

Appendix One: Apprenticeship Strategy, 2018-23 – Proposed Final Version ***Attracting and developing talent through apprenticeships***

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Foreword

Apprenticeships are offered in 250,000 other workplaces in England, in over 1,500 occupations, across 170 industries, for employees of all ages. The City of London Corporation is proud to be part of this movement of workplaces that believe strongly in the power of apprenticeships to unlock the potential of diverse talent pools and organisations alike.

Since the introduction of the UK Government's Apprenticeships Levy in April 2017, we have successfully recruited 100 employees into apprenticeships within one year, which equates to 2.7% of our workforce. We will use this learning and experience in pursuit of the vision set out in this strategy to deliver high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills in order to help our organisation and workforce to thrive.

We know, first-hand, how apprenticeships can meet our skills needs, improve our performance and help us build a resilient workforce. We are proud to continue to champion the importance of apprenticeships through this strategy, and as part of our wider organisational ambitions as set out in our Learning and Development Strategy, which is led on by our Human Resources Department, and our Corporate Plan for 2018-23. In the coming years, apprenticeships will underpin our ability to deliver our strategic aims of contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments.

John Barradell
Town Clerk and Chief Executive
April 2018

Chrissie Morgan
Director of Human Resources

Apprenticeship Strategy, 2018 – 23: *Attracting and developing talent through apprenticeships*

Executive Summary

What are apprenticeships?

Apprenticeships are aimed at new employees aged 16 or over and current employees. They combine working and practical training in a job, with studying, to gain skills, knowledge and a recognised qualification. Apprenticeships involve working with experienced staff, learning job-specific skills and time for study during the work week.

About us

The City of London Corporation's reach extends far beyond the Square Mile's boundaries and across private, public and charitable and community sectors. Our Corporate Plan for 2018-23 sets out our aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, and the direction of travel outlined in this strategy relates to the ambitions we have set out in outcomes 3, 5 and 8 in the Plan. The strategy details our cross-departmental approach to delivering apprenticeships within the City Corporation using the apprenticeship levy. It is one of the ways in which we will deliver our HR Transformation Programme, and the Learning and Development Strategy that is a major pillar of the programme. It also has links to the work being delivered under the education, skills, cultural and creative learning, employability and social mobility strategies.

Our Vision

Our workforce and organisation thrive through high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills.

Our Aims

That people with relevant potential of all ages and backgrounds can access meaningful employment and learning opportunities through apprenticeships in our organisation.

To meet the skills and talent requirements for our organisation, both now and in the future, through apprenticeships.

Our Outcomes

Our apprentices are from diverse backgrounds, including those furthest from work.	New and existing staff have access to lifelong learning opportunities that support their careers to develop and flourish.	Our organisation has the skills and talent we need to thrive.	Our organisation, and those we work with, are trusted and socially responsible.
Linked to CP Outcome 3 <i>People have equal opportunities to enrich their lives and reach their full potential.</i>		Linked to CP Outcome 8 <i>We have access to the skills and talent we need.</i>	Linked to CP Outcome 5 <i>Businesses are trusted and socially and environmentally responsible.</i>

Our Measures of Success

Apprenticeships are delivered successfully throughout the organisation, building our organisational capacity and capabilities. By 2023, up to 10% of our workforce will be completing apprenticeships, and continuing into sustained employment, with opportunities for progression.

Our Vision

Our workforce and organisation thrive through high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills.

Introduction

Apprenticeships deliver significant benefits to society and the economy as a whole. They are a key enabler for lifelong learning, which can ensure that people and businesses have the skills they need to thrive within the 21st century economy. Through this strategy, the City of London Corporation (City Corporation) aims to build towards having 10% of our workforce undertaking apprenticeships by 2023, covering a wide-range of disciplines, skills and levels, and for these opportunities to be available to existing and new employees of all ages and from all backgrounds.

What are apprenticeships?

Apprenticeships combine working and practical training in a job, with studying, to gain skills, knowledge and a recognised qualification. Apprenticeships involve working with experienced staff, learning job-specific skills and time for study during the work week. Anyone can undertake an apprenticeship, from new employees aged 16 or over to current employees, at any level.

What are the benefits of apprenticeships?

The benefits of apprenticeships are broad, as with so many other routes into employment such as traineeships, university pathways, informal learning, work experience etc. Apprenticeships are a model through which an individual can ultimately improve their employability, especially those that are experiencing disadvantage in the workplace or are further from employment, in the following ways:

- Access work opportunities,
- Progress in their career,
- Change career pathways,
- Experience lifelong learning,
- Develop their skills,
- Address learning and development needs, and
- Update their skills to fill skills gaps for future skills requirements.

