

Report to:	Cabinet	Date of Meeting:	3 rd October 2019
Subject:	Corporate Apprenticeship Strategy 2019 – 2022		
Report of:	Head of Corporate Resources	Wards Affected:	All Wards
Cabinet Portfolio:	Regulatory, Compliance and Corporate services		
Is this a Key Decision:	Yes	Included in Forward Plan:	Yes
Exempt / Confidential Report:	No		

Summary:

This report provides an update of the Council's Corporate Apprenticeship Programme, progress to date, an overview of recruitment, procurement and the approach to these issues. The report also sets out how we intend to deliver our Corporate Apprenticeship Strategy and Action Plan 2019-2022 to ensure we have and maintain a highly trained, ambitious and flexible workforce whilst continuing to attract and retain the very highest talent to live and work in Sefton to deliver our Vision 2030 and Core Purpose.

Recommendation(s):

- (1) To note the performance of Sefton's Corporate Apprenticeship Programme.
- (2) To approve the Corporate Apprenticeship Strategy and Action Plan 2019 – 2022.

Reasons for the Recommendation(s):

The Corporate Apprenticeship Strategy and Action Plan 2019 - 2022 is a key driver that will support and underpin the work of the Corporate Apprenticeship Team (CAT). This includes our ambition to achieve our annual apprenticeship target for Sefton Council and Schools, whilst also contributing to the Government's wider ambition of achieving 3 million new apprenticeship starts by 2020.

Alternative Options Considered and Rejected: (including any Risk Implications)

The Strategy and Action Plan was not adopted as a way forward, however such an approach would lead to a lack of co-ordination and guidance in workforce planning issues.

What will it cost and how will it be financed?

(A) Revenue Costs

The training costs for existing staff can be met from the apprenticeship levy. The match funding for salaries can also be met within existing budgets and service areas must identify their level of contribution from existing budgets.

(B) Capital Costs

None.

Implications of the Proposals:

<p>Resource Implications (Financial, IT, Staffing and Assets):</p> <p>The Apprenticeship Levy can be used to fund apprenticeship training and assessment for apprentices. The levy does not cover salary, travel or subsistence costs, all of which must be funded from existing service area budgets.</p>
<p>Legal Implications:</p> <p>None.</p>
<p>Equality Implications:</p> <p>There are no equality implications.</p>

Contribution to the Council’s Core Purpose:

<p>Protect the most vulnerable:</p> <p>Enabling vulnerable young people who are care leavers to access training and apprenticeship opportunities is an important part of the Strategy and Action Plan. A trained and motivated workforce is also important in protecting the most vulnerable</p>
<p>Facilitate confident and resilient communities:</p> <p>Apprenticeships will support succession planning of the Council and will provide Apprenticeship opportunities to the communities we serve.</p>
<p>Commission, broker and provide core services:</p> <p>Creating opportunities for apprentices to support the Council’s core service provision.</p>
<p>Place – leadership and influencer:</p> <p>Delivering leadership and management training to the existing workforce and newly recruited apprentices will help achieve this as.</p>
<p>Drivers of change and reform:</p> <p>Apprentices support the Council’s vision, values and the framework for change programme.</p>

Facilitate sustainable economic prosperity: The recruitment of apprentices will address local growth challenges whilst building on the strengths and opportunities that already exist.
Greater income for social investment: Upskilling apprentices to ensure they are job ready and able to contribute to the economic growth of Sefton.
Cleaner Greener It is anticipated apprentices will be able to support the Cleaner Greener agenda.

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Head of Corporate Resources (FD5763/19) and Chief Legal and Democratic Officer (LD4887/19) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

Not applicable

Implementation Date for the Decision

Following the expiry of the “call-in” period

(Please delete as appropriate and remove this text)

Contact Officer:	Michael Mainwaring, Workforce Learning and Development Manager
Telephone Number:	0151 934 2483
Email Address:	Michael.Mainwaring@sefton.gov.uk

Appendices:

The following appendices are attached to this report:

Appendix 1: Corporate Apprenticeship Strategy and Action Plan 2019 – 2022

Background Papers:

There are no background papers available for inspection.

1. Introduction/Background

- 1.1 Apprenticeships are full-time paid jobs which incorporate on and off the job training. A successful apprentice will receive a nationally recognised qualification on completion of their contract. There are over 200 different types of apprenticeships (frameworks and standards), available in 13 broad sector subject areas. Apprenticeships can be studied at different qualification levels:
 - Intermediate Apprenticeships lead to Level 2 qualifications (equivalent to 5 GCSE passes)
 - Advanced Apprenticeships lead to Level 3 qualifications (equivalent to 2 A level passes), and
 - Higher and Degree Apprenticeships lead to Level 4, 5, 6 and 7 qualifications.
- 1.2 The government published *English Apprenticeships: Our 2020 Vision* in 2015. It sets out an ambitious new target for 3 million new apprenticeship starts by 2020. This is being enabled by the introduction of the Apprenticeship Levy, whereby employers will pay training providers directly via the Digital Account Service (DAS). The new system will also increase the number of steps on the apprenticeship ladder by gradually introducing Higher and Degree level apprenticeships. Some are available now and others are being developed by Trailblazer groups such as the Social Work degree apprenticeship which was recently approved for delivery.
- 1.3 Apprenticeships offer the Council an opportunity to re-balance an ageing workforce, build capacity and grow skills to meet its future business needs. These apprenticeships focus on building career pathways for people of all ages to gain specific qualifications and expertise the Council requires now and in years to come.
- 1.4 Apprenticeships also enable the Council to realise its commitment to reducing youth unemployment in a tangible and measurable way. Firstly, by offering permanent positions to some apprentices; and secondly by supporting time-expired apprentices to find work in the wider jobs market. Council-hosted opportunities lead to high success rates for participants gaining employment outside the Council after completion of their apprenticeship.
- 1.5 Cabinet allocated funding to facilitate the introduction of the Apprenticeship scheme in Sefton, initially committing £200,000 for 2013/2014. This has since increased to the current rate of £254,050 which is the budget for 19/20. This amount includes funding for all levels of apprenticeships and it also enabled Sefton to move to Liverpool City Region pay rates, which improved the pay and quality of the scheme.
- 1.6 Service areas can currently apply for 50% match funding from the Corporate Apprenticeship Budget to cover salaries and on-costs for new apprenticeship vacancies. If the department can identify the remaining 50% from their own budget lines, an ECF is completed and submitted to panel for approval. Establishment Control have a good overview of the recruitment requirements and budgets for each service area. In some cases, a more than 50% contribution has been made to departments if the department can show a reason for being unable to match fund. This overall method has worked well.

2. Progress to Date/Successes

- 2.1 Since April 2017, the Council has been required to contribute to pay an apprenticeship levy. The Council currently has an apprenticeship levy target of which 2.3% of the workforce must be apprentices. For Sefton Council (including community and voluntary controlled schools) this equates to 136 apprentices for 2018/19 for both Sefton Council and schools. The breakdown for Sefton Council was to recruit 122 apprentices and 14 apprentices for Schools. This figure will change annually as it is calculated on the total head count.
- 2.2 The Department for Education (DoE) stipulates that most public sector bodies (including Sefton Council) are in scope to provide an annual return in terms of their performance against the levy target. For the period 1st April 2017 – 31st March 2018, Sefton Council recruited 100 apprentices which equates to 1.6% of the workforce. Overall, we ranked 97th out of a total of 310 Local Government organisation across England and 2nd across the Liverpool City Region. This was an excellent achievement given some of the challenges we have faced with regards to the recruitment of apprentices (explained later). It's also worth noting that if the Council were to exclude schools from the above calculations the Council over-achieved on its recruitment targets. Performance figures for 2018/19 will be published in October 2019.
- 2.3 Since the introduction of the levy to date, The CAT has recruited 234 apprentices with a further 5 opportunities identified. This number includes newly recruited apprentices and the conversion of existing employees where possible to training which are apprenticeship opportunities.
- 2.4 Apprentices are also able to access the Redeployment scheme for Council employees when they are within the last two months of their contract. This has been very successful and for the period 1st April 2018 – 31st March 2019, 10 apprentices have gained positions within the Council via this route.
- 2.5 The CAT is also working with the Council's core service areas and Schools to continually identify new apprenticeship opportunities. This includes identifying new apprenticeship standards aligned to workforce development needs including opportunities to access degree level apprenticeships.

3. Challenges and solutions

- 3.1 Public services are going through major changes in response to a range of issues such as budget cuts, increased localisation, greater demands for service user voice and control, increased public expectations and a mixed economy of welfare provision.
- 3.2 In the context of apprenticeships, continued budgetary challenges are having/have had an impact on the numbers of new apprenticeship starts (excluding existing staff) for the following financial years:
 - 2016/17 – 43 new apprentices recruited
 - 2017/18 – 47 new apprentices recruited

- 2018/19 – 32 new apprentices recruited

The above figures demonstrate a reduction in the number of new apprenticeship starts for 2018/19. The reason being some service areas are finding it difficult to identify the funding to cover salaries and associated on-costs due to their own budgetary issues and challenges.

