

Report for: Staffing and Remuneration Committee

Title: Apprenticeship Update

Report authorised by: Dan Paul, Chief People Officer

Lead Officer: Taha Asfahani, Head of Recruitment, Talent & Learning

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** N/A

1. Describe the issue under consideration

- 1.1 This reports updates the Committee, as requested, on the Council's approach to apprenticeship training opportunities for all levels of employees both existing and newly recruited and provides statistical data.
- 1.2 The Council is committed to increase the number of apprentices working at LBH ensuring we are utilising the apprenticeship levy.
- 1.3 Since April 2017, employers with a pay bill in excess of £3m are subject to a national apprenticeship levy of 0.5% of their pay bill. Public sector bodies, with more than 250 staff, have also been set a target to employ an average of at least 2.3% of their staff as new apprentice starts.
- 1.4 Haringey's levy is c. £896k per year. This represents £74k per month which Haringey is accessing to provide apprenticeship training opportunities existing and incoming employees. The current levy fund available to spend is £1.8m.

2. Cabinet Member Introduction

Not required for the S&R Committee.

3. Recommendations

- 3.1 To note the report, information and the next steps in order to increase the number of apprentices at the Council. There is a three pronged approach:
 - I. Recruit to apprenticeships by default
 - II. Career Development Qualifications (CDQ)
 - III. Apprenticeship Development Schemes

4. Reason for decision

- 4.1 To ensure that the Council can develop existing and new employees and get best value from Apprentice Levy spend.

5. **Alternative options considered**

Not Applicable

6. **Background information**

- 6.1 Apprenticeships create a viable pathway by which more formal training and on-going development can be utilised, laying the foundations for a future-proofed, inclusive workforce development strategy.
- 6.2 As the largest employer within the borough, we have a responsibility to support our communities by creating accessible employment opportunities for our residents and to have a workforce that is reflective of the people and communities that we serve. This underpins the government public sector target to develop and make the most of a workforce that is strong, capable, agile, and proud.
- 6.3 By promoting our employment and traineeship opportunities, particularly for under-represented and disadvantaged groups will attract a wider, diverse pool of local talent and demonstrate to current and prospective employees how attractive Haringey Council is as a place to work.
- 6.4 Apprenticeship's future-proof our workforce by equipping us with the skills, knowledge and behaviours required for new and emerging job roles.
- 6.5 To get the maximum benefit from the apprenticeship levy, we need to look at how we can utilise apprenticeships to nurture our workforce and develop the skills needed for the future. To do this, we will identify the best options to capitalise on the apprenticeship levy, whilst exploring 'grow our own' and 'lifelong learning' initiatives. With a view of improving occupancy of hard-to-fill roles and reducing skills gaps the council are currently experiencing, whilst also supporting our longer-term workforce planning. Maximising our levy investment is therefore a key priority, but we can also choose to transfer up to 25% of our levy funds to support small to medium sized businesses within our community, to further create meaningful apprenticeship employment. It is proposed that we partner with a mix of local and national apprenticeship providers to achieve maximum benefit. We have been partnering with Haringey Works and already been able to transfer 14k of levy funds with another 29k in the pipeline, so the total transfer by September will be 43k, this will require continued input to ensure that we explore this area fully.
- 6.6 It should be noted that the Apprenticeship Levy and additional funding currently available to support apprentices into work will not cover all the costs associated with learning and development within the council. Employers are expected to pick up all salary & reward costs. To access apprenticeship funding at least 20% of the apprentice's normal working hours, over the planned duration of the training period, must be spent on off-the-job training. This can be delivered at the

apprentice's normal place of work and can include regular day release, block release and specific training days/workshops with the training provider.

- 6.7 A communications and engagement plan commenced in February 21 with National Apprenticeship week to educate and raise awareness of the wide range of apprenticeship opportunities available. Some myth busting has also been communicated and will continue to be required to overcome perceptions that apprenticeships are for young people only and that there is a huge time commitment to training and organising the apprentices off-the-job training. Encouraging managers to take the long-term view that employing apprentices enables them to develop skills according to their needs and create a sustainable talent pipeline of the best new talent is key. This will need to be an ongoing activity to ensure managers continually consider recruiting apprentices and that existing staff are aware how apprenticeships can be used for their development in their current roles.
- 6.8 An apprenticeship takes a minimum of 12 months to complete and there are currently four types:
- I. Intermediate apprenticeships - follow work-based learning towards level 2 – equivalent to GCSE qualification
 - II. Advanced apprenticeships - follow work-based learning towards level 3 – equivalent to A-level qualification
 - III. Higher apprenticeships - follow work-based learning towards levels 4,5,6 & 7 – equivalent to a foundation degree and above.
 - IV. Degree apprenticeships - follow work-based learning towards levels 6 & 7 – equivalent to a full bachelor's or master's degree.