The UK Government often refers to there being a 'business case' for employers who deliver apprenticeships. The benefits that they cite through research conducted by the Department for Business Innovation and Skills include: increases to an organisation's productivity, a reduction in recruitment costs, increased employee retention rates, a tool with which to address current and future skills gaps, a committed, skilled and qualified workforce and a better return on investment – with employers potentially recouping their investment within one or two years.

At the City Corporation, a commitment to apprenticeships, as set out in this strategy will enable us to deliver our ambitions for a more diverse, socially mobile and skilled workforce.

Our Aims, Outcomes and Activities

Our Human Resources (HR) Department will lead on the delivery of this strategy. They will be responsible for commissioning the relevant training providers to deliver apprenticeships, including for example the Adult Skills and Education Service (ASES), based in the City Corporation's Department for Community and Children's Services. They will also work with departments across the organisation to consider current and future skills gaps and needs, ensuring that these are included in workforce plans and acted upon effectively. It is this strategy's ambition that every department within the organisation will host multiple high-quality apprenticeships in the coming years and secure the benefits of doing so.

Our **first aim** over the next five years is:

1. That people with relevant potential of all ages and backgrounds access meaningful employment and learning opportunities through apprenticeships in our organisation.

The **outcomes and activities** linked to our first aim are:

- a) *Our apprentices are from diverse backgrounds, including those furthest from work.*

We will:

- Work with TMP Worldwide UK, our partner for talent solutions, to transform our recruitment processes, including the apprenticeship micro-site.
- Set up and complete data collection processes that will help us monitor and drive diversity.
- Offer useful feedback to unsuccessful candidates and support them to progress where possible.
- Develop and deliver the HR recruitment and retention practices that are required, in terms of recruitment, training and management practices which successfully support apprentices regardless of their background – seeking out potential and transferable skills.

- b) *New and existing staff have access to lifelong learning opportunities that support their careers to develop and flourish.*

We will:

- Successfully deliver apprenticeships from levels 2 to 7, in terms of placements and training that we procure.
- Convert existing training opportunities in the organisation to apprenticeships, where applicable – e.g. Chartered Institute of Public Finance and Accountancy (CIPFA), Institute of Leadership and Management (ILM) and solicitor apprenticeships.
- Engage with departments via HR business partners regarding team apprenticeship opportunities.

- Raise awareness of apprenticeships that are available to all staff.

Our **second aim** over the next five years is:

1. To meet the skills and talent requirements for our organisation, both now and in the future, through apprenticeships.

The **outcomes and activities** linked to our second aim are:

a) Our organisation has the skills and talent we need to thrive.

We will:

- Promote the benefits of apprenticeships throughout the organisation to all staff, including managers delivering their respective workforce plans, e.g. through a video promoting apprenticeships and making information and help accessible.
- Research and understand current and future employment and skills gaps and opportunities within the organisation and the wider economy which could impact upon our work, by working with learners, businesses and others internally and externally to identify and address these.
- Work with our supply chains and transfer our apprenticeship levy to them as appropriate.
- Transform our workforce skills base, by defining the organisation's current and future workforce requirements – N.B. apprenticeships are one mechanism for doing this.

b) Our organisation, and those we work with, are trusted and socially responsible.

We will:

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates.
- Develop and deliver HR recruitment, retention and progression practices, which are equitable, accessible to those completing apprenticeships and well-understood.
- Share learning from our apprenticeship scheme internally and externally, to develop and improve the scheme further.

Implementation and Measurement

The activities that are designed will build on the rich data and learning we already hold as an organisation that has been delivering apprenticeships for many years, including successfully recruiting 100 apprenticeship opportunities throughout the organisation between April 2017 and February 2018. We will ensure that we continue to prioritise learning, feedback and performance measurement, in order to deliver this strategy successfully.

The key outputs and associated measures that we will monitor this strategy against are:

Output –

1. Our apprenticeships are completed by people from backgrounds as diverse as London is.

Measures –

- Applicants and those appointed are broadly characteristic of the diversity within London.
- An applicant's chances of success are independent of their protected equality characteristics and socio-economic background.
- Drop-out rates are similar across groups with and without protected equalities characteristics and of different socio-economic backgrounds.
- Employee engagement survey results relating to staff completing apprenticeships are in line with all other staff groups.
- Drop-out rates are in line with other staff with similar time in post.
- Applicants find pre-application and pre- and post-interview support helpful, including applicants with Special Educational Needs and Disabilities (SEND) and English as Another Language (EAL).