- 3.3 A reduction in the number of new apprenticeship starts will make it difficult to meet the 2.3% target. This target consists of new apprenticeship starts and the existing workforce however, once we reach saturation with our existing staff we become even more reliant on new starters. Our current approach is a combination of both new starts and existing staff which means we stand a greater chance of meeting the 2.3% target. A reduction in either will have an impact on performance. It's also worth noting that the recruitment of new apprentices contributes to the running costs of the CAT. The CAT provides information, advice and support to the Council's core service areas and schools who are interested in recruiting apprentices.
- 3.4 Officers are currently investigating a series of options to ensure departments can continue to access match funding from the Corporate Apprenticeship budget to cover salaries and on-costs for new apprenticeship vacancies. Departments can request 25%, 50% or 75% funding dependent upon their current budget situation. Requests for funding are discussed with Finance in the first instance then sent to the Establishment Control Panel for verification and approval.
- 3.5 Existing procurement arrangements have also presented some challenges. For example, new apprenticeship standards are being published on a weekly basis and under the current arrangements, we would need to carry out a separate procurement exercise for each new standard that is identified. The current approach to procurement is not sustainable due to the time it takes to procure new apprenticeship opportunities including the impact on existing capacity and resources.
- 3.6 A solution was identified for the future procurement of apprenticeship training provision and a paper submitted to Cabinet to approve the use of the YPO (Yorkshire Purchasing Organisation) framework from January 2019. This will enable the Council to access apprenticeship standards through a range of local and national suppliers and provides a much more flexible and sustainable approach.
- 3.7 With regards to the existing workforce, for the period 2018/19, approximately 15 apprentices (existing staff) dropped out of their apprenticeship programme within the first 3 months. Reasons include work pressures (existing staff), lack of support from some managers, opportunities to gain better paid employment elsewhere (for recruited apprentices) and personal issues. Drop outs (non-completions) have a significant impact upon the training providers we work with in terms of securing future funding/contracts from the Skills Funding Agency.
- 3.8 To overcome the issue of non-completions, we will work with Heads of Service and Managers to ensure staff are made aware if they sign up for an apprenticeship the expectation is they commit for the full duration of the programme. A monthly report will also be supplied to Heads of Service to raise awareness of non-completions/investigate the reasons why employees have failed to complete their

apprenticeship programme as in some circumstances there may be genuine reasons.

- 3.9 All apprenticeships stipulate that apprentices are required to spend 20% of their apprenticeship training off the job, especially for degree level apprentices. Off the job training is defined as learning which is undertaken outside of the normal day-to-day working environment and leads towards the achievement of an apprenticeship. This may include shadowing colleagues, researching for assignments, attending classroom training, eLearning, webinars etc. For some apprenticeships, apprentices may need to attend mandatory day release (½ or full day) once per week to develop their theoretical knowledge in a relevant subject area. It is important that managers support their staff to obtain the 20% of the job requirement and to record this as part of their apprenticeship or failure to do will have an impact on their achievement.
- 3.10 Our Corporate Apprenticeship Strategy and Action Plan 2019-2022 will ensure we have and maintain a highly trained, ambitious and flexible workforce whilst continuing to attract and retain the very highest talent to live and work in Sefton.

4. Corporate Apprenticeship Strategy and Action Plan 2019 – 2022

- 4.1 A Corporate Apprenticeship Strategy and Action Plan has been developed and this sets out how the Council as an employer will contribute to its 2030 partnership vision by:
- Ensuring positive learning experiences and;
 - Promoting and developing new employment and training opportunities.
- 4.2 Apprenticeships within the Council are seen and valued as high-quality pathways to successful careers, providing opportunities for new and existing employees to develop and assist the Council in meeting its current and future skills needs.
- 4.3 The Council faces a number of challenges over the next few years and these challenges can only be met if we have the right people, with the right time to meet demands. Apprenticeships therefore need to form an integral part of our organisational workforce development strategy to provide the Council with a talent pool that supports our current and future skill needs.
- 4.4 The proposed Apprenticeship Strategy for Sefton Council sets out as an employer the positive action that we will take in our approach to apprenticeships as part of our workforce development strategy. The strategy will guide individual service areas (adopting a One Council approach) in their actions to support the strategy and in meeting the specific skills challenges they face.
- 4.5 The strategy will also support and work alongside other talent and work entry initiatives such as work experience, traineeships, graduate programmes and internships as part of our wider talent approach. Our commitment is not just about achieving numbers, the Council wants to embed apprenticeships in our people strategies, talent management and career pathways, ensuring we provide a modern employment offer and viable route into and through the Council for both new and existing staff.

5. Success Measures and Performance Monitoring

- 5.1 The success of the Council's Corporate Apprenticeship Programme is focused around five strategic aims that were highlighted as important to measure as an indication of success. These include:
1. **Developing Skills.** We will help apprentices develop strong professional capabilities and be part of a highly capable, skilled and engaged organisation with effective leadership and management.
 2. **Enhancing Diversity and Social Mobility.** We will ensure that apprenticeships are a key component of an inclusive organisation that reflects the society it serves.
 3. **Embedding Apprenticeships.** We will create apprenticeships that provide a modern employment offer and viable route into and up through the organisation and wider economy.
 4. **Ensuring Quality Experiences.** We will make sure apprentices receive high quality training and feel engaged with the organisation and the work it does.
 5. **Delivering Return on Investment.** We will build apprenticeship schemes that achieve the best mix of quality and economic efficiency.
- 5.2 It is critical that reliable data on apprenticeships is collected to enable the Council to report and publish its contribution towards the national target of three million apprenticeship starts. Our ability to measure our success based upon the above five strategic aims is reliant on robust baseline data that allows us to understand where we are now, so we can accurately assess and inform our strategic aims and ambitions for the future. See **appendix 1 "Apprenticeship Strategy and Action Plan 2019-2022; pages 10-29** for further information about our success measures.

