

## City of York Council Apprenticeships and Other Work Based Learning Opportunities" Scrutiny Review

### **Context for the proposal**

The current arrangements were explored as part of the Scrutiny Committee and are as follows:

- Decisions to employ or take on Apprentices lie with Managers however there appears to be little impetus to take on more apprentices
- Historically, whilst pockets of good practice exist, there has been no cohesive corporate commitment to Apprenticeships
- Due to the historic issues outlined above, HR have not had the capacity or mandate to co-ordinate the approach to Apprenticeships or work based learning opportunities
- Reporting and monitoring of Apprenticeships is therefore ad-hoc and lacks co-ordination

### **Proposals for the new framework**

Providing Impetus and setting a framework for Action

- A Workforce development Plan has been developed by HR, supported by the Corporate Management Team which sets out a clear priority for increasing the numbers of young people in the organisation using Apprenticeship schemes.
- To strengthen this, CMT agreed that an 'automatic' Apprentice scheme would be used within an agreed decision making framework
- A cross Council Steering Group is being developed to monitor progress and impact of the Workforce plan
- HR will take a pro-active role in advising Managers at the point at which decisions are made about recruitment
- Activities based around communications and engagement will be needed to ensure recruitment managers are clear of the priorities and their role
- HR will provide a recruitment framework which will make it easier for Managers to take on Apprentices
- HR will identify existing Apprentices and hold records which will assist and improve reporting
- It is proposed that reporting will take place through the Steering group

**Process Map – goals, reporting and actions.**

Stage of the process	Goal	Reporting frequency, content and structure	Actions
1. Identification of a vacancy or work experience opportunity.	<p>All suitable vacancies at the agreed grades will be offered to young people, including those with learning difficulties, to increase the number of young people in the Council.</p> <p>Managers alert HR when these vacancies occur as part of the 'request to fill a vacancy' process.</p>	<p>Directorates to report progress to the proposed Workforce Plan Steering Group on a quarterly basis.</p> <p>HR sets up quality monitoring arrangements for stages 1-4 in this process (recruitment), and reports by exception.</p>	<p>HR will develop a list of posts that will be exempt from the initiative.</p> <p>HR will develop a policy detailing that all post below a set grade level should be considered automatically as an apprenticeship/ work experience opportunity, unless they are exempt.</p> <p>Policy will also encourage managers to offer work experience and alternative recruitment methods (such as via the Recruitment Pool).</p>
2. Receipt and sifting of applications	<p>Safeguard against young people being disadvantaged by lack of experience or qualifications.</p>	<p>HR reports demographic composition of all applicants through the e-recruitment system.</p> <p>Recruiting managers to provide feedback to unsuccessful candidates if requested.</p>	<p>Demographic information will allow the Council to evaluate the effectiveness of the strategy.</p> <p>Providing feedback will assist disadvantaged young people in their search for employment. This should also have a positive effect on the reputation of CYC as a responsible employer.</p>
3. Interviews and selection	<p>Safeguard against young people being disadvantaged by lack of experience or qualifications.</p>	<p>HR will monitor the quality of feedback and report findings to DMTs.</p>	<p>Interviewers to provide written feedback to unsuccessful interviewees if requested.</p>

		<p>Attendance at training events will also be monitored to ensure interviewers are equipped with the correct skills and competencies.</p> <p>HR reports demographic composition of all applicants through the e-recruitment system.</p> <p>Young applicants are asked to provide qualitative feedback on their experience.</p>	
4.Probationary period and first year of employment	Young people are encouraged to develop through gaining skills and qualifications which are beneficial to both themselves and the authority.	<p>Training providers report on progress to managers.</p> <p>Managers feed back to Directorate Management Teams.</p>	<p>Managers will set qualifications as development objectives and track progress through regular reviews.</p> <p>Attitudes and opinions of target groups to be captured through the Staff Survey.</p>
	Ensuring all young people (25 and under) currently in Council employment have level 2/3 qualification/s.	<p>HR will identify current skill levels of all staff and report results to Workforce Plan Steering Group and DMTs.</p> <p>HR will host a 'qualifications fair' with providers in the city to encourage and promote training opportunities. Outcomes and take-up levels will be communicated to the Workforce Plan Steering Group.</p>	Skills audit planned to commence in the summer as part of an exercise to gather and cleanse data for inputting onto the new HR payroll system in the new year.



**Additional Steps**

Scrutiny are asked to note that these draft proposals have not been consulted upon with Trade Unions or Service Directorates

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