

## Annex A – Deliverables

**CPD4124150 Boardroom Apprentice UK Pilot – Deliverables – extension 2025 3<sup>rd</sup> year**

<b>Deliverable No.</b>	<b>Deliverable</b>	<b>Requirements of Deliverable</b>	<b>Performance Measures and Requirements</b>
1	Number of Host Boards	<p>A minimum of 20 host boards (mix of third and public sector) sign up to the programme for year one.</p> <p>A minimum of 40 host boards (mix of third and public sector) sign up to the programme for year two.</p> <p>A minimum of 60 host boards (mos of third and public sector) sign up to the programme for year three.</p>	<ul style="list-style-type: none"> <li>• Host boards will complete a form to sign up to the programme, confirming they have read and understood the host board information leaflet.</li> <li>• Host boards confirm they hold at least 4 meetings a year and</li> <li>• agree to the Boardroom Apprentice attending all board meetings and at least one sub-committee for 12 months.</li> <li>• Host boards agree that they have governance arrangements in place.</li> <li>• Host boards explain why they want to join the programme and what the organisation can offer a Boardroom Apprentice.</li> <li>• Host boards agree to provide a board buddy to the Boardroom Apprentice.</li> <li>• Host boards confirm that the board has agreed to host a Boardroom Apprentice having discussed in a board meeting and minuted.</li> <li>• Host board application forms will be reviewed and agreed by DLUHC project manager before joining the programme.</li> <li>• Year one will focus on England.</li> <li>• Year two will include Scotland and Wales, DLUHC will liaise with the Welsh and Scottish Gvts regarding devolution issues.</li> </ul>

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			<ul style="list-style-type: none"> <li>Year three will continue to include Scotland and Wales with MHCLG liaising with Scottish and Welsh Governments.</li> </ul>
2	Number of Boardroom Apprentices	<p>A minimum of 20 Boardroom Apprentices apply and selected for year one of the programme.</p> <p>A minimum of 40 Boardroom Apprentices apply and are selected for year two of the programme.</p> <p>A minimum of 60 Boardroom Apprentices apply and are selected for year three of the programme.</p>	<ul style="list-style-type: none"> <li>The number of Boardroom Apprentices selected are made in line with the number of host boards signed up and agreed for the programme by MHCLG.</li> <li>This is a joint deliverable between Boardroom Apprentice founder and MHCLG.</li> <li>'Board Apprentice' definition has been agreed with DLUHC lawyers. We are not using 'Apprentice' only due to the specific legal meaning. It is not intended to create a Common Law Apprenticeship or an Approved English Apprenticeship which give rise to employee status. 'Boardroom Apprentice' is a voluntary arrangement intended to give training and experience of being on a Board.</li> </ul>
3	Follow up tracker and evaluation	<p>A follow up tracker will be due to be issued in January 2025 to track progress from the 01<sup>st</sup> pilot cohort 12 months' post completion of the programme.</p> <p>A further follow up tracker will be issued in January 2026 to track progress from the 2<sup>nd</sup> pilot cohort and January 2027 for the 3<sup>rd</sup> pilot cohort – subject to MHCLG continuing to run the project.</p>	<ul style="list-style-type: none"> <li>Boardroom Apprentice to advise MHCLG on how best to utilise the tracker to gain Boardroom Apprentice insight post programme completion.</li> <li>Tracker to be issued to an external evaluator when procured.</li> <li>The tracker will measure how many Boardroom Apprentices have applied and secured a board role 12 months after finishing the programme.</li> <li>50% of Boardroom Apprentices are expected to have applied for a board role within 12 months of finishing the programme.</li> <li>10% of Boardroom Apprentices are expected to have secured a board level role within 12 months of finishing the programme. Majority of England</li> </ul>

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		It is expected that as each year progresses there will be a resulting increase in the number of Boardroom Apprentices appointed to a board role within the third or public sector.	<p>appointments are ministerial appointments who are given a choice.</p> <ul style="list-style-type: none"> <li>• A full two year evaluation, potentially external, will be undertaken by MHCLG during 2025.</li> </ul>
4	Trainers for Learning Days	The Supplier shall advise and support with the provision of all trainers and contributors to the learning days. Trainers for the Northern Ireland programme will be involved. Additional localised (England/Wales/Scotland) resource will be identified in agreement with the MHCLG Boardroom Apprentice Project Manager in advance.	<ul style="list-style-type: none"> <li>• Provide at least one trainer to attend in person each learning day for year one, as arranged by MHCLG. Two trainers required for learning days 3, 5 and 6 and a panel of four for learning day 7.</li> <li>• Trainers identified from the NI programme for all learning days.</li> <li>• Trainers for learning day 8 to include UKG speakers to be sourced by MHCLG.</li> <li>• Support to source UKG trainers for years two. <i>It was agreed by the senior advisory project group to continue to utilise NI trainers during the pilot due to expertise and familiarity with the programme and to keep costs to a minimum.</i> Utilise NI trainers for year three of the pilot.</li> <li>• Briefings for trainers drafted by Boardroom Apprentice for review by MHCLG.</li> <li>• MHCLG project manager will attend all learning days for assuring delivery and transfer of knowledge.</li> <li>• Boardroom Apprentice to advise on how best to devise feedback surveys, using NI drafts as base. Survey to be drafted by Boardroom Apprentice,</li> </ul>