6. Strategy launch and next steps

- 6.1 In terms of next steps, it is recommended that the Cabinet Member for Regulatory, Compliance and Corporate services to formally approve the Apprenticeship Strategy and Action Plan 2019 – 2022. This strategy is a key driver that will support and underpin the work of the CAT and Cabinet. This includes our ambition to achieve our annual apprenticeship target for Sefton Council and Schools, whilst also contributing to the Governments wider ambition of achieving 3 million new apprenticeship starts by 2020.
- 6.2 Following approval of the Apprenticeship Strategy, Sefton Corporate Learning Centre (CAT) will work with Heads of Service, Schools and Communication Team to devise a plan to formally launch the strategy.

Appendix 1

**Corporate Apprenticeship Strategy
and Action Plan**

2019 – 2022

<u>Contents</u>	<u>Page</u>
Foreword	1
1. Introduction	2
2. Vision	2
3. Context	3
4. Apprenticeship Strategy Aims	4
5. Number of apprentices gaining permanent roles within the Council	6
6. Success measures and performance monitoring	8
Appendix 1 – Occupational areas	9
Appendix 2 – Sefton Care Leavers Programme	11
Appendix 3 – Success Measures - Action Plan	13

Foreword

A message from our Chief Executive

Creating a strong and prosperous Sefton that is resilient and resourceful can only be achieved if we have a highly trained, ambitious and flexible workforce and can continue to attract and retain the very highest talent to live and work in our area. Apprenticeships can make a positive contribution to this by creating opportunities for young people and by providing a framework for the workforce, of all ages, to undertake relevant qualifications, helping to raise skills and aspirations.

The Government's Vision for Apprenticeships 2020 has continued to highlight the value of apprenticeships to economic prosperity and its recent apprenticeship reforms have called for a substantial rise in the number of apprentices. Sefton Council has a responsibility in helping to create these opportunities both as an employer and as a strategic leader. In addition, it is also crucial that we continue to take positive action in utilising apprenticeships as part of the Council's own workforce development strategy.

This Apprenticeship Strategy offers the opportunity for the Council to provide entry routes into the organisation, particularly for young people, as well as enable our existing workforce to undertake relevant apprenticeship qualifications aligned to current and future skills needs. Adopting a more strategic approach as to how we attract, retain and develop our workforce to meet our communities' needs both now and in the future is vital. Apprenticeships are an integral part of this.

1. Introduction

This document sets out one of the many ways that the Council as an employer will contribute to its 2030 partnership vision by:

- Ensuring positive learning experiences and;
- Promoting and developing new employment and training opportunities.

The Apprenticeship Strategy for Sefton Council sets out as an employer the positive action that we will take in our approach to apprenticeships as part of our workforce development strategy. This Apprenticeship Strategy is intended to be a dynamic activity and will be regularly reviewed and updated in response to local and national changes. It will be overseen by the Learning and Development Board, Head of Corporate Resources, Chief Personnel Officer and the Workforce Learning and Development Manager.

The strategy will guide individual service areas (adopting a One Council approach) in their actions to support the strategy and in meeting the specific skills challenges they face. The Apprentice Strategy also supports and works alongside other talent and work entry initiatives such as work experience, traineeships, graduate programmes and internships as part of our wider talent approach. Our commitment is not just about achieving numbers, the Council wants to embed apprenticeships in our people strategies, talent management and career pathways, ensuring we provide a modern employment offer and viable route into and through the Council for both new and existing staff.

2. Vision

Apprenticeships within the Council are seen and valued as high quality pathways to successful careers, providing opportunities for new and existing employees to develop and assist the Council in meeting its current and future skills needs.

The Council faces a number of challenges over the next few years. These challenges can only be met if we have the right people, with the right skills at the right time to meet demands. Apprenticeships therefore need to form an integral part of our organisational workforce development strategy to provide the Council with a talent pool that supports our current and future skill needs.

“I am currently undertaking my Level 3 Business Administration apprenticeship in Sefton Council’s busy Corporate Personnel department in HR. I’m thoroughly enjoying my apprenticeship and even though this may sound cliché, I’m literally learning something new each day. The job role itself is so varied, which is something I love as it keeps me highly motivated and excited as new cases come in all the time and policies continue to change.

It has really surprised me how much I’ve enjoyed learning about all of the different policies and legislations, as before I started this apprenticeship I had never worked in HR but now I don’t see myself anywhere else.”

Personnel Department, Corporate Resources

3. Context

Meeting current and future skills needs

Apprenticeships offer the Council an opportunity to help address many issues in respect of an ageing workforce; building capacity and to introduce new skills to meet its future business needs. These apprenticeships focus on building career pathways for people to gain specific qualifications and expertise the Council requires now and in years to come. It's about maximising opportunities to spend the apprenticeship levy and using it creatively and innovatively to support the Council's major change programme the "Framework for Change" and Sefton's 2030 vision.

