

Cabinet – 13 December 2017

Award of New Contracts for Provision of Apprenticeship Training Providers

Portfolio: Councillor Keith Chambers

Related portfolios:

Service: Human Resources

Wards: All

Key decision: Yes

Forward plan: Yes

1. Summary

1.1 In March, 2017 the Council established an Apprenticeship Programme to include Walsall’s maintained schools. The appendix to this report sets out the strategic vision for the use of the new Apprenticeship Levy/compliance with the requirements of the Enterprise Act, 2016. The appendix acknowledges the requirement for an open procurement process for the creation of a framework of quality training providers who will support the Council in delivering quality training in a variety of occupational Standards to enable the Council/its maintained schools to meet their corporate/organisational priorities. The contract start dates being 1 January 2018.

1.2 Approval is sought under this report for the award of contracts for provision of Apprenticeship Training to the below providers following the conclusion of the procurement process.

Lot	Training Providers
1. Business Administration, Finance, Accounting, Leadership and Management, HR and Procurement	Walsall College (Walsall) Performance Through People (Walsall) Juniper Training (Wolverhampton)
3. Health, Public Services and Social Care	Walsall College (Walsall) Performance through People (Walsall) Acacia Training (Stoke-on-trent)
4. Information and Communication Technology	Walsall College (Walsall) MBKB (Dudley)
5. Education/Training, Teaching Assistants/Child Development and Wellbeing	Walsall College (Walsall) Performance Through People (Walsall) Juniper Training (Wolverhampton)
6. Hospitality and Catering, Customer Service	Walsall College (Walsall) Nova Training (Willenhall) Performance Through People (Walsall)
10. Cleaning, Environmental Support Services, Facilities Management and Driving	Walsall College (Walsall)

- 1.3 This report should be read in conjunction with the award of the new contracts for the provision of an 'Apprenticeship Training Provider Framework' Private Session Agenda Cabinet Report, to be considered by Cabinet on this Agenda.
- 1.4 This is a key decision because it exceeds the threshold for significant expenditure and will impact on all Council Directorates and maintained schools.
- 1.5 Investing in this Apprenticeship Programme makes good business sense since the Council/maintained schools are required to pay the Apprenticeship Levy in any case due to having a paybill in excess of £3m. Utilisation of the Levy is one way the Council will be able to up-skill its existing workforce in the skills needed of a public sector workforce towards 2020. In terms of new apprenticeships this presents an opportunity to create employment opportunities for our most vulnerable citizens and those furthest away from the jobs market i.e., young people, older people who are currently unemployed and needing to re-train, job seekers with a wide range of disabilities and enables the Council to practically demonstrate its corporate parenting responsibilities. All of which will help the Council to reduce inequalities and build a thriving economy.
- 1.6 An Apprenticeship Programme for Walsall, known as '*Endless Possibilities*' will support the priorities set out in the Council's Corporate Plan 2017-2020 and the Corporate Workforce Plan 2017-2020.

2. Recommendations

- 2.1 Following consideration of the confidential report in the private session of the agenda, that Cabinet approves the award of new contracts, valued overall to be in the region of £700,000 in year one and assuming the paybill remains the same over the life of the contract £2.8m, to the providers listed in paragraph 1.2 of this report for the delivery of 'Apprenticeship Training Provision', for the period 1 January 2018 until 31 December 2019 with the option to extend for 2 additional 12 month periods at the sole discretion of Walsall Council.
- 2.2 That Cabinet delegate authority to the Senior HR Manager, in consultation with the Portfolio Holder for Personnel and Business Support/Agenda for Change, to enter into new contracts to deliver 'Apprenticeship Training Provision' by using the most appropriate procedures and to subsequently authorise the sealing or signing of any contracts, deeds or other related documents for such services.

3. Report detail

- 3.1 The commissioning process and service specification has been informed by national policy, Skills Funding Agency requirements, local workforce needs assessment, benchmarking with other neighbouring authorities procurement exercises and a comprehensive consultation process involving stakeholders i.e., recruiting managers/schools. Key areas of focus will be provision of quality Apprenticeship training which enables our workforce to acquire the necessary skills and competencies needed both now and for the future taking into account succession planning requirements.

3.2 Overview

3.2.1 The Council recognises its activities and the professions represented within it are diverse. In putting together the tender documentation and reflecting on lessons learned from elsewhere it was apparent that the Council would have to organise the tender into Lots containing the various Standards with those that 'fit' together 'sitting' together. Failure to do this would have led to either no one single provider being able to fulfil all of the Council requirements or a situation whereby the Council was having to evaluate multiple tender submissions and potentially manage a framework of over 50 separate providers. Having said this The Council do need a range of providers for the larger lots in order to build resilience and give the learner/line manager some choice in terms of delivery methodology. An example being; schools may have a preference for distance learning due to the rigidity of school timetables and requirement for contact time. It was therefore set out in the tender documentation that the Council would appoint the top 3 highest scoring providers to each Lot.

3.2.2 Eleven Lots were included in the tender document, these included:

Lot	Descriptor
1	Business admin, finance, accountancy, leadership/management, HR, Procurement
2	Sports, leisure and recreation
3	Health, public services and social care
4	Information and communication technology
5	Education/training, teaching assistants/child development and wellbeing
6	Hospitality and catering and customer service
7	Law and legal services
8	Science and maths/lab technicians
9	Horticulture
10	Cleaning/environmental support services, facilities management and driving
11	Arts, media and publishing

In order to be eligible to apply for a particular Lot providers had to be in a position to deliver all Standards in that Lot/expand their offer to be able to deliver all standards in that Lot or engage sub-contractors who would be able to support them with delivery.

In terms of the 13 providers who submitted tenders, 4 providers could not be taken forward to the next stage as they either failed to apply for all Standards within a particular Lot, were not registered with the Skills Funding Agency Register of Approved Training providers or failed to complete the full tender documents/due diligence questionnaires.

3.2.3 In evaluating the submissions the Council was able to appoint to 6 of the largest Lots. All providers are located within Walsall or the wider West Midlands. Whilst there was no requirement for this to be the case, in thinking about the Council's corporate priorities and also the social value aspect, this is helpful as employment opportunities with the providers themselves might arise. The Lots which remain outstanding include Lots 2, 7, 8, 9 and 11. These are the more specialist or niche Lots. An example being lab technicians where

we know there is only one college regionally who offer this. This means that having first asked providers on the framework if they are able to expand their offer to deliver against the 'gaps', the Council can then go to 'market' and specifically the specialist providers using a two competitive quotes process.

3.3 Framework Agreement

3.3.1 Key to this procurement exercise is the use of a 'Framework Agreement' which will ensure that as the Council's needs change and new Standards are required it will have quality providers already in place who have been vetted/with due diligence checks having been conducted.

3.4 The Procurement Process

3.4.1 Tenders were sought for the provision of Apprenticeship Training Providers using an open procurement process, which commenced on 14th August 2017, with a return date of 18th September 2017. A Contract Notice was issued via the Official Journal of the European Union 'OJEU' and was posted to the Council's E-Tendering portal, to alert the market to the tender, in accordance with the requirements of the Public Contract Regulations 2015 and the Council's Contract Rules.

3.4.2 It was anticipated that this would have been done sooner but the timeline was impacted on due to the need to recruit a Project Officer to lead the implementation phase of the Apprenticeship Programme, including this procurement exercise. Arrangements were put in place to cover the intervening months. Walsall College is the Council's interim provider.

3.4.3 Tenders were opened on 20th September 2017 by a Procurement Officer and the Executive Director of Change and Governance, using a formal opening ceremony on the E-Tendering Portal.

3.4.4 The Council received 13 tender submissions as set out below:

Tenderer	Location
Acacia Training	Stoke on Trent
Aspire Sports	Birmingham
Cherry Tree Foundation	London
EMA	Derby
Juniper Training	Wolverhampton
MBKB	Dudley
Staff Select trading as Nova Training	Willenhall
Performance Through People	Walsall
Sandwell College	West Bromwich, Sandwell
Smart Training	Isle of Wight
Sporting Futures	Hertfordshire
Strive Training	London
Walsall College	Walsall

3.4.5 The tenders were evaluated against the criteria included in the Invitation to tender as outlined below:

Price	30%
Quality	70%

Weighted Price Criteria:

Criteria	Percentage
Price model based on the Government's price bandings for the various Apprenticeship Standards and levels	30%
Total	30%

Weighted Service Criteria:

Criteria	Percentage
1 Evidence of registration with RoATP/ability to contract	Pass/Fail
2 Social value/Localism	5%
3 Readiness to Deliver	8.125%
4 Learner experience and support	8.125%
5 Managing, reporting and quality assurance	8.125%
6 Delivery Plan	8.125%
7 Delivery Method	8.125%
8 Retention/progression of apprentices	8.125%
9. Customer care and account management	8.125%
10 Added value	8.125%
Total	70%

3.4.6 Tenders were evaluated by Officers from the Learning and Development Team within HR overseen by the Council's Procurement Team.