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			<p>distributed by MHCLG to all Boardroom Apprentices to gauge level of knowledge pre and post learning day.</p> <ul style="list-style-type: none"> <li>• 50% satisfaction results from Boardroom Apprentice feedback survey for trainer rating in year one.</li> <li>• 50% satisfaction results from Boardroom Apprentice feedback survey on increased knowledge in year one.</li> <li>• 60% satisfaction results from Boardroom Apprentice feedback survey for trainer rating in year two.</li> <li>• 60% satisfaction results from Boardroom Apprentice feedback survey on increased knowledge in year two.</li> <li>• 65% satisfaction results from Boardroom Apprentice feedback survey for trainer rating in year three.</li> <li>• 65% satisfaction results from Boardroom Apprentice feedback survey on increased knowledge in year three.</li> <li>• Review with MHCLG feedback surveys and agree adaptation for year two and year three.</li> <li>• Attend all learning days in person, as arranged by MHCLG.</li> </ul>
5	Recruitment materials (Host Board and Boardroom Apprentice)	The Supplier will craft all recruitment materials in readiness for design and distribution	<ul style="list-style-type: none"> <li>• Boardroom Apprentice to advise on draft recruitment materials using NI documents as a base. To be designed with the reader at the core, using simple and clear language, materials include: <ul style="list-style-type: none"> <li>○ Host Board information booklet</li> </ul> </li> </ul>

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			<ul style="list-style-type: none"> <li>○ Host Boards Preparing for your Boardroom Apprentice</li> <li>○ Boardroom Apprentice information booklet</li> <li>○ Boardroom Apprentice Getting ready to start your Boardroom Apprentice Journey</li> <li>○ Boardroom Apprentice Group Project</li> <li>○ Boardroom Apprentice Getting to grips with the terminology</li> <li>○ Boardroom Apprentice Project Group Allocations</li> <li>○ Boardroom Apprentice Memorandum of Understanding</li> <li>○ Boardroom Apprentice Profile Booklet</li> <li>○ Booklets to be available in alternative formats if requested, Welsh translation will be sourced by MHCLG if needed using the UKG Welsh translation unit.</li> <li>○ All documents to be proofed and agreed by MHCLG.</li> </ul>
6	Communication	<p>Be an advocate for the UK scheme, promoting widely across her contacts and networks. This will be evidenced by the referrals for both candidates and host boards, as well as identifying speakers for events when needed</p> <p>Provide social media and comms support for the launch of the pilot when announced and throughout the application period for both host boards and apprentices, actively</p>	<ul style="list-style-type: none"> <li>● Boardroom Apprentice to advise MHCLG on how best to utilise communication outlets to reach target audience of open to all 16+. <i>Revised to 18+ for year two and three.</i></li> <li>● Sharing NI testimonials with MHCLG and media supplier for year one, two and three comms.</li> <li>● Boardroom Apprentice referrals to be sent to MHCLG who will maintain a spreadsheet and follow up with contacts.</li> <li>● Boardroom Apprentice to review NI host boards and consider UK/England equivalent for year one with Wales and Scotland for years two and three.</li> </ul>

