

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE CONSULTANCY AGREEMENT FOR SPECIFIC PROJECT SERVICES

1. BASIC DETAILS

1.1. NAME AND ADDRESS OF CONTRACTOR (including Company Registration Number if relevant)	The Apprentice Academy Ltd, St. James's Building, 79 Oxford Street, Manchester, M1 6QF
1.2. DESCRIPTION OF CONTRACTOR	Training Provider
1.3. DESCRIPTION OF PROJECT SERVICES	Provision of Apprentices
1.4. NICE BUDGET HOLDER	Grace Marguerie
1.5. NICE PROJECT MANAGER	Michael Platt
1.6. NOMINATED MANAGER OF CONTRACTOR	Tony Spencer
1.7. CONTRACTOR AUTHORISED SIGNATORY	Tony Spencer
1.8. DATE AGREEMENT SIGNED	<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="border: 1px solid black; width: 33%; height: 30px;"></div> <div style="border: 1px solid black; width: 33%; height: 30px;"></div> <div style="border: 1px solid black; width: 33%; height: 30px;"></div> </div>
1.9. DATE AGREEMENT COMES INTO EFFECT (IF DIFFERENT FROM ABOVE)	<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="border: 1px solid black; width: 33%; text-align: center;">13</div> <div style="border: 1px solid black; width: 33%; text-align: center;">Nov</div> <div style="border: 1px solid black; width: 33%; text-align: center;">2017</div> </div>
1.10. DATE AGREEMENT ENDS (IF FIXED DATE)	<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="border: 1px solid black; width: 33%; text-align: center;">13</div> <div style="border: 1px solid black; width: 33%; text-align: center;">Nov</div> <div style="border: 1px solid black; width: 33%; text-align: center;">2020</div> </div>
1.11. CONTRACT NUMBER	
1.12. PROJECT NUMBER	

IT IS AGREED AS FOLLOWS

2. DEFINITIONS

"Agreement"	this Agreement and any Annexes attached to it.
"the Contractor"	the person in 1.1 or any partner, employee, agent, sub-contractor or other lawful representative of the person in 1.1.
"NICE"	The National Institute for Health and Care Excellence, Level 1A, City Tower, Piccadilly Plaza, Manchester. M1 4BT
"the Milestones"	the milestones as set out in Annex 2.
"the Project Services"	the Project Services set out in 1.3 as more fully described in Annex 1.
References to legislation	A reference to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as subsequently amended or re-enacted.

3. AGREEMENT

- 3.1. In consideration of NICE making certain payments to the Contractor, the Contractor has agreed to provide the Project Services to NICE on the terms and conditions of this Agreement
- 3.2. The payments for the Project Services are fixed and no further payments shall be made by NICE.

4. OBLIGATIONS OF THE CONTRACTOR

- 4.1. The Project Services
 - 4.1.1. The Contractor shall carry out the Project Services in accordance with Annex 1 and to a quality acceptable to NICE.
 - 4.1.2. No material changes to the Project Services shall be permitted without the written consent of NICE Project Manager.
 - 4.1.3. The Contractor shall use its best endeavours to achieve the milestones set out in Annex 2 ("the Milestones").
- 4.2. Sub-Contractors
 - 4.2.1. The Contractor shall agree with NICE the use of any sub-contractor to carry out any part of the Project Services.
 - 4.2.2. The Contractor shall ensure that any sub-contractor it uses adheres to the obligations of this Agreement as if the sub-contractor were the Contractor.
- 4.3. Instructions
 - 4.3.1. The Contractor shall comply fully with the instructions of the Project Manager and, if the Contractor is working in NICE, with the office rules of NICE.
- 4.4. Financial Control
 - 4.4.1. The Contractor shall keep accurate books and accounts in respect of the Project Services and, if requested in writing by NICE, shall (at its own expense) have them certified by a professional firm of auditors.
 - 4.4.2. The Contractor shall permit NICE to inspect and take copies (at NICE's expense) of any financial information or records NICE requires which relate to this Agreement.

4.5. Communication

4.5.1. The Contractor shall ensure that all communications with NICE concerning the Project Services shall only be between the nominated representatives of both Parties, that is, NICE Project Manager who shall be the Manager nominated by NICE from its own staff or such other person as NICE shall nominate in writing, and the nominated manager of the Contractor.

4.6. Laws and Regulation

4.6.1 The Contractor shall adhere to all laws and regulations relating to the provision of the Project Services.

4.6.2 The Contractor shall comply in all material respects with applicable environmental laws and regulations in force from time to time in relation to the Services. Where the provisions of any such legislation are implemented by the use of voluntary agreements or codes of practice, the Contractor shall comply with such agreements or codes of practices as if they were incorporated into English law subject to those voluntary agreements being cited in tender documentation.

4.6.3 While at NICE's Offices, the Contractor shall comply, and shall ensure that its employees comply with, the requirements of relevant Health and Safety and other relevant legislation, including regulations and codes of practice issued thereunder, and with NICE's and any Beneficiary's own policies and procedures.

4.6.4 The Contractor shall at all times maintain a specific Health and Safety at Work policy relating to the employment of his own staff whilst carrying out their duties in relation to the Contract on the NICE's or any Beneficiary's premises. The Contractor shall ensure the co-operation of its employees in all prevention measures designed against fire, or any other hazards, and shall notify NICE's of any change in the Contractor's working practices or other occurrences likely to increase such risks or to cause new hazards.

4.7. Taxation

4.7.1 Where the Contractor or Key Individuals supplied by the Contractor are liable to be taxed in the UK in respect of consideration received under this contract, the Contractor shall, and ensure that the Key Individuals shall, at all times comply with the Income Tax (Earnings and Pension) Act 2003 (ITEPA) and all other statutes and regulations relating to income tax in respect of that consideration.

4.7.2 Where the Contractor or Key Individuals are liable for National Insurance Contributions (NICs) in respect of consideration received under this contract, , the Contractor shall, and ensure that the Key Individuals shall, at all times comply with the Social Security Contributions and Benefits Act 1992 (SSCBA) and all other statutes and regulations relating to NICs in respect of that consideration.

