Appendix 3

Proposal for apprenticeships development project

1. Introduction

The proposal forms part of the wider piece of work on skills and employment including the development of a Hounslow Skills and Employment strategy and the setting up of a borough wide job brokerage.

The proposal seeks to align developments on apprenticeships with the emerging priorities and the principles set out in skills and employment strategy.

The proposal seeks firstly to bring together the council’s own strands of activity including:

- Existing apprenticeships development work being carried out by the 14 – 19 team
- Existing internal apprenticeship scheme being managed by HR
- Apprenticeships promotion and development work being carried out by the Economic development team in their work with businesses and developers
- The traineeships pilot which will be delivered from April 2014 and should help create routes into apprenticeships for those that need more preparation

Secondly, the proposal seeks to provide a strategic framework within which to set and guide current and future delivery (both internal and external) which identifies target sectors and clients groups and takes account of the impacts of the changes in funding and delivery of apprenticeships and the government’s strategy, following the Richards review.

It is important that the proposal adds value to the various national and local apprenticeship offers that exist including those of NAS, JCP, WTC, Heathrow academy, LAC and the range of training providers that provide for Hounslow young people.

AIMS - The apprenticeships expansion programme would:

- Develop a more strategic approach to apprenticeship delivery in Hounslow
- Ensure that operations are well coordinated, delivering cost efficiencies and simplification for employers and young people
- Explore the potential for new models of delivery especially for small businesses in the borough
- Develop a much improved profile of apprenticeships within schools and raise awareness of parents, teachers, and young peoples of apprenticeships as a valid route to higher level and professional careers.
- Encourage more employers within Hounslow to consider what apprenticeships could offer their business and integrate apprenticeships as part of their core recruitment, development and retention strategies.
- Embed and diversify the council’s own apprenticeship scheme and create a sustainable model linked to demand skills areas integrating this as part of the council’s recruitment, retention and people development strategies.
• Recruit **local champions** to celebrate the success of apprenticeships within their business and so promote further opportunities and more employers signing up

• **Develop traineeships** as a pathway into apprenticeships for young people that need further training and support

2. **Background and context**

**Government apprenticeships strategy**

The Richards review published in 2012 set out a vision for the future of apprenticeships – these include

• Redefining apprenticeships – these should be targeted only at those who are new to a role or where the role requires substantial training

• Focusing with greater rigour on the outcome – what an apprentice does after the placement and freeing up the process by which the apprentice gets there

• Recognized industry standards – employers and other organisations with industry knowledge from all sectors should be invited to design and develop new frameworks for their sectors

• All apprentices should reach a good level in English and math’s before they finish their apprenticeship

• Government funding must create the right incentives for enabling employers to invest in training – the purchasing power must lie with the employer

• Far greater diversity and innovation in training should be created

3. **Reform of apprenticeships and funding arrangements**

**Apprenticeships Training**

Funding for the training element of an apprenticeship is provided through the Skills Funding Agency.

For 16-18 year olds the full cost of training is covered by NAS.

For apprentices aged 19+ there is usually 50% of the training costs available from SFA.

This is paid directly to the organisation providing the training i.e. a college or training provider. However, in reality, most training providers do not claim this from the employer but deliver 19+ with half the funding.

The wages for apprenticeships are covered by the employer. There is currently on offer a grant for small and medium sized employers to help with the cost of hiring an apprentice. (Apprenticeship Grant for Employers – £2,500)

Currently, large employers deliver 10% of apprenticeships, FE deliver 10% and training providers 80%, nationally. Training providers work with employers to identify
suitable apprenticeship vacancies and then claim the costs from NAS for the training element.

NAS promotes apprenticeships mainly with large and high profile employers, undertakes national campaigns and is responsible for the national brokerage system of vacancies.

The chancellor announced in the autumn statement radical changes to the way in which apprenticeships were funded.

The overall aim of the funding changes is to incentivise and encourage greater employer take up and in doing so put employers in the driving seat in terms of ensuring a ‘best fit’ between skills provision and what industry and business need. The new model of funding will see “the employer and provider negotiating the content and price of eligible apprenticeship training”. It will replace a system of government-set national funding rates.

In future employers will register apprentices through a new online system. They will make payments to training providers and will then recover the government funding through their PAYE return and report achievements through a new online system and recover completion payments through their PAYE return.