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		<p>using her own networks, contacts and social media platforms to promote the UK programme.</p> <p>Provide lessons learnt from the NI programme</p> <p>Sharing the social media campaign material from NI including specification for procuring a media campaign provider.</p> <p>Be involved in the decision with the MHCLG project manager in reviewing all media campaign quotes ensuring they are fit for purpose. It will be for MHCLG to award and contract, feed in to the quality of delivery of the media campaign content</p> <p>Securing NI host boards to present to a UK Host Board Information Event.</p>	<ul style="list-style-type: none"> <li>• Referral results will be seen in the number of host boards and Boardroom Apprentices secured.</li> <li>• At least two speakers for each event.</li> <li>• Speakers for host board information event will be sourced from boards with a UK wide remit as opposed to NI specific and agreed with MHCLG.</li> <li>• Clear briefing on subject areas to cover for host board speakers for information event ensuring questions received by MHCLG and lessons from NI are split evenly e.g. selection day process of host board not being involved, practical support put in place for Boardroom Apprentices, time spent supporting Boardroom Apprentices each month.</li> <li>• At least 50 attendees signed up for the host board information event.</li> <li>• Positive feedback sourced by MHCLG from host board information event attendees, post event.</li> <li>• Automated website HubSpot forms to identify source of host board or Boardroom Apprentice enquiry.</li> <li>• Regular (weekly) Boardroom Apprentice social media activity during application period for host boards and Boardroom Apprentices enabling MHCLG and OGDs to reshare articles.</li> <li>• Lessons learnt from NI to influence UK pilot approach, the Supplier shall share with MHCLG during weekly project meetings and monthly advisory group senior meetings.</li> <li>• Feedback survey to Boardroom Apprentices</li> </ul>
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			<ul style="list-style-type: none"> <li>• At least 50% satisfaction results from Boardroom Apprentice feedback survey for application period comms.</li> <li>• At least 50% satisfaction results from host board for information to prepare and support the Boardroom Apprentice.</li> </ul>
7	Host Boards and apprentice support	<p>Share any contacts enquiring about the UK programme to the DLUHC project manager who will take forward.</p> <p>Facilitate a virtual host board information event in September 2022.</p> <p>Provider speakers from NI apprentice programme to share experiences, directing on topics to provide insight on, for year one, utilising UK programme speakers years two and three.</p> <p>Instructions and expectations to host boards and apprentices during the programme.</p> <p>Facilitate a welcome event for host boards and apprentices about the programme following selection.</p>	<ul style="list-style-type: none"> <li>• Share contacts weekly with MHCLG who will maintain a spreadsheet and follow up.</li> <li>• Boardroom Apprentice website enquires shared on the day of receipt via automated alert.</li> <li>• To advise MHCLG on how best to utilise a host board information event including speakers and topics.</li> <li>• To design a host board information session in collaboration with MHCLG, to best inform attendees about the programme, benefits, timeline and next steps.</li> <li>• Clear delivery of a virtual host board information event, facilitating main agenda and speakers with MHCLG facilitating the Q&amp;A section.</li> <li>• At least two speakers for host board information event to be sourced from boards with a UK wide remit as opposed to NI specific and agreed with MHCLG.</li> <li>• Clear briefing on topics to cover for speakers at host board information event ensuring questions received by MHCLG and lessons from NI are split evenly e.g. selection day process of host board not being involved, practical support put in place for</li> </ul>

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		<p>Provide support to host boards and apprentices throughout the pilot programme</p>	<p>Boardroom Apprentices, time spent supporting Boardroom Apprentices each month.</p> <ul style="list-style-type: none"> <li>• Clear instructions to host boards via a pre-launch host board information leaflet.</li> <li>• Clear instructions to host boards following matching and to prepare for a Boardroom Apprentice.</li> <li>• To design a Boardroom Apprentice welcome event in collaboration with MHCLG, to best prepare host boards and Boardroom Apprentices for their role in the programme, expectations, timeline and next steps. Year three event to be held online.</li> <li>• Secure at least two speakers for the Boardroom Apprentice welcome event from apprentices that have secured a board role following the NI programme for year one, with UK Boardroom Apprentice for year two and three.</li> <li>• Welcome event structure and seating to enable networking and for host board to meet their Boardroom Apprentice for the first time. Working with a provider to replicate in person networking tables but online.</li> <li>• Welcome event effectively prepares Boardroom Apprentice and host board on the start of the programme, providing expectations of the programme, learning outcomes, information booklets in preparing for the first board meeting and Boardroom Apprentice and host board speakers who have completed the programme to share their experiences and learning.</li> </ul>
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			<ul style="list-style-type: none"> <li>• At least 50% positive satisfaction results from Boardroom Apprentice and host board feedback survey post welcome event.</li> <li>• Answer host board and Boardroom Apprentice questions during the programme within 5 working days.</li> <li>• Provision of appropriate support and advice to host boards, board buddy's and Boardroom Apprentice individuals using experience of running the NI programme for year one, UK programme for years two and three.</li> <li>• Provide support and guidance to Boardroom Apprentices struggling with the time commitment of the programme.</li> <li>• Support MHCLG in undertaking feedback surveys during the 12 month programme, post each learning day by providing NI questions as a base.</li> </ul>
8	Selection Day	<p>Lead preparations Facilitate selection day Devise criteria for selection of host boards and apprentices.</p> <p>Provide the selection panel from the NI Boardroom Apprentice previous cohort for year one. Selection panel for years two and three from the UK cohorts. Provide project manager with results for distribution</p>	<ul style="list-style-type: none"> <li>• MHCLG project manager will attend the selection day.</li> <li>• To arrange the selection day attending in person.</li> <li>• Panel briefing information including selection criteria to be sent the day before the selection meeting.</li> <li>• Clear briefing on the selection day to panel members on how to assess candidates application form and criteria to be used.</li> <li>• Clear briefing on the selection day to panel members on how to assess candidates host board preferences, including reviewing conflicts of interest.</li> </ul>