3.4.7 Following evaluation against the advertised criteria, on consideration of the outcome of the evaluation being that the proposed contract awards are the most economically advantageous tenders, based on the quality of their submissions and the total price; it is recommended that the contracts are awarded as set out in Recommendations 2.1 and 2.3 of this report.

3.4.8 It is expected that the provision commissioned by this Council's 'Human Resources Service' for a wide range of Council settings and maintained schools will include all elements in the Specification delivered over years 1, 2 and beyond.

3.4.9 Given the specific commercially sensitive data of the tender evaluation information, a report detailing the evaluation criteria and the outcome of the evaluation appears in the Private Session Agenda Cabinet report.

4. Council Priorities

- 4.1 Creation of an Apprenticeship Programme for Walsall and its maintained schools supports delivery of all 4 corporate priorities in the following ways:

Pursue inclusive economic growth – Walsall people will develop new skills through participation in an apprenticeship with the Council/local schools which in turn will enable them to access a wider range of employment opportunities either with the Council or local employers than might otherwise have been the case.

Make a positive different to the lives of Walsall people – Walsall people will enjoy increased independence and improved health (both physical and mental health) that comes from being in work so that they become more resilient and can positively contribute to their local communities.

Children are safe from harm, happy and learning well with self-belief, aspiration and support to be their best – Walsall children and young people will be able to access a quality apprenticeship as a real alternative to university or a low paid job with no training, allowing them to earn while they learn. 10% of apprenticeship opportunities will be ring-fenced to our care leavers.

Safe, resilient and prospering communities – Walsall people through participation in an apprenticeship programme will have disposable incomes to spend in their local community and will hopefully take pride in working for their local council, becoming advocates for the council, building a strong sense of belonging and cohesion encouraging residents to do more for themselves.

5. Risk Management

- 5.1 Failure to utilise and maximise Apprenticeship Levy funding would mean the Council was failing to maximise the financial resources available to it. In addition engagement of insufficient apprentices in line with its headcount would mean the Council is failing to meet the requirements of the Enterprise Act, 2016. Both aspects will need to be managed/mitigated by the creation of additional people resources within HR.
- 5.2 The risks relating to both the procurement and service implementation have been actively assessed and managed as part of the tendering process.
- 5.3 In the case of a reduction in Levy funding before the end of the contract, break clauses and the provision for a reduction or amendment in the operational services have been included in the contract. This includes that the Council will retain the right to vary the content of service specification and renegotiate the contract value for any contract extension, in line with any budgetary reductions subject to compliance with the Public Contract Regulations 2015; or to terminate the contract.
- 5.4 Maintenance of service quality will be monitored and assured throughout the lifetime of the new contracts by reporting of achievement of key performance indicators at regular contract meetings with the service providers who are appointed.

6. Financial Implications

- 6.1 The value of the contract will be funded through the Apprenticeship Levy. The annual Levy is in the region of £700,000; if the paybill remains stable over the life of the contract, the total value of the contract will be in the region of £2.8m and the contracts will be within that budget. Given the financial and funding uncertainty the Council is currently facing there are break clauses / provisions for reductions in costs should these become necessary, particularly if the infrastructure to manage the programme is lost due to budget savings.
- 6.2 Any extension to the contract will be funded through the Levy and will not result in the Council exceeding its budget in the relevant period and would be managed in line with the Council's Contract Rules.
- 6.3 The 'Framework Agreement' and any contract called off under it will help ensure flexibility around any financial uncertainty that the Council is currently facing.
- 6.4 In order to manage this new Apprenticeship Programme (some 174 learners) new posts will need to be created. The process of determining these is about to commence but is likely to include creation of one G10 Apprenticeship Programme Manager, one G5 Administrative Officer and one Business Admin Apprentice. This would cost in the region of £73,000 per annum not including on-costs.

7. Legal Implications

- 7.1 Legal Services and Procurement have assisted Human Resources with using the most appropriate procedures and preparing a written agreement and call off contract (in a form approved by the Head of Legal and Democratic Services).
- 7.2 Legally the Council is required to comply with the requirements of the Enterprise Act, 2016 and the requirement to ensure 2.3% of headcount comprises apprentices (aggregated over a 4 year period).