The changes to apprenticeships frameworks/entry requirements are not due for full implementation until 16/17 earliest. The funding of apprenticeships moving to employers is not likely until 17/18. However these changes should inform both the approach to further development of the council’s own scheme and the proposed expansion within the borough.

**Apprenticeships development**

Apprenticeships are still not well understood by employers and young people alike despite huge investments by government, lots of media attention and some very high profile ‘champion’ employers. The private sector has been leading the expansion of apprenticeships and employers like BT, IBM, Rolls Royce and Network Rail have embedded apprenticeships in their recruitment strategies. They have used apprenticeships to meet particular skills shortages within their industry or to allow them to expand. These vacancies are highly sought, many link to permanent jobs within the business and are pathways to rewarding careers.

There is also a lack of awareness amongst parents, careers advisers, Connexions advisers, Human resources and training and development staff about what apprenticeships are, how they work and their potential to deliver a work based route into all levels of careers including higher level professional careers. Apprenticeships are receiving huge investment from government and new and higher level frameworks are being developed all the time.

Apprenticeships are now available at Intermediate (GCSE level), Advanced (A level) and Higher (degree) level, covering more than 170 industries and 1500 job roles, from advertising to youth work to environmental engineering and nuclear decommissioning. They are just as suitable for management, finance, social work, health care and youth work roles as they are for engineering and
It is hoped that the expansion of opportunities for employers to recruit and train young people through Apprenticeships to degree levels, will transform the way in which businesses acquire and develop the skills they need. In total, there will be 41 Higher Apprenticeships in 2013 and Apprenticeships at bachelors and masters degree level will become available for the first time.

All Higher Apprenticeships will offer existing apprentices and employees as well as A-Level school leavers, a different route to traditional university study. Higher Apprenticeships will soon be available in subjects including Engineering Environmental Technologies, Fashion and Textiles, Interactive Media, Legal Services and Space Engineering.

See appendix 1 for examples of award winning apprenticeships schemes across the private and public sectors and large and small employers.

Alongside the expansion of higher apprenticeship frameworks the government recognises that employers must drive the delivery. They must become investors in, informed purchasers of or direct providers of delivery. This is far from the current position.

Young people engagement is through the Connexions service, Jobcentre Plus and through schools, parents, the voluntary sector and NAS.

The tables in appendices 2 and 3 show the range of providers who are involved in referral, delivery and in marketing and promotion. This work needs to be coordinated at local level. This will create greater impact and efficiencies and reduce confusion and mismatch issues.

We should clearly be mindful of the direction of travel in the strategy, delivery and funding of apprenticeships when we develop a model for improving local provision.

The changes in policy suggest that we need to do the following

1. Align with sector and cluster skills forecasting and development needs and highlight the need for new frameworks especially in Construction

2. Step up work on raising awareness of the benefits to young people, parents, teachers and staff

3. Step up work to get more information out to employers of all sizes on the changes in future funding, development of frameworks and the existence and quality of providers in their core business sectors but also a range of sectors such as management, IT, customer services

4. Create better engagement between employers and training providers

5. Embed the council’s own apprenticeships scheme, link to recruitment in skills shortage areas, workforce profile development and expand the range of vocational areas on offer.

Traineeships
Traineeships were introduced in August 2013 and are aimed at bridging the gap for young people who are motivated to work but have been unable to successfully find work or secure an apprenticeship.

Traineeships are designed to provide a structured opportunity for young people to develop the skills and experience they need to succeed in the recruitment process. The overall aim is to help move young people into sustainable apprenticeships or into jobs, helping to reduce youth unemployment and the proportion of young people who are NEET.

As set out in the DfE and BIS Framework for Delivery - traineeships are available for young people aged 16-24, with the core target group being young people who:

- Are not currently in a job and have little work experience, but who are focused on work or the prospect of it
- Are 16-19 and qualified below Level 3, or 19-24 and have not yet achieved a full Level 2
- Training Providers and employers believe have a reasonable chance of being ready for employment or an apprenticeship within six months of engaging in a traineeship

The structure of a traineeship will be: a high quality work placement; work preparation training, focusing on job search and interpersonal skills and English and Maths.

The primary measure of success for traineeships will be securing positive outcomes, which will be moving into an apprenticeship or a job.

### 4. Current picture of Hounslow Apprenticeships

**Recruitment of Hounslow young people into apprenticeships**

**Comparison with other boroughs**

The number of young people in Hounslow that are currently in Apprenticeships are below that of comparator boroughs for all age groups especially for 16 – 18 year olds.