7. **Contribution to strategic outcomes**

- 7.1 The actions outlined in this report support the delivery of the Corporate Plan, whilst supporting the objectives set out in the 2019-2023 Workforce Development Strategy to “develop the right people with the right skills and the right values”. Apprenticeships future-proof our workforce by equipping us with the skills, knowledge and behaviours required for new and emerging job roles.

8. **Statutory Officers' comments**

8.1 **Head of Legal and Governance**

N/A

8.2 **Chief Finance Officer Comments:**

There are no direct financial implications arising from the contents of this report. Increasing the number of apprenticeship starts, within the constraints of existing staffing budgets, will make a greater use of our levy contribution as would identifying opportunities to transfer some of our levy to partner/other local

organisations who perhaps have the resources to pay the salary, if they are growing in size, but don't have the additional resources to pay for the training.

8.3 Equalities Comments:

By promoting our employment and traineeship opportunities, particularly for under-represented and disadvantaged groups will attract a wider, diverse pool of local talent and demonstrate to current and prospective employees how attractive Haringey Council is as a place to work.

8.4 Head of Legal and Governance

The Head of Legal and Governance has been consulted in the preparation of this report, and makes the following comments.

The Committee has within its terms of reference the power *To consider policies, procedures and schemes relating to employment matters including pay and grading structure and changes to employee terms and conditions of employment.*

There are no legal implications arising out of the report which would prevent the Committee from being able to adopt any of the recommendations stated in the Recommendations section of the report.

9. Use of Appendices

9.1 Appendix A – Three pronged approach

9.2 Appendix B – Current Haringey Apprenticeship Data

10. **Local Government (Access to Information) Act 1985;**
N/A

Appendix A – Three Pronged Approach

Recruit “apprenticeships by default”

In future, the majority of new employees recruited between grades SC1 to SC6 will be expected to be an apprentice and undertake an apprenticeship relevant to their role, or one that develops their future skills in areas we know are key for our future workplace. These include: Programme & Project Management, Digital, Data interpretation & Analytical skills, It is anticipated that 75% of new starters will take up an apprenticeship. For instance, Customer Services Officers could complete a Level 3 Customer Services Specialist Apprenticeship and appropriate Library staff could complete a Level 3 Library, Information and Archive Services Assistant. Apprentices will be paid the substantive rate for the role they undertake.

Based on 2020/21 new starter data, this approach would mean 31 new employee apprentices working for Haringey.

There is substantial work with services to develop this approach, gain buy in and ensure that the Council has procured appropriate apprenticeship standards and training providers to meet the need of these new employees. This work will start in November 2021.

Career Development Qualifications (CDQ)

Relevant apprenticeships for our existing employees, including but not limited to more senior level roles should also be considered, to ensure that the skills of our existing colleagues meet the requirements of our organisation. This will include:

- I. **Project & Programme management skills** – a cohort of 8 staff has commenced in April with plans to run another cohort later in the year
- II. **Data analytical and digital skills** – L3 cohort of 20 staff commenced in June and L4 cohort of 17 staff commenced in April 2021.
- III. **Leadership Development training** – An Emerging Leaders cohort commenced in June 2021.
- IV. **Role specific qualifications** – there are a number of employees undertaking role specific qualifications.

Career development qualifications will grow and could be a significant portion of our levy spend in the future. It is also a way of offering development to employees which we would not normally have the funding for.

This has been the key focus of our early work on apprenticeships, which will continue. Further cohorts of digital skills, data analytics and project management skills are planned as well as ongoing work on leadership and management development. Business partners are working with their directorates on role specific apprenticeships.

Apprenticeship development schemes

5.1 Change Management and Apprenticeship opportunities

As the Council restructures, leaders and managers have been asked to think creatively about the future design and delivery of services to minimise redundancies. In addition, this could be an opportunity to reshape roles and services, allowing employees who wish to leave to do so and providing opportunities for future skills development through apprenticeships.

It is important to note that an apprentice must be employed for a period which is long enough for the apprentice to complete the apprenticeship successfully (including, the end-point assessment), so this should be taken into consideration when reviewing resource need on a contract basis. Apprenticeships are also unable to be continued in the event of redundancy unless there are fewer than six months remaining to be completed. Apprenticeships are therefore a longer term commitment.

In the event of workforce restructure, apprenticeships can also offer a route into other suitable job areas for those at risk of redundancy, as it will provide an opportunity to develop the skills needed to be successful in their new role and we are subsequently able to retain talent. If we are to future-proof the business with the skills required so that we can best service our communities, we must continue to recruit and 'grow our own' even during period of resource changes.

5.2 Agency workers

Currently (September 2021) there are 650 temporary workers engaged by the council, of which 206 are covering roles which are waiting for permanent hiring to start. Directors and Assistant Directors will work with their HR Business Partners and Resourcing to identify future skill gaps and possible role reshaping, while also reviewing any agency roles, (particularly long standing workers) that could instead be recruited to as apprenticeships. It is however unrealistic to expect agency workers to be replaced with apprenticeships en masse as circumstances are very varied.