8. Procurement Implications / Social Value

- 8.1 The procurement process has been conducted in accordance with the Public Contract Regulations 2015, the Council's Contract Rules and Social Value Policy.
- 8.2 Social value/localism is an integral part of this contract and all tenders have been evaluated based on their ability to bring social value including reducing waste/energy and use of natural resources and of course creation of employment opportunities and reducing inequalities as part of their delivery to Walsall.
- 8.3 The proposed successful bidders clearly demonstrated their social value through a commitment to the above. The fact that the majority of the preferred suppliers are based locally may mean creation of jobs which local people can access.
- 8.4 Independent research suggests that for every £1 invested in apprenticeships there is a return on investment to the tune of £28. This includes increased productivity that comes from a highly skilled and motivated workforce and of course the economic benefits of people being in work and having disposable incomes.

- 8.5 Steps have been taken to minimise procurement-related risk. However, there will always remain an inherent risk of legal challenge associated with any procurement undertaken by the Council.
- 8.6 Input has been sought from Procurement and Legal Services, as required to ensure the conduct of compliant procurement process.
- 8.7 All new services will be evidenced by a written contract in a form approved by the Head of Legal and Democratic Services and shall be made and executed in accordance with the Council's Contract Rules.

9. Property Implications

- 9.1 There are no apparent implications for the Council's property portfolio.

10.0 Health and Wellbeing Implications

- 10.1 A growing number of studies suggest that unemployment can lead to a host of serious mental and physical illnesses and generally a negative impact on well-being therefore creation of jobs can only be a good thing.

11. Staffing implications

- 11.1 Existing staff will be able to access Apprenticeship Levy funds in accordance with the workforce development needs for their particular service/profession. This will necessitate them spending 20% of their time 'off the job' in order to undertake their apprenticeship Standard. Line managers, the training provider and the learning and development team will work together to identify the best way of achieving this.

12. Equality implications

- 12.1 The Programme will seek to support under-represented groups into jobs with training for example young people, locally unemployed people, those with a disability or long term health condition and our care leavers. Workforce data will be used to take decisions on which employees to sponsor in order to redress current imbalances in the workforce where requests for training exceed funding.

13. Consultation

- 13.1 Consultation was undertaken in preparation for the tender with the Council's Apprenticeship Working Group which includes a schools representative and with other managers and staff.


Background papers

Appendix A: Briefing Note 28th March, 2017 setting out strategic vision

Author

Lisa Koc
Learning and Development Manager
HR
Change and Governance
☎ 01922 653505
✉ Lisa.Koc@walsall.gov.uk

Mike Smith
Senior HR Manager
Change and Governance
☎ 01922 655776
✉ mike.smith@walsall.gov.uk

A handwritten signature in black ink that reads "Anthony A. Keith Chambers". The signature is written in a cursive style and is positioned over a faint, dotted grid background.

Tony Cox
Head of Legal and Democratic Services
5 December 2017

Councillor Chambers
Agenda for change/Personnel and
Business support
5 December 2017

Appendix A

Briefing Note

Apprenticeship Levy and Targets 2017

1. Summary

1.1 This briefing note provides an overview of the Apprenticeship Levy which is being implemented by the Government in April 2017. For Walsall Council and local authority maintained schools this represents an opportunity to support sustainable economic growth within the Borough by:

- Improving skills within the existing workforce
- Supporting local people into jobs with training
- Meeting the workforce development and skills needs of the council at a time of significant transformational change linked to the new corporate plan and emerging corporate workforce plan
- For schools it could represent an alternative to traditional academic routes for students

It represents an opportunity to link into existing good practice within the council in promoting and offering apprenticeships and to demonstrate social responsibility as an employer and a provider of local services to the community.

2. Detail

2.1 The Government published English Apprenticeships: Our vision 2020 in December 2015 summarising progress on its apprenticeship reforms and plans to grow the number of apprenticeships to 3 million by 2020. It sees apprenticeships as a key mechanism to address the growing technical and professional skills shortages in the workforce to boost productivity and support growth.

2.2 The planned growth in apprenticeships will be funded through the introduction of an Apprenticeship Levy. Organisations with an annual wage bill in excess of £3m will be required to pay the levy that equates to 0.5% of their monthly salary costs (total employer earnings subject to class 1 secondary National Insurance contributions). There will also be a levy allowance of £15,000 per year to be calculated on a month by month basis of £1,250 per month.