<table>
<thead>
<tr>
<th>Age</th>
<th>Hounslow</th>
<th>Statistical neighbours</th>
<th>Hounslow is under by</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 – 18</td>
<td>281</td>
<td>323</td>
<td>42</td>
</tr>
<tr>
<td>19 – 24</td>
<td>440</td>
<td>452</td>
<td>12</td>
</tr>
<tr>
<td>25+</td>
<td>734</td>
<td>743</td>
<td>9</td>
</tr>
</tbody>
</table>

**Priority groups**

Young people who are NEET
Hounslow currently have 311 young people who are not engaged in education, training or employment but are seeking work or training.

The large majority are White British, there are bigger populations of 18 and 19 year olds and of course the further West the higher the number at ward level.

**Young people with learning disabilities**

LDD Hounslow’s participation in 2013 is 83.3% which is below the Statistical Neighbours with the exception of Leicester City. (June 2013)

Connexions data shows 78 of 91 LDD NEETs are looking for employment, education or training.

Apprenticeship placements should also be created for young people with learning disabilities. A number of ring fenced positions could be provided with support from West Thames college and the supported learning department

**Young care leavers** in Hounslow face significant and complex barriers to learning and the table below shows just how much they lag behind their peer group in critical indicators which will impact on their choices at 16+ and thereafter unless they are picked up.

Only 35% of young care leavers achieve 5 x A-Cs at GCSE compared to 86% of all young people achieve this.

Only 19% of young care leavers achieve Maths and English compared to 67% of all young people who achieve this.

Traineeships leading to level 2 apprenticeships would be a way in which these vulnerable young people could re-enter learning and gain experience of work at the same time.

<table>
<thead>
<tr>
<th>England</th>
<th>London</th>
<th>Hounslow</th>
</tr>
</thead>
<tbody>
<tr>
<td>% pupils achieving 5 or more A*-C GCSEs</td>
<td>All*</td>
<td>LAC **</td>
</tr>
<tr>
<td>England</td>
<td>87.9%</td>
<td>36.6%</td>
</tr>
<tr>
<td>London LAC</td>
<td>59.7%</td>
<td>16.1%</td>
</tr>
</tbody>
</table>

5. Proposal OBJECTIVES

The Borough wide apprenticeships scheme would do the following
1. Develop an **apprenticeships expansion plan** based on the analysis of key sectors and clusters
2. Deliver a **campaign with schools**
3. Deliver a **campaign with SMEs** with business sponsorship
4. Create **champions amongst big corporates and some leading SMEs** who have successfully incorporated apprenticeships into their recruitment and retention strategies
5. Bring employers and providers together through a series of **sector focused events supported by local champions, Sector skills councils, NAS and key stakeholders**
6. Make **young better more aware of the opportunities and the requirements of apprenticeships** through developing local agreements on referrals and assessments and embedding this in local advice and careers guidance and training provider and employer assessment frameworks
7. Develop a **forward strategy for the internal scheme** focused on the following:
   - Embedding the scheme within the council’s recruitment and retention and people strategies so they become part of the way in which the council recruits its staff
   - Create a mechanism in the short term where **managers are required to consider apprenticeships when they have a vacancy** at entry level or a demand within their service
   - Decide across the council which services should create establishment apprenticeship posts and **build these in during the budget setting process for 2015/16**
   - **Diversifying the apprenticeship offer** in the Council, consider apprenticeships in youth work, housing, horticulture, community work, health & social care.
   - **Link placements more to skills shortage areas and develop pathways into and up from these placements** – through the provision of traineeships, a commitment to the provision of levels 2, 3 and higher level apprenticeships linked to roles in for example Assistant Social worker.
   - **Increasing the diversity of young people being able to access apprenticeships** – creating specific roles for young people with , LLDD – training providers do have access to Learning Support funding for these types of learners. Creating placements for young offenders and young care leavers that have extra support built in to ensure stability.
   - Develop a **database of interested young people** and make sure they are kept informed of opportunities
7. Develop work on embedding apprenticeships commitments into procurement policy and develop agreements about which contracts and what formulae to use
8. Develop work to embed apprenticeships commitments into S106 agreements.

**Recruitment from 2014 onwards for Council scheme**
Hounslow currently have 22 apprentices, most of whom are undertaking NVQ Level 2 Business Administration with West Thames College providing the training element.

Considering the Council’s staff numbers, its role and functions and good practice from other boroughs, it is proposed that Hounslow develops a **rolling programme of approximately 35–40 apprentices** in the council.

The table below shows the numbers that would have to be recruited over the next 4 years to achieve this. The figures assume a 50% move on/leavers rate (for illustration purposes) – this rate of course might vary – and new intakes would vary accordingly to sustain 40 places.

<table>
<thead>
<tr>
<th>Recruitment numbers (estimated)</th>
<th>September intake</th>
<th>Year 1 13/14</th>
<th>Year 2 14/15</th>
<th>Year 3 15/16</th>
<th>Year 4 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>New recruits</td>
<td></td>
<td>22</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Apprentice leavers – progressing into work</td>
<td></td>
<td>11</td>
<td>15</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Apprentices staying on in Council (assume 50%)</td>
<td></td>
<td>11</td>
<td>16</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Total rolling programme estimates</td>
<td></td>
<td>22</td>
<td>31</td>
<td>36</td>
<td>38</td>
</tr>
</tbody>
</table>

**Finance**

Apprentice wages are normally paid by the employer and the training costs are funded by the government (fully funded for 16–18 year olds and 50% funded for 19–24 year olds)

**The rationale for core funded posts**

S106 can be used during the set up phase of a scheme to provide a subsidy incentive for managers while the scheme is still being developed, however the long term use of S106 for wages is not recommended for the following reasons.

Apprenticeships are a way of a business recruiting and developing staff – they are intended to meet the needs of the business and be an **integral part of the employer’s recruitment, development and retention strategies**.

If Hounslow seeks to develop a sustainable scheme which directly meets its needs as an employer then **embedding apprenticeships within the establishment** is the best way of doing that.
Apprenticeship work best where the apprentices are **highly valued and visible** members of the workforce who have clear roles related clearly to the needs of the business.

The decision to invest in this approach and the belief and the commitment to making it work needs to come from the **senior leadership and be championed strongly by members and senior managers**.

Using S106 for wages furthers the misconception that apprenticeships are ‘extra’ or ‘additional’ resources and may be likely to result in apprentices finding themselves in teams where there is no real job to be done.

Trade unions have expressed public support for apprenticeships – a statement from the TUC website is set out below. The proposals outlined in this paper recommend this approach.

‘**Apprenticeships are a commitment from the employer to complement the workforce, not supplement it.**

- Apprentices should not be recruited for job substitution, but to fill genuine skills shortages and plan for future skills gaps
- Apprentices should be employed by the employer, not as temporary or indirect labour
- Apprentices should be a key part of the workforce, and shouldn’t be seen as a way of reducing cost’

### 6. Funding

**Apprenticeships budget**

The council has already committed to a current apprenticeships scheme so the first priority will be to support the existing programme to pay for the apprentices currently residing in the borough and employed by the council. This will require approximately £170k split between 2013/14 and 2014/15.

Thereafter it is proposed to allocate £195k to cover brokerage and support costs.

<table>
<thead>
<tr>
<th>Staffing</th>
<th>Costs</th>
<th>Outcomes /Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 x Apprenticeships Development officer @ £39,351 + on costs @30% X 2 years Employer facing role to work with large corporates and SMEs, NAS and JCP</td>
<td>£102,312</td>
<td>Increase of 100 apprenticeships in Hounslow businesses per year (200) Improved coordination of apprenticeships support across the borough Improved offer to business</td>
</tr>
<tr>
<td>1 X Apprenticeships development and Support officer</td>
<td>£87,999.</td>
<td>Increase numbers of directly employed to between 30 and 40 per annum on a</td>
</tr>
</tbody>
</table>
Council scheme development
Would work with council staff and improve coordination and access for young people.

rolling basis
Increase numbers through procurement – 50 per annum (100)
Increase numbers through planning agreements – 50 per annum (100)
Increase variety of sectors
Work to embed through procurement and planning
Pathways to skills shortage areas in LBH

£190,311.00
480 additional apprenticeships over 2 years

Marketing
£5,000

Totals
£195,311

Total S106 for two-year programmes April 2014 – March 2016

<table>
<thead>
<tr>
<th>Job brokerage</th>
<th>Apprenticeships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing commitments 2013/14</td>
<td>£170k</td>
</tr>
<tr>
<td>Staffing 2014/16</td>
<td>3 staff</td>
</tr>
<tr>
<td>Costs</td>
<td>£279k</td>
</tr>
<tr>
<td>Recommended project funding for marketing and piloting approaches</td>
<td>£30k</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Remaining unallocated</td>
<td>£39,950</td>
</tr>
<tr>
<td>Total</td>
<td>£713,950</td>
</tr>
</tbody>
</table>

The remaining £39,950 could be used as a tapering subsidy for managers in the first two years of the project.

