

# **Improving the Council's Apprenticeship and Work Experience (A&WE) Programme**

'Transforming Organisation, Real Change'

TORCH Cohort 3 Project Group

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## **Group Members**

- Karen Cocker
- Steve Cooper
- Annette Darby
- Helen Ellis
- Chris Green
- Jan Jennings



## Context

- Council Plan priority to **develop internal apprenticeships, work placements and experience across the whole Council to help school leavers in getting a job and training.**
- Theme for the Corporate Performance Management E&E Scrutiny Committee.
- Dudley Apprenticeship Task Group interface.
- TORCh leadership programme - personal development.
- Cohort 3 Identified the Council's internal apprenticeship programme as area for review and improvement – 16-18 year olds.
- Work experience next phase.



## Future Proposed Vision & Objectives

- For the Council to be regarded as an authority that provides high quality and rewarding apprenticeships and work experience placements for the young people of Dudley Borough.
  - Establishing a clear and distinguishable '*Dudley Council apprenticeship brand*';
  - Identifying and communicating benefits to participants and management;
  - Sustaining and increasing the number of participants, range and quality of services and satisfaction with the Council's Apprenticeship & Work Experience programme – subject to Council funding constraints.
  - Consider future changes to service delivery – may need to negotiate with partners to train apprentices.



## What Is An Apprenticeship?

- See fact sheet 'National Context to Apprenticeships'.
- An apprentice is an employee of the organisation and they participate in a government funded training programme to train for an apprenticeship.
- Candidates must be:
  - Over 16
  - Not in full-time education
  - Eligible to work in England
  - Work ready and have the right skill levels.

## Apprenticeships Cont'd

- Apprenticeships are:
  - Work-based training programmes
  - Designed around the needs of the employing organisation
  - Nationally recognised qualifications
  - Designed by Sector Skills Councils
  - Training is relevant to your industry
  - Funding is available towards the training
  - Chance for young people to gain hands on experience
  - Opportunity for young people to earn whilst they learn.

## What Do Apprentices Think About It?

*'It's great to feel like I have a proper job'.*

*'The hours are long for the money I'm paid'.*

*'Before I became an apprentice I didn't know what to expect'.*



## Advantages of an Excellent Apprenticeship and Work Experience Programme

- Supports local young people to be trained with a recognised employer – DMBC.
- Improves chances of young people getting a job and staying local.
- Enriches the organisation.
- Equips young people to know their employment rights and responsibilities.
- Helps to close Council's skills gap in positive way using work force planning opportunities.
- Raises profile of Dudley at national level.
- Knock on benefits of future local employment.



## **Review Methodology**

- Linkage to Dudley Apprenticeship Task Group.
- Internal understanding at officer level.
- Connexions service.
- Discussions National Apprenticeship Service.
- Discussions Human Resources & Organisational Development – Directorate of Corporate Resources.
- Understand workforce planning strategy.
- Apprentices.
- Move forward on apprenticeships first – then Work Experience.



## **Dudley Internal Apprenticeships**

- Baseline assessment in progress.
- Where are they?
- Who are they?
- Data robust?
- Data complete?
- Data usable?



## Apprenticeship Current Situation

- No clear vision for the Apprenticeship & Work Experience programme linking to the Council Plan.
- Unable to accurately quantify:
  - participation; range of services; satisfaction; completion; levels of vocational training
- Fragmented recruitment policy across Directorates.
- No clear performance standards.
- Ambiguous and inconsistent procedure for managers.
- Negligible profile at local, regional or national level.



## Planned Improvements

- Co-ordinated approach with consistent recruitment of apprentices to Dudley Council – baseline data.
- A Council 'prospectus' that reflects Dudley's brand for Apprenticeship & Work Experience.
- A Council guide for managers and participants.
- Engage internal stakeholders & develop the programme.
- Workforce planning and future skills gap identification.
- Clear and measurable performance standards equitable with 'best in practice' nationally.
- A sustainable and credible delivery plan for implementation by Human Resources & Organisational Development and the Apprenticeship Task Group.



## Risks and Constraints

- Funding challenges for the Council.
- Affordability.
- Unable to gain employment after apprenticeship.
- Government agenda changes.

## Proposed Next Steps

- Immediate / short term (0-6 months):
  - Complete all outstanding actions by end of 2013 including review of Work Experience options.
- Short / medium term (6-12 months)
  - Continued support to Human Resources & Organisational Development and Dudley Apprenticeship Task Group.
- Medium / long term (12 months +)
  - Human Resources & Organisational Development and Dudley Apprenticeship Task Group engages strategically and operationally including periodic reviews.

## **Corporate Board 22 October 2013**

- Endorsed the:
  - Proposed Vision
  - Scope of the Group's A&WE project
  - Action Plan & baseline data
  - Next Steps with further consideration of Cohort 3's exit strategy
  - Report be submitted to the Corporate Performance Management, Efficiency and Effectiveness Scrutiny Committee on 20 November, 2013



## **Conclusions and Recommendations**

- Corporate Performance Management, Efficiency and Effectiveness Scrutiny Committee are invited to:
  - Endorse the project work and proposals recommended by the TORCh Cohort 3 Project Group to-date.
  - Receive a further report to be presented to a future meeting.

