

Progresses On Talent Attraction And Development Through Apprenticeships / Kickstart / Leaving Care Employability And Graduate Programme

Focus on our Apprenticeship Programmes:

There is a total of 1116 apprentices that started apprenticeships from the start of the Levy in April 2017. To date the Council has spent:

£ 3,919,504	Apprenticeship training:
£ 1,826,910	Committed spend for the 208 live apprentices.
£ 616,839	Pledged Levy transfer has been allocated (25% allowed levy transfer)

The amount of levy the Council pays is dependent on the Councils wage bill. Covid impacted the levy spend and the number of apprentices that could be employed at that time, but numbers have started to increase. The Council continues to invest in all Levels of apprenticeships and the Grow Our Own Social Worker programme where the levy is used to upskill the existing workforce. **See Appendix F-Levy Spend**

FINANCIAL YEAR	ACTUAL SPEND
2017 - 2018	39,051
2018 - 2019	380,345
2019 - 2020	615,191
2020 - 2021	689,324
2021 - 2022	864,377
2022-2023	1,073,755
April 2023 to June 2023	257,453
TOTAL	3,919,504

The Council is utilising the transfer of levy allocation allowed to up-skill the Bradford District and is currently funding apprenticeships in the NHS, West Yorkshire Combined Authority, Yorkshire Ambulance and Keighley College (supporting SMEs across the Bradford District).

Organisations	Actual Spend to date (Levy)
NHS	223,769.77
West Yorkshire Combined Authority	47,488.00
Yorkshire Ambulance	60,200.00
Keighley College (small employers in District)	285,382.37
TOTAL	616,839

APPENDIX D

The 208 Live Council apprentices are made up of 46 apprentices in maintained schools, 30 new starters in the Council and 132 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 46 apprentices in schools are Early Years (60%), Teaching Assistant/Teacher (30%) Business Admin, Management and IT (10%) Council apprenticeships are in: Adult Care (5%), Management (26%), Building, Construction, Civil Engineering, Trades, Highways, Horticulture etc (21%) Children and Young People (1%), Production/Hospitality (20%), Business Admin/Customer Service (5%) Social Work (9%), Finance, IT, Procurement, Legal (3%) Coaching Professional (4%) Public Health, Occupational Therapist, Rehabilitation (3%) other specialised apprenticeship training (3%) .

The break down across the various departments is as follows:

DEPARTMENT	EXISTING STAFF	NEW STARTERS	TOTAL
Chief Executive	6	1	7
Children's Services	20	2	22
Corporate Resources	47	14	61
Adult Social Care	26	3	29
Place	31	8	39
WYPF	0	2	2
New Choices	2	0	2
Schools	14	32	46
TOTAL	146	62	208

Apprenticeship Feedback 2022-23

Apprentice 1- Place
Level 7 Senior Leadership
04/10/2022 – 04/04/2024

“I'm developing my skills. Networking with parts of the council that I would not normally work with. I enjoy the academic writing aspect.”

Apprentice 2 - Corporate Resources
Level 4 Revenues and benefits practitioner
24/01/2019 - 15/04/2023

“How undertaking this course has deepened my understanding of law relating to my current job position, the fact that undertaking this apprenticeship has already paid off in career prospects and has given me the tools and knowledge to work in a senior position in my department.”

Apprentice 3 - Place
Level 3 Business Administration
01/11/2021 - 30/05/2023

“Learning all about taxi licensing, administration and the taxi trade. Have a more clear view of career path and options after conclusion of apprenticeship.”

Apprentice 4 - Corporate Resources
Level 3 Business Administration
24/05/2022 - 04/08/2023

“Being able to reflect on my own work and develop my skills from evaluating what could be done better.”

Apprentice 5 – Adult Social Care
Level 5 Rehabilitation worker (visual impairment)
11/10/2021 - 17/11/2023

“That I am working and earning money while also learning new skills and having lots of hands on experience.”

Apprentice 6 – Place - Apprentice of the Year 2022
Level 3 Public Services, Delivery Officer
01/04/2021 – 29/12/2022

The most rewarding part of gaining my qualification was winning apprentice of the year I never thought this would be possible. Also, it was great to see all the hours of hard work pay off firstly gaining a qualification in English and then getting through my qualification in Level 3 Operational delivery Officer gaining a distinction. Whilst on the course I also had the opportunity to study with one of my colleagues and I met some great people from Calderdale Council

Since finishing my apprenticeship, I have managed to progress. Firstly, taking the opportunity to take a development role as an Environmental Enforcement officer and now I have a secondment as a Supervisor for the Environmental Task force. None of this would have been possible without the qualifications I have gained on my apprenticeship.

I definitely would recommend an apprenticeship to others. It improves your education, skills and your qualifications making you more employable. It has worked for me and has opened up opportunities for me to move on in my career.

Focus on our Kickstart Programme:

- 1 Kickstart is a government funded programme to provide a new job for 6 months for 16-24 year olds on Universal Credit who were at risk of long term unemployment. The Government scheme closed on 28th March 2022 and the last kickstart placements complete by the end of September 2022. This initiative fits into wider inclusion outcomes and ties in with making the Council workforce more representative of the district (for example, the average age of the workforce currently stands at 46.5 years).

439 Kickstart placements started across the Council. The largest cohorts were in Business Administration and General Kitchen Assistant positions, which were a popular choice for local young people.

Total candidates interviewed	535
Total starts within the Council	439
Early Leavers	126
Completed 6-month placement	221
Still in placement	N/A+

This breakdown across the various departments for those that completed the 6-month placement as follows:

Chief Executive	18
Children's Services	49
Corporate Resources	38
Health and Wellbeing	43
Place	73
TOTAL	221

The Council has not received the update from Department for Work and Pensions as DWP were not given authorisation from Central Government to release any findings to Local Authorities. There were 92 young people in placement as at September 2022, however, there was limited information from managers and the leavers process on destination or outcomes. We know that 85 of our Council Kickstart placements have moved on to permanent employment from our scheme.

Focus on our Leaving Care Employability Programme:

The Leaving Care Employability Programme is a 12-month Council initiative which we linked into the Kickstart programme and supplemented 6 months to extend the programme to 12 months for up to 15 of our care leavers.

Working closely with the Skillshouse, LEAP (Learning, Employment, Advice

and Preparation) Team, care leavers are identified and encouraged to take up this opportunity to help them progress into apprenticeship programmes and permanent jobs. Placements were sourced based on the care leavers chosen areas of interest.

Summary to date:

- 10 care leavers started in placements- the 4 that were in placement have left the organisations. One went to university; 1 commenced an apprenticeship and 2 went into retail work.
- 1 has secured a full-time apprenticeship starting in September 2022 and there is no further update.
- 1 has left the programme due to personal circumstances but continues to be engaged with LEAP.
- 2 have left due to performance management.

Chief Executive	1
Children's Services	2
Corporate Resources	2
Health and Wellbeing	
Place	2
TOTAL	7

Focus on our Graduate Programme:

National Graduate Development Programme. The Council commenced a National Graