

Meeting	Date
Establishment Committee	20 September 2018
Subject Apprenticeships Strategy for 2018-23 – Proposed final version	
Report of Chrissie Morgan, Director of Human Resources and Kate Smith, Head of Corporate Strategy & Performance	
Report Author Sufina Ahmad, Corporate Strategy Manager	For Decision

Summary

This paper presents the proposed final version of the City of London Corporation's (City Corporation) Apprenticeships Strategy for 2018-23, at Appendix One. The strategy states our vision that *'Our workforce and organisation thrive through high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills'*. The aims of the strategy are *'That people with relevant potential of all ages and backgrounds can access meaningful employment and learning opportunities through apprenticeships in our organisation,'* and *'To meet the skills and talent requirements for our organisation, both now and in the future, through apprenticeships.'*

The delivery of this strategy will be led on by Janet Fortune, Assistant Director Human Resources (HR), alongside her team. It requires the effective use of the Workforce Plan, a range of training providers, including the Adult Skills and Education Service (ASES) based within the Department for Community and Children's Services (DCCS), the Economic Development Office and internal departments hosting apprenticeships. This Committee is asked to approve this strategy.

Recommendations

Members are asked to:

- i. Approve the proposed final version of the Apprenticeships Strategy – subject to any changes discussed in today's meeting being incorporated.
- ii. Note the proposed next steps for delivery and monitoring of progress.

Background

1. The City Corporation currently has 101 apprentices, equating to 2.7% of its workforce, having achieved its target of recruiting 100 apprentices on 26 February 2018. The retention rate for these apprentices is outstanding at over 95%. The apprentices are working towards level 2 and level 3 qualifications.
2. Since March 2018, HR, the Corporate Strategy and Performance Team, Chamberlain's and the DCCS have been working together to develop an organisation-wide strategy on apprenticeships. It is proposed that the

strategy runs from 2018-23, and that HR leads on its delivery, as part of their wider work delivering the HR Transformation Programme.

3. The initial output of these departments collaborating was a paper outlining high-level outcomes, impact measures, and goals relating to apprenticeships at an organisational, City, London and UK-level. This was shared with Chief Officers for feedback and steer. This, along with the City Corporation's learning from delivering apprenticeships, has resulted in the strategy shown at Appendix One, which includes the vision, aims, outcomes, links to the City Corporation's Corporate Plan for 2018-23, outputs, measures, activities, inputs, signs of success and possible barriers to success for this work.

The Strategy

4. The vision, aims, outcomes and measures of success for the strategy are summarised on the second page of Appendix One. The vision is '*Our workforce and organisation thrive through high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills*'. The strategy seeks to outline how the City Corporation hopes to use its Apprenticeship Levy effectively to support 10% of its workforce to complete apprenticeships and then go into sustained employment. The strategy also outlines the ambition that apprenticeships, in a range of disciplines, skills and levels, should be championed at every level of the organisation and filled by any existing employees, as well as new employees aged 16 years or over, from diverse backgrounds.
5. If the strategy is approved by Members, it is proposed that HR will lead on its delivery, with leads for apprenticeships already in post within the team. Delivery will begin immediately, as HR is already successfully delivering apprenticeships across the organisation, in partnership with other departments, including ASSES based within DCCS, Chamberlain's and other departments hosting apprenticeships. Officers recommend that annual performance updates against the strategy be reported to Chief Officers through the Quarterly Core Indicators Dashboard, with any issues relating to its delivery being reported sooner as necessary. Performance updates will also be included in the HR Business Plan which is reported to this Committee.

Corporate and Strategic Implications

6. The Apprenticeships Strategy is fully aligned to the City Corporation's Corporate Plan for 2018-23, specifically the following outcomes:
 - a) Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
 - b) Outcome 5: Businesses are trusted and socially and environmentally responsible.
 - c) Outcome 8: we have access to the skills and talent we need.

This strategy also supports the delivery of the HR Transformation Programme and the associated HR Learning and Development Strategy, as well as various other corporate strategies including the Social Mobility Strategy for 2018-28.

7. This strategy seeks to ensure 'Our apprentices are from diverse backgrounds, including those furthest from work'. This would include employees with physical or mental health needs being supported to complete apprenticeships.

Implications

8. It is intended that the strategy will be delivered using existing officer resource, with training providers for apprenticeships being contracted through organisational procurement processes and paid for using the Apprenticeship Levy. If resource over and above existing departmental budgets and resources is required, then HR will lead on requesting this.
9. As the City Corporation moves into delivering this strategy, it is proposed that this strategy will support wider thinking on skills shortages across the organisation. Whilst there will continue to be industry-specific apprenticeships, the emphasis will be on generic skills. This implementation proposal arises from the workforce plans and the research with departmental senior managers, from which six themes arose:
 - a) Leadership and management
 - b) Project management
 - c) Customer service
 - d) Data and information management related, particularly digital skills
 - e) Finance related, including procurement
 - f) HR related, including business and administration.
10. There are currently departmental coordinators in-post. These will be replaced with 'experts', who are in the field and will lead on each thematic area going forwards. They will support the movement of apprentices across the organisation – as is currently the case with the Graduate Trainee Scheme. There will be some apprentices working in horticulture and animal care, for example, who fall outside of these themes, but they will continue to have an identified lead for support.
11. Barriers to success for this strategy include: sustaining appetite for delivering apprenticeships across all teams; managing the 'capacity loss' caused by staff spending 20% of their time completing apprenticeships; sustaining employment for staff after the apprenticeships; the removal of central funding for apprenticeships across all departments and the inability for apprenticeships to fill all of the City Corporation's identified skills gaps.
12. If approved, the implementation of this strategy would begin by identifying theme leads and training managers. The longer-term ambition is to link with external organisations to potentially exchange apprentices to manage the 20% away from the job in a different way.

Conclusion

13. Apprenticeships are an effective way in which the City Corporation can build its organisational capacity and fill the skills needs that it identifies both now and for the future. This strategy seeks to overcome the aforementioned barriers, by building upon the success and learning of the apprenticeships

programme in 2017/18, and thereby, over time, build-up to achieving the goal of 10% of the City Corporation's workforce undertaking apprenticeships at any one time. This strategy speaks to the wider ambitions of the HR Transformation Programme and articulates clearly the City Corporation's intended approach to delivering apprenticeships using the apprenticeship levy.

Background Papers

None

Appendices

Apprenticeships Strategy for 2018-23 – Proposed final version

Sufina Ahmad

Corporate Strategy Manager

T: 020 7332 3724 (Int. Ext. 3724)

E: sufina.ahmad@cityoflondon.gov.uk