It should be no more than 40% of wages costs and reduce after one year to 30%

Traineeships
It is also proposed that the Council invest in the delivery of traineeships as these are now funded by government and widely recognised as needed to provide routes into apprenticeships especially for more vulnerable young people. The Adult learning service has already bid for this programme to the SFA and has received approval.
Proposed Delivery of traineeships pilot

For traineeship pilot – 10 trainees – proposed start date April 2014 – September 2014 for potential moving on to LBH apprenticeship in September 2014.

- Promotion of traineeships – sign up managers for 10 traineeships
- Manager Information booklet
- Trainee Information booklet

Lifelong Learning will provide employability, vocational and functional skills training. As interim arrangement and to pilot the programme Lifelong Learning could also provide the co-ordination, work placement support (which may become part of apprenticeship co-ordination role)

See Appendices 4 and 5 for ideas/draft programme model
Appendices

Appendix 1

Employers with award winning schemes

1. IBM UK Ltd

We are the world's largest IT and consulting services company with 434,000 employees globally.

Our Apprenticeship programme, launched in 2010, is a key component of our future workforce strategy. Our apprentices contribute to the business immediately, learning and using the latest technologies and in doing so, are inspired and motivated to become our leaders of the future.

We offer an Advanced Apprenticeship qualification for IT professionals, leading onto a Higher Apprenticeship. We now have over 100 apprentices, based throughout the UK, all in permanent roles and bringing passion, vitality and innovation to our business.

2. North Yorkshire County Council - Regional highly commended

North Yorkshire County Council is one of the largest Local Authorities in the North of England, employing over 23,000 staff. Over 500 apprentices have been recruited to a variety of roles since 2006 including; Business Administration, Health and Social Care, ICT, Teaching Assistants, Outdoor Education and Youth Work.

We believe that Apprenticeships are key to the future of our organisation, ensuring new talent, skills and ideas are recognised and individuals are provided with the opportunity to train, develop and contribute towards shaping future business services.
3. BT - Regional winner

We are one of the world’s leading telecommunications providers employing 87,000 people; 73,000 are based in the UK.

We have been operating a successful Apprenticeship programme for over 50 years and currently have over 4,000 people completing an Apprenticeship. We offer Apprenticeships across many disciplines ranging from engineering to customer service.

Our apprentices are our ‘lifeblood’; they bring in new skills, new talent and new ideas. We provide significant support and investment to our apprentices during their Apprenticeship. We train them to be highly skilled and business focused upon completion, so they can pursue a successful career with us.

4. Capgemini UK - Regional winner

In 2011, Capgemini launched a Higher Apprenticeship Programme hiring 34 apprentices into a business that had traditionally recruited Graduates at entry level. The success of the programme saw the number of Higher Apprentices double in 2012, by the end of 2013 there will be over 200 on the programme working with teams on fee-earning work.

With more than 125,000 people in 44 countries, Capgemini is one of the world’s foremost providers of consulting, technology and outsourcing services. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want.

5. Nottingham City Homes - Regional highly commended

Nottingham City Homes is a major housing organisation managing 28,255 Nottingham homes, with 960 employees including 36 construction/business apprentices. We are committed to Apprenticeships, investing £625,000 in them for 2012/13.

We have created over 277 Apprenticeships - including 1-in-Million Scheme
apprentices with partners (who are legally required to train an apprentice for every £1m worth of business).

We are proud of our 75% retention rate with many of our ex-apprentices progressing to be mentors and managers. Others have become ambassadors and judged at World Skills.

We recognise Apprenticeships provide a platform for fresh talent crucial to future succession planning and achieving our vision - "Homes and places where people want to live".

6. SPP Pumps Limited - Regional highly commended

![SPP Pumps Logo]

Operating from a remote location in Gloucestershire the availability of high calibre staff graduating from our Apprenticeship programme is invaluable to our ability to continue providing world class pump package designs into the global market.

7 existing and 50 ex-apprentices are trained and employed in every area of the business and quickly become Company assets in a total workforce of 300.

