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| Committee | Dated: |
| Community and Children's Services | 14/07/2017 |
| Subject: City of London Corporation's Apprenticeships Programme | Public |
| Report of: Director of Community and Children's Services | For Information |
| Report author: Barbara Hamilton, Community and Children's Services | |

Summary

The City of London Corporation confirmed its commitment to delivering 100 apprenticeships across its departments in 2017/18. This level will be maintained each year. This report provides an update on progress to meet that commitment.

Following a departmental internal skills audit which took place during autumn 2016, COLC managers identified their apprenticeship needs. The recruitment of the first of four annual cohorts was completed in April/May 2017. The response to the marketing and promotional campaign has exceeded our expectations. The service received approximately 800 applicants for a total of 39 apprenticeships. Of these, 29 positions have been filled in the first cohort and 10 positions have been extended into the second cohort.

The first cohort of new apprentices attended an induction session at Guildhall in June 2017. The marketing campaign for the second cohort of 43 apprentices will focus strongly on school leavers in summer 2017. The campaign is currently underway.

Recommendation

Members are asked:

- to note the report.

Main Report

Background

1. The COL's programme is set against a background of apprenticeship reforms which came into effect in the spring of 2017. Changes to government policy introduced an 'apprenticeship levy' of 0.5 per cent of COL's gross pay bill. There is also a requirement that apprentices make up more than 2.3 per cent of the public sector work force.
2. As a consequence of the apprenticeship reform, competition for high-level apprentices – especially those who qualified to pursue university-level courses,

but instead decided to pursue an apprenticeship – will increase significantly as public sector bodies act to meet the government's target; and as larger levy paying employers seek to draw on their levy to meet their skills needs.

3. In 2016 The City of London Corporation (COLC), agreed that the internal delivery team, the Adult Skills and Education Service (ASES), would deliver an enlarged internal apprenticeship programme, working with HR and departments across the organisation to develop 100 quality apprenticeships that support the skills needs of managers.
4. This report provides an update to Members. It explains the actions which have been taken to market, promote and engage the first apprentice cohort. There have been some lessons learnt and actions put in place to address any areas for development.

Current position

5. All first cohort apprentices have been assigned Educational Skills Funding Agency (ESFA) approved qualifications, Standards or Frameworks. Training programmes have been planned for all apprentices recruited in the first cohort. A similar process will be followed for all those in future cohorts.
6. The COL apprentice programme has successfully completed the first recruitment, interview and selection campaign for all departments that advertised vacancies.
7. A recent Ofsted inspection graded the COL apprenticeship service as a 'good' for the quality of its delivery and the outcome for all learners. The aim is to continue to improve on the current grade to one of 'Outstanding'. To achieve this, the service is taking a more detailed look at additional skills support for apprentices and their line managers.
8. The aim is to achieve the COL's ambition to be an exemplar in the recruitment, training and development of apprentices. To achieve this, the programme is focussing on apprentices' achievement of qualifications/standards and progression into quality employment or further learning.
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Implementation

12. The original internal audit of apprentices required for departments identified approximately 104 potential vacancies. The Table below shows a breakdown of apprentices recruited for the first April cohort, and their associated department.
13. A small number of departments have a more specialist apprentice requirement and they have been unable to identify suitable candidates in the first cohort. They have therefore decided to transfer their vacant positions into the summer cohort.

14. The Table below also shows the planned demand for the second cohort.

14. The target number to be recruited for July is 43 The process for marketing these vacancies is already in place.

15. A large majority of apprentices who have been recruited from the first cohort have either already started their apprenticeship or are due to start within the next few days.

| Apprentice Recruiting Departments | Appointed Cohort 1 | Planned Cohort 2 |
|-------------------------------------|--------------------|---------------------------------|
| Community and Children's Services | 3 | 3 |
| City Bridge Trust | 0 | 1 (carryover from April Cohort) |
| Open Spaces | 0 | 12 |
| Chamberlain's | 2 | 0 |
| Barbican | 4 | 5 |
| City Police | 2 | 6 (carryover from April Cohort) |
| City Information Centre | 0 | 1 (carryover from April Cohort) |
| Town Clerk | 1 | 0 |
| Built Environment | 0 | 2 |
| Freemans School | 0 | 2 |
| Tower Bridge | 2 | 2 (carryover from April Cohort) |
| Remembrance | 1 | 0 |
| Port Authority | 2 | 0 |
| City Surveyors | 1 | 0 |
| Guildhall Business Library | 1 | 1 |
| Guildhall School of Music and Drama | 3 | 3 |
| HARC | 7 | 0 |
| Billingsgate Market | | 1 |
| Spitalfields Market | | 2 |
| City of London Girls School | | 2 |
| Total | 29 | 43 |

16. The COL's internal apprenticeship team is responsible for the delivery of this programme. The employer-provider model is being used and the delivery is supported by a cross-department steering group.

17. This approach has a number of advantages, namely that there is greater collective understanding of the needs of each department and the overall direction of the programme. In addition, the service is more able to respond to the individual needs of apprentices and their line managers.

18. A signed Service Level Agreement is now in place to monitor the overall quality and delivery of the service.

19. The COL apprenticeship service works closely with managers to ensure that they fully understand the implications of working with young inexperienced apprentices.

20. The COL apprenticeship service has also facilitated two training information workshops for managers. The purpose of these workshops was to provide information and guidance to support the start of their apprentice/s.
21. These sessions have proved to be useful to managers; The service is in the process of producing a manager's guidance booklet. This information will support the apprentices training requirements.
22. Employment/apprentice contracts have been given to 20 of the 29 apprentices (as of 21 June 2017). Nine contracts remain to be issued. The delays are largely due to the slow return of individual references for candidates. The training dates have also been planned – managers are fully aware of the day release/block release training requirements as they form an essential part of the apprenticeship programme.
23. This aspect of the programme is fully supported by COL's Human Resources team.
24. The first induction event for all first cohort apprentices, some managers and senior COL officers has now taken place. The event was recorded by London Live and promoted through internal media channels. The advertisement for vacancies for the second cohort will be posted shortly.
25. Discussion is taking place with some departments about the recruitment campaign for the third apprentice cohort. The aim is to prepare the promotional campaign for late autumn 2017.
26. The COL programme beginning in May 2017 has successfully recruited the first of its four cohorts across the year. Although the initial focus has been on recruiting apprentices at Levels 2 and 3, apprentices have the opportunity to engaging with a programme that is likely to develop higher level apprenticeships in future years.
27. The COL delivery service has a dedicated member of staff with responsibility for brokering all external training requirements. This delivery arrangement is working well.
28. The service continues to receive a number of expressions of interest from external businesses seeking support for the delivery of their own apprenticeships. While the apprenticeship service continues to support a number of existing business clients to deliver apprentices the current priority is to focus on the COL's apprenticeship target of engaging and retaining 100 apprentices in 2017/18 .
29. The service is currently able to offer initial advice to potential new business clients and records any expression of interest. Recruiting 43 new apprentices for the Corporation programme over the next two months will be very resource intensive but if this is successfully completed officers would be happy to review the current position in relation to external businesses and report back to committee.

30. The support systems such as the correct End Point Assessment organisation are now in place for all internal training courses. The online tracking and monitoring arrangements for all relevant course areas are now in place. Managers will be invited to attend training workshops to learn how to maximise the use of this system.

Corporate & Strategic Implications

31. The approach to deliver the COL apprenticeship programme as set out in this report supports the priorities and delivery of the Corporate Plan, Education Strategy, and Children and Young People's Plan. It is also integral to the forthcoming Employability Strategy that has been discussed at Policy and Resources Committee earlier this month.

Conclusion

32. This report provides an update of the progress towards achieving the new COL annual target of 100 apprentices. The delivery approach has worked well so far. The planned recruitment target for the first cohort of apprentices was 25, and this has been exceeded with a total of 29 apprentices accepting offers of employment and training. The Apprentices Safeguarding induction has taken place and training courses and start dates have been assigned to each apprentice.

33. A report was presented to committee in January 2017 requesting additional support for staff resources to expand the apprenticeship service. This support was made available and, as a result, the service is able to deliver a more comprehensive support service to managers and apprentices.

34. The service will evaluate the activities from the first cohort and put in place strategies for continuing improvement.

Appendices

- None

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