

City of London Corporation

Delivering apprenticeships –

An implementation strategy for the City of London Corporation

Exec Summary

- The City of London Corporation has a target to employ 100 apprentices by the end of 2017/18.
- It will sustain this level in subsequent years through progression of existing apprentices to higher levels, or recruitment of new, apprentices.
- The initial focus will be recruitment at levels 2 and 3, to provide entry level opportunities.
- The scheme will offer outstanding quality and opportunity for many, including those in our academy, independent and local schools, and young people and adults in our surrounding communities.
- Every department is expected to provide opportunities that will enable the Corporation to reach and sustain its target.
- The distribution of apprentices will reflect the relative size of departments – an approach that is both fair and allows for a proportionate share of the support and management of these roles.
- The Corporation will deliver its own apprenticeship scheme as an “employer-provider”, whereby it will provide or broker all of the off-the-job training and education, and secure the independent end point assessment.
- It will aim to deliver outcomes for completion and progression that outperform national and London levels.

1 Vision for apprenticeships

- 1.1 The City of London Corporation aims to deliver and sustain 100 apprenticeships within the organisation every year from 2017/18. In doing so it will seek to be an exemplar and role model in the recruitment, training and development of apprentices. These apprenticeships will deliver high quality training, education and experience across the range of our departments and functions. They will provide opportunities to acquire skills and to progress to employment for individuals from our schools and local communities.

2 Introduction

- 2.1 The City of London Corporation shares the commitment of the Government to increasing the quantity and quality of apprenticeships, and recognises the significant role apprenticeships can play in providing both opportunities to individuals, and skills for employers.

- 2.2 Apprenticeships are distinct from schemes such as internships and traineeships. They provide a real job, during which an apprentice must work towards achieving an approved apprenticeship. The duration of the apprenticeship must be at least 12 months, and an apprentice must spend at least 20 per cent of their time on off-the-job training.
- 2.3 The City Corporation's recent guide *The City's Business* – co-produced with a range of City institutions - articulates the Corporation's commitment to being an exemplar and a role model among its City peers, and other local authorities, in the delivery of, and outcomes gained, through such apprenticeships.
- 2.4 This commitment dovetails with the ambition of government policy, and underpins a target to deliver and sustain 100 apprenticeships annually within the City Corporation from 2017-18. As an existing employer of apprentices, and an accredited apprenticeship training agency, this target builds on a commitment and track record of delivery that stretches over five years.
- 2.5 This document sets out the principles and details of implementation that will ensure both the delivery of the City Corporation's target, and the achievement of the wider principles and ambitions that are integral to it. Its focus is internal - sitting alongside those other employability initiatives and strategies that focus on the Corporation's outward-facing ambition, partnerships and delivery.

3 Strategic context - national

- 3.1 In December 2015 the Government published *English Apprenticeships: Our 2020 Vision* setting out its aim to increase the quality and quantity of apprenticeships in England. Further guidance has been published in August 2016, with some proposals subject to consultation, but key details are already available.
- 3.2 The Government's vision is underpinned through legislative and regulatory change. The Enterprise Act 2016 will enable the Government to put in place measures to ensure apprentices make up more than 2.3% of the workforce in public bodies in England.
- 3.3 In addition, a mandatory "apprenticeship levy" will come into effect in April 2017, and will be payable by all large employers across all sectors. Payment of the levy, set at 0.5% of the gross pay bill, will create an employer account to fund apprenticeship training, education and assessment. This moves away from the current funding model in which training cost are two thirds funded by government and one third by employers.
- 3.4 An employer's levy contributions cannot be used to pay for apprentices' wages or other costs such as travel or recruitment costs. Neither can the levy fund time spent by managers supporting apprentices. The levy will be available for use by employers to fund apprenticeships from May 2017, and if an employer spends more than they

have paid into the levy, the government will meet 90 per cent of any additional expenditure.

- 3.5 The Government's reforms also include radical changes to the delivery of apprenticeships. Providers will switch from the delivery of apprenticeships against approved "Frameworks" to new "Standards". Many standards are already in use, with more in development, and they will replace frameworks completely by 2020.
- 3.6 Standards will be designed by employers for specific occupations within their relevant sectors – a movement away from multi-occupational frameworks. Standards and frameworks will be allocated funding bands that will set a maximum funding available for them. Both can be funded by the levy. As the full range of standards is still being developed, these will initially be limited in number and frameworks will predominate. However, it should be noted that apprenticeship standards (as the preferred model) will be allocated higher funding relative to equivalent frameworks.