We commit to train, develop, motivate and communicate our mission to all employees and the Apprenticeship programme forms the feeder for succession and is directly linked and measured to our growth, profit and success.

7. Virgin Media - Regional highly commended

![Virgin Media Logo]

We are a leading communications company with 13,000 employees that holds the vision to create the future leaders of our business through investment in Apprenticeships.

We have graduated apprentices in national managerial roles and have introduced additional frameworks at all levels to develop and realise the potential of our apprentices.

We are committed to supporting our local communities and through our Apprenticeship programmes give thousands of hours each year to those communities while raising thousands of pounds for charity. Our apprentices continue
to drive quality and lead customer satisfaction surveys with record numbers of customers scoring them a perfect 10!

8. Airbus Operations Ltd - Regional highly

Airbus is one of the world’s leading aircraft design and manufacturing companies, employing circa 10,000 people in the UK whilst supporting a further 100,000 jobs in the supply chain.

Apprenticeships are important to us and we invest heavily in them. £8m will be invested training the next generation of apprentices to become the engineers of the future.

Almost 70% of senior managers currently employed at Airbus came through the Apprenticeship route and some have been here over 30 years! Investment in Apprenticeships rewards the business with loyalty, as well as staff trained in the skills we need.

9. Manchester City Council – Regional winner

Manchester City Council currently employs 8740 staff and has recruited 241 apprentices in a diversity of roles.

Our Apprenticeship programme has demonstrated the council’s strong commitment in offering permanent, meaningful employment to workless Manchester residents and contributed to successful outcomes such as the reduction in our NEET population.

Our unique approach to Apprenticeship employment/development has already resulted in 50 apprentices progressing to their identified role with excellent feedback.

We have also successfully encouraged over 300 Manchester businesses to invest in apprentices and plan to continue this commitment in the future - creating exciting Apprenticeship opportunities for the people of Manchester.
10. BAE Systems - Regional highly commended

BAE Systems is the UK’s largest engineering company, with over 30,000 employees and just under 900 apprentices across the UK in training.

The company’s Apprenticeship programmes underpin our future engineering and manufacturing capability. We have complex engineering requirements (such as designing and building fast jets and nuclear submarines) for which we can’t simply recruit skilled labour and have to develop talent in-house.

We are proud too that our apprentices have a great track record of good progression – with over 200 of our most senior managers at our military aircraft business (including the MD) starting as apprentices.

11. Barchester Healthcare - Regional highly commended

Barchester Healthcare, one of the UK’s most respected care home companies, provides award winning care for over 11,000 people at 240 different locations.

We employ over 17,000 people across the UK, recruiting young people to join our Apprenticeship programmes including social care and hospitality. Our Apprenticeship career pathway is open for people aged 16 upwards, providing everyone fantastic development opportunities.

Our Apprenticeships support recruitment, retention and succession planning. Staff achieve nationally recognised qualifications, which they use within the sector, also providing pathways into nursing, social work and other areas. 87% of our apprentices achieve their programme compared with 73% nationally.

12. Wakefield and District housing
As the UK’s fifth largest housing association, we are committed to ‘creating confident communities’ across the Wakefield district.

Investing in young people is crucial to this, and since we launched in 2005 we have recruited 74 office and construction apprentices.

Apprentices are at the forefront of our efforts to embrace innovation and technology, including working on the UK’s largest zero-carbon housing development.

Our apprentices are our organisation’s future leaders. By continually reviewing both their progress and our training programme, they get the best possible start in their careers and we build a highly-skilled workforce to be proud of.
## Table 1: Summary of key stakeholders in the apprenticeship landscape

