the Public Contracts Regulations 2015 provided the Council is named, or is part of an identifiable group cited, in the original contract notice published in respect of the framework. The Council must comply with the framework's call-off rules when seeking to appoint a provider
- 4.3 The Council's Constitution requires that all key decisions, decisions which involve resources between the sums of £100,000 and £500,000, and important or sensitive issues, must be published on the Council's website for five clear days before the decision is approved by the Cabinet Member or Director concerned (Constitution, Part 2, Section 3). Any representations received during this period must be considered by the decision-maker before the decision is taken.

CONSULTATION AND CO-PRODUCTION

- 5.1 No formal consultation has taken place. What we have done is used internal documents to identify the need. For example, Patrick Vernon's report on Race and Diversity in Lambeth (Dec 2019) stated staff felt there was a *'lack of leadership development of leadership development for BAME [sic] staff'*. Additional feedback has come from the Staff Forums. Further supported by our Workforce Transformation Strategy which has a focus on Leadership and Culture change within the borough and to facilitate this, we need to focus on our middle managers.

The Investors in People report published in Feb 2021 identified some of the areas we need to work on as a borough. Two points are noted below:

- People are selected for roles based on their skills and abilities. However, further work needs to be carried out to embed consistency with regards to internal promotions and people's perceptions.
- Talent and career progression paths should be made clearer to everyone, linked to the above.

This apprenticeship seeks to address both areas (in addition to offering complementary programmes targeted exclusively at Black, Asian and Multi-Ethnic staff).

RISK MANAGEMENT

6.1 The main risks that impede on the successful delivery of this procurement and contract are:

Table 1 – Risk Register

Item	Risk	Likelihood	Impact	Score	Control Measures
1	Programme does not align with Lambeth objectives	1	2	2	Continuous review and engagement with the provider – When these are established, they will be embedded into the course
2	20% on the job commitment is not honoured by the service	3	4	12	Information Sessions to advise managers and staff of the commitment. Learning has to be endorsed by line manager and head of service ODL to follow up once all accepted applications have been followed and will escalate where required commitment is not being honoured to SDs
3	Learners do not progress at required pace	2	2	4	Each applicant is monitored through the RAG system which is covered in each 121 sessions. Managers also attend these sessions. Each applicant will have a Leadership and Management Expert assigned to them who will support and coach the applicants
4	Learners Failing Programme	1	1	2	Monthly 121's ad hoc coaching and workshops should prevent this from happening. 1 resit is permitted for the final exam which is to be funded by the service
5	Provider goes into administration	1	1	2	Alternate providers would pick up the programme –

					although the provider has secured millions in investment so are financially stable
6	Unplanned Sickness and Absence -	3	1	3	Formal break in learning procedures implemented – Pauses the learning and they can restart at a convenient time

Key

Likelihood	Very Likely = 4	Likely = 3	Unlikely = 2	Very Unlikely = 1
Impact	Major = 8	Serious = 4	Significant = 2	Minor = 1

EQUALITIES IMPACT ASSESSMENT

7.1 The main finding here is ensuring the application process is fair and equitable. It will be a voluntary approach where managers will need to have sign off from their line managers and heads of service. Our aim here is to have a cohort that is reflective of the diversity of our staff. In terms of how Corndel work with and understand equality, diversity, and inclusion impacts, they have written us a comprehensive guidance on how they can support all staff.

COMMUNITY SAFETY

8.1 Not applicable

ORGANISATIONAL IMPLICATIONS

Utilising the levy for this internal programme (Conversion Programme) addresses the shortfall in staff development budgets over successive years.

The programme is expected to positively impact leadership capacity, and therefore likely to improve managerial retention and improved succession planning for the future by having qualified managers ready to step up.

The impact on existing capacity during the programme due to the 20% on the job learning and study time has already been identified as a manageable risk.

Environmental

9.1 Virtual classroom delivery reduces carbon footprint – all training materials are available to view and download online and accessible via the learning platform. Staff will study from home which reduces the carbon footprint further without the need for travel into the office to complete the work.