4 Strategic context - local

- 4.1 The opportunities and outcomes secured through apprenticeships deliver across the strategic aims of the City Corporation - from those of the *Corporate Plan* to the commitments of strategies such as the *Education Strategy* and *Children and Young People's Plan*. The Corporation's ambitions for its role in supporting employment and employability have been most clearly set out in *The City's Business*, and the outcomes below that are identified (with Member support) in the forthcoming *Employability Framework*:
 - greater diversity in the City workforce
 - City has the skilled workforce it needs
 - widened access to entry level jobs
 - better prepared Londoners secure more jobs
 - Corporation as a model practitioner and change leader
- 4.2 Delivering apprenticeships is also part of a strategic approach to talent management (Right People, Right Place, Right Time) agreed by Summit Group. The first phase of this approach is entry level recruitment – of which delivering apprenticeships is a significant part.
- 4.3 There is also potential for the City Corporation to grasp changes in apprenticeship delivery, to meet its ambition to deliver for London and the nation. Future apprenticeship standards will be designed by employer led "trailblazer" groups to ensure their relevance. The City Corporation is well placed to convene public sector and other partner groups to form trailblazer groups to design new apprenticeship standards.

5 Operational context

- 5.1 The City Corporation is already committed to recruiting and delivering apprenticeships. It has had an apprenticeship scheme since 2011, and currently employs 27 apprentices across seven departments.
- 5.2 Over the last five years, the City Corporation has supported more than 300 apprentices across 18 different programmes - ranging from Business Administration to Marine Engineering - for organisations connected to the City. Just over one hundred of these apprenticeships were completed within the City Corporation itself.
- 5.3 As an employer the Corporation delivers a unique range of roles and opportunities. It is this breadth and diversity that sets it apart from most other organisations employing apprentices.
- 5.4 The apprenticeship ambition is also proportionate to the Corporation's size and staff turnover. As at 31 March 2016, the City Corporation (excluding City Police) employed a total of 3,362 employees across its departments and functions. Of these roles, just over 1,500 are at grades A-C. In the year 2015-16 there were 506 starters and 515 leavers.
- 5.5 Early engagement with departments across the Corporation has identified wide-ranging interest to deliver apprenticeships. It confirmed that departments already have plans to fund 31 existing apprenticeships in 2017/18. A further 73 apprenticeship roles have been identified, but these are not funded within department's future budgets and therefore subject to additional resourcing. There is a broadly between level 2 and level 3 apprenticeships – whether existing roles or potential ones.
- 5.6 Many departments have identified more opportunities for apprentices, than a distribution of the total by relative size would require. Such a distribution based on staffing levels would mean that no department will be required to have more than **ten** [check] roles.

6 Future ambition

- 6.1 The City Corporation is committed to employing and sustaining 100 apprenticeships across its functions and departments. This means building to a level of 100 apprenticeships during 2017/18, and then maintaining this level through a rolling programme of new starts replenishing the number who exit from the apprenticeship programme. This approach recognises that some apprenticeships will last only the minimum 12 months and some will be longer, where some apprentices will progress to a higher level.
- 6.2 Meeting this target will complement existing schemes (such as the graduate scheme), and as apprenticeships embed, and individuals progress beyond the initial levels, they may replace current higher level training programmes.
- 6.3 The initial focus will be recruitment at levels 2 and 3, to provide entry level opportunities. However, our commitment to progression, and delivering apprenticeships that are a pathway to successful careers, means that our offer will

deepen to ensure those wishing to progress to higher apprenticeship levels in future will have the opportunity to do so.

- 6.4 The expansion of City Corporation's employment of apprentices will offer outstanding quality and opportunity for many, including those in our academy, independent and local schools, and young people and adults in our surrounding communities. Its success will be measured not only by the number of apprenticeship starts each year, but also by the proportion of completions, and progression to full time employment (whether inside or outside of the Corporation) or further employment based training.
- 6.5 The Corporation will reach out to and ensure that those from disadvantaged backgrounds are attracted and able to take up our apprenticeships. This aim will be supported through the marketing of the scheme, by attracting applicants through the quality of our offer and reputation, and by offering terms and conditions that maximise rather than narrow opportunity.
- 6.6 The apprenticeship programme will also support the delivery of the organisation's future skills needs and workforce management – including providing new skills opportunities for supervisors and managers.

7 Approach to delivery

- 7.1 Every department is expected to provide opportunities that will enable the Corporation to reach and sustain its target. The initial approach has been to give departments the opportunity to extend their existing apprenticeship offer. Where this does not deliver enough roles, or opportunities within all departments, the distribution of apprentices will reflect the relative size of departments – an approach that is both fair and allows for a proportionate share of the support and management of these roles.
- 7.2 The target of 100 apprentices will be met through a phased recruitment of apprentice cohorts throughout the year. Each cohort will provide an opportunity to recruit a range of apprentices to meet the changing needs of the organisation.
- 7.3 There will be four cohorts recruited each year, and departments will have the flexibility to recruit to any or all of the cohort stages in order to accommodate local needs and issues, and allow a planned and managed approach.
- 7.4 This staged approach will also accommodate the fact that some more specialist standards are in development – or have yet to be developed – and may not be available from the outset.
- 7.5 As stated previously the City Corporation is an accredited apprenticeship training agency, providing a current programme for internal and external customers. As such the Corporation is already an “employer-provider”, whereby it provides or commissions the off-the-job training element of an apprenticeship for its own staff.

- 7.6 The government is very supportive of employers who deliver this role or who are planning to do so. As an employer-provider the Corporation is able to directly design and deliver the content of training for our own apprentices, has greater control and oversight of the quality of that training and education provision, and can ensure our programme provides greater levels of support before, during and after apprenticeships.
- 7.7 Using an employer-provider model means the Corporation is able to ensure that the levy payments it makes are not spent on an external third party organisation, but invested back into the Corporation to maximise the value and benefit of the programme.

8 Identifying need

- 8.1 A preliminary exercise between May – July 2016 has been undertaken with departments to identify the number and roles of existing, planned and potential apprenticeships at levels 2 and 3. These figures identify potential to employ over 100 apprentices in more than forty apprenticeship roles – although for some roles there is currently neither a current Framework nor Standard. Thirty-one of these roles are already planned as part of department’s pre-existing commitment to apprentices.
- 8.2 A further stage will refine this provisional information in order to finalise departmental commitments and needs, the apprenticeship roles that will be offered, and set out the process of recruitment and training.

9 Apprenticeship Service role

- 9.1 The Corporation’s Apprenticeship Service will be integral to achieving and sustaining the Corporation’s ambition. The training, education and assessment of Corporation apprentices, and the administration of those elements, will be funded through the Corporation’s monthly levy payments via the new Digital Apprenticeships Service (DAS). However, a number of other aspects of this service’s role cannot be funded through the levy.
- 9.2 The Apprenticeship Service will identify the relevant framework or standard, secure training and, where necessary, the required independent approved assessor. The provider will confirm the apprenticeship length associated with a given standard or framework.
- 9.3 As the provider, the Apprenticeship Service will market our apprenticeship opportunities within the Corporation. This approach will build on the existing profile and relationships the Corporation has with its academy, independent and local schools, local communities in our fringe boroughs, City tenants and the wider community. It will secure a brand identity for City of London apprenticeships that builds on success and the quality of offer. Initiatives may include milk round style

recruitment events, specific initiatives to reach out to target groups, and former apprentices promoting opportunities in schools and communities.

- 9.4 In conjunction with HR (see below), the Apprenticeship Service will run four recruitments each year – in April, July, October and January. Each stage requires an eight-week lead in period. During this period the Apprenticeship Service will market the role, create a long list of applicants, and undertake an initial assessment of those applicants to provide a shortlist for the departments/service areas. Candidates are interviewed by the appointing department, and HR will support formal recruitment and “on boarding” of candidates.
- 9.5 The Apprenticeship Service will also provide additional support to apprentices and managers. For apprentices this will consist of pastoral support delivered through weekly welfare support meetings. The service will also support apprentices through buddying and mentoring schemes.
- 9.6 Those supervising and managing apprentices will also receive support. The service will deliver specific training for managers and supervisors, and provide for weekly face-to-face support where required.
- 9.7 The apprenticeship service will also support the Corporation and individual departments to help apprentices to progress to higher levels of qualification and/or employment. This may be progression to more specialised higher level apprenticeships to meet operational needs, or a higher level of their current apprenticeship. Where progression opportunities are not available in the Corporation, the Service will support apprentices to identify opportunities elsewhere.
- 9.8 Some apprentices will wish to progress to employment rather than seek further qualifications. The Service will support this ambition during the apprenticeship period, and afterwards through coaching, employability sessions and mentoring. The Service will also conduct post-apprenticeship monitoring at six month intervals for two years, to identify medium terms outcomes.
- 9.9 The Apprenticeship Service will also provide specialist support to those, such as the City Corporation’s looked after children and care leavers, who may have additional needs for support with English language and other skills.
- 9.10 Some people are not ready to start an apprenticeship, but instead need a period of support to improve basic skills and gain some experience to improve their readiness and suitability for work. To support these candidates the Apprenticeship Service will develop a proposal for pre-apprenticeship traineeship programme which would provide up to twelve weeks of basic skills training and experience.

10 Human Resources role

- 10.1 The employment and management of apprentices cannot be done without the support of the Corporation’s Human Resources (HR) division. HR will both provide

significant support to departments throughout this process, and work with the Apprenticeship Service to ensure delivery.

- 10.2 HR will take responsibility for recruitment from the point where the Apprenticeship Service provides a short list of candidates. HR will also develop specific terms and conditions as appropriate for apprentices, and guidance and support for their managers.
- 10.3 For apprentices HR will develop a specific City of London induction programme and organise networking opportunities. At the end point of apprenticeships, HR will support and encourage the recruitment of apprentices to suitable temporary and permanent opportunities that departments have identified.

11 Meeting and sustaining target

- 11.1 Many departments are already employing apprentices, and nearly all have plans for additional roles in 2017/18. Meeting the target of 100 will mean the delivery of, and recruitment to, approximately 70 additional apprenticeship roles.
- 11.2 The duration of an apprenticeship varies. The minimum will be 12 months – and many will last longer. Apprenticeship duration, progression to higher level apprenticeships, staff turnover and changing business needs will determine the number of, and planning for, new apprentices in subsequent years.
- 11.3 Where an apprentice joins the Corporation, or progresses from one apprenticeship level to another, or begins a new apprenticeship, this counts as a “start”. These starts will be reported to the government as part of the monitoring requirements in relation to their public sector apprenticeship target.

12 What will success look like?

- 12.1 A number of measures will identify the success of this strategy, and the outcomes it seeks. These are:
- securing 100 apprenticeship starts in 2017/18 [are there any existing apprentices that will continue into next year]
 - the proportion of apprenticeship completions
 - the proportion of completions passing end point assessment and associated exams
 - post apprenticeship destination (higher level apprenticeship, education, full-time employment) at six, 12, 18 and 24 months.
- 12.2 Currently it is expected that a minimum of 65 per cent of apprentices successfully complete their apprenticeship. The City Corporation will expect to outperform the national and London level for completions and progression.

12.3 The City Corporation will also monitor the diversity and source routes (schools, local communities, target groups) of candidates and apprentices, to ensure the Apprenticeship Service is delivering the wider ambitions of diversity, social mobility, relevance to our local communities, and change leadership.

13 Resourcing

13.1 The training, education and assessment of the City Corporation's will be funded by the organisation's levy contributions. The levy can also meet the costs for use of premises where these are used for the apprenticeship, administration related to the delivery of the apprenticeships, and the wages and associated costs (such as pension and National Insurance contributions) for employees directly involved in the delivery of the apprenticeship.

13.2 The levy income available to the Corporation's Apprenticeship Service will be determined by the type of apprenticeship, and whether it is available as a standard (and therefore subject to a higher funding gap) or will be delivered in the interim through a framework.

13.3 However, several costs cannot be met by the levy. These include:

- wages of the apprentice
- travel
- cost of line managers or other colleagues supporting the apprentice
- apprentice recruitment
- pastoral support for apprentices.

13.4 Some salary on-costs have been limited by the government through its abolition of Secondary Class 1 National Insurance Contributions abolished for apprentices under the age of 25 since April 2016

13.5 Additional funding of £1,000 per individual will be available to the Corporation's Apprenticeship Service to help with the extra costs of training 16 to 18 year olds, or 19-24 year olds leaving care or with Education and Health Care Plans. A further £471 is available for supporting apprentices to achieve a level 2 standard in English and Maths. Additional funding is also available to support apprentices with learning difficulties.

13.6 The costs to the Corporation will be determined by the salary level paid to apprentices, and the funding of those aspects of the Apprenticeship Service that are not funded by levy income.

14 Timescale and implementation

14.1 An implementation plan setting out the approach in year 1 (2017/18) is below. A more detailed delivery plan will be developed in the light of actions set out in sections 8 and

9 above, which will in turn determine the scale and timing of apprenticeship recruitment in the following year.

Implementation plan