Apprenticeships also allow the Council to demonstrate its commitment to reducing youth unemployment in a tangible and measurable way. Firstly, by offering apprentices to apply for re-deployment opportunities towards the end of their apprenticeship fixed term contract. Secondly by offering additional employability support from Sefton@Work to find employment in the wider jobs market.

Government reforms

The government published *English Apprenticeships: Our 2020 Vision* in 2015. It sets out an ambitious new target for 3 million new apprenticeship starts by 2020. This is being enabled by the introduction of the Apprenticeship Levy, whereby employers will pay training providers directly via the Digital Account Levy Funds. The new system will also increase the number of levels on the apprenticeship ladder by introducing and phasing in Higher and Degree level apprenticeships.

Supporting Sefton Council's strategic ambitions

Providing apprenticeships and routes into apprenticeships are an integral part of Sefton's wider economic, skills strategy and education strategy by helping to raise skills and aspirations. One of the key aims of the Council's apprenticeship programme is to invest and upskill the current workforce to ensure they possess the right, skills, knowledge and behaviours that support a 21st Century Public Sector organisation.

As a leader of public services and one of the largest employers in the area, it is also important that our workforce is representative of the communities we serve. The strategy recognises there are challenges for individuals who are looking for work and in adopting the strategy we will be cognisant of those issues. These include young people aged 18-24, care leavers, the long term unemployed, returners to the labour market and those with disabilities, as they try to compete against more experienced candidates. Sefton Council, as an employer and as a strategic leader, has a responsibility in helping to create opportunities for disadvantaged groups.

Apprenticeship Strategy Aims

The success of the Council's Corporate Apprenticeship Programme is focused around five strategic aims. These include the following:

1. **Developing Skills.** We will help apprentices develop strong professional capabilities and be part of a highly capable, skilled and engaged organisation with effective leadership and management.

This includes providing opportunities for existing staff to utilise apprenticeships to refresh, gain skills and progress their career; this will help to develop talent within the organisation. Opportunities will also be made available to give new and aspiring managers an opportunity to complete a Leadership and Management qualification.

We will develop profession-orientated apprenticeships at a variety of levels for both new and existing employees (including higher, degree and masters level) and in areas where the Council has identified skill gaps (e.g. commercial, digital and leadership and management). This includes developing staff across all service areas to identify and achieve higher level apprenticeship qualifications.

2. **Enhancing Diversity and Social Mobility.** We will ensure that apprenticeships are a key component of an inclusive organisation that reflects the society it serves.

This includes promoting apprenticeships to those from underrepresented groups and low socio-economic backgrounds and improving recruitment processes accordingly, to emphasise the importance of potential rather than the finished product. A good example of this is our Sefton Care Leavers Programme explained on **page 6**.

3. **Embedding Apprenticeships.** We will create apprenticeships that provide a modern employment offer and viable route into and up through the organisation and wider economy.

This includes considering apprenticeships as part of strategic workforce planning, location strategies, talent management, people strategies and career pathways.

We will actively promote apprenticeships within the Council as valuable recruitment and talent pipeline and develop a pro-apprenticeship culture amongst managers and staff. This also includes the coordination of information briefing sessions throughout the year to promote the full range of apprenticeship opportunities and research new apprenticeships as requested.

4. **Ensuring Quality Experiences.** We will make sure apprentices receive high quality training and feel engaged with the organisation and the work it does.

This includes working with reputable training providers, complying with apprenticeship standards and securing senior and line management to ensure accountability for the quality of the apprenticeship schemes.

We will work in partnership with the Training Providers to embed Sefton's Values and Behavioural Competency Framework by linking these to relevant apprenticeship frameworks and standards.

We will continually celebrate the achievement of apprentices through a range of events such as the Star Awards and 'Meet and Greet' briefings/events with the Chief Executive and Cabinet members.

5. Delivering Return on Investment. We will build apprenticeship schemes that achieve the best mix of quality and economic efficiency.

This includes working collaboratively across the organisation to ensure apprenticeships fit efficiently within workforce planning and maximise strategic outcomes of delivering apprenticeships within the resources available. We will work with the Executive, Senior Leadership Boards and Managers to map apprenticeships, including higher levels, to meet critical business needs and to identify new career pathways.

We will continue to work with schools to provide a range of apprenticeship opportunities to be new and existing employees. This will ensure we continue to meet their on-going business needs.

On-going promotion of our 2030 vision, values and behaviours are key to the achievement of our strategic ambitions. The recruitment of new and existing staff into apprenticeship opportunities will help the organisation to achieve those ambitions.

We are fully committed to creating a positive, warm and welcoming work environment for everyone (staff, service users and residents).

I have recently completed my Level 2 Business Administration Apprenticeship with Sefton council in which I gained many skills and widened my experiences. I had the opportunity to work with all different teams over Merton House including business intelligence, independent visiting and advocacy, access to files and general admin jobs. During working with different teams, it helped build my confidence working with new people.