Output –

2. There are increased opportunities for lifelong learning within our organisation.

Measures –

- 10% of jobs in the organisation are filled by apprenticeships at any one time by the end of this strategy, with annual interim targets being set.
- More apprenticeship roles are advertised (year on year to achieve and sustain the target).
- More managers are including apprenticeships in their workforce plans (year on year to achieve and sustain the target).
- Staff completing apprenticeships report that their career prospects have benefitted tangibly and that there are good jobs to go to either within or outside the organisation.
- Percentages of apprenticeships being promoted within and outside the organisation are in line with other staff groups.
- Employees feel that the organisation supports their lifelong learning, as measured through the all staff engagement survey.
- Staff aspiring to management have opportunities to gain experience and learning in a supportive environment through managing staff on apprenticeships or completing management level apprenticeships.

Output –

3. Apprenticeships help to fill our skills and talent requirements.

Measures –

- Programme evaluation feedback shows that managers, at all levels and in all departments:
 - Are supportive of the apprenticeship programme and see it as a key tool to support recruitment and staff development.
 - Feel supported to access learning and development opportunities that enable them to support apprenticeships within their teams.
 - Report greater confidence of meeting future skills needs and recruiting talent through the apprenticeships programme
 - Performance of apprentices is in line with other staff, using the HR 9-box appraisal performance measurement grid.
- Our apprenticeships are recommended to others by staff completing them.
- The drawdown of the apprenticeship levy is maximised in line with that of other organisations our size and innovations are applied to its use, e.g. distributing it to those in our supply chain.

Output –

4. We deliver apprenticeships which are verified as being of high quality.

Measures –

- Applicants that do not meet minimum standards receive constructive feedback and are directed to further facilitating learning opportunities to progress as applicable.
- Unsuccessful appointable applicants are supported to apply for future opportunities.
- Develop and deliver the HR recruitment, retention and progression practices that support successful and unsuccessful apprenticeships.
- Feedback from apprentices and their managers is very good, rating the programme as aspirational, creative, innovative and reflective of the City Corporation's unique offer.
- The overall quality of our apprenticeships, including that of the training providers, is assessed through feedback from employees completing apprenticeships and their teams as being high quality.
- The apprenticeships programme endeavours to achieve 'outstanding' in nationally accepted quality measurement frameworks.
- People see the organisation as an attractive place to learn and work; independent of their protected equality characteristics, socio-economic background and whether they have SEND / EAL requirements.
- How attractive the organisation is seen as a place to learn and work is similar across groups with and without protected equality characteristics and socio-economic backgrounds.

Links to our Corporate Plan and Other Strategies

Apprenticeships are one of the ways in which we will continue to develop a committed and high-performing workforce that is representative of the individuals and communities we work with, in pursuit of the vision, aims and outcomes outlined in our Corporate Plan for 2018-23. Investing in apprenticeships and lifelong learning specifically relate to the following corporate outcomes and the associated high-level activities:

Corporate Plan Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.

We will:

- a) Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- b) Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- c) Promote effective progression through fulfilling education and employment.

Corporate Plan Outcome 5: Businesses are trusted and socially and environmentally responsible.

We will:

- a) Support, celebrate and advocate responsible practices and investments.

Corporate Plan Outcome 8: We have access to the skills and talent we need.

We will:

- a) Promote the City, London and UK as attractive and accessible places to live, learn, work and visit.
- b) Champion access to global talent.
- c) Identify future skills needs, shortages and saturations.
- d) Champion investment in relevant skills and diverse talent pools.

The image at Appendix A outlines the ways in which this strategy links to other work that is happening within the organisation.

Conclusion

We are proud to champion and prioritise apprenticeships as one of several effective ways in which we can build our organisational capacity and fill the skills needs that we identify both now and for the future. By 2023, it is hoped that 10% of our workforce will be completing apprenticeships, and going into sustained employment, with opportunities for progression, as a result of the City Corporation's effective use of the Apprenticeship Levy introduced in April 2017.

We want our apprenticeships to be offered within a range of disciplines, skills and levels to new and existing staff, with every level of the organisation championing their successful delivery and departments funding the roles using their own budgets,

and not just central funding. To manage and oversee this number of apprenticeships ranging from levels 2 to 7, will require a complex delivery framework overseen and managed by HR, involving a range of accredited providers and assessors. Those completing apprenticeships will also need to be supported to sustain meaningful employment after their apprenticeship has been completed – ideally within the organisation.

We recognise that the appetite for apprenticeships may be hard to sustain, as they do result in a ‘capacity loss’ for teams, as a minimum of one day a week is required for learning, e-learning, mentoring, secondment work, and if staff are also completing a L2 or L3 apprenticeship in Maths or English or other basic skills, then this will require another day away from their work. However, we are firm in our commitment that the benefits for delivering apprenticeships across the organisation are essential to meet our current and future workforce requirements.

Appendix A – How this strategy links to other City Corporation strategies