4.7.3 NICE may, at any time during the term of this contract, request the Contractor to provide information which demonstrates:

- (a) how the Contractor or the Key Individuals comply with clauses 4.7.1 and 4.7.2 above; or why

- (b) Clauses 4.7.1 and 4.7.2 are not applicable to the Contractor or the Key Individuals.
- 4.7.4 Where applicable, a request under clause 4.7.3 above may specify the information which the Contractor or the Key Individuals must provide and the period within which that information must be provided.
- 4.7.5 NICE may terminate this Contract if:
 - (a) in the case of a request mentioned in clause 4.7.3 above:-
 - (i) The Contractor or the Key Individuals fails to provide information in response to the request within twenty [20] days, or
 - (ii) The Contractor or the Key Individuals provides information which is inadequate to demonstrate either compliance with clauses 4.7.1 and 4.7.2 above or why these clauses do not apply to either the Contractor or the Key Individuals;
 - (b) in the case of a request mentioned in clause 4.7.4 above the Contractor fails to provide the specified information within twenty [20] days, or
 - (c) it receives information which demonstrates that, at any time when clauses 4.7.1 and 4.7.2 apply to the Contractor, the Contractor is not complying with those clauses.
- 4.7.6 NICE may supply any information which it receives under Clause 4.7.3 to the Commissioners of Her Majesty's Revenue and Customs for the purpose of the collection and management of revenue for which they are responsible.

5. OBLIGATIONS OF NICE

5.1. Monitoring

NICE shall monitor the provision of the Project Services at its discretion. To assist in this, the Contractor shall provide such written reports as NICE shall reasonably request.

6. TERM

- 6.1. Except for those clauses 10, 12 and 16 which shall continue after this Agreement terminates, this Agreement shall begin on the date set out in clauses 1.8 or 1.9 and end on the date set out in clause 1.10. If there is no date in clause 1.10 then this Agreement shall continue until the Project Services are completed to the satisfaction of NICE or such other time as shall be notified by NICE to the Contractor.

7. PAYMENT

- 7.1. No invoices between the two parties shall apply, all costs shall be managed digitally through the Apprenticeship Service online levy portal.
- 7.2. NICE reserves the unconditional right to withhold payment of the final payment for the End Point Assessment until the project services are successfully concluded to the satisfaction of NICE.
- 7.3.

8. STAFF AND RESOURCES

- 8.1** *The Contractor shall be fully responsible in every way for all its staff and all consultants (whether part-time or full-time).*
- 8.2. The Contractor shall ensure that it complies with all current employment legislation and in particular, does not unlawfully discriminate within the meaning of the Equality Act 2010 (as amended) the Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2000, the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, or any other relevant legislation relating to discrimination in the employment of employees for the purpose of providing the Services. The Contractor shall take all reasonable steps (at its own expense) to ensure that any employees employed in the provision of the Services do not unlawfully discriminate within the meaning of this Clause 8.2 and shall impose on any sub-contractor obligations substantially similar to those imposed on the Contractor by this Clause 8.2; and
- 8.3 in the management of its affairs and the development of its equality and diversity policies, the Contractor shall co-operate with NICE in respect of NICE's obligations to comply with statutory equality duties. The Contractor shall take such steps as NICE considers appropriate to promote equality and diversity, including race equality, equality of opportunity for disabled people, gender equality, and equality relating to religion and belief, sexual orientation and age in the provision of the Services.
- 8.4 The Contractor shall notify NICE immediately of any investigation of or proceedings against the Contractor under the Equality Act 2010 and shall cooperate fully and promptly with any requests of the person or body conducting such investigation or proceedings, including allowing access to any documents or data required, attending any meetings and providing any information requested.
- 8.7 The Contractor shall indemnify NICE against all costs, claims, charges, demands, liabilities, damages, losses and expenses incurred or suffered by NICE arising out of or in connection with any investigation conducted or any proceedings brought under the 2010 Act due directly or indirectly to any act or omission by the Contractor, its agents, employees or sub-contractors.
- 8.8 The Contractor shall impose on any sub-contractor obligations substantially similar to those imposed on the Contractor by this Clause 8.
- 8.9 NICE shall have the right to be consulted on what staff will be appointed to provide the Project Services.
- 8.10 The Contractor undertakes to NICE that any person assigned to NICE to supply the Project Services is an employee of the Contractor and that employee(s) shall not be transferred from this assignment without the prior written consent of NICE.

9. INSURANCE

- 9.1. The Contractor shall maintain an appropriate insurance policy to cover its liabilities to NICE under this Agreement.
- 9.2. The Contractor shall supply a copy of any relevant insurance policy to NICE together with proof of payments of all premiums if required.

10. INTELLECTUAL PROPERTY AND COPYRIGHT

- 10.1. The Contractor recognises that the Intellectual Property and Copyright in any work which is created as a result of the Project Services by the Contractor or its servants, agents, consultants or independent contractors shall belong to NICE.
- 10.2. In consideration of NICE paying for the Project Services the Contractor with full title guarantee assigns or agrees to procure the assignment to NICE of all vested contingent and future Intellectual Property rights and Copyright in any work created as a result of the Project Services to hold to NICE its successors and assigns absolutely throughout the world for the full period of those rights.
- 10.3. The Contractor warrants to NICE that in relation to any work created by itself, its servants, agents, consultants or independent contractors, as a result of the Project Services, that:-
 - 10.3.1. such work is not a violation of any existing copyright anywhere;
 - 10.3.2. such work does not contain anything objectionable, obscene or libellous;
 - 10.3.3. all statements contained in any such work which purport to be facts are true.
- 10.4. If the Contractor incorporates any copyrightable work in any work it produces or has produced on its behalf then it shall ensure that appropriate permissions to use that work are obtained in writing. The NICE Project Manager shall have the right to see such permissions.
- 10.5. The Contractor shall procure that any independent author or part-author of any copyrightable material created as a result of the Project Services, assigns the copyright with full title guarantee to NICE and waives any moral rights under the Copyright, Designs and Patents Acts 1988. Any assignment and/or waiver under this sub-clause shall be on NICE's standard terms set out in Annex 3. The Contractor shall do this as soon as reasonably possible after the creation of any such work.
- 10.6. It is the policy of NICE to associate authors with their works. However, there may be exceptional circumstances where this would be to the detriment of NICE. In an exceptional circumstance NICE, as copyright owner, would reserve the right to disassociate the author from the work.

11. PUBLIC REPUTATION OF THE PARTIES

- 11.1. Both Parties recognise the other Party's public reputation and legal responsibilities. Each Party shall use all reasonable endeavours not to harm or compromise these.
- 11.2. The parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA and/or the DPA, the content of this Contract is not Confidential Information. NICE shall be responsible for determining in its absolute discretion whether any of the content of the Contract is exempt from

disclosure in accordance with the provisions of the FOIA and/or the DPA.

- 11.3 Notwithstanding any other term of this Contract, the Contractor hereby gives his consent for NICE to publish the Contract in its entirety, including from time to time agreed changes to the Contract, to the general public. And agrees to the public re-use of the documents provided that such reuse cites the source and do not misuse or deliberately mislead.

12. CONFIDENTIALITY

- 12.1. In respect of any Confidential Information it may receive from the other party ("the Discloser") and subject always to the remainder of this clause 12, each party ("the Recipient") undertakes to keep secret and strictly confidential and shall not disclose any such Confidential Information to any third party, without the Discloser's prior written consent provided that:
- 12.2 the Recipient shall not be prevented from using any general knowledge, experience or skills which were in its possession prior to the commencement of the Contract;
- 12.3 the provisions of this clause 12 shall not apply to any Confidential Information which:
- (a) is in or enters the public domain other than by breach of the Contract or other act or omissions of the Recipient;
 - (b) is obtained by a third party who is lawfully authorised to disclose such information; or
 - (c) is authorised for release by the prior written consent of the Discloser; or
 - (d) the disclosure of which is required to ensure the compliance of NICE with the Freedom of Information Act 2000 (the FOIA).
- 12.4 Nothing in this clause 12 shall prevent the Recipient from disclosing Confidential Information where it is required to do so by judicial, administrative, governmental or regulatory process in connection with any action, suit, proceedings or claim or otherwise by applicable law or, where the Contractor is the Recipient, to the Contractor's immediate or ultimate holding company provided that the Contractor procures that such holding company complies with this clause 12 as if any reference to the Contractor in this clause 12 were a reference to such holding company.
- 12.5 The Contractor authorises NICE to disclose the Confidential Information to such person(s) as may be notified to the Contractor in writing by NICE from time to time to the extent only as is necessary for the purposes of auditing and collating information so as to ascertain a realistic market price for the goods supplied in accordance with the Contract, such exercise being commonly referred to as "benchmarking". NICE shall use all reasonable endeavours to ensure that such person(s) keeps the Confidential Information confidential and does not make use of the Confidential Information except for the purpose for which the disclosure is made. NICE shall not without good reason claim that the lowest price available in the market is the realistic market price.
- 12.6 The Contractor acknowledges that NICE is or may be subject to the FOIA. The Contractor notes and acknowledges the FOIA and both the respective Codes of Practice on the Discharge of Public Authorities'

Functions and on the Management of Records (which are issued under section 45 and 46 of the FOIA respectively) and the Environmental Information Regulations 2004 as may be amended, updated or replaced from time to time. The Contractor will act in accordance with the FOIA, these Codes of Practice and these Regulations (and any other applicable codes of practice or guidance notified to the Contractor from time to time) to the extent that they apply to the Contractor's performance under the Contract.

12.7 The Contractor agrees that:

12.7.1 Without prejudice to the generality of clause 12.2, the provisions of this clause 12 are subject to the respective obligations and commitments of NICE under the FOIA and both the respective Codes of Practice on the Discharge of Public Authorities' Functions and on the Management of Records (which are issued under section 45 and 46 of the FOIA respectively) and the Environmental Information Regulations 2004;

12.7.2 subject to clause 12.7.3, the decision on whether any exemption applies to a request for disclosure of recorded information is a decision solely for NICE;

12.7.3 where NICE is managing a request as referred to in clause 12.7.2, the Contractor shall co-operate with NICE and shall respond within five (5) working days of any request by it for assistance in determining how to respond to a request for disclosure.

12.8 The Contractor shall and shall procure that its sub-contractors shall:

12.8.1 transfer any request for information, as defined under section 8 of the FOIA, to NICE as soon as practicable after receipt and in any event within five (5) working days of receiving a request for information;

12.8.2 provide NICE with a copy of all information in its possession or power in the form that NICE requires within five (5) working days (or such other period as NICE or a Beneficiary may specify) of NICE or a Beneficiary requesting that Information; and

12.8.3 provide all necessary assistance as reasonably requested by NICE to enable NICE to respond to a request for information within the time for compliance set out in section 10 of the FOIA.

12.9 NICE may consult the Contractor in relation to any request for disclosure of the Contractor's Confidential Information in accordance with all applicable guidance.

12.10 This clause 12 shall remain in force without limit in time in respect of Confidential Information which comprises Personal Data or which relates to a patient, his or her treatment and/or medical records. Save as aforesaid and unless otherwise expressly set out in the Contract, this clause 12 shall remain in force for a period of 3 years after the termination or expiry of this Contract.

12.11 In the event that the Contractor fails to comply with this clause 12, NICE reserves the right to terminate the Contract by notice in writing with immediate effect.

13. Data Protection

13.1 The Contractor shall comply with the Data Protection Act 1998 ("the 1998 Act") and any other applicable data protection legislation. In particular the Contractor agrees to comply with the obligations placed

on NICE and any Beneficiary by the seventh data protection principle ("the Seventh Principle") set out in the 1998 Act, namely:

- 13.1.1 to maintain technical and organisational security measures sufficient to comply at least with the obligations imposed on NICE and any Beneficiary by the Seventh Principle;
- 13.1.2 only to process Personal Data for and on behalf of NICE and any Beneficiary, in accordance with the instructions of NICE or such Beneficiary and for the purpose of performing the Services in accordance with the Contract and to ensure compliance with the 1998 Act;
- 13.1.3 to allow NICE to audit the Contractor's compliance with the requirements of this Clause 13 on reasonable notice and/or to provide NICE with evidence of its compliance with the obligations set out in this Clause 13
- 13.2 The Contractor agrees to indemnify and keep indemnified NICE and any Beneficiary against all claims and proceedings and all liability, loss, costs and expenses incurred in connection therewith by NICE and any Beneficiary as a result of any claim made or brought by any individual or other legal person in respect of any loss, damage or distress caused to that individual or other legal person as a result of the Contractor's unauthorised processing, unlawful processing, destruction of and/or damage to any Personal Data processed by the Contractor, its employees or agents in the Contractor's performance of the Contract or as otherwise agreed between the Parties.
- 13.3 Both Parties agree to use all reasonable efforts to assist each other to comply with the 1998 Act. For the avoidance of doubt, this includes the Contractor providing NICE and any Beneficiary with reasonable assistance in complying with subject access requests served on NICE and any Beneficiary under Section 7 of the 1998 Act and the Contractor consulting with NICE and any Beneficiary prior to the disclosure by the Contractor of any Personal Data in relation to such requests.

14. GIFTS AND PAYMENTS OF COMMISSION

- 14.1. The Contractor shall not offer or give to any member of staff of NICE or a member of their family any gift or consideration of any kind (including the payment of commission) as an inducement or reward for doing something or not doing something or for having done something or having not done something in relation to the obtaining of or execution of this Agreement or any Agreement with NICE. This prohibition specifically includes the payment of any fee or other consideration for any work in respect of or in connection with the Project Services carried out by a member of staff of NICE to that member of staff or to a member of their family.
- 14.2. Any breach of this condition by the Contractor or anyone employed by the Contractor (with or without the knowledge of the Contractor) or the commission of any offence under the Bribery Act 2010 shall entitle NICE to terminate this Agreement immediately and/or to recover from the Contractor any payment made to the Contractor.

15. INDEMNITY

- 15.1. If the Contractor shall breach this Agreement in any way then it shall fully indemnify NICE from any losses, costs, damages or expenses of

any kind, whether direct or indirect, which arise out of or are connected with that breach.

16. LIMITATION OF LIABILITY

16.1. NICE shall not be liable to the Contractor for any indirect or consequent loss, damage, injury or costs whatsoever which arise out of or are connected with NICE's adherence or non-adherence to the terms and conditions of this Agreement. Except in the case of death or personal injury caused by negligence, and fraudulent misrepresentation or in other circumstances where liability may not be so limited under any applicable law

17. TERMINATION

This Agreement shall terminate in the following circumstances -

17.1. Breach

17.1.1. In the event that either Party fails to observe or perform any of its obligations under this Agreement in any way then the other Party may end this Agreement on 30 days written notice; but

17.1.2. If the breach complained of by a Party, cannot be remedied to the satisfaction of that Party, then this Agreement shall end immediately on the service of such notice on the other Party;

17.1.3. In every other case if the breach complained of is remedied to the satisfaction of a Party within the notice period this Agreement shall not end;

17.2. Repeat of Breach

17.2.1. Either Party reserves the right to end this Agreement immediately by written notice if a Party repeats any breach of this Agreement after receiving a written notice from the other Party warning that repetition of the breach shall or may lead to termination (whether or not the repeated breach is remedied within 30 days);

17.3. Insolvency

17.3.1. This Agreement shall end immediately if the Contractor goes into liquidation or suffers a receiver or administrator to be appointed to it or to any of its assets or makes a composition with any of its creditors, or is in any other way unable to pay its debts;

17.4. Change of Management Control

17.4.1. NICE reserves the right to immediately end this Agreement upon any change of the Contractor's management or control within 28 days of NICE finding out of such change. The Contractor shall promptly notify NICE of any such change of management or control.

17.5. Unsatisfactory Evaluation of the Project Services

17.5.1. In the event that the outcome of any evaluation of the Project Services carried out by NICE under this Agreement is unsatisfactory NICE may terminate this Agreement on 30 days' written notice.

17.6 In addition to its rights under any other provision of the contract NICE may terminate the contract at any time by giving the contractor three months' written notice

18. MISCELLANEOUS

It is further agreed between the Parties:

18.1. Waiver

18.1.1. No waiver or delay in acting upon or by NICE of any of the requirements of this Agreement shall release the Contractor from full performance of its remaining obligations in this Agreement.

18.2. Whole Agreement

18.2.1. The Parties acknowledge that this Agreement contains the whole Agreement between the Parties and supersedes all previous agreements whether express or implied.

18.3. Variation

18.3.1. This Agreement cannot be varied except in writing and signed by the lawful representatives of both Parties.

18.4. Governing Law

18.4.1 This Agreement shall be governed in all respects by English Law.

**Signed for and on behalf
of NICE**

	Signature	Name and title	Date
Procurement		Barney Wilkinson Associate Director IT and Procurement	

Contract Manager		Michael Platt Learning & Development Business Partner	
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Budget Holder		Grace Marguerie Associate Director Human Resources	
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**Signed for and on behalf
of the Provider**

	Signature	Name and title	Date
Project Supervisor		Tony Spencer Operations Director	

Authorised Signatory:		Tony Spencer Operations Director	
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This contract is not valid until all Signatures have been completed

ANNEX 1

The Project Services

1. Background

- 1.1. NICE have tendered for an apprenticeship training provider who can deliver some or all of the lots outlined in the table below:

Lot	Apprentice type
1	Business Administration
2	Communications
3	Finance
4	IT and Digital Services
5	Leadership and Management
6	Project Management
7	Other (Accounting for new standards in development)

- 1.2. NICE also requested that the apprenticeship training provider specify whether they would be delivering the lots to the Manchester office, the London office or to both NICE offices for each lot.
- 1.3. In response to this, **The Apprentice Academy** have specified that they would have the capacity to deliver a minimum of lots 1, 2, 5 and 7 from the table above, with all those lots being delivered to the Manchester office, and lots 5 and 7 only to the Manchester and the London office.
- 1.4. NICE Shall request each apprentice having identified a role internally, the NICE Learning and Development Business Partner will then send a job description to The Apprentice Academy by email to begin the recruitment process. The Apprentice Academy shall source candidates on behalf of NICE, and provide a shortlist to NICE, within the agreed timescales for the recruitment.
- 1.5. Below are the service requirements of NICE for this contract and the commitment **The Apprentice Academy** have made for each:

2. Recruitment and Selection of Apprenticeship candidates:

- 2.1. The Apprentice Academy shall provide NICE with a specific recruitment, selection, and matching campaign for the recruitment of their early years talent (16-19 years old).
- 2.2. The Apprentice Academy shall engage schools and colleges across Greater Manchester, delivering presentations, attending careers fairs and undertaking fast track assessment in schools to raise awareness of the apprenticeships The Apprentice Academy offer and recruit for specific apprenticeship opportunities that NICE require.
- 2.3. The Apprentice Academy MILK round service shall provide NICE with the opportunity to recruit young people whilst they are still at school and match to specific NICE apprenticeship opportunities to young people who are still in full-time education and yet to take their finishing exams. NICE will be able to interview and offer a young person a placement before they leave school to

start employment from July 1st onwards. The MILK round ensures NICE will secure the best talent before the summer peak for apprentices when employer demand often exceeds the young people available.

- 2.4. The Apprentice Academy shall ask all their young applicants to attend a thorough two-day assessment process so that they can match the most suitable young people to the job role and person specifications that NICE have specified.
- 2.5. Matching will be very much based on NICE's job description and person specification in relation to the young person's attributes, skills, qualifications, location, salary expectations, aspirations, and support needs.
- 2.6. The Apprentice Academy shall advertise apprenticeship vacancies all year round through a variety of on-line job boards, including the national 'Recruit an Apprentice' service, The Apprentice Academy website, directly into schools and colleges, through the Career Service, Facebook, Indeed, and the Direct Gov. website.
- 2.7. All applicants shall also receive an interview training day where they learn and practice interview skills, so that they can best present themselves to employers. At this day they apprentice opportunities with specific employers are discussed.
- 2.8. After the two days successful applicants shall go into a 'Talent Pool' and then begin to be matched to job opportunities by TAA's recruitment team. Matching shall be based on the employer's job description and person specification in relation to the young person's attributes, skills, qualifications, location, salary expectations, aspirations, and support needs.
- 2.9. The Apprentice Academy shall closely monitor their applicant base to ensure that they draw applications from diverse backgrounds. The Apprentice Academy shall proactively engage schools and college across the Greater Manchester authorities with multi-cultural student populations.

3. Programme delivery by lots 1, 2, 5 & 7

- 3.1. Every learner shall be assigned support; a Career Coach for young learners 16-24 and a Coach for mature learners. The Coach is a qualified occupational specialist in their field, and responsible for ensuring that learner has the right support throughout their apprenticeship programme.
- 3.2. The Coaches shall agree the learning plan with the learner and NICE, ensuring that all elements of the programme are being provided, including the Apprentice Academy based workshops, workplace training, functional skills, on-line learning, together with personal and pastoral care.
- 3.3. To support the learner, The Apprentice Academy shall use the expertise of a range of specialist support: specialist occupational tutors; functional skills experts in maths, English, and ICT; counsellors where the learner may require additional support or help due to personal reasons.
- 3.4. Programme Leads shall be responsible for monitoring the progress of their learners and operate a Red, Amber, Green system. Where a learner is classed as red or amber a supportive action plan shall be put in place.

Lot 1: Business Administration

3.5. The Apprentice Academy Business Administration Learner Journey

3.5.1. On-Boarding

3.5.2. The first 6 weeks of a young person's apprenticeship are key to ensuring that: they are settled; have a comprehensive induction; and have clarity of the NICE and training provider expectations. The Apprentice Academy shall provide intensive support during this period

3.5.2.1. The Apprentice Academy shall provide a 3 day induction programme that covers a range employability skills and knowledge including work etiquette, presentation, and behaviours so as to prepare the apprentice for starting work.

3.5.2.2. The Apprentice Academy shall offer NICE a one-day boot camp, where line managers can learn more about the programme and pick up tools and techniques to get the best out of their apprentice. This will be run periodically throughout the duration of the contract to ensure any new NICE line managers are given the appropriate training.

3.5.2.3. Each apprentice shall be allocated a Career Coach who will visit the workplace within the first two weeks of the apprentice starting. The first visit will be centred upon agreeing the learning and skills plan, and how this is best delivered to meet the learner's and employer's requirements.

3.5.2.4. After six weeks, the first Performance Review shall be undertaken by The Apprentice Academy. The review looks at the apprentice's progress in terms of workplace skills development, behaviour, attitude, knowledge and learning. At this point The Apprentice Academy's Apprentice Performance Development (APD) model shall be introduced to monitor and measure the apprentice's progress with regards to the key areas over the length of their programme

3.6. Teaching, Learning, Training, Assessment

3.6.1. Over a minimum period of 12 months the apprentice will be expected to progress through their programme through a combination of learning and training methods to include:

3.6.1.1. One day monthly workshops at the Academy to develop their skills, knowledge and behaviours.

3.6.1.2. one to one Career Coach visits in the workplace on a 4-6 week basis, to undertake specific training, support and assessment

3.6.1.3. Employer training by attending external/internal course, shadowing, and one to one training as agreed in the learning plan

3.6.1.4. Independent learning through using The Apprentice Academy online resource bank or by undertaking guided research actioned by the Career Coach

3.6.1.5. If the apprentice requires English and/or maths functional skills, the Coach will direct the learner to using The Apprentice Academy's on-line resource system. Where workshops are required, they shall ask the learner to attend the Academy for small group learning sessions.

3.7. Performance Review

3.7.1. The Performance Review is an important meeting where NICE, the learner and Career Coach can openly discuss learner progress towards achieving their apprenticeship programme and shall include:

- 3.7.1.1. Performance reviews shall take place every 12 weeks (more frequently if required) following the first six week review using the APD model, requiring the learner to undertake a self-assessment of their progress in terms of behavioural development. This is then matched against the NICE performance assessment;
- 3.7.1.2. Progress towards workplace skills development shall be discussed and where skills have been met NICE shall provide further skills or task to complete, or to stretch the apprentice further to build on the skills already learnt;
- 3.7.1.3. The Career Coach shall look at the knowledge learnt over the last 12 weeks and progress towards the qualifications required including maths and English;
- 3.7.1.4. the Coach shall consider needs of the apprentice in terms of pastoral support, including considering their confidence levels, and concerns they may have in their work or private life that they may wish to discuss, together with additional learning needs that they may have;
- 3.7.1.5. The Coach shall check if there are any safeguarding, health & safety of equality concerns to address with the apprentice;
- 3.7.1.6. The final part of the review shall be to agree actions and milestones to be achieved by the next review.

3.8. Achievement

3.8.1. For Apprenticeship Frameworks, the apprentices achievement is made at the point when the apprentice completes the qualifications as set out in their learning plan. For Apprenticeship Standards achievement occurs when the apprentice completes the end-point assessment. The Business Administrator Standard is likely to be delivered based on the following:

- 3.8.1.1. To achieve the Business Administrator Standard the apprentice must be able to demonstrate that they have the required Skills, Knowledge and Behaviours. It is up to the NICE apprentice manager, Learner and Career Coach to agree that these have been met.
- 3.8.1.2. In year 2, the Performance review will focus on whether the apprentice is meeting the Standard. If so they will go into the 'Gateway'
- 3.8.1.3. The 'Gateway' is a period of time where the Career Coach prepares the learner for the end-point assessment ensuring all the best evidence is in place.
- 3.8.1.4. The Apprentice Academy shall help and advise the NICE apprentice manager to select an end-point assessment organisation and then contract with them on their behalf and shall facilitate the end-point assessment of behalf of NICE

3.9. Progression

3.9.1. The Apprentice Academy shall encourage the learner and employer to progress them onto a higher apprenticeship to begin another learner journey where appropriate.

3.9.1.1. The Account manager shall discuss progression routes with the NICE Learning & Development Business Partner at the quarterly review meetings

3.9.1.2. The Career Coach shall also address progression at the Performance Reviews so that forward thinking, research and planning can take place

Lot 2- Digital Marketer

3.10. **The Apprentice Academy Learner Journey for Digital Marketer**

3.11. The core elements of the learner journey are the same as the Business Administrator, with the additions or differences being:

3.12. **Recruitment and Selection**

3.12.1. The Apprentice Academy shall assess applicants for their knowledge and passion for working in the social media area and ask them to submit any work, or blogs that they have produced to support their application and ascertain their current experience, skills, and commitment

3.13. **On- Boarding**

3.13.1. In addition to the 3 day programme induction, The Apprentice Academy shall provide a 3 day digital intensive career ready boot camp to ensure the apprentice can be effective in the workplace without delay.

3.14. **Teaching, Learning, Training, Assessment**

3.14.1. The Apprentice Academy shall provide four, one day workshops across the 12 months to cover essential knowledge requirements to help the apprentice to pass the knowledge module tests

3.14.2. The apprentice will be required to achieve a selected vendor qualification for which the learning will be on-line, and the apprentice will be required to be given time in work to complete this.

Lot 5: Leadership and Management

3.15. For Leadership and Management the learners will have been existing employees and therefore the recruitment, selection and matching service not needed. However, NICE may require The Apprentice Academy to recruit for a Management Apprenticeship programme and the Apprentice Academy shall tailor a service when required.

3.16. **The Apprentice Academy Learner Journey for a Management Apprenticeship**

3.17. **Recruitment and Selection:**

3.17.1. Both Level 3 and 5 management apprenticeship programmes are 15-18 months to complete. Commitment from the learner to find time to complete the programme is essential.

3.17.2. The Apprentice Academy shall run the selection process undertaking an application interview with each potential candidate before enrolment. This ensures that the programme is fully discussed and the candidate can make an informed decision whether to proceed.

3.18. On- Boarding

3.18.1. The apprentice is required to attend a one day induction workshop or a half day one to one session to develop agree their learning plan.

3.18.2. If the apprentice requires English and/or maths functional skills, the Coach shall direct the learner towards using the on-line resource system to undertake an initial assessment and diagnostic.

3.19. Teaching, Learning, Training, Assessment

3.19.1. The programme shall be delivered by a combination of learning methods which shall be tailored to the apprentice's needs and circumstances as follows:

3.19.1.1. One day monthly workshops shall be provided covering key management areas including performance management, dealing with conflict, communication and presentation and delivered by industry recognised specialist in their field;

3.19.1.2. The Coach shall make weekly contact with the apprentice organised around their work schedule and also make regular visits every 2 to 6 weeks to the workplace provide support and assess the learner;

3.19.1.3. The use of on-line resources shall be a particular element of the programme for the apprentice to gain knowledge and to demonstrate understanding;

3.19.1.4. The apprentice will be expected to achieve a level 3 or 5 Diploma in Leadership and Management as part of their programme.

3.20. Performance Review

3.20.1. Every 12 weeks the Coach shall meet with the learner to discuss progress, reflect on Continuous Professional Development (CPD), feedback from 360 degree reviews and to complete the portfolio for the Diploma.

3.21. Achievement

3.21.1. On achievement of the Diploma, the apprentice shall prepare themselves for the end-point assessment. The Apprentice Academy shall apply for certification from the Awarding Body.

3.21.2. The end-point assessment requires a range of assessments to take place. The Coach shall support the apprentice with these, including

completion of a project, a professional discussion on CPD, presentation, competence interview, and portfolio.

4. Systems and reporting to support the processes

- 4.1. Pellcomp PIC's – this is The Apprentice Academy's central Learner Management System that connects directly with the Skills Funding Agency. It holds all the learner, employer, qualification and funding information from which reporting can be obtained and supports:
- 4.2. E-apply which enables electronic enrolment and initial assessment of each applicant, allowing a quick and efficient completion of the Learning Plan.
- 4.3. One-File is an electronic portfolio system that enables learners to download evidence for their qualification. It is available 24/7 to the learner, employer and training provider. The learners' coach will review the apprentice's work on One-File and action plan them on an on-going basis. This is all recorded on the system enabling the employer to view their apprentice's individual progress at any time. The system also logs, on and off the job training, and CPD undertaken by the learner. One-File links with PIC's to enable information to flow between the two systems.
- 4.4. BKSb is an on-line English and maths functional skill monitoring and resource system, linking again with PIC's. It allows the functional skills specialist to support the learner independently. It is also linked to the PIC's system.
- 4.5. Where there are any changes to be made to the systems or their use from that which has been provided to NICE, then NICE shall be informed of these changes in advance.

5. Methodology

5.1. Learner satisfaction

5.1.1. Learner satisfaction is measured through of the following sources:

- 5.1.1.1. Questionnaires- the learner shall be asked to complete three, 'your journey so far' surveys throughout their programme: at 3 months, mid-point, and on completion.
- 5.1.1.2. Learner focus groups- where a member of The Apprentice Academy quality team interviews a group of learners regarding their course.
- 5.1.1.3. Evaluation sheets – after every workshop learners shall be asked to give their views on the workshop and indicate their increased knowledge and confidence gained from the session.
- 5.1.1.4. Feedback from the Coaches.

5.2. Programme Evaluation

5.2.1. The Apprentice Academy shall evaluate its programmes using a variety of sources including:

- 5.2.1.1. The apprenticeship Sector Skill Council or Trailblazer requirements
- 5.2.1.2. The Skills Funding Agency guidance and rules for apprenticeships
- 5.2.1.3. Success and retention rates
- 5.2.1.4. NICE feedback in meeting the service level requirements and training objectives
- 5.2.1.5. Learner feedback
- 5.2.1.6. Staff feedback
- 5.2.1.7. Awarding Body requirements
- 5.2.1.8. Observations of Teaching, Learning, and Assessment

5.3. Structure to support the learner journey

- 5.3.1. The Learner Engagement team shall recruit and select, and perform the initial assessment of young people into apprenticeship vacancies
- 5.3.2. On-Boarding in the workplace shall be supported by the Coach to ensure that the learner has settled into the programme and into the workplace
- 5.3.3. On-Boarding at the Academy shall be carried out by specialist tutors who provide the knowledge and expertise through initial workshop sessions such as the 3 day programme induction boot camp, 3 day career ready digital boot camp, and Accountancy induction day
- 5.3.4. The Individual Learning Plan shall be developed by the Coach based on the specific NICE and learner needs identified at initial assessment.
- 5.3.5. Training at the Academy shall be undertaken by specialist tutors, who are competent in each occupational area of expertise.
- 5.3.6. Functional Skills training at the Academy shall be delivered by functional skills specialists in English and maths
- 5.3.7. The Coach shall deliver any specific one to one training in the workplace and also undertake assessment and perform the reviews with the learner and NICE.
- 5.3.8. Programme Leads shall be responsible for ensuring all the evidence is in place to apply for certification of qualifications or the apprentice being put forward for end-point assessment
- 5.3.9. The Coach shall liaise with the learner and NICE to discuss progression to higher apprenticeship programmes

5.4. Complaints procedure

- 5.4.1. Stage 1 – The NICE Line Manager should speak to the Coach.
- 5.4.2. Stage 2 – The Apprentice Academy Programme Lead shall be informed and will attempt to resolve the issue.
- 5.4.3. Stage 3 – NICE speak with The Apprentice Academy Account Manager or Quality Improvement Manager.
- 5.4.4. Following a formal complaint being raised it is the responsibility of The Apprentice Academy Quality Improvement Manager or Senior

Management Team to resolve the issue and feedback to NICE on the outcome.

6. Project and Contact Management

6.1. The Apprentice Academy shall appoint a named project manager to oversee the contract, and a project team established with member representation from all the relevant teams.

6.2. Content of reports

6.2.1. The Apprentice Academy Learner Management Systems the Apprentice Academy can report on individuals, groups, KPI's in whatever manner the NICE Learning and Development Business Partner requires, and shall be developed during the first quarter of year one of the contract and include:

6.2.1.1. Learner application, recruitment, progress, retention, achievement, progression are all captured and therefore shall be reported on;

6.2.1.2. Automated reports to be provide weekly and as agreed.

6.3. The contents of the reports provided to NICE shall contain a minimum of the following:

6.3.1. New Apprentice starters (the number of new apprentices in a given time period);

6.3.2. Attendance at off-job-training sessions (Have apprentices had planned sessions with Apprentice Academy, and did they attend);

6.3.3. Success rates of the apprentice with their training to date;

6.3.4. Progress against milestones (percentage ahead/behind);

6.3.5. Achievement of milestones (Are the apprentices on target with their training and completion dates);

6.3.6. Successful progress reviews (inclusive of apprentices and their line managers);

6.3.7. Achievement of functional skills (Maths, English and IT);

6.3.8. Gateway reviews linked to end-point assessment (where required);

6.3.9. Completion of end-point assessment;

6.3.10. Retention rates;

6.3.11. Financial reporting and budgetary spend;

6.3.12. Social mobility measures (EDIMS), including apprentices from deprived areas and disadvantaged backgrounds;

7. Quality Assurance

7.1. The Apprentice Academy shall work with NICE to ensure that all relevant pre-employment checks have been completed for each apprentice before they begin their role with NICE and shall include:

7.1.1. Proof of ID – passport, driving licence

7.1.2. Have the right to work in England

7.1.3. Have a National Insurance Number

7.1.4. Not on any other apprenticeship or DFE funded FE/HE course

- 7.1.5. Able to complete the apprenticeship within the required timescale
- 7.1.6. Spend at least 50% of their working hours in England
- 7.1.7. Prior qualifications
- 7.1.8. Are eligible for funding under the Fees and Awards regulations 2007 Act (as amended).
- 7.1.9. Assisting NICE wherever possible in collecting all other relevant pre-employment documentation.

7.2. The Apprentice Academy shall ensure that it adheres to the Service Level Agreements (SLAs) and Key Performance Indicators (KPIs), in Annex 2.

8. Additional support services

8.1. **MILK Round Service/School Campaign**– to attract the best young talent whilst they are still at school or college.

8.2. **2 Day Assessment Process and Matching Service** – The Apprentice Academy shall provide a comprehensive and robust selection process identifying the most suitable candidates for each apprenticeship vacancy.

8.3. **Accelerated Development Workshops** – complex problem solving, critical thinking, creativity, people management, coordinating with others, emotional intelligence, judgement and decision making, service orientation, negotiation and cognitive flexibility. These workshops have been designed to address these needs and will help apprentices to identify with these skills needs and begin the journey towards greater business success.

8.4. **Executive, Business, Personal, Team and Mediation Coaching** – The Apprentice Academy offers a variety of coaching solutions to help organisations and individuals achieve success.

8.5. **The GPS (Grow People Skills) Diagnostic** - The GPS diagnostic system has been designed to help businesses identify the strengths and weaknesses in seven essential areas. It is a structured discussion and assessment involving an Apprentice Academy Facilitator and the company's representative(s). The discussion takes about 1 to 1.5 hours and is free of charge.

8.6. **Learning & Development Support:** the Apprentice Academy account manager is on hand to provide information, advice and support with regards training, funding, or organisational development

8.7. **Levy Support:** the Apprentice Academy Levy support team shall help NICE to set up and administer the Digital Account, and be on hand to answer any queries NICE may have

Annex 2

Milestones, Key Performance Indicators (KPI's) and Service Level Agreements (SLA's)

The annual contract milestone meetings will take place face to face at the NICE Manchester offices.

Annual Contract Milestones	
Task	Date for completion
Q1 Contract review meeting	01 st February 2018
Q2 Contract Review meeting	TBC – Agree at Q1 meeting
Q3 Contract review meeting	TBC – Agree at Q2 meeting
Q4 & Annual Contract review meeting	TBC – Agree at Q3 meeting
Management information	2 nd Wednesday of every month

Key Performance Indicators (KPI's)	
KPI	Requirement
Number of CV's provided per vacancy	Minimum of 3
% of successful placements	80%
% of successful completions (passes/ projected passes on average across a financial year)	90%
% of timely completions (Completion of the End Point Assessment in the original projected time)	75%
% retention (overall per financial year)	80%
Minimum pass % on average per financial year (The number of apprentices across NICE who have passed their apprenticeship).	80%

Recruitment Cycle Service Level Agreements

Task	Duration to complete
Time to place a job advert after receiving a job description	Within 72 hours of receiving a job description and role information, unless mutually agreed otherwise
Time from placing the job advert to providing NICE with a shortlist of CV's	Within 4 weeks of placing the job advert, unless mutually agreed otherwise
Time from providing a shortlist of candidates to arranging and holding interviews for a role	Within 2 weeks, unless mutually agreed otherwise
Maximum time to place a candidate in post after being successfully offered a role at NICE	Within 4 weeks. Unless the candidate has to give notice in their current role or unless mutually agreed otherwise.

Apprenticeship Service Level Agreements	
Task	Duration to complete
Time from appointment to enrolment on programme	10 working days
Time from enrolment on programme to first Career Coach/ Coach contact	Between 2 and 6 weeks, depending on the Apprenticeship, for the Apprenticeships being delivered in lots 1-6 this has been outlined in Annex 3
Frequency of Career Coach/ Coach contact	Between 2 and 6 weeks, depending on the Apprenticeship, for the Apprenticeships being delivered in lots 1-6 this has been outlined in Annex 4
Time to complete functional Maths, English and IT skills, if applicable	Completion of the first at 6 months from enrolment and the second 9 months after enrolment – unless there are extenuating circumstances whereby reasonable adjustments are required.
Performance reviews between Career Coach/ Coach, Line Manager and Apprentice.	12 weekly for the duration of the apprenticeship from the date of enrolment

ANNEX 3

Matrix of Apprenticeship Programmes by Lot for delivery

Lot	Qualification
Business Administration	Business Administration Level 3 – Framework Business Administration Level 4 – Framework Business Administration Level 3 – Standard
Communications	Customer Service Specialist Level 3 – Standard
Finance	Accounts Assistant (AAT) Level 3 – Standard Professional Accounting and Taxation Technician Level 4 – Standard
IT & Digital	Digital Marketer Level 3 – Standard
Leadership and Management	Team Leader/ Supervisor Level 3 – Standard Operations/ Departmental Manager Level 5 – Standard
Project Management	Associate Project Manager Level 4 – Standard
Other	HR level 5 Consultant

ANNEX 4

Payment

No invoices for payments between the two parties shall apply, all costs shall be managed digitally through the Apprenticeship Service online levy portal.

The amount of payment for the Services (excluding VAT) and timing of payment for each course type is listed below and shall apply from the start date for each new apprenticeship appointed to NICE,

NICE shall upload the Apprentices details onto NICE's digital account of the Apprenticeship Service online levy portal.

The Contractor shall request the cost of the Apprentice's course from the Apprenticeship Service online levy portal monthly as listed below in line with the Educations Skills Funding Agency definitions. The final payment for each course shall be the End Point Assessment amount, this amount is no more than 20% of the total amount of the course and is predetermined below for each course and will be made available once both parties have agreed that the Apprentice has successfully completed all prior training, and is ready to sit their End Point Assessment.

Lot 1: Business Administration			
Course for Delivery	Cost of Delivery (per apprentice)	Cost per month	Cost of End point Assessment (Maximum of 20%)
Business Administration Level 3 – Framework	£2,500	£192.31 for 13 months	N/A Framework
Business Administration Level 4 – Framework	£4,000	£266.67 for 15 months	N/A Framework
Business Administration Level 3 – Standard	£5,000	£266.67 for 15 months	£1,000.00 - TBC

Lot 2: Communications

Course for Delivery	Cost of Delivery (per apprentice)	Cost per month	Cost of End point Assessment
Digital Marketer Level 3 – Standard	£9,000	£480	£975 - BCS

Lot 3: Finance

Course for Delivery	Cost of Delivery (per apprentice)	Cost per month	Cost of End point Assessment
Accounts Assistant (AAT) Level 3 – Standard	£9,000	£400	£550 - AAT
Professional Accounting and Taxation Technician Level 4 – Standard	£9,000	£400	£751 - AAT

Lot 5: Leadership and Management

Course for Delivery	Cost of Delivery (per apprentice)	Cost per month	Cost of End point Assessment
Team Leader/ Supervisor Level 3 – Standard	£5,000	£266.67	£650 ILM
Operations/ Departmental Manager Level 5 – Standard	£9,000	£400.00	£950 ILM

Additional Costs

Accelerated Development Workshops at the Academy for 16-18 year old Administration apprentice	£1305 + VAT (£87 per month for 15 months)
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Annex 5

The Learner Journey

Once the Apprentice has been appointed to NICE, the following timescales shall be adhered to in relation to each Apprentice and their programme of study:

There may be exceptions to these timescales under extenuating circumstances where reasonable adjustment is required, in such an event, it must be communicated to and agreed by all parties.

Milestone:	Completed by:
Initial meeting with Tutor/ Coach	The Coach will make a workplace visit within 15 working days after first day of employment
On- boarding (formal enrolment on programme)	Induction for new employees is usually undertaken within 10 working days <u>before</u> employment begins
Creation of an Individual Learning Plan (ILP)	Finalised at the first workplace visit with apprentice and line manager (within 15 working days after the first day of employment)
Frequency of formal training from On-boarding	<p>The Coach will visit/make significant contact with the apprentice every 4 weeks.</p> <p>Formal training at the Academy takes place dependent on the apprenticeship programme taken</p> <p>Accountancy – weekly, Digital – every 2 months + on-line qualification ; Business Administration – monthly if workshop option is chosen ; Management – monthly workshops</p>
Frequency of Tutor/ Coach contact from On-Boarding	The Coach will visit/make significant contact with the apprentice every 4 weeks (6 weeks for Accountancy)
Gateway from programme start	<p>Business Administration – framework not applicable</p> <p>Accountancy Level 3/4– 15 months</p> <p>Management Level 3 – 13 months</p>

	<p>Management level 5 – 15 months</p> <p>Digital Marketer – 13 months</p> <p>Business Administrator Level 3 – Likely to be 13 months</p> <p>Customer Service Level 3 framework – not applicable</p>
End Point Assessment from programme start	<p>Business Administration Level – framework not applicable – 15 months to complete</p> <p>Accountancy Level 3/4– 18 months</p> <p>Management Level 3 – 15 months</p> <p>Management level 5 – 18 months</p> <p>Digital Marketer – 15 months</p> <p>Business Administrator Level 3 – Likely to be 15 months</p> <p>Customer Service Level 3 framework – not applicable – 15 months to complete</p>
Programme review	Every 12 weeks
Overall achievement	<p>As per the End-Point Assessment dates</p> <p>(At present EPA organisations have not specified the timescales for returning the results of the EPA, however we expect this to be no more than 4 weeks</p>

Line Manager/ Coach/ Tutor template

Task:	Completed on (date):	Signed (Line manager)	Signed (Coach/ Tutor)
Apprentice start date with NICE			
Initial meeting with Tutor/ Coach			
On- boarding (formal enrolment on programme)			
Creation of an Individual Learning Plan (ILP)			
Frequency of formal training from On-boarding			
Frequency of Tutor/ Coach contact from On-Boarding			
Gateway from programme start			
End Point Assessment from programme start			
Programme review			
Overall achievement			