



Appendix 1:

Apprenticeship update for Staffing and Remuneration Committee

November 2019

Introduction

Members of the Staffing and Remuneration Committee received an update in July 2019 on the Council's apprenticeship scheme. Since that time, the Council has developed a broader strategic approach to the promotion and use of apprenticeships. This presentation provides a summary of that strategy and planned next steps.

Whilst the desire to better utilise the apprenticeship levy was the initial driver for this presentation, the paper has sought input from the following teams - Schools and Learning, Regeneration and Economic Development and HR in order to provide a holistic overview of the work being undertaken or planned by the Council. This is because the Council has multiple responsibilities from its duty as the employer for council staff and certain schools to its commitment to residents as set out in the Borough Plan.

The Borough Plan sets a target of 200 apprenticeship starts over the plan period for residents. There is an ambition to mirror this target within the Council, through the use of the apprenticeship levy. These

targets exclude any planned apprenticeships from Schools or Homes for Haringey.

Creating 200 apprenticeships within the Council, alongside supporting an additional 200 apprenticeship starts externally are ambitious targets and this paper sets out the minimum levels of resourcing required as well as some of the key challenges this target will present.

Below is a picture of 5 apprentices from the 2019 cohort.



Haringey entry schemes

Apprenticeships are one of four main entry schemes offered by the Council, aimed typically at young people in the age group 16-24 years.

We pay a competitive salary compared to other public sector and private organisations for all the schemes, except work experience. With a natural demand for people wishing to join the organisation through these routes, the pragmatic challenge for us as an employer is to create meaningful roles which serve as a positive springboard, providing people

with good job opportunities as a result of taking part in the scheme.

The current 'work experience' offer will need to change if we want to support the new T Level qualification being introduced by the Government in September 2020. This two year technical programme requires students to complete 45 days of 'on the job training' in order to merit a qualification equivalent to 3 A levels.

Table: Summary of four main entry schemes

About scheme	Graduates	Internships	Apprenticeships	Work Experience
Scheme	2 years	6 months	Min 12 months	5 days
Annual salary	£27,200	£22,300	£14,500	unpaid
Qualification	ILM	None	Levels 2-7	None
Criteria to join	2:1 degree	First degree	Varies	Currently at school or college
Provider	NGDP / CIPFA	Co-Sector	Govt. framework	Diamond and local providers
2018/19 take-up	3	4	26	20

Levy and public sector targets

The apprenticeship levy and public sector apprenticeship targets came into operation in April 2017. The levy is 0.5% of an employer's total annual pay bill, if that bill is in excess of £3 million.

Public sector organisations in England with 250 employees or more have a target to employ an average of 2.3% of their staff headcount as new apprentice starts between 1st April 2017 and 31st March 2021.

Key points

- Levy can only be used for training not staff costs
- 25% of levy can go to the supply chain (was 10%)
- 'Use it or loose it' - unspent funds expire after 24 months
- Haringey staff can benefit from levy without changes to existing Terms and Conditions
- Organisations that do this well had a programme and infrastructure in place, prior to levy introduction.
- Haringey targets are reportable, schools not.

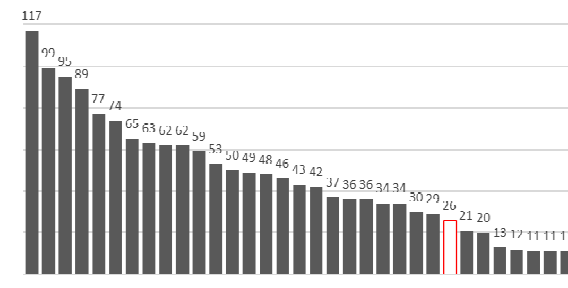
Emerging trends and challenges

- Capacity, resources, partnership working, complexity
- Huge demand for every apprenticeship place offered (increasingly with over qualified applicants)
- Frustration with quality of training and menu of providers
- No financial support for wrap-around care and pastoral support for young people who are not job ready
- Unattractive proposition for managers already working with depleted/limited resources and budgets.

Table: 2018/19 Haringey levy & employer targets

	Annual levy	Haringey target	2018/19 Actual
Haringey	371k	50	26
Schools	471k	80	9
Totals	842	130	35

Bar chart: 2018/19 apprenticeships recruits by each London Borough (excludes schools)



Bar chart commentary

- Haringey is in the bottom quartile
- Neighbouring boroughs in the top quartile include Islington (89), Hackney (99) and Camden (65)
- Two boroughs exceeded their targets
- LGA reports 91% of councils will not fully utilise levy

Apprenticeships in schools

The way in which the levy applies to schools depends on the type of school and who is the overall employer.

For voluntary-aided, foundation and Academy schools, the governing body/trust is the employer.

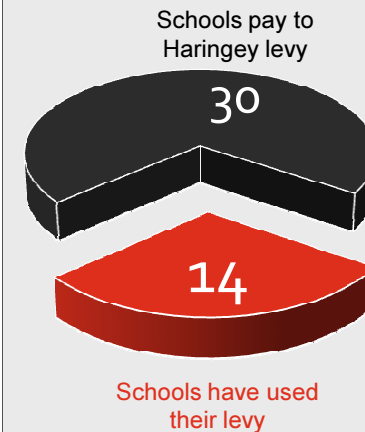
For community and voluntary-

controlled schools, the local authority is the employer.

Haringey Council is responsible for administering the apprenticeship levy on behalf of 44 schools.

14 Haringey maintained schools have made use of their levy to date.

Pie-chart illustrating take up of levy by 44 Haringey maintained schools (April 2017 – to date)



Factors influencing low take-up of apprenticeship levy

- Budget constraints
- No suitable apprenticeships available in 2017, slowly coming through now
- Awareness of scheme
- Lack of or no suitable providers available to deliver apprenticeships
- '20% off the job' training is unattractive proposition compared to regular training costs and durations

How Haringey Education Partnership (HEP) can help

- Raise awareness and work closely with Headteachers and Chair of Governors
- Encourage Teaching Schools to offer apprenticeships in Teacher Training & Teaching Assistants
- Post apprenticeship vacancies on the HEP website with other school vacancies
- Flag providers to Headteachers
- Collate apprenticeship offers from schools and promote via Haringey's website
- Flag to Chairs of Governors which schools are not using the levy

Council ambition

The Haringey Borough Plan commits to achieving 200 apprenticeships.

The Regeneration and Economic Development team will support 200 residents start a new apprenticeship over the borough plan period (1).

As an employer the Council ambition is to mirror the 200 target, through its use of the apprenticeship levy (2). Excluding schools this amounts to 50 apprenticeships a year being offered through direct employment, for both existing staff and new recruits.

These are considerable targets and will pose significant challenge based on performance to date.

Haringey Council, as the largest employer in the borough, is expected to lead the way in recruiting local residents and to open up opportunities for entry into roles via apprenticeships positions.

In summary, the ambition is:

1

Apprenticeship starts created for residents

To help those that need it as identified in Borough Plan, includes using supply chain, brokerage and procurement leverage. **Target reportable to priority board.**

2

Apprenticeships created by the Council for its staff

To focus on meeting current & future workforce skills by taking a 'grow your own' approach in an ever uncertain market. **Target reportable to London Councils.**

As a result we will:

- support more residents to secure employment
- offer good quality job opportunities to residents
- support social mobility, equalities and inclusion ambition
- ensure appropriate spend of the apprenticeship levy
- better placed to meet apprenticeship public sector targets and ensure the Borough Plan target is met.

Apprenticeships for residents

This is a Borough Plan target which is external facing and **not** reportable to London Council's or LGA.

Opportunities will be created through brokerage and leverage using procurement and other methods of achieving apprenticeship pledges with partners, ensuring Haringey residents benefit.