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Activities related to apprenticeships and employer engagement</th>
</tr>
</thead>
</table>
| BAA Heathrow Limited                             | • Influences Heathrow employers recruitment, employment and skills strategy to benefit local community  
• Facilitates opportunities for local people to access opportunities through EBP activities, apprenticeship/employment fair and Heathrow Academy.                                                                                             |
| Job Centre Plus                                  | • Provides services that support people of working age (mainly 18+) from welfare into work, and helps employers to fill their vacancies (including apprenticeships)                                                                                                         |
| London Apprenticeship Company                    | • An Apprenticeship Training Agency (ATA) providing a range of services to both apprentices and employers aimed at reducing barriers to engagement. Employers pay LAC for their services (Recruitment, matching, selection, identifying training provision, payroll and HR) and have the option to ‘return and replace’ where an apprenticeship is not working out. |
| L. B. Hounslow Connexions                        | • Awareness raising in schools  
• Targeted support and preparation for YP into apprenticeship opportunities                                                                                                                                                                                                 |
| L. B. Hounslow 14-19                             | • Supporting the development of work-based learning (including apprenticeships) as a viable progression opportunity for YP at 16                                                                                                                                                  |
| London Work-based Learning Alliance              | • Membership network of training providers across the London Region  
• Delivery of independent, quality assured IAG through apprenticeship ambassadors network in a range of settings. (Schools, 6th forms, job centre etc)                                                                                                   |
| National Apprenticeship Service                  | • One stop shop for apprenticeship engagement, tasked with increasing the number of Apprenticeship opportunities and providing a dedicated, responsive service for both employers and learners. Advertises all apprenticeship vacancies on-line. |
| Training Providers                               | • Recruitment of potential apprentices and recruitment of/linking to employers wishing to advertise or offer an apprenticeship vacancy.  
• Delivery of the learning/training element of the apprenticeship.                                                                                                                                                  |
| West Thames College                             | • Employer engagement to support a range of vocational programmes at key stage 4 and post 16 (including work experience and apprenticeships)                                                                                                                                  |
# Appendix 3

Training providers that provided training to Hounslow young people in 2011/12

<table>
<thead>
<tr>
<th>Table 2: Training providers engaging with apprentices on 2011-12 (INB This is not a comprehensive list of all providers currently engaging with Hounslow Apprentices)</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2B Engage Limited</td>
</tr>
<tr>
<td>Babcock Training Limited</td>
</tr>
<tr>
<td>Darlington College</td>
</tr>
<tr>
<td>Ealing Hammersmith and West London College</td>
</tr>
<tr>
<td>Hawk Management (Uk) Limited</td>
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<tr>
<td>Heathrow Airport Limited</td>
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<tr>
<td>Hit Training Ltd</td>
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<tr>
<td>Hounslow London Borough Council</td>
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<tr>
<td>JHP Group Limited</td>
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<tr>
<td>Kingston College</td>
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<tr>
<td>Lifetime Training Group Limited</td>
</tr>
</tbody>
</table>
Appendix 4
Traineeship Programme

Skills and qualities required

<table>
<thead>
<tr>
<th>Communication</th>
<th>Team Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numeracy</td>
<td>Leadership</td>
</tr>
<tr>
<td>IT</td>
<td>Resilience</td>
</tr>
<tr>
<td>Initiative</td>
<td>Time keeping</td>
</tr>
<tr>
<td>Independence</td>
<td>Understanding their world</td>
</tr>
<tr>
<td>Self-organisation</td>
<td>Recruitment skills</td>
</tr>
<tr>
<td>Commitment</td>
<td>Problem solving</td>
</tr>
<tr>
<td>Networking</td>
<td>Business/work awareness</td>
</tr>
<tr>
<td>Enterprise</td>
<td>Planning</td>
</tr>
<tr>
<td>Innovation</td>
<td>Empathy</td>
</tr>
<tr>
<td>Can do</td>
<td>Positivity</td>
</tr>
<tr>
<td>Confidence</td>
<td></td>
</tr>
</tbody>
</table>

Ideas

- Prism profile as part of induction – identifying strengths/weaknesses, promoting self-awareness, motivation
- Take trainees to a Chamber networking lunch, Business Biscotti or something else
- Opening and managing a bank account
- Taxation and national insurance
- Budgeting: could be a challenge to feed their family for a week on a budget e.g. the jsa figure
- What your payslip means
- Letter and email writing
- Who would you offer the job to? Video or role played interviews etc. with trainees as the selection panel
- Toggl time tracking. Simpleology or Asana for planning

Recruitment skills

- How to identify what an employer is looking for: Advertisements, job descriptions and person specs
- Demonstrating competence: giving examples to support claims
- Appearance and dress codes
- Online applications
- Psychometric and other tests e.g. in tray exercises
- Researching the employer