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			<ul style="list-style-type: none"> <li>• Ensure a decision is made by the panel on every applicant.</li> <li>• Support panels by reviewing decisions and benchmarking for consistency of approach.</li> <li>• Panel to review all Boardroom Apprentice applications against criteria, assessing if suitable to be selected on the programme.</li> <li>• All host boards to be matched with an Boardroom Apprentice, minimum of 20 in year one, 40 year two and 60 year three.</li> <li>• Capture selection decisions in a spreadsheet, clearly identifying any reserve applicants i.e. more successful than host boards available.</li> <li>• Selection decisions to be shared with MHCLG within 2 working days of completion for MHCLG to send results to Boardroom Apprentices for agreement before informing host boards.</li> </ul>
9	Programme management and oversight	<p>Attend key meetings. Attend a senior Advisory Group forum to periodically monitor progress of the pilot programme. Update project manager of key activity and stakeholder engagement.</p> <p>Establish regular governance and reporting; in weekly meetings monitoring jointly with the project manager the actions against milestones and timeline as agree,</p>	<ul style="list-style-type: none"> <li>• To attend virtual monthly advisory group meetings, arranged by MHCLG. MHCLG will prepare the meeting papers and agenda including items for escalation. <i>To note MHCLG changed frequency to six weekly during 2024.</i></li> <li>• Supporting the MHCLG project manager in providing an overview of the latest position at advisory group meetings.</li> <li>• Boardroom Apprentice will work with MHCLG and the advisory group flexibly to aide conversations on project progress, milestones, issues for escalation and next steps.</li> </ul>

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		<p>support project manager with MI dashboard data.</p> <p>Assist project manager with identification of risks and mitigating actions.</p> <p>Assist project manager with internal and external stakeholder management</p> <p>Demonstrate a clear understanding of the objectives for MHCLGss boardroom apprentice pilot programme</p> <p>Using NI knowledge and experience adapting the programme for a UK audience</p> <p>Assist MHCLG project manager in evaluating the pilot, during and at the end of the pilot, providing advice and guidance of subjects and questions, using NI surveys as the basis for the MCHLG project manager to undertake and distribute.</p> <p>To provide advice for the full two year evaluation, potentially external, using NI lessons and impact studies.</p> <p>Agree an escalation procedure via the Advisory Group forum</p>	<ul style="list-style-type: none"> <li>• To answer advisory group questions in meetings and follow up within 5 working days any outstanding items.</li> <li>• To attend weekly virtual project review meetings as arranged by MHCLG to review progress to date against milestones, actions and next steps, agreeing with MHCLG the lead owner where needed.</li> <li>• To provide input to the MHCLG MI dashboard data via the weekly meetings.</li> <li>• To attend working group meetings on an ad hoc bases and when invited.</li> <li>• To provide input into MHCLGs risk register within 5 working days when requested.</li> <li>• To provide comments to MHCLG draft project and advisory group terms of reference within 5 working days.</li> <li>• Share NI documents, recruitment material listed above, in addition to diversity questions for DLUHC review and comment and relevant adaptation to the UK.</li> <li>• Share NI feedback surveys for MHCLG review and distribution.</li> <li>• Review feedback survey results with MHCLG in a project review meeting to agree adaptations for year two and three.</li> <li>• By Spring 2023 consider timetable for planning for year two's programme allowing host boards at least 2 months consideration time.</li> <li>• Ensure host boards and Boardroom Apprentices sign the MoU by mid-January each year, answering</li> </ul>
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		<p>Prepare a timely implementation and action plan for year 2 &amp; 3 of the pilot with the MHCLG project manager.</p> <p>The host board and apprentice will sign a Memorandum of Understanding, based on NI and cleared with MHCLG departmental lawyers. Any host board security clearance requirements will be agreed with the relevant host board and Boardroom Apprentice.</p>	<p>any queries at the welcome event or following up within 5 working days of the event.</p> <ul style="list-style-type: none"><li>• Positive qualitative feedback from ministers, officials, host boards and individuals participating in the programme. General consensus the programme provides a learning platform to build a pipeline of future boardroom talent and allows for constructive feedback.</li></ul>
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