An integrated approach

Leadership: Core Haringey apprenticeship programme, working with Homes for Haringey, could lead the way with partners demonstrating Council's commitment to this agenda and sharing learning in particular around supported apprenticeships.

Schools: We will step-up our promotion of apprenticeships with schools and HEP using Tottenham Charter Partners and HCP and social value secured through procurement to work with HEP to promote apprenticeships in schools and with young people.

Haringey Works: set SMART targets for number of employer apprenticeship events in borough and number of residents securing opportunities. Develop and deliver an Apprenticeship Ambassador Programme.

How we will deliver the ambition

Apprenticeship Coordinator in Haringey Works working closely with Progression Team in Children's Services to promote and support residents into apprenticeship opportunities. Brokerage of apprenticeship opportunities with Major Employers such as TfL, Fashion Enter and Met Police Partners: Homes for Haringey has 32 apprentices and Ada College has 100 apprentices.

Embedding apprenticeship requirements in Council procurement. The London Construction Partnership (LCP) Framework requires 1 apprentice for every £1m of contract value. We are strengthening this to ensure these are Haringey residents, validated by the Haringey Works construction & apprenticeship officers.

Apprenticeship Requirement in Planning. The Council's Supplementary Planning Document requires all developers with Section 106 obligations to achieve a minimum of 1 new apprenticeship for every £3m contract value. Haringey Construction Partnership (HCP) has been created to support local labour in construction at all skill levels and attract BAME and women into opportunities.

Create Internal Apprenticeship Training Agency. Having full overview across all Capital Projects, LCP and Section 106 obligations presents the Council with an opportunity to ensure pastoral support and continuance assurance is in place by developing our own internal Apprenticeship Training Agency.

Council apprenticeships

Practical options considered (aim is to fully embed concept)

1. **Restructures** – create one apprenticeship vacancy in every team redesign where population is 30 plus to embed into structure.
2. **Identify hard to fill roles** – such as social worker, planner, lawyer and establish if apprenticeship framework can map across. This was last done in 2017.
3. **Vacant roles** – to be considered for apprenticeships prior to advertising by an apprenticeship panel.
4. **Corporate Board** members accountable for increasing and thereafter maintaining number of apprenticeship roles in their portfolio.
5. **Ownership and implementation** of Apprenticeship Strategy (wider remit, not just Council)

Factors to consider when designing an effective scheme

1. Driven from the top with required resources in place to deliver.
2. Agree direction of travel and ambition – options include focus on meeting targets, increase number of young people into employment or is it a wider focus which involves a whole-scale change of how the organisation currently view entry schemes.
3. Employer focus needs to be providing people with good transferable skills to have a successful career, not necessarily at Haringey.
4. Offer available to new and existing staff.
5. Develop our brand and environment so that people choose Haringey as an employer of choice.
6. Programme should support our ambitions with regard to social mobility, equalities and inclusion

Investment & other considerations

Need for additional investment

1. An effective apprenticeship scheme requires dedicated resources and budget, without this achievements are limited. Organisations that have a successful apprenticeship plan in place have around 2-3 times more dedicated staff working on the programme full-time.
2. The Council's current infrastructure and resources dedicated to deliver apprenticeships cannot facilitate the ambitions set out in this Borough Plan or this proposal. A mitigating action has been to submit a net growth bid for 2020/21 to increase the number of dedicated resources and better equip the council to deliver this strategy.

Other considerations

1. The levy does not fund the cost of apprenticeship salaries. Every new apprenticeship role will cost the hiring team approximately £19,200 per year (made up of National Living Wage and London Living Wage). Teams will also need to factor mandatory 20% off the job training requirement.
2. Continue to pay new entrants a salary based on the National Living Wage and London Living Wage based on 30 hours? Or consider range of grades and salaries appropriate to qualification.
3. Priority to continue to be given to Haringey residents and or applicants that attended a Haringey school or college
4. Should this be the mechanism to increase the number of young people (aged 16-24 years)?