Possible 3rd party activities

- Envision.org.uk
- Spark!
<table>
<thead>
<tr>
<th>Module</th>
<th>Topics</th>
<th>Qualification</th>
</tr>
</thead>
</table>
| 1      | **Induction**  
**Aim:**
To ensure trainees know what is expected of them and how to make a good first impression  
**Content:**  
- Introduction to the programme, relevant personnel & other trainees  
- Health & Safety at work  
- Intro to the work of the council & who its customers are  
- Working in a team & using your personal strengths to good effect (Prism 4D Profiles [www.prismbrainmapping.co.uk](http://www.prismbrainmapping.co.uk)) | Unit 04: Dealing with your first days at work  
Unit 29: Dealing with your first days at work (Level 2)  
Unit 27: Being safe & healthy at work  
Unit 03: Working in a team  
Unit 22: Working with colleagues  
Unit 32: Working with colleagues (Level 2)  
Unit 23: Being managed by others  
Unit 01: Business & customer awareness |
| 2      | **Working with information**  
**Aim:**
To help trainees to make a good impression with the quality of their work and their self-presentation  
**Content:**  
- Self-presentation including appropriate clothing, attitudes etc.  
- Producing work to a professional standard  
- The Data Protection and Freedom of Information Acts  
- An introduction to data management systems  
- Problem solving activities using instructions, processes & procedures  
- Comparing CVs | Unit 08: Presenting information  
Unit 09: Presenting yourself for work  
Unit 12: Handling information at work  
Unit 18: Following instructions  
Unit 31: Following instructions (Level 2)  
Unit 17: Identifying processes & procedures at work  
Unit 16: ICT for employment  
Unit 30: ICT for employment (Level 2) |
| 3      | **Managing yourself**  
**Aim:**
To develop self-management skills and identify ways to develop a career  
**Content:**  
- Time management including useful tools  
- SMART goal setting  
- Personal development planning  
- Creative thinking techniques including idea generation & 6 Thinking Hats | Unit 02: Problem solving at work  
Unit 06: Understanding motivation  
Unit 10: Setting yourself targets  
Unit 11: Managing your time  
Unit 14: Creative thinking  
Unit 21: Understanding conflict at work  
Unit 07: How to keep improving (Level 2) |
### Managing Finance

**Aim:** To enable trainees to manage their money effectively

**Content:**
- Understanding a payslip
- Opening and managing a bank account
- Tax and National Insurance
- Pensions & other benefits/deductions from salary
- Setting and managing a budget
- Excel and other useful managing finance tools

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>ICT for employment</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>ICT for employment (Level 2)</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Understanding personal finance</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Tackling number problems</td>
<td></td>
</tr>
</tbody>
</table>

### Job seeking

**Aim:** To enable trainees to succeed in making job applications

**Content:**
- Finding a job or training opportunity
- Using advertisements, job descriptions, person specifications and other sources of information to identify the skills and experience required
- Matching personal qualities to those required
- Application forms and covering letters
- Interview skills
- An introduction to other forms of recruitment test

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>09</td>
<td>Presenting yourself for work</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Job &amp; training search skills</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Job application skills</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Interview skills</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Job Search skills (Level 2)</td>
<td></td>
</tr>
</tbody>
</table>

### Portfolio completion

**Aim:** to ensure that portfolios are complete with all evidence well organised and professionally presented

<table>
<thead>
<tr>
<th>Unit</th>
<th>Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Individually chosen units to complete appropriate award</td>
<td></td>
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</tbody>
</table>

**Explanatory notes:**

The aim is to build a high quality traineeship programme which participants will value and which leads to a qualification and to a job offer or apprenticeship programme. As trainees will not be paid (other than their existing benefits) it is essential that they feel the programme is worth their time and commitment and that they are not being exploited.

The draft programme draws heavily on the Level 1 NCFE Employability Award and Certificate and incorporates the possibility of level 2 units for more able or more
experienced trainees (these are an acceptable part of the level 1 qualifications). Trainees will not submit evidence for all these units but this programme should allow them some flexibility to match the qualification to their own needs and work placements. Trainees will have individual learning plans so that they understand what they need to work on. The modules will provide an introduction to the units but trainees will produce their evidence throughout the programme and bring it all together in module 6.

Communication, presentation skills, self-management, team working, working relationships and job seeking will be a continuous thread throughout the programme. It is envisaged that modules will be 2 days each (except module 1 which may need to be 3) and will be spaced at monthly intervals. Trainees will have a workbook and projects to complete which should help managers to plan suitable experiences whilst the trainee is in their department and would give the trainee something to work on if there are no immediate work tasks.

We will endeavour to bring in some specialist speakers or organise visits to suitable organisations (e.g. a bank) as well as encouraging networking opportunities for trainees to build their skills and confidence.