I got given the chance to complete my Level 3 in the commissioning support admin team which I am really enjoying up to now, I have been given more jobs and responsibilities which have helped me develop a wider knowledge of my role.

Overall, my apprenticeship has been better than I thought, and I am really enjoying my journey so far."

Strategic Support & Independent Visiting & Advocacy

4. Number of apprentices gaining permanent roles within the Council

Apprenticeships within the Council have predominately been utilised to provide entry opportunities for young people to undertake a Business Administration Level 2 framework and develop their skills for future Administration roles within the Council or another employer.

Within the Council apprenticeships have been recruited to in virtually every service area and the programme has been a real success. The quality of apprentices in recent recruitment has been very high and they have been highly valued by the service areas in which they worked and have brought real enthusiasm, energy and new ideas to the Council and schools.

One of our aims is to retain our apprentices and to provide opportunities to gain permanent employment with the Council. This is evidenced by the number of apprentices we are recruiting and retaining across different service areas.

Apprentices are also able to access the Redeployment scheme in the same way as Council employees when they are within the last two months of their contract. This has been very successful and numerous apprentices have gained positions within the Council via this route.

Unfortunately, we cannot make an offer of employment in every case therefore on-going support for our apprentices is crucial. We work closely with Sefton@Work to ensure apprentices have every chance of finding a permanent position within the LCR.

Increasing opportunities for existing employees

We currently provide apprenticeships from across a broad range of occupational areas. These apprenticeships lead to QCF qualifications such as diplomas and functional skills (English, Maths and ICT).

We will continue to engage with training providers and Higher Education Institutions where necessary and in line with the Council's Contract Procedure Rules, to offer any new apprenticeship standards that will support the Council to meet its 2030 vision.

See **Appendix 1** for a list of the occupational areas we currently support.

Care Leavers

Those leaving care have been identified as a particular group who find it hard to enter and sustain the labour market. It is especially difficult for those that have not had the opportunity or developed the ability to navigate the complexities of finding and sustaining work. Whilst apprenticeships can provide an opportunity, research and evidence has shown without the right support mechanisms and basic employability skills in place, many care leavers find it difficult to sustain and complete an apprenticeship. Consequently, Sefton Council developed a pre-apprenticeship route, Pathway Programme.

See **Appendix 2** for further reading about Sefton's Care Leavers programme.

Working with schools

To maximise the opportunities from the levy it is essential that schools are aware of the Apprenticeship opportunities. Schools that are included in the Council's levy charge are required to contribute to the 2.3% apprenticeship target set by the Government. The Council is responsible for publishing data regarding the number of apprentice starts within schools as part of the Council's annual apprenticeship report required by the Government.

In addition to providing information, advice and guidance relating to the reforms, we also work with schools to promote the benefits the changes can offer in helping to meet skill gaps and future workforce needs. This will include raising awareness of the new apprenticeship standards in development for Teachers, Teaching Assistants and School Business Directors, as well as a range of other broader standards that could be used by the wider schools' workforce in helping to create apprentice opportunities.

In addition to this we will strengthen the relationships with the wider school population to promote apprenticeship opportunities as routes into jobs and careers within the Council.

Working with Partners

Sefton Council works in collaboration with the LCR in sharing best practice and will work in partnership to jointly commission relevant Higher Degree Level Apprenticeships. The opportunity to maximise the levy funds in conjunction with other partners to develop the skills that are required for Sefton's economy will also be critical for the future.

5. Success Measures and Performance Monitoring

It is critical that reliable data on apprenticeships is collected to allow the Council to report and publish our contribution towards the national target of three million apprenticeship starts. Our ability to measure success is reliant on robust baseline data that allows us to understand where we are now, so we can accurately assess and inform our ambitions for the future.

The ambitions and measures on **pages 13-18** are areas we have highlighted as important to measure as an indication of success. Specific measurables and metrics will be developed and implemented by the Corporate Apprenticeship Team with support from different service areas.

Progress against these measures will be monitored and tracked on a quarterly basis by the Learning and Development Board. This will ensure clear governance, accountability and a structured approach to Sefton Council's Corporate Apprenticeship Programme, which assures senior and line manager engagement of these measures.

Appendix 3 provides a copy of the success measures that will be used to monitor progress against the five strategic aims identified in this document.

Appendix 1 – Occupational areas we currently support

Occupational Area	Job Role
Business Administration	Business Support Officer, Admin Assistant, Personal Assistant, Legal Secretary, Office Junior, IT Assistant, Personnel Assistant, Finance
Customer Service	Receptionist, Customer Advisor, Library Assistant, Leisure Assistant, Contact Centre, Customer Liaison, Generally deal with customers
Child Development	Nursery and Child Care Assistants, Youth Workers
Health and Social Care	Family Support Workers, Residential Support Workers, Care Assistants
Hospitality & Catering	Cooks, Cooks in charge, General Assistant
Management	Team Leader, Manager, Supervisor, Duty Manager, Cleansing Officer, Area Officer
Horticulture	Parks and Green Spaces Personnel
Digital Marketing and Media	Communications Assistant, Tourist and Information Assistant, Marketing Assistant
Leisure	Lifeguard, Fitness Instructor, Coach, Receptionist, Duty Manager, Swimming Teacher, Operational Assistant
Legal Services	Legal Assistants
Accountancy / Finance (AAT)	Finance Assistant, Admin Assistant, Finance officers
Warehousing	Technicians, Drivers, Store Manager
Facilities	Caretaker, Site Manager, Security Assistant
Engineering	Engineer, Street Lighting Operative, Maintenance Technician, Security
Human Resources	HR, Personnel
School Business Professional	School Bursars, School Finance/HR

Teacher	Teaching staff
Large goods Vehicle (LGV) Driver and Auto Electric Hybrid	Drivers, Cleansing Operatives and Vehicle Maintenance Workshop Operatives
Payroll and Pensions	Payroll and Pensions Administrators

Appendix 2 – Sefton Care Leavers Programme

Before the young person starts the programme they will meet with the training provider who will complete an assessment; the results of the assessment will give an indication of the best path for the young person.

<p>STEP 1 (12 weeks Study Programme) Introduction to Employment Preparation for Work – up to 3 vocational work tasters (4 weeks on each) 2 days Placement (8 hours) 1 day Training Provider (8 hours) Focus on English and Maths Bursary and travel pass</p>

This is the engagement phase aimed at disengaged LAC/CL who are not participating in mainstream education/employment/training opportunities. It gives them the opportunity to explore vocational ideas and develop basic employability skills in the workplace i.e. attendance, timekeeping, conduct.

<p>STEP 2 (Min 6 wks Study Programme) Preparation for Employment Consolidation – work placement in the vocational area of choice, with an increased focus on the attainment of qualifications. 3 days Placement (8 hours) 1 day Training Provider (8 hours) Bursary and travel pass</p>
--

Once a vocational choice is identified, the LAC/CL will complete a minimum of 6 weeks placement in this area or until the young person has shown a commitment and readiness to move to employment.

As they have gained confidence in the workplace, there will now be an increased focus on working towards a number of qualifications which form part of the apprenticeship framework, including literacy, numeracy and a technical certificate.

<p>STEP 3 (6 - 12 months Traineeship / Apprenticeship) Supported Apprenticeship/Employment Full time supported employment</p>

This stage will be individualised to the young person's needs and they will either complete a 6 month traineeship or a full apprenticeship.

Once a young person has successfully completed steps 1 and 2, they will have demonstrated that they are prepared to step up into employment. They will:-

- Be vocationally focused and have increased aspirations for the future
- Be more prepared for a structured full time routine
- Understand the conduct required of an employee

- Have built up a good work ethic
- Have increased motivation and self-confidence.

The principles of wraparound support will be at the heart of all 3 stages of the programme, including: -

- Supported Transition Process
- Individual Learning Plans
- Workplace Mentor Support
- Review Meetings
- Celebration of Achievements.

The pathway will not be the same for each young person; this programme is dictated on the needs and aspirations.

Each young person will complete stages 1 and 2 although the time on each of the stages will differ. Once they are at stage 3 some of the young people will complete a full apprenticeship framework whereas others may only complete a traineeship. Ultimately the aim is to give skills, knowledge, experience and qualifications whilst they are on the journey.

Currently we have 5 young people from leaving care employed on apprenticeships.

Since

January 2017 there have been 8 young care leavers starting on the Pathway Programme.

Appendix 3 – Success Measures

1. Developing skills

What does success look like? Apprentices with strong professional capabilities, to be part of a highly capable, skilled and engaged organisation with effective leadership.

	Ambition	Delivering...	Measure...
1.	Where Sefton Council has identified a skills gap for the professions and functions to develop and deliver apprenticeships by 2020.	...apprenticeships that are targeted in priority areas to meet existing and future skills gaps and help develop world class leaders and experts at all levels of the organisation.	...the number of apprenticeships delivered across Commercial, Digital, Leadership and Management and Project Delivery.
2.	Develop opportunities to utilise higher level apprenticeships in support of skills needs, raising skills and aspirations.	...training at all levels across Sefton Council. This will raise the profile of apprenticeships and allow service areas to build them into workforce plans to address specific gaps.	...the spread of apprenticeship levels for new starts enrolling on a higher level qualification.
3.	For a sample of service areas to agree that apprentices have allowed the relevant service area/department to reduce their reliance on contingent labour (agency workers, consultants, independent contractors) in areas where the Council has identified skill gaps.	...a reduction in contingent labour in areas where the Council has a shortage of skills.	...employer responses as part of the Council's employer survey.

2. Enhancing Diversity and Social Mobility

What does success look like? Apprenticeships to be a key component of an inclusive organisation that reflects the society we serve.