2.3 It is estimated currently that the Council (including local authority schools sharing the same PAYE reference as the Council) will contribute approximately £782,000 per annum, around £65,000 per month. Some rudimentary modelling reveals this to be roughly a 50:50 split in terms of Council and School contributions. The levy amount will, however, fluctuate as it is calculated from monthly pay bill.

2.4 As of January 2017 there are also targets which require all public sector bodies with a workforce of 250 or more to provide apprentice opportunities that equate to a minimum of 2.3% of their workforce (including local authority maintained schools). Employers will, at 31st March each year, record their headcount and will work out the apprenticeship figures required to meet 2.3% average annual starts. This average target will enable public sector bodies to achieve an average annual target across the years 2017/18 to 2020/21 giving flexibility to organisations to manage peaks and

troughs in recruitment. Walsall has estimated a target for financial year 2017/18 of c174 (it will be possible to calculate this figure more accurately including the split between schools and the Council at the end of March. For information the total number of 'identified' apprenticeships in the Council is currently 18.

- 2.5 The introduction of the levy has financial and workforce development implications for the council as an employer. It will also have implications for local learning institutions and for local public and private sector employers. It will radically alter the apprenticeship funding regime by redirecting the funding for apprenticeship qualification delivery to the employer rather than to the training provider.
- 2.6 The Council has a track record of supporting businesses within Walsall through the Walsall Works Programme to create apprentices but has not managed its own corporate Apprenticeship Scheme since 2010. The introduction of the levy and targets will therefore require creation of the right infrastructure to manage the Scheme including new posts in order to bring in and develop new talent and raise the skill levels of the existing workforce.
- 2.7 An apprenticeship is a job (minimum 30 hours per week) with an accompanying skills development programme. It allows the apprentice to gain technical knowledge and real practical experience, along with functional and personal skills, required for their immediate job and future career aspirations. These are acquired through a mix of learning in the workplace, formal off the job training and the opportunity to practice and embed new skills in a real work context. On completion of the apprenticeship, the apprentice must be able to undertake the full range of duties, in the range of circumstances appropriate to the job, confidently and competently to the standard set by that particular industry.
- 2.8 Apprenticeships are available across a number of sectors and job roles and can be undertaken at the following levels:
 - Intermediate apprenticeship – level 2
 - Advanced apprenticeship – level 3
 - Higher apprenticeship – level 4-5
 - Degree apprenticeship – level 6-7
- 2.9 The Council will be able to negotiate with accredited training providers for the delivery of the apprenticeship qualifications and utilise the levy fund in order to pay for the learning via a digital account/voucher scheme.
- 2.10 Funds will expire 24 months after they enter the digital account unless they are spent on apprenticeship training with a training provider.
- 2.11 The need to respond to the 2.3% target presents a challenge but also an opportunity to invest in the Council's workforce to raise skill levels to meet changing business needs; plan for replacement needs arising from an ageing workforce; and to improve workforce diversity to better reflect the communities we serve. To achieve this, services will need to be more creative about the workforce mix and adopt a culture that supports more 'trainees', in particular young people with limited experience of the workplace. Taking positive action to recruit our recent care leavers/looked after children as apprentices will be a practical demonstration of our corporate parenting responsibilities.
- 2.12 In developing and recruiting to an apprenticeship offer, the Council needs to give further consideration to progression routes and the longer term careers people can have within the Council. The introduction of the levy is likely to lead to significantly increased demand for good quality apprentices from employers and the Council will need to demonstrate that it has a compelling offer and is an attractive place to work. The Council will want to ensure that its

apprenticeship scheme is recognised as an exemplar and a career entry point of choice for young people.

3. What have we done so far (phase 1)?

3.1 A cross directorate working group, led by the Council's Learning and Development Manager, has been investigating best utilisation of the Levy including identification of resource requirements/implications, both operational and financial of establishing a Walsall Apprenticeship Scheme (phase 1). Activity has included:

- benchmarking approaches with other local authorities, via the National Apprenticeship Service and undertaking some soft market testing with two providers namely Walsall Adult and Community College and Walsall College.
- considering the balance between new apprentices and use of the levy for existing employees based on skills gaps/transformation journey of the Council and using business intelligence from the following sources: agency usage over last 12 months, recruitment advertisements placed in last 12 months, our most recent Employment Monitoring Report and information shared by key managers in terms of perceived skills gaps/apprenticeship possibilities within their own area in order to prioritise use of the Levy. Initial thoughts were for a 75%:25% split in favour of existing staff to acknowledge the difficulty in creating 174 new posts due to budget constraints whilst respecting the original intention of the Government to grow the number of apprentices to 3 million by 2020. 25% new job starts equates to 43 new apprentices across the Council/schools
- considering any priority groups for Walsall, namely care leavers/ex-looked after children as a practical demonstration of our Corporate Parenting responsibilities, Walsall young people, Walsall residents with possibly some positive action having regard to the current composition of the workforce as per the most recent Employment Monitoring report.
- starting to consider how the requirement for 20% off the job learning might be managed
- starting to engage Procurement colleagues in order to make preparations to select either a lead provider to partner with or a number of providers in order to meet the anticipated requirement for diversity of Standards and levels.
- considering HR policies and procedures which may need to be introduced/amended in support of the Levy including levels of pay and the timeline for implementation in Walsall.

4.0 Next steps?

Outline Timeline and activities (phase 2)

4.1 A project lead will be engaged to lead on phase 2 – Implementation. The lead will draw up appropriate project management documentation including a Gantt Chart/roadmap broadly similar to the timetable below. The lead will work with a range of key stakeholders across a number of organisations to further shape and implement an Apprenticeship Scheme for Walsall. An effective communication strategy will also need to accompany the project.

Activity	By when	By whom
Report to CMT suggesting	16th March, 2017	Corporate Apprenticeship

best use of Levy/resources needed to manage it		working group
Report to Cabinet	28 th March, 2017	Learning and Development Manager
Register for Digital Account	Middle/end March 2017	Payroll Manager
Providers/End Point Assessors receive outcome of their Skills Funding Agency application to become an approved Provider	End of March, 2017	Providers and Skills Funding Agency
Continuation of Apprenticeship Working Group	Meet bi-weekly to monitor progress.	Project Manager to chair
Final decisions in terms of balance between number and type of new apprentices and development for existing staff for 17/18	Middle of April, 2017	Directorates and Project Lead
Identify appropriate standards available	Middle of April, 2017	Learning and Development Team/Managers
Launch procurement exercise to identify lead provider.	Middle/end of April, 2017	Procurement team/Project Lead
Decision taken in terms of resources needed to manage the Levy – provider versus in-house and as necessary commence recruitment of resources to support management of the Levy	End of April, 2017	Project Lead Payroll and Learning and Development Manager
Considerations for any HR policy changes including drafting of Learning Agreements and compliant Contracts of Employment	June, 2017	Project Lead
Engage Learning Providers	End of July, 2017	Lead Provider /Project Lead
Confirm appropriate standards to be used for 17/18 apprenticeships.	End of July 2017	Lead Provider / Project Lead /Learning & Development Manager
Engage internal apprentices and issue Learning Agreements	End of June/early July, 2017	Directorates/Learning and Development Team
Engage external apprentices and issue Learning Agreements	By end of June/early July 2017	Directorates/Recruitment team/Walsall Works *advertising must be done before schools/colleges break up
Apprentices commence	1 st September 2017	Recruitment Team/Directorate Managers
Business as Usual (Phase 3)	September onwards	L&D Manager / Payroll Manager

5.0 Citizen Impact

Walsall residents will be positively targeted to access apprenticeship opportunities as would Walsall's care leavers/looked after children. The Scheme will also aim to link in with other initiatives such as schemes in operation within Adult Social Care designed to support adults with learning and physical disabilities and sensory impairments into work.

6.0 **Equality Implications**

The Levy also provides an opportunity for the Council to undertake some positive action having regard to the most recent Employment Monitoring Report.

Age profile of the Council – 48% of the workforce are between 40 and 54 with just 2.31% of the workforce being under 25. It therefore makes good business sense to target younger people for any new entry level opportunities.

Disability profile of the Council – just 4.4% of the workforce have declared a disability. In terms of supporting people with a disability/long term health condition into work it would again make sense to work with colleagues in Adult Social Care and those registered with the Impact Programme locally to support this group to access entry level opportunities.

Gender profile by grade – the annual pay gap between women and mean across the Council is £3,571 despite women making up over 68% of the workforce. In terms of access to apprenticeships for the existing workforce we may consider prioritising women particularly in relation to accessing leadership and management programmes.

BME profile by grade – at the highest level within the organisation G14 and above BME staff are under-represented despite their overall representation within the Council of 18.45%. Again we may wish to prioritise this group when considering use of the Levy in relation to accessing leadership and management programmes.

7.0 **Further Reading**

<https://www.gov.uk/government/publications/apprenticeship-levy-how-it-will-work/apprenticeship-levy-how-it-will-work>