5.3 Graduate programme

In a significant success, we have partnered with the NGDP to participate in a local graduate programme. Two new graduates have recently started in September 2021 and we plan to recruit further graduates in 2022, which we will commence advertising in Autumn 2021.

In order to create a diverse pipeline of candidates for our graduates vacancies (levy generated), there will be a greater focus on offering structured work experience and internship placements to those within our community who may not have considered us as an employer of choice or were not aware of the types of career pathways available.

5.4 Emerging Leaders Programme

In a further positive development, we are using the apprentice levy to partner with Solace in running the Emerging Leaders programme, this is for existing employees that are interested in becoming future leaders within the Council. In early 2021 the Council funded 6 places (increased from 2 in previous years) with a further cohort being selected in November 2021. We envisage this programme will continue to grow.

Appendix B – Current Haringey Apprenticeship Data

	2.3% Target	New Starters	Existing Employees	Total number of apprentices	% of apprentices	Shortfall
2019/20	45	13	12	25	1.16%	20
2020/21	52	19	18	37	1.64%	15
2021/2022 numbers so far (Aug)	57	21	73	94	3.77%	0

* There are currently 22 new apprentices in the process of starting reported above with 72 in current apprenticeships totalling 94

Below outlines the number of current apprentices we currently have at Haringey council broken down by Directorate which includes existing staff members undertaking an apprenticeship as well as those who have been hired as apprentices.

Directorate	Number of Apprentices
Customers, Transformation & Resources	24
Environment & Neighbourhoods	16
Housing Regeneration and Planning	12
Finance	8
Adults & Health	6
Children's services	5
Adult social services	1
Grand Total	72

* There are currently 22 new apprentices in the process of starting not reported in the table above

Below outlines what our apprentices are currently studying and the number of people undertaking this learning.

Type of Apprenticeship	Number of Apprentices
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Data Literacy	20
Data Analyst	17
Operational Departmental Management (Emerging Leaders)	10
Associate Project manager	8
Professional Accountant (ACCA)	4
Operational Departmental Management	2
MBA	1
Commercial Procurement and Supply	1
Payroll Administrator	1
Occupational Therapist	1
Chartered Town Planner	1
Chartered Surveyor	1
Arborist	1
Senior Leader	1
Youth Work	1
Intelligence Analyst	1
Learning & Development	1
Grand Total	72

* There are currently 22 new apprentices in the process of starting not reported in the table above

Below shows how many apprentices are studying towards which level of apprenticeship with the majority studying level 4 and level 3 apprenticeships.

Level of apprenticeship	Number of Apprentices
Level 4	27
Level 3	22
Level 5	12
Level 7	7
Level 6	2
Level 2	2
Grand Total	72

* There are currently 22 new apprentices in the process of starting not reported in the table above

Below shows the total levy spent over the last 12 months on apprenticeships. It also demonstrates the variety in levels studying towards qualifications.

Qualification	Level	Number of learners	Total levy spend
Accountancy Taxation Professional	7	4	£ 22,210.41
Arborist	2	1	£ 800.00
Assistant Accountant	3	1	£ 1,777.77
Associate project manager	4	10	£ 10,522.85
Business administrator	3	5	£ 19,338.59
Chartered surveyor	6	1	£ 4,050.00
Chartered town planner (degree)	7	1	£ 3,399.34
Children and Young People's Workforce	3	3	£ 1,622.63
Commercial Procurement and Supply	4	3	£ 10,440.00
Customer Service Specialist	3	3	£ 2,318.52
Data analyst	4	15	£ 79,162.50
Data technician	3	16	£ 36,701.53
Early years educator	3	2	£ 1,228.70
Early years practitioner	2	1	£ 2,461.53
Financial services customer adviser	2	1	£ 699.99
Horticulture and Landscape Operative	2	2	£ 2,666.66
Infrastructure technician	3	1	£ 1,333.33
Intelligence Analyst	4	1	£ 3,520.00
Junior Content Producer	3	1	£ 5,576.66
Junior energy manager	3	1	£ 5,200.00
Learning and Development Practitioner	3	1	£ 2,560.00
Operations or departmental manager	5	11	£ 26,865.29
Payroll administrator	3	1	£ 800.00
School Business Professional	4	1	£ 547.82
Senior Leader Master's Degree Apprentic	7	5	£ 51,470.38
Supporting Teaching and Learning in Sch	2	3	£ 1,025.64
Teacher	6	1	£ 3,000.00
Teaching assistant	3	1	£ 2,571.42
Team leader or supervisor	3	1	£ 2,640.00
Youth work	3	2	£ 2,335.71
TOTAL	110	100	£ 308,847.27