	Ambition	Delivering...	Measure...
1.	In line with wider Sefton Council ambitions and the work of the Corporate Equality Group, to attract and recruit apprentices from a variety backgrounds including those who may face additional barriers searching for apprenticeship opportunities.	...a diverse workforce that reflects the society it serves and contributes to remaining an inclusive organisation.	...diversity data for apprentices and the divergence of representation against the economically active population.
2.	To monitor the diversity and inclusiveness of all apprenticeship starts from 1 st April 2018.	...data that will enable a more inclusive workforce and social mobility throughout the organisation.	...the evolution of the diversity of the apprenticeship intakes and the inclusivity of the Council.
3.	For apprenticeships to be embedded in the Council's Equality and Diversity Policy.	<p>...an assurance that apprenticeships are recognised as pivotal to changing the demographic of our workforce.</p> <p>Execution of the strategy will specifically ensure:</p> <ul style="list-style-type: none"> • Targeted engagement with young people from low socio-economic areas, inspiring them to consider apprenticeships. This includes managing the apprenticeship element of Sefton's Care Leavers Programme. • Recruitment processes that are based on an 	...specific elements of the strategy such as, outreach, recruitment and representation.

		inclusive definition of talent, identifying and attracting people from a range of backgrounds, recognising potential, rather than the finished product.	
--	--	---	--

3. Embedding Apprenticeships

What does success look like? Apprenticeships to provide a modern employment offer and viable route into, and up through, the organisation and wider economy.

	Ambition	Delivering...	Measure...
1.	For an apprenticeship offer to be available for all service areas including opportunities for progression by 2020.	...new entry routes into the relevant service areas with clear talent pipelines and career pathways in areas where the Council aims to increase capability.	...delivery plans and progress of the different service areas and functions.
2.	To increase the number of leadership and management apprenticeships to support the Corporate Management Programme.	...clear career paths, which set out experiences, skills and qualifications required at each level and structured opportunities to develop these, so that we can retain and develop our people.	...the progress of the apprentices on an annual basis
3.	Annually, for apprentices to take part in the annual staff survey and to understand how their work contributes to Sefton's 2030 vision.	...a council where every apprentice feels valued, an integral part of the organisation and a contributor to the brilliant work that it delivers.	...the engagement of apprentices on an annual basis through the staff survey.

4. Ensuring Quality Experiences

What does success look like? Apprentices that receive high quality training and feel engaged with the organisation and the work it does.

	Ambition	Delivering...	Measure...
1.	To work with training providers to embed Sefton's values and behavioural Competency Framework by linking these to relevant apprenticeship frameworks and standards.	...partnering with training providers and upskilling them so they are aware of and understand Sefton Council's behaviours and values.	...behaviours and values to measured as part of the annual staff survey.
2.	Where possible, to work with training providers who, at the point of procurement, are rated 'outstanding' or 'good' by the Office for Standards in Education, Children's Services and Skills (Ofsted).	...partnering with training providers that, as deemed by an external regulator, offer high quality training and support for apprentices. This will ensure quality of training is consistently high across the Council.	...delivery plans and progress of Sefton Council and School employees.
3.	To celebrate the achievement of apprentices through a range of events such as the Star Awards and 'Meet and Greet' briefings and events with the Chief Executive and Cabinet members.	...engaged apprentices that feel valued and appreciated for their hard work and dedication.	...Annual start award nominations and the numbers of apprentices attending 'Meet and Greet' briefings and events.

5. Delivering Return on Investment

What does success look like? Implementing apprenticeship schemes that achieve the best mix of quality and economic efficiency, by working collaboratively across the Council to maximise strategic outcomes within the resources available.

	Ambition	Delivering...	Measure...
1.	To monitor the number of apprentices that complete their apprenticeship and, directly after, remain employed in the Council.	...an assurance that apprenticeships are delivering a return on investment by continuing to contribute to Sefton Council.	...the progress of the apprentices on an annual basis.
2.	For a sample of service areas to agree that apprentices have improved productivity in their department.	...an insight into the added value that apprentices have in their departments.	...staff responses as part of the annual staff survey.
3.	To monitor and evaluate the apprenticeship levy for both Sefton Council and Locality Authority maintained schools.	...a strategy to ensure that money the organisation is paying into the levy is effectively funding Sefton Council and School apprenticeships.	...the breakdown of spend by apprenticeship level and starts, as well as the amount of levy not utilised.
4.	To work in partnership with the Liverpool City Region (LCR) Local Authorities to collaborate on procurement and new apprenticeship opportunities.	...an LCR partnership that provides information, advice and support to enable Sefton Council to meet its apprenticeship ambitions and aims.	...an increase in the number of LCR procurement opportunities in areas where this is of greatest value e.g. Social Work, Occupational Therapy and Leadership and Management qualifications.
5.	To work with schools to provide a range of apprenticeship opportunities for both new and existing employees.	...an increase in the number of apprenticeship standards available specifically for schools.	...the progress of the apprentices on an annual basis.