



**BRISTOL**  
**LEARNING CITY**

**Bristol City Council**

**Training Brief for the provision of apprenticeship training services in:**

**LOT 3: Leadership and Management**

### **1.0: Introduction**

In 2017 Bristol City Council invited training companies to tender for specific Apprenticeship Training Lots through Dynamic Purchasing System (DPS). The procurement attracted over 20 training companies that expressed an interest and completed bids. Each bid application has been considered and reviewed and quality graded.

Bristol City Council are now pleased to continue our Apprenticeship Procurement with providers that have achieved an adequate quality score and move to stage 2 of the procurement exercise.

This brief contains additional information that we would like training providers to review and use when developing their responses to the brief. Stage 2 requires providers to complete and return the following:

- Pro-contract call off response, including:
- Individual Training Agreement (ITA)

It is important that all questions are answered within these two documents and supporting evidence is provided. Any companies that fail to supply the requested information or supporting documentation will not progress to the next stage.

## **1.1: Bristol City Council Apprenticeship objective**

Bristol City Council have provided a number of apprenticeship opportunities to existing and new staff within the council for over 8 years, the success of apprenticeships have enabled our business to gain skilled and competent staff of which the majority have remained within our business.

In 2017, the Apprenticeship Levy came into effect. We anticipate our levy fund to be £1.1m per annum and our objective is to utilise this levy to enable us to offer increased apprenticeship training to existing staff and attracting new apprentices into our business.

Bristol Apprenticeship Service (BAS) has been set up as a service from the council and this service will focus upon the commissioning and delivery of apprenticeship training activities on behalf of Bristol City Council and other employers within the local area.

Our objective is to ensure that we offer suitable and high quality apprenticeship programmes to enable our business to grow and for staff within the council to enhance their skills and capabilities. To achieve this, we wish to enter into partnerships that have been co-designed with providers and with our departments and schools. We believe this will ensure greater all round ownership of the scheme and encourage innovation and best practice.

In broad terms, scheme will operate using the following models:

1. Model A – Employer Provider. Overall responsibility of the programme will be managed by Bristol City Council and elements of the training will be sub-contracted to high quality delivery partners.
2. Model B – Lead Provider. Provider will access agreed funding for delivery direct from Bristol City Council levy.

## **2.0: Leadership and Management Apprenticeships**

Bristol City Council is committed to staff development and progression; training is a mechanism that helps to achieve this. Many of our current leaders within our organisation started their career with us and have been promoted from within.

Our requirements for Leadership and Management Apprenticeships will be across a range of departments within the council and include a range of levels.

We are engaging for this competition to seek providers to assist us with our two strands of Leadership and Management Apprenticeships. We have two pathways; pathway 1 is to link employees onto Apprenticeship Standards and pathway 2 is to link to Stepping Up, a newly designed programme (further detail in 2.2. and appendix 1).

On your submission, please ensure that your response clearly provides your intention to tender for pathway 1, pathway 2 or both.

## 2.1: Pathway 1 – Leadership and Management Standards

We have identified Leadership and Management as a key staff developmental strand linked to a series of existing internal training programmes; we foresee a growing demand in a range of standards to be delivered.

We are looking for training partners, who can join us to achieve optimum results, we are interested to gain input from providers on a range of the different approaches, this might be through **Model A** (Employer Provider) or **Model B** (Training provider to be Lead Provider).

The Standards we have identified a requirement for are:

1. Team Leader/Supervisor
2. Associate Project Manager
3. School Business Professional
4. Operations Department Manager
5. HR Consultant/Partner
6. Chartered Manager/Partner

In your response, please detail which of the above standards that you are interested to tender for.

Please ensure that you review the following and address these in your submission and where possible provide examples or evidence of success:

- How will you co-design the programme with relevant council department teams to develop a successful programme that will benefit all parties?
- Can you provide a flexible approach to the development and delivery of specific training elements and any qualifications that might be deemed necessary
- How will you ensure that the programmes are a success, please comment on performance tracking systems
- Provide details of delivery for the approach you are interested in, provide details of how specific aspects will be delivered and how your organisation will ensure compliance with the regulatory bodies.
- How will you ensure that you provide quality provision and monitor apprentices effectively to ensure timely progress is achieved in order to meet timeframes?
- Is your organisation able to offer initial testing to candidates and please detail whether you will be responsible for learner enrolment.
- Do you have the capability to provide support for learners that have specific learner needs?
- Identify the materials that you will provide to the learners, this might include software or electronic information.

- How will you communicate to relevant council staff; including reporting of absences, timely reports, access to software for student tracking, regular progress reviews and regular review meetings
- Please describe how you will assist the council with internal promotion to departments and relevant staff

You can address this information in your responses to the questionnaire or upon completion of ITA (Individual Training Agreement)

## **2.1: Pathway 2 - Stepping Up BAME Leadership Development Programme**

The Stepping Up Programme is a collaborative programme developing leadership skills and the Council will be delivering in line with the Operations Department Manager Apprenticeship Standard. Therefore it is important to review the programme (appendix 1) alongside this briefing document. Bristol City Council seeks training partners to provide support to underpinning knowledge and the delivery of an ILM or CMI Level 5 qualification.

As part of the manifesto of the Mayor, Marvin Rees sets out the aspiration to change the leadership landscape across Bristol so that it more readily reflects the population and multi-cultural ethos of the City and this has resulted in the production of a programme named Stepping Up.

Stepping Up will create the first BAME (Black, Asian & Minority Ethnic) talent pool in Bristol. The talent pool will supply a ready flow of individuals with aspirations and skills to reach the most senior roles. The concept of Stepping Up emerged from feedback from the Mayor's Diversity Roundtable. The design of the talent pipeline and pool has been co-created with employers.

The ambition for the Stepping Up programme is that in subsequent years the programme will be opened to draw on diversity in the wider sense, however for year one the programme is dedicated to individuals from BAME.

Please tailor your bid response to the model below:

- **Model A** – Employer Provider. Overall responsibility of the programme will be managed by Bristol City Council and elements of the training will be sub-contracted to high quality delivery partners.

In your submission, please highlight the ways in which you envisage your organisation will work with us to fulfil this ambition. Please clarify your capability to deliver the elements required for the standard that are not contained within the Stepping Up Programme.

### Training provider to:

- Co-design the programme with relevant council department teams to develop a successful programme that will benefit all parties. The council's objective is to utilise where possible physical and human resources for the development and delivery of the programmes
  - Provide a flexible approach to the development and delivery of specific training elements and any qualifications that might be deemed necessary (for example ILM)
  - Work in conjunction with Bristol City Council to develop performance and tracking systems to ensure the programme runs smoothly and provides the apprentice with the best chance of success
  - Deliver specific aspects of the apprenticeship programme and ensure compliance with regulatory bodies including ESFA, Ofsted and relevant awarding bodies
  - Potentially be responsible for learner enrolment for specific elements of the programme, this might include registering learners with awarding bodies and EPA
  - Provide quality provision and monitor apprentices effectively to ensure timely progress is achieved in order to meet timeframes
  - Ability to provide testing ahead of enrolment for literacy and numeracy to use as part of programme plan for functional skills delivery
  - Have the ability to provide solutions for specific learner needs. For example; additional support packages for learners with increased learning requirements
  - Provide learners with all the materials required to successfully achieve their apprenticeship programme, including access to software packages required
  - Provide effective communication to relevant council staff; including reporting of absences, timely reports, access to software for student tracking, regular progress reviews and regular review meetings
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- Volumes:

Indicative annual intakes as follows:

| <b>Apprenticeship Standard</b>          | <b>Level</b> | <b>Volume</b> |
|---|--------------|---------------|
| Team Leader/Supervisor                  | 3            | 20            |
| Associate Project Manager               | 4            | 20            |
| School Business Professional            | 4            | 8             |
| Operations Department Manager           | 5            | 21            |
| HR Consultant/Partner                   | 5            | 5             |
| Chartered Manager Degree Apprenticeship | 6            | 3             |

Annual intake numbers are likely to be achieved through 3 separate recruitment cycles – Spring, Summer and Autumn.

### **3.0: Pricing:**

For this tender, please can you make sure that you clearly detail whether you will be tendering for pathway 1, pathway 2 or both.

- Pathway 1 – we are open to providers informing us of the preferred delivery model. Please complete the attached excel price structure with pricing information
- Pathway 2 – please provide details based upon Model A approach. Please complete the excel price structure document.

If wishing to use our facilities as the delivery mechanism, the submission will need to include details of total number of days you would require our premises and the day rate that you would pay for our training room facilities.

### **Further information**

Bristol Apprenticeship Service has been set up to enable the Bristol City Council to set up new apprenticeship training provision and utilise the apprenticeship levy to maximise skills and knowledge to existing and new staff. By 2021, Bristol City Council are required to have 2.3% of their workforce on apprenticeship agreements and based upon the current staff within the council and managed schools this would equate to 276 apprentices.

We are looking to work with training providers that we can build good working relationships with and where possible local partners.

Our objective is to ensure that we contract with suitable training partners to fulfil the needs of our learners and business units.

Should you have any questions, please email [Bristol.apprentices@bristol.gov.uk](mailto:Bristol.apprentices@bristol.gov.uk)