Examples of good practice

The Tailoring Academy, Haringey

Opening in 2019 – funded by LB Haringey.
11,000sqft clothing manufacturing & training centre at Fashion Enter: Crusader Industrial Estate, Hermitage Rd, N4. Supported by Savile Row tailors, M&S, ASOS, UK Fashion etc. 100+ apprenticeships and 50 jobs to NVQ level 6 + apprenticeship Levels 3 to 5.

Haringey Construction Partnership (HCP)

The partnership brings Haringey Council, the Department for Work and Pensions (Jobcentre Plus), and The College of Haringey, Enfield and North East London (CONEL) together with senior representatives from key developers in the borough.

Apprenticeship Mapping

Apprenticeship data on live and forthcoming construction developments in borough plotted and contract monitored. This operational overview supports residents towards their qualification attainment by ensuring continuation of work across different developments facilitated transitioning supported by Haringey Works/Economic Development.

TfL 2019 Apprenticeship Open Day
Date: 1 March 2019
Time: 12pm - 4.30pm
Address: George Meaham House, 294 High Rd, Wood Green, London N22 8YX

Haringey Construction Partnership – Mayor's Construction Academy Hub OPEN DAY
MONDAY 30 SEPTEMBER 2019 | 10.30AM – 12.30PM
Are you interested in a career in construction?
Are you 18+ and a resident in the London Borough of Haringey?
The largest construction developers operating in Haringey are looking for new talent. You are invited to find out more about their current and future opportunities across the borough and meet the contractors personally.
If you are looking for a work placement, apprenticeship or a job please register to attend the open day for more information.
Register at www.hcpconstructionacademy.com
Please bring evidence of your English and Maths qualifications (Grade D and above) as well as your passport or birth certificate on the day.

REGISTER FOR YOUR FREE PLACE NOW
Register at fhwg.eventbrite.co.uk to guarantee your place on a workshop. Priority will be given to Haringey residents.
For more information email Hest@haringey.gov.uk or call Tracy Ferguson on 020 8489 3228

City	Grainger Plc	Ant Yapi	Level	RP	Feb-18	Mar-19	Apr-19	May-19	Jun-1
	Trade	Sub-Con							
2	Carpenter	TBC	TBC	K10					
1	Dryliner	Deniz Contractors	2,3	K10					
2	Plumber	Griffon Mechanical	3	K10					
1	Electrician	ACDC	3	K10					
1	Painter & Decorator	Deniz Contractors	2,3	K10					
7	Target LL				0	0	0	0	2
3	Actual LL				0	0	0	0	2

City	Anthology	Wates Construction	Level	RP	Feb-18	Mar-19	Apr-19	May-19	Jun-1
	Trade	Sub-Con							
2	Technical and Site Management	Direct							
1	Quantity Surveyor	Direct							
2	Logistics	Via SC							

Action to date and next steps

Action to date

1. Meetings with key senior stakeholders both internal and external.
2. Submit net growth bid for 2020/21 to secure funding to deliver internal programme
3. Agreed joint approach with key teams and partners which includes HEP, Head of Schools and Learning, Haringey Works and Procurement.
4. Directors tasked with developing two year local plans to increase apprenticeships for their portfolios supported by HR business Partners.
5. Invited LGA to undertake an apprenticeship MOT to assess our current position with a review to supporting us to achieve our targets.
6. Haringey Apprenticeship Ambassador programme being set-up which will create a network of Haringey apprentices who will promote apprenticeship benefits at key events.

Practical next steps

1. Secure funding and create infrastructure to support implementation of this strategy.
2. Publish Haringey Apprenticeship Action Plan /Offer.
3. Set-up dashboard of metrics to monitor targets and ensure levy usage maximised.
4. Report actual take-up and progress on quarterly basis to S&R Committee.
5. Take an integrated approach - continue to work closely with Haringey Works, Procurement, Planning and Schools. Streamline reporting mechanisms / governance arrangements.