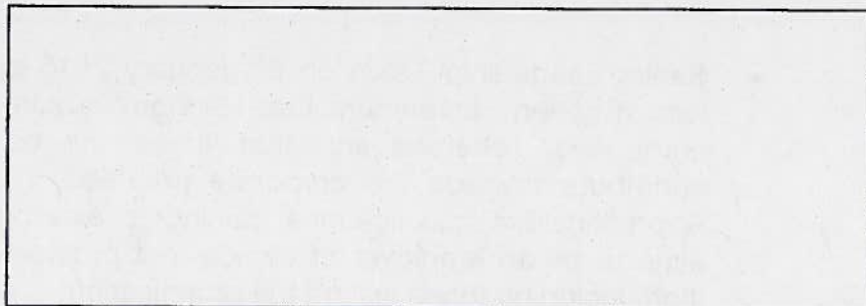




Haringey Council



Report for:	Staffing & Remuneration Committee 26 <sup>th</sup> January 2015	Item Number:	
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Title:	Haringey Academy - Entry Schemes and Apprenticeships for existing staff
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Report Authorised by:	Tracie Evans, Chief Operating Officer
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Lead Officer:	Jacque McGeachie – Assistant Director, Human Resources
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Ward(s) affected: ALL	Report for Key/Non Key Decisions: Non Key
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## 1. Describe the issue under consideration

- 1.1 This report proposes a number of entry level schemes and an apprentice-like offer of qualification training for existing staff. This will form part of the Haringey Academy which includes principles and processes for managing our capability and talent and will provide clear career paths as well as development opportunities for the skills we need in the future. The Haringey Academy is sponsored by the Leader of the Council and the proposals have her full support.
- 1.2 The proposals have been presented and discussed at a number of meetings including;
- Corporate Workforce Board on 3<sup>rd</sup> Nov
  - Joint Trade Union & HR Corporate Committee on 12<sup>th</sup> Nov, where the TUs were happy to support the proposals but are clear that all apprentices should be paid the London Living Wage (Option 2)
  - Staffing & Remuneration Committee on 20<sup>th</sup> Nov 2014, who were supportive of proposals and asked that we consider differential pay rates for apprentices based on age.

- Senior Leadership Team on 6<sup>th</sup> January 2015 agreed all recommendations, with a general agreement that Haringey requires a consistent approach to entry level schemes and that these will benefit the organisation and contribute towards the corporate priorities. The recommendation to offer Apprentice-like qualifications training to existing staff will help to fulfil our aims to be an employer of choice that provides career development for all staff, including those exiting the organisation.

## 2. Cabinet Member Introduction

Not required for S&R Committee

## 3. Recommendations

The Staffing and Remuneration Committee is asked to approve that;

- 3.1. The Council delivers, from April 2015, an Apprenticeship Programme aimed at 16 – 24 year old Haringey residents or those aged at least 16 attending a school in the London Borough of Haringey.
- 3.2. The Council delivers, from April 2016, a programme for Traineeships. This is an education and training programme, with work experience, that is focused on giving young people the skills and experience that employers are looking for aimed at those who are leaving care and/or who are Not in Education, Employment or Training (NEET) who may require more support in preparation for Apprenticeships. Please see Appendix 5 for an explanation of the definitions.
- 3.3. The Council delivers a programme for internships, also aimed at Haringey residents and agree salary for Internships, please see Section 9.6.
- 3.4. Apprentices be paid Option 1 as set out in this report. Both the Leader of the Council and the Chair of the Staffing and Remuneration Committee fully support Option 1. Section 6.7(a)
- 3.5. Expenses paid for Traineeships set out in Section 9.2.
- 3.6. That existing staff (where appropriate) be offered the opportunity to follow Apprenticeship Qualification Frameworks, as part of their skills development. Section 8.1

## 4. Alternative Options considered

- 4.1 We have given full consideration to other means of addressing both: youth employment challenges in the Borough and the organisations own workforce challenges and believe that the restriction on age for the apprenticeship scheme is justifiable.
- 4.2 An alternative option would be to have no restrictions on age or residency, our research shows that all neighbouring boroughs do restrict apprenticeship schemes to their residents and place age restrictions, in order to achieve their Council's priorities.



## 5. Background information

### 5.1 Introduction

The Haringey Academy is part of the Council's Workforce Plan, which shows how we intend to create an agile workforce that can help achieve the goals set out in the Corporate Plan. The Haringey Academy will be the delivery vehicle for the Council to manage workforce capability. This will include developing the principles and processes for managing our capability and talent, providing clear career paths as well as learning and development opportunities. The Academy is also about the Council as an employer brand; an employer, where staff are recruited for the right behaviours and are skilled, competent and customer focused and our staff are proud to say they work for Haringey Council. A strand of the Academy is to establish a range of entry level schemes which will contribute to the development of a skilled, confident and competent workforce.

### 5.2 Our objectives are:

- a) Contribution to the re-balancing of the workforce profile
- b) To develop job ready employees with the right skills
- c) Increase job opportunities for Haringey residents
- d) To introduce entry level schemes in the Council to employ a minimum of 20 apprentices and provide ten internships each year for the next three years
- e) Provide a co-ordinated and consistent programme within the organisation and contribute to Priorities 1 & 4 in the new Corporate Plan
- f) Develop career pathways and skills for the future in the Council
- g) 90% successful completion of an apprenticeship framework
- h) 80% retention – with apprentices gaining permanent employment within the Council or with our partners and contractors

### 5.3 Context

The Haringey Academy is sponsored by the Leader of the Council, Councillor Kober. Councillor Goldberg has expressed his enthusiasm for Apprentices and indicated that he is keen for the Council to introduce entry level programmes. The Staffing and Remuneration Committee, in November, discussed the principles of entry level schemes and were very positive. The Committee is keen to support Haringey residents into work and is interested in the different pathways on offer and the target for our Leaving Care and NEET population.

The Workforce Plan offers an opportunity to consider where the Council needs to develop career pathways and introduce entry level programmes to ensure there is a pipeline of skills and talent. This includes identifying shortage / hard to fill areas such as Planners and Social Workers in addition to new areas such as Business Analysts.

The Council as the largest employer in the Borough has a social responsibility to the community and employees to provide opportunities, employment and to develop local talent. The Council has a commitment to youth employment, as detailed in Priority 1, to give every child and young person the best start in life.

Priority 4 to encourage growth and bring new jobs to the borough is also addressed.

All other London Boroughs run apprentice programmes delivered either centrally within HR or by their BEST / Adult Learning services.

In Haringey there are specific challenges around NEETs. There are 180 recorded NEET16-18 year olds but the actual figure maybe 350. In addition approximately 140 young people who are 18 or older are each year in leaving care and not in employment, education or training. We therefore have a substantial number of young people that we could attract and encourage into entry scheme programmes.

#### 5.4 Where are we now?

The National Graduate Development Programme (NGDP) is a two-year graduate management development programme, run by the Local Government Association. The programme has been set up to provide local government with the high-calibre managers that communities need by giving committed graduates the training and opportunities to make a positive impact in the sector.

Since 2012 we have run an NGDP management trainee programme. Of the first cohort of 4 participants, 3 have successfully secured roles within the Council. One has been appointed as a Business Analyst in the BIP programme, one in the Programme Office in IT and one as a Business Manager for the Director of Regeneration, Planning & Development, all at PO levels. One left the Council to return to her home town where she is working in her chosen field of Environmental Resources.

There are currently 4 apprentices within the Service Operations Team, Traffic Management, Youth Services and Day Opportunities, completing Business Administration frameworks and an Air Apprentice framework. There is also a vacancy for a Youth Worker apprentice pending and a seconded Accountant apprentice from CIPFA.

### 6. Proposal for Council Apprenticeships

6.1 The Workforce Plan shows how we need to create a more agile workforce, with the right skills in the right places.

6.2 In discussions with business areas, they have agreed that Apprentices will be employed either:-

- In those areas identified through work force planning as a key area i.e. customer service / project skills;
- In areas where they are happy to accommodate apprentices on the basis that the area relates to a framework.

We will work with existing and future contractors to secure places with them for both Apprenticeship and Intern programmes. Our early discussions have been very positive. We propose to employ a number of apprentices as cohorts and for the business areas to recruit when the need arises. Please see



Appendix 1 for further detail of the apprenticeship scheme and Appendix 3 for details of the cohorts.

6.3 The Principles behind the Council's Apprenticeship scheme are as follows:

- a) Will be aimed at Haringey residents aged 16 or older attending a school within Haringey, targeting 16 to 24 year olds.
- b) It will be open to existing Council employees, with no age restrictions.
- c) The aim is to employ 10% from leaving care and NEET populations
- d) The Apprentices employed by the Council will be issued with a minimum of one year fixed term contract; the duration of the contract will depend on the level of the framework and the provider.
- e) The Council will use a range of accredited providers to deliver frameworks, please see Appendix 4 for details of the providers.
- f) Business Areas will pay the salary and oncosts and any other employer contribution costs towards the training.
- g) The apprentices will be working towards Level 2 and/or and Level 3 qualifications.

6.4 Salary proposals

6.5 Business areas will be responsible for the payment of salaries and oncosts of Council employed apprentices out of their budgets. The Council pays a minimum of the London Living Wage (LLW) to all of its employees, which is currently £9.15 per hour. Apprentices work 6 hours per day, which equates to 30 hours per week. Based on the LLW this would be equivalent to £275 p/w. The four existing apprentices receive the LLW.

6.6 National research has found that apprentices earn an average of £200 net pay per week. The salary range amongst our neighbouring boroughs is between £191 - £224 pay per week. Islington are a LLW employer and currently pay the LLW to apprentices. Providers have suggested that the higher the salary the better the response and calibre will be. Currently within the Council roles paid the LLW are Domestic / Catering Assistants and School Crossing Patrol Operatives.

6.7 Salary Options

Please see below 2 options to be considered for the Apprentice Programme.

A. Option 1 - To pay all apprentices £6.50 per hour - the max of the National Minimum Wage (NMW) and then in Year 2 pay the London Living Wage (LLW).

	Hourly	Weekly	Annual	X 20 Apprentices
Year 1	£6.50	£195	£10,167	£203,340
Year 2	£9.15	£275	£14,313	£286,260

B. Option 2 - To pay the LLW

Year 1 and 2	£9.15	£275	£14,313	£286,260
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Both options have been discussed at the Workforce Board, HR Trade Union

meeting and the Staffing and Remuneration Committee with positive feedback. The Trade Union have a firm view that the LLW option should be applied, irrespective of age.

Option 1 is the recommended option. This will provide the opportunity to recruit a further 8 apprentices per year in year 1 in terms of overall cost as compared to paying the LLW from Year 1. This salary is also positively benchmarked against other neighbouring boroughs and will fulfil the Council's commitment to pay the LLW in year 2.

Option 2 will fulfil the Council's commitment to pay all employees no less than the London Living Wage and be consistent with the salary of the four current apprentices. This option has the potential to cause tension amongst employees currently paid on the LLW who are fully trained to fulfil their roles. However it should be noted that apprentices are only paid for 30 hours per week to reflect their training commitments.

Other options to pay apprentices at differential rates according to age have been considered. Legal comments have confirmed these would open the Council up to challenge on equal pay plus age discrimination legislation.

## 7. Contract

An apprenticeship contract which meets the requirements of the Apprenticeships, Skills, Children & Learning Act 2009 (the 2009 Act) will be issued with a minimum of one year fixed term contract, the duration of the contract will depend on the level of the framework and the provider i.e. 13 months for level 2, (equivalent to Intermediate, five A\* - C GCSEs) 14 – 18 months for level 3 (equivalent to advanced, two A 'Levels). The contractual hours would be 30 hours per week (Monday to Friday) and the apprentices would train off-site one day per week or on a block release depending on the framework and provider. They will receive the same terms and conditions other than pay as any other employee (annual leave, sick pay etc). Recommended hours will be 9 to 4p.m. but will be service specific.

### 7.1 Target Group

Apprenticeships will be aimed at Haringey residents, those who are attending or have attended a school within the London Borough of Haringey, aged 16 - 24. We believe these restrictions on eligibility for apprenticeships legitimately help to achieve the Council's Priorities 1 & 4 in the Corporate Plan, which are to:

- Give every child and young person the best start in life and
- Encourage growth and bring new jobs to the borough.

The aim is that a percentage will be from those who are NEETs or who are leaving care. Increasing the number of unemployed young people into employment is a priority and the Council's commitment to facilitate apprenticeships for Haringey residents under the age of 24. For existing Council employees there will be no age restrictions.



Frameworks for those who are 16-18 years old are fully funded, for those who are 19 or older some providers require employers to contribute to the cost of training, please see Appendix 2.

## 7.2 Accredited Providers

Four providers have been assessed and it is proposed that three are used initially. This is not an exhaustive list, there are many providers in the market and these will be reviewed when the need arises, for example if the provider cannot deliver training in a specialist framework.

The three providers are the College of Haringey, Enfield and North East London (CHENEL), the apprenticeship arm of Agilisys (ARCH) and Haringey Adult Learning Service (HALs).

CHENEL is large local provider with an excellent track record, access to a network of local young people and the capacity to take on many apprentices. Ofsted judged CHENEL an overall 'good' and 'outstanding' for Business Administration, Finance & Account Apprenticeships and for Effectiveness and for Leadership & Management. CHENEL will cover all employer contributions (training fee for 19+ or older learners approx £3,000 per apprentice), in addition to training costs for existing employees.

ARCH are the leaders in the digital marketing & I.T apprenticeships field, working with companies like Google, Facebook and Barclays. They were the first to develop and deliver a full digital marketing apprenticeship and the first to develop and deliver the IT Business Analyst Apprenticeship, powered by HP.

Haringey Adult Learning Service (HALs) will be used for one off, business specific frameworks and to provide the traineeships for those in leaving care and NEETs.

Appendix 2 provides more detail of the frameworks and Appendix 4 of the providers.

## 7.3 Support to the Business

Support both to the individuals and to the business areas will be key to the success. All the Local Authorities contacted have a dedicated resource. The London Borough of Enfield employs a team of four, Waltham Forest and Islington either have a team or a dedicated officer to co-ordinate or provide support to managers, apprentices and providers.

The business areas will need to ensure that Apprentices are supported throughout their contracts, receiving regular one to ones etc. The importance of this should not be underestimated. Managers will be offered a chance to follow a management/supervisory development programme. Accredited Providers will give ongoing support to managers throughout the apprenticeship and conduct regular review and assessments with the Apprentice.

For the entry level schemes, the additional resource of a HR project officer is now included in a bid for the Workforce Programme resource.

It is the Council's intention to work with existing and future contractors to secure places with them for both Apprenticeship and Intern programmes. We are currently contacting our existing contractors to gain their commitment to employing Haringey residents.

#### 7.4 What happens once the Apprenticeship is finished?

The expectation is an apprentice will follow a career pathway, but we recognise this may not always be possible. Please see the diagram below for further detail.

### Apprentice Options

No. 1 - Apprentice career pathway  
Year 1 - 2 Customer Service Framework or Business Admin Level 2 & 3  
Upon successful completion of their apprenticeship, the Apprentice is offered an interview for a permanent job role in the same occupation / service, or if not available (see number 2).  
Year 2- 4 Project Management Framework, Level 4  
Year 4+ Assistant Project Manager Role

- + This option allows the Council to invest and grow its own talent.
- Has to be a long term commitment from Business Areas both support and financial.

*If no permanent post is identified the apprentice will fall into number 2 > 3.*

No. 1a - Apprentice career pathway  
Year 1 - 2 Health & Social Care Level 2 /3  
Upon successful completion of their apprenticeship, the Apprentice is offered an interview for a permanent job role in the same occupation / service, or if not available (see number 2).  
Year 2- 4 Adults role and Level 4 framework (18 mths)  
Year 5-6 Top up degree to achieve a Social Work honours degree

- + This option allows the Council to invest and grow its own talent.
- Has to be a long term commitment from Business Areas both support and financial.

*If no permanent post is identified the apprentice will fall into number 2 > 3.*

No. 2 - 1 year min paid on the job training with redeployment  
Apprentices will be entered into the redeployment pool 4 weeks prior to the end of their contract. Priority will be given to:-

- o Existing staff - Redeployees
- o Then Apprentices

- + This option allows the Council to invest and grow its own talent.
- The Council could potentially lose talent skilled employees it has invested in.

*If no redeployment role is secured apprentice will fall into number 3.*

No. 3 - 1 year min paid work experience- with CV, application and interviewing training, support to secure a job role and leaves the organisation  
At the end of the apprenticeship, apprentices will receive application, CV and interview training and permitted to apply for vacant posts. If unsuccessful they will be given feedback.

- + This option allows an apprentice to work, train and be work ready.
- The Council could potentially lose talent skilled employees it has invested in to external employers if no opportunities are identified.



## 8. Apprenticeships for existing staff

### 8.1 Purpose

Apprenticeships are a cost effective way to train new or existing staff and are designed to help people reach a high level of competency and performance. Apprenticeships are not just for young people and each year more and more adults gain skills and qualifications through these frameworks.

Staff will be able to gain a qualification and will follow an appropriate Apprenticeship Framework (Level 2 and above) whilst remaining on their existing salary level and then, through the Workforce Transition process be recruited into a new job role.

An immediate benefit of this approach is employees will follow an accredited, work based qualification programme, which, in some cases will be fully funded by the provider. Employees will feel valued as they gain a nationally recognised qualification.

### 8.2 Principles

- The training programme will be open to all Council employees
- We will focus development opportunities in specific Skills for Future areas
- Employees will remain on their existing salary
- Employees will receive paid day/ block release (dependent on frameworks)
- Use accredited providers to deliver frameworks (Appendix 4)
- Service areas will pay any employer contribution costs towards the training, when required
- Work towards Level 2 – 4 qualifications

### 8.3 Eligibility / Criteria

- Existing employees
- Not have a level 2 qualification or above
- No age requirement

### 8.4 Cost to the Business Area illustration

The cost to release a Sc6 Customer Service Officer to undertake a Customer Service framework Level 2 @ CHENEL will be as follows:-

Sc6 .26 -.28	1 Customer Service Officer 32 training days	x 10 Customer Service Officers 320 training days
Customer Service Officers (cost to service for day release)	£3,045 - £3,234	£30,454 - £32,341
Training cost for CHENEL (At present no cost to the employer)	£0	£0
Total	£3,045 - £3,234	£30,454 - £32,341

The return on investment will by far outweigh the cost in terms of increased output and motivation amongst staff.

CHENEL have confirmed that at present there will be no cost to the employer but this can change.

Frameworks delivered by ARCH for employees 24 or older will range from £8,500 - £13,000 and up to 7 weeks training per employee.

## 9 Traineeships

### 9.1 Purpose

Traineeships are an education and training programme with work experience that is focused on giving young people the skills and experience that employers are looking for. At its core are work preparation training, English and maths for those who need it. All training costs are met by government funding.

The programme will be used to support Leaving Care and those Not in Education, Employment & Training (NEETs) in preparation for entering an apprenticeship. We propose to introduce Traineeships in year 2 of the programme, as generally Traineeships require more support.

### 9.2 Principles

- The Traineeship programme will be aimed at NEETS and those leaving care who reside in Haringey or attend a school within the London Borough of Haringey, targeting 16 to 24 year olds
- Hours will be negotiable
- Use accredited providers to deliver training
- Business Areas will pay the cost
- Traineeships will be paid expenses @ £2.73 per hour £81.90 per week.

### 9.3 Proposal for Internships

### 9.4 Purpose

To bring young people into the organisation and provide exposure to the working environment within their field of study. Internships are offered to graduates and non graduates as a period of paid work experience where the intern does regular paid work for an employer to give them exposure to the working environment, which relates to their field of study.

### 9.5 An example of good practice is the LCIP Internship programme.

The Careers Group, University of London (in partnership with Step Enterprise Ltd) have teamed up with some of London's largest boroughs to offer talented and hardworking recent graduates the chance to undertake project-based internships within a wide variety of departments and with a huge choice of job opportunities.

The internships are run as part of the London Step Internship Programme. Step Internships have been supported and cited as an example of good practice by the CBI, Cabinet Office, Mayor of London and others. The Step brand stands for ethical internships which are always paid, offer graduate-level work and provide



real value for both employer and intern. The Council is a party to the framework agreement.

## 9.6 Principles

We recommend that any interns recruited into the organisation follow these principles:

- The Internship programme will be open to non graduates and graduates,
- Internships will be offered on a fixed term contract for up to 6 months
- On salary scale 4, £19,104, £10.18 p/h, up to 36 hours
- Will be eligible for in-house courses / other development up to 4 days plus relevant e-learning
- Business Areas will pay the salary cost
- Business Areas are able to source interns from the London Councils Internship Programme (LCIP) framework for a fee of approx. £680, where the University of London will manage the whole process
- Business areas conduct their own recruitment

## 9.7 Eligibility / Criteria

- Residency - must be eligible to work in the UK
- Graduates and non graduates
- Priority given to Haringey residents or those who have attended a school within the London Borough of Haringey

## 9.8 What happens once the Internship is finished?

Internships will only be offered as a period of work experience with no intention of a job offer.

## 10. Review of all Entry Level Schemes

A review including an Equality Assessment will be carried out in 12 months time to assess whether we have achieved our objectives set out in 5.2.

## 11. Comments of the Chief Finance Officer and financial implications

For the Entry level schemes, the additional resource of HR project officer is now included in a bid for the work force programme resource.

The salary costs for apprentices and interns are contained within the business area staffing budgets. Assistant Directors have committed to recruiting a number of apprentices in 2015/16 and have based this on the London Living Wage, LLW (the maximum apprentices will be paid).

## 12. Comments of the Assistant Director of Corporate Governance and legal implications

- 12.1 If the principal purpose of the proposed traineeships will be training, the work carried out being secondary to that purpose, and then the trainees will not be employees. In those circumstances they will also not be "workers" entitled to

the national minimum wage, and therefore it will be lawful to pay them as proposed, even if that rate is below the applicable national minimum wage.

12.2 The proposed interns may be workers entitled to the national minimum wage. It is proposed to pay them above the national minimum wage.

12.3 Where a person is not an existing Council employee, then the proposed Apprenticeship scheme is targeted at Haringey residents aged 16 to 24 or those aged 16 or older attending a school in Haringey. Unless justified, these targeting criteria involve unlawful direct age discrimination against Haringey residents aged 25 or older who are not existing Council employees. In the event such a claim was made against the Council it would have to justify this age restriction. The Council would have to show this restriction was a proportionate means of achieving a legitimate aim. The importance of the legitimate aim needs to be weighed against the discriminatory effect of the restriction. The legitimate aim would have to be furthering a social policy objective, rather than individual reasons particular to the Council's situation as an employer. The report makes clear that one of the aims behind this restriction is to contribute to the re-balancing of the Council's workforce profile. Only 5.4 % of staff are under the age of 30. Another is to increase the number of unemployed young people into employment. These are legitimate aims. However the restriction would also have to be an appropriate means of achieving the legitimate aims and reasonably necessary in order to do so. It needs to be asked whether there are less discriminatory measures that could achieve the legitimate aims. For example, are there alternatives to apprenticeships that could realistically rebalance the Council's workforce profile by age? If not, could eligibility for apprenticeships not be restricted by age but the desired age profile of apprentices of 16 to 24 sought to be achieved by particularly encouraging those of that age to apply and/or publicising the apprenticeships to that age group in particular?

12.4 The targeting criteria that a person must be an existing Council employee or a Haringey resident or a person attending a school in Haringey to be eligible for an apprenticeship might also be indirect discrimination on the grounds of race, if these targeting criteria were to put a particular racial group at a particular disadvantage compared with other racial groups. It would be necessary to compare the racial makeup of those who would be interested and suitable for such apprenticeships (wherever they lived or worked or went to school) with the racial makeup of those eligible under these criteria. Assuming those interested and suitable for such apprenticeships are likely to live in Haringey or nearby boroughs with a similar racial makeup among their populations to that of Haringey, it would seem unlikely that these criteria put any particular racial group at a particular disadvantage. If they did, then it is likely that the Council's priority of helping residents into employment was a legitimate aim in respect of the targeting of Haringey residents, but not for the alternative criterion that the person attends a school in Haringey, given they might live outside Haringey. Another issue would be whether there were less discriminatory measures that could achieve the legitimate aim of promoting employment for local residents e.g. particularly encouraging residents to apply and/or targeting publicity about the apprenticeships at Haringey residents.



- 12.5 Giving priority to Haringey residents or those who have attended a school within the London Borough of Haringey in deciding who is offered internships might also be indirect discrimination on the grounds of race, if applying this priority was to put a particular racial group at a particular disadvantage compared with other racial groups. It would be necessary to compare the racial makeup of those who would be interested and suitable for such internships (wherever they lived or had gone to school) with the racial makeup of those eligible under this priority. Assuming those interested and suitable for such internships are likely to live in Haringey or nearby boroughs with a similar racial makeup among their populations to that of Haringey, it would seem unlikely that applying this priority puts any particular racial group at a particular disadvantage. If it did, then it is likely that the Council's priority of helping residents into employment was a legitimate aim in respect of giving priority to Haringey residents, but not for giving priority to people who had attended a school in Haringey, given they might live outside Haringey. Another issue would be whether there were less discriminatory measures that could achieve the legitimate aim of promoting employment for local residents e.g. particularly encouraging residents to apply and/or targeting publicity about the internships at Haringey residents.
- 12.6 Although trainees are not "employees" for the purposes of the Equality Act 2010 if the primary purpose of the traineeship is training, as against work, nevertheless section 55 of the Equality Act 2010 prohibits employment service providers from discriminating in the selection of those persons to whom they will offer to provide or provide employment services. It is likely that section 55 applies to the proposed traineeships as it covers training for employment and work experience.
- 12.7 Under these proposals traineeships will be aimed at NEETS and those leaving care that reside in Haringey or attend a school within the London Borough of Haringey, targeting 16 to 24 year olds. Such targeting may be lawful positive action under section 158 of the Equality Act 2010. In order to show that section 158 applies, the Council would have to show it reasonably thought that 16-24 year olds either suffered a disadvantage connected to being of that age group, or they had needs that were different from the needs of other age groups, or participation by them in an activity was disproportionately low. For example, this requirement would be met if the proportion of the Council's workforce who are 16 to 24 was disproportionately low compared with the proportion of Haringey's population in that age group, or if the proportion of 16 – 24 year olds in the borough who were unemployed was disproportionately high compared with the proportion of the economically active population in the borough who were unemployed, Assuming this requirement was met, then the Council would have to show the targeting was a proportionate means of achieving the aim of enabling 16-24 year olds to overcome or minimise that disadvantage, meeting those needs or enabling or encouraging them to participate in the activity. It would need to be asked if there were realistically available less discriminatory measures than targeting traineeships to 16 to 24 year olds to achieve the Council's aims.
- 12.8 If these proposed targeting criteria for traineeships were not covered by section 158, then unless justified, they would involve unlawful direct age discrimination against Haringey residents aged 25 or older. In the event such a claim was made against the Council it would have to justify this age restriction. The Council would have to show this restriction was a proportionate means of

achieving a legitimate aim. The importance of the legitimate aim needs to be weighed against the discriminatory effect of the restriction. The legitimate aim would have to be furthering a social policy objective, rather than individual reasons particular to the Council's situation as an employer. The report makes clear that one of the aims behind this restriction is the Council's commitment to youth employment, as detailed in Priority 1, to give every child and young person the best start in life. This is a legitimate aim. However the restriction would also have to be an appropriate means of achieving the legitimate aim and reasonably necessary in order to do so. As in the case of positive action under section 158, it would be asked whether there were less discriminatory measures that could achieve the legitimate aim. For example, are there alternatives to traineeships that could realistically facilitate access to employment by young people? If not, could eligibility for traineeships not be restricted by age but the desired age profile of trainees of 16 to 24 sought to be achieved by particularly encouraging those of that age to apply and/or publicising the traineeships to that age group in particular?

12.9

The requirement that a person must be a Haringey resident or attend a school in Haringey to be eligible for a traineeship might also be indirect discrimination on the grounds of race, if this requirement was to put a particular racial group at a particular disadvantage compared with other racial groups. It would be necessary to compare the racial makeup of those who would be interested and suitable for such traineeships (wherever they lived or went to school) with the racial makeup of those eligible under this requirement. Assuming those interested and suitable for such traineeships are likely to live in Haringey or nearby boroughs with a similar racial makeup among their populations to that of Haringey, it would seem unlikely that this requirement puts any particular racial group at a particular disadvantage. If it did, then it is likely that the Council's priority of helping residents into employment was a legitimate aim in respect of the requirement that those eligible must be Haringey residents, but not for the alternative route to eligibility that the person attended a school in Haringey, given they might live outside Haringey. Another issue would be whether there were less discriminatory measures that could achieve the legitimate aim of promoting employment for local residents e.g. particularly encouraging residents to apply and/or targeting publicity about the traineeships at Haringey residents.

### 13. Equalities and Community Cohesion Comments

Please see legal comments above regarding equalities issues.

### 14. Head of Procurement Comments

Not applicable

### 15. Policy Implications

The Haringey Academy will be managed as part of the Workforce Programme, which reports into the Corporate Programme Board. There are no specific



policy implications although the issue relating to remuneration is subject to agreement at the Staffing and Remuneration Committee.

16. Reason for Decision

17. Use of Appendices

Appendix 1	Apprenticeship – Detail of Scheme
Appendix 2	Apprenticeship Framework
Appendix 3	Timeline for Cohorts of Apprentices
Appendix 4	Accredited Providers (Apprentices)
Appendix 5	Definition of Terms – including Remuneration

## Apprenticeship - The details

### Hours

Apprentices will be contracted to 30hrs per week, Monday to Friday. They will be required to attend college one day per week or block day release day release. Recommended hours will be 9 to 4p.m. but will be service specific

### Target Group

- Generally open to Haringey residents or those aged 16 or older attending a school within Haringey, targeting 16 to 24 year olds.
- Be open to existing Council employees (no age restrictions)
- Aim to employ 10% from leaving care and NEET populations

### Criteria

#### (\*Mandatory)

- o Eligible to work in the UK
- o Must have reached school leaving age
- o Must not be in full-time education

#### (Preferable)

- o Candidates must be willing to learn
- o Preferably have GCSE minimum grade C in Maths and English
- o Have good ICT skills
- o Presentable with good communication skills
- o Have a good work ethic, reliable and punctual
- o Priority given to Haringey residents and Haringey school leavers

### Levels

- o Apprenticeship frameworks will be Level 2 and Level 3
- o Intermediate – Level 2 equivalent to five A\* - C GCSEs
- o Advanced – Level 3 equivalent to two A 'Levels
- o Higher - Level 4 (equivalent to a foundation degree)

### Responsibilities of Business Area and Providers

Activities	Responsible	
	Provider	Business Area
Providers will meet with managers to discuss the programme and expectations of an employer		
Advertising Apprenticeship	√	
Long / Short-list	√	
Interview		√
Conduct inductions		√
Conduct review and assessments		√
Support and Pastoral Care	√	√
Exit interviews with assessor	√	
Manage training budget	√	
Contact for provider/ managers / Apprentices	√	√
Apprentice Supervisor / Manager		√



Frameworks – levels, duration and employer contribution

Appendix 2

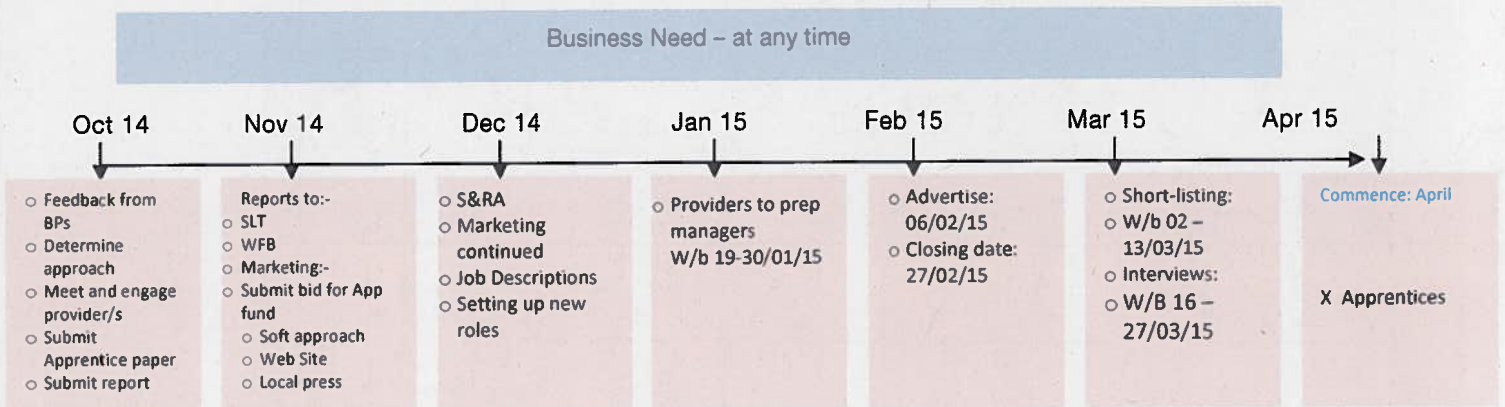
Provider	Framework	Level 2	Duration	Emp Con	Level 3	Duration	Emp Con for 19+	Level 4	Duration	Emp Con for 19+
ARCH	Digital Marketing				L3	Min 1 yr - Rec 14 month FTC	£3000			
ARCH	Digital Marketing Level 4							L4	Progression from Level 3 (12-15 Months) Level 4 (15-18 Months)	
ARCH	Web Development				L3	Min 1 yr - Rec 14 month FTC	£3,000			
ARCH	Creative and Digital Media				L3	Min 1 yr - Rec 14 month FTC	£3,000			
ARCH	IT Business Analyst Apprenticeship				L3	Min 1 yr - Rec 14 month FTC	£3000			
ARCH	IT Infrastructure Specialist				L3	Min 1 yr - Rec 14 month FTC	£3,000			
ARCH	IT Infrastructure Specialist Level 4							L4	Progression from Level 3 (12-15 Months) Level 4 (15-18 Months)	£4,000
ARCH	Intermediate Apprenticeship in Business and Administration	L2	Min 1 yr - Rec 13 Month FTC	n			£1,800			
ARCH	Advanced Apprenticeship in Business and Administration				L3	Min 1 yr - Rec 13 month FTC	£2,000			
CHENEL	Accounting	L2	Min 12 mths	n	L3	18mths		L4	18-24mths	n
CHENEL	Business & Administration	L2	Min 12 mths	n	L3	18mths				
CHENEL	Childcare	L2	Min 12 mths	n	L3	18mths				
CHENEL	Customer Service	L2	Min 12 mths	n						
CHENEL	Creative Digital Media				L3	18mths	n			
CHENEL	Horticulture	L2	Min 12 mths	n	L3	18mths				
CHENEL	Health & Social Care	L2	Min 12 mths	n	L3	18mths				
CHENEL	IT	L2	Min 12 mths	n	L3	18mths		L4	18-24mths	n

Timeline for cohorts of Apprentices

Apprenticeship places identified so far;

- o Adult Social Services 1
- o Regeneration 1
- o Committee Services 1
- o Tottenham Programme 1
- o Planning 1
- o Corporate Property and Major Projects 1
- o Chief Executive's Office 1
- o CYPS 2
- o Human Resources 1
- o Customer Services 2
- o Commissioning y
- o IT 3
- o Tottenham Regeneration y
- o Environmental Services tbc
- o Youth Service y
- o Haringey 54K Programme y

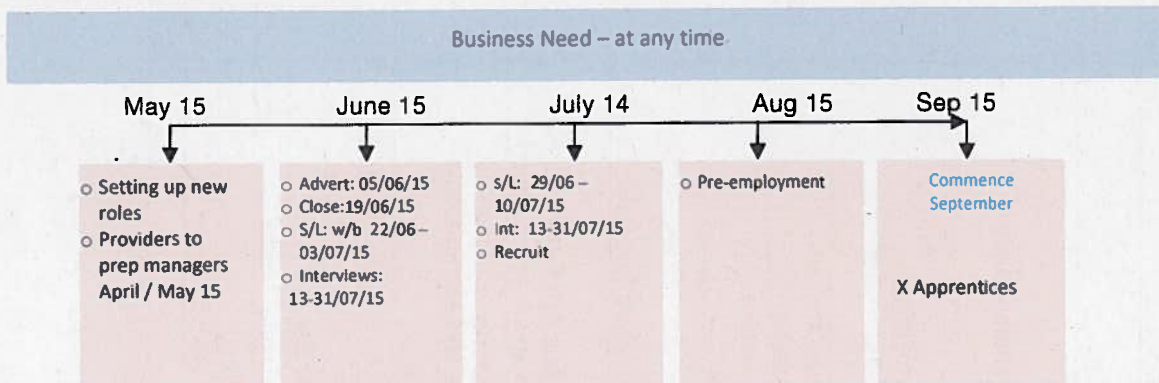
To commence April 2015



Second cohort

Determine the amount to be recruited

To commence September 2015

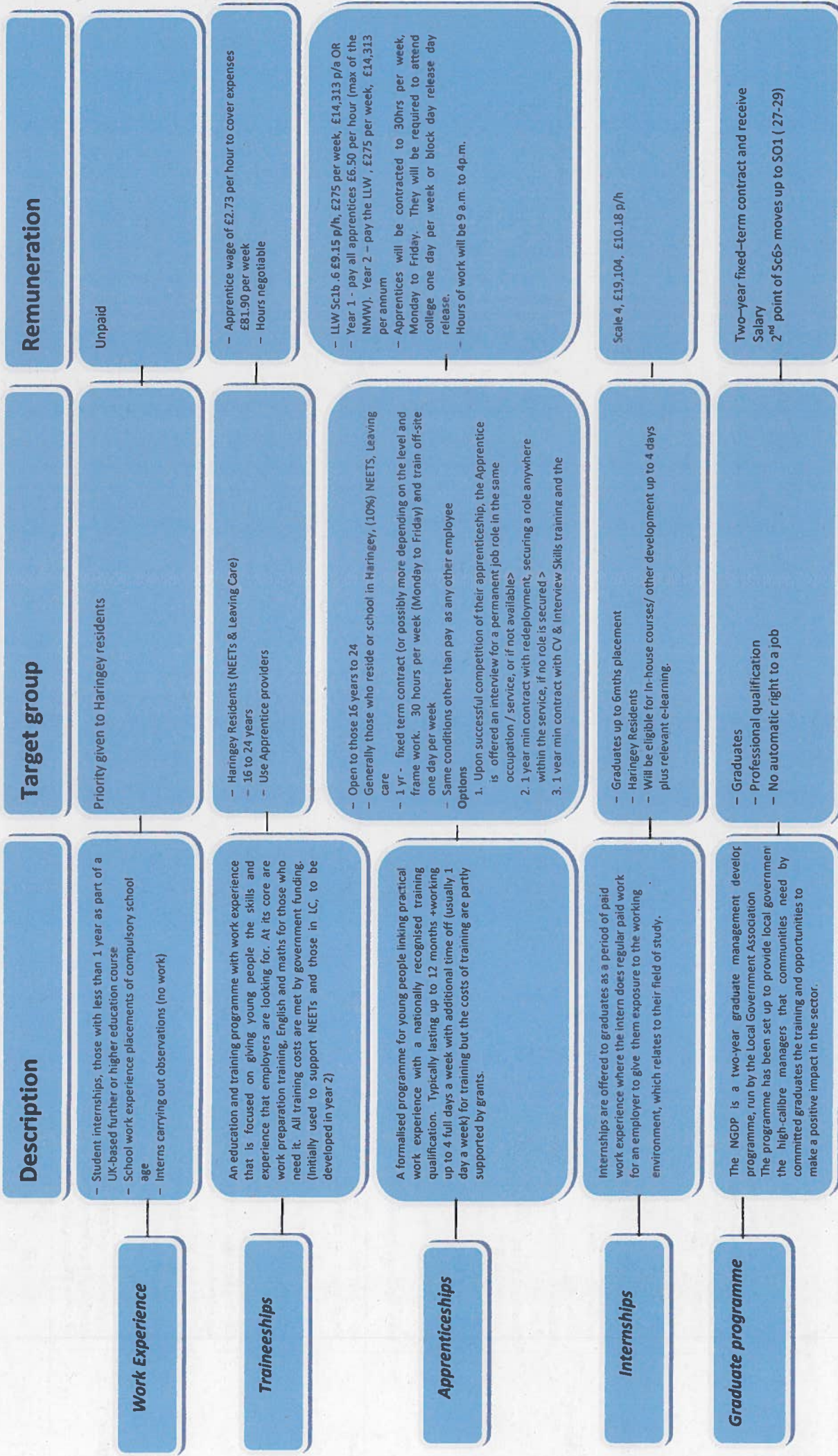




## Accredited Provider - details

Provider	CHENEL <a href="#">Click here for more info</a>	HALS <a href="#">Click here for more info</a>	ARCH Agilllys <a href="#">Click here for more info</a>	QA <a href="#">Click here for more info</a>
<b>About</b>	CHENEL The College of Haringey, Enfield and North East London is a local vocational further education college serving Haringey and neighbouring boroughs. It is one of the largest colleges for further education in the United Kingdom serving Haringey and neighbouring boroughs.	HALS Haringey Adult Learning Service (HALS) offers a range of courses to the borough.	ARCH Agilllys <b>ARCH CREATES THE IT &amp; DIGITAL WORKFORCE OF TOMORROW, TODAY.</b> Arch combines young talent with great employees to create valuable and productive employees in entry level IT and Digital jobs, backed by the Government's Apprenticeship Programme	QA Formed in 2009, QA Apprenticeships are the first IT apprenticeships business rated <b>Ofsted Outstanding</b> in all areas. We are an award-winning apprenticeships provider, offering apprenticeships in IT, sales and business apprenticeships throughout England and Scotland.
<b>Ofsted</b>	Ofsted judged CHENEL an overall 'good' and 'outstanding' for Business Administration, Finance & Account Apprenticeships and for Effectiveness and for Leadership & Management	Requires improvement – 3	N/a New provider	Outstanding
<b>Frameworks</b>	Accounting 2, 3/4 Business & Administration 2/3 Childcare 2/3 Cleaning & Support Services 2/3 Customer Service 2 Creative Digital Media 3 Hairdressing & Beauty 2/3 Horticulture 2/3 Health & Social Care 2/3 IT 2/3 & 4 Team Leading / Management 2	Business & Administration Level 2/3 Customer Service Level 2/3 Information Technology Level 2	Digital Marketing 3 & 4 Web Development 3 Creative and Digital Media 3 IT Business Analyst Apprenticeship 3 IT Infrastructure Specialist 3 & 4 Intermediate Apprenticeship in Business and administration 2 and 3	IT Systems & Networking L3 Software & Web development L3 IT Technical sale L3 Professional Sales L3 Business L3 Project Management L4
<b>Cost</b>	16-18 year olds –no employer contribution 19+ no employer contribution	16-18 year olds –no employer contribution 19+ maybe an employer contribution depending on framework	16-18 year olds –no employer contribution 19+ employer contribution of £3000 for Each apprentice per framework.	16-18 year olds –no employer contribution 19+ employer contribution of £3000 for Each apprentice per framework.
<b>Support</b>	Advertise on our behalf (Provider website & nat apprenticeship.org) Long list Initial assessments Ongoing Manager support Exit interviews with assessor Learners have access to the college library Offers initial meetings with managers, individually but preferably as group. No employer contribution to cost of training for 19+ learners.	Advertise on our behalf (Provider website & nat apprenticeship.org) Long list Initial assessments Ongoing Manager support Exit interviews with assessor Will meet with managers	Advertise on our behalf (Provider website & nat apprenticeship.org) Long list Initial assessments Ongoing Manager support Exit interviews with assessor Bespoke recruitment events Meet with managers	Advertise on our behalf (Provider website & nat apprenticeship.org) Long list Initial assessments Ongoing Manager support Exit interviews with assessor Bespoke recruitment events Meet with managers
<b>Other</b>	Large experienced team, excellent track record, access to a network of local young people and no employer contribution for those 19 years or older	Very small team, low apprentice numbers. Currently service 3 apprentices in Haringey.	Large specialist provider in the digital marketing field. Created digital marketing frameworks level 3 and 4, powered by HP solutions and are the first provider to deliver the IT Business Analyst framework.	Large specialist provider in the IT field.







16. Local Government (Access to Information) Act 1985