Health

9.2 N/A

Corporate Parenting

9.3 N/A

Staffing and accommodation

9.4 N/A

Responsible Procurement

9.5 Corndel's proposals in relation to Responsible Procurement are detailed in the sections below.

Good Quality Jobs with Fair Pay and Decent Working Conditions

9.6 Corndel pay the London Living Wage, allow their staff to join a trade union and have a Modern-Day Slavery Policy.

Additionally, Corndel are guided by the following core principles:

We value Everyone – we are inclusive, supportive and respectful

We are agile – We are progressive with a growth mindset. We are adaptable, resilient and flexible

We deliver excellence – We have high expectations. We harness potential. We are innovative and inspirational, using evidence to continuously improve what we do.

We are empowered – We operate with integrity, trust and professionalism.

Corndel employs 233 staff. They offer a range of opportunities for training and development across all job functions in their business in a number of ways:

Professional qualifications – offering a range of opportunities for staff to undertake professional qualifications, in Coaching, Data Analytics, L&M any beyond.

In house training – Corndel have a Learning and Development calendar. With regular training and development sessions, lunch and learns and peer mentoring. In any given week there can be up to 3 training and development events running.

Corndel have a Leadership development programme for their Business Development Team. As well as offering individual coaching to those who request it.

Once a year all Corndel staff are invited to complete a Strengthscope360 profile to enable them understand their key strengths and tap into how they can best utilize them in their everyday roles.

Corndel have an internal project team focused on Staff Development, so are continuously looking to enhance their training and development opportunities and grow their programme offers.

Quality Apprenticeships, targeted Employment for Lambeth residents and Lambeth Priority Group

9.7 This is an integral part of the corporate apprenticeship scheme – specifically targeted at internal staff, many of whom are Lambeth residents.

Reduce Emissions: Lambeth Council has a commitment to being Zero Carbon by 2030

9.8 The delivery is online and virtual although there will be meetings with the entire cohort that may happen face to face across the year.

Corndel will work with Sustainability to provide emission costs of their operations

Single Use Plastics

9.9 Training materials for the course are all online via a virtual platform.

Positive Health and Wellbeing

9.10 Corndel conduct a Happiness Survey every year to use as a barometer for staff welfare and to identify any concerns they are then able to act upon.

Other Offers (Innovation)

9.11 Corndel have an unlimited annual leave policy which means that all staff can and are encouraged to take days to commit to voluntary and charitable work or initiatives. These are celebrated in their Monthly newsletter 'Connected' along with any other charitable fundraising they are doing each month.

TIMETABLE FOR IMPLEMENTATION

10.1 The table below details the stages and deadlines for implementing the recommendations:

Activity	Proposed Date
Publication on Decisions online	11.01.22
Officer or Cabinet Member Decision	18.01.22
Execution of Contract	19.01.22
Mobilisation Period for Contract	20.01.22 to 31.02.22
Commencement of Contract	01.04.22

AUDIT TRAIL

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Andy Wilson	Cabinet Member for Finance and Performance	16.12.21	5.1.22	
Fiona McDermott -Strategic Director	Finance and Investment	11.12.21	11.12.21	
Christina Thompson – Director	Finance and Property Director	11.12.21	11.12.21	
Michael O’Hara	Strategy Comms and Legal	02.12.21	02.02.21	
Farah Hussain, Democratic Services	Legal and Governance	02.12.21	09.12.21	
Malcolm De Vela, Category Manager – Energy & Corporate Resources	Finance and Property	26.11.21	02.12.21	
Sarah Garner	HR + ODL	11.12.21	11.12.21	
Gareth Roberts	HR+ODL	17.11.21	01 Dec 2021	

REPORT HISTORY

Original discussion with Cabinet Member	16.12.21
Report deadline	N/A
Date final report sent	11 January 2022
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	Not applicable
Key decision reasons	Not applicable.
Background information	Patrick Vernon’s Race and Diversity Report Investors in People Staff Survey Results
Appendices	Apprenticeship Level 5 - Equality Impact Assessment

APPROVAL BY OFFICER IN ACCORDANCE WITH SCHEME OF DELEGATION

I confirm I have consulted Finance, Legal, Democratic Services and the Procurement Board, and taken account of their advice and comments in completing the report for approval:

Signature: _____ **Date:** _____

Post: Robert Thatcher
Learning and Development Consultant (Line Managers), HR – Finance and Investment

I approve the above recommendations:

Signature: _____ **Date:** _____

Post: Fiona McDermott
Strategic Director for Finance and Investment

Any declarations of interest (or exemptions granted): Not applicable

Any conflicts of interest: Not applicable

Any dispensations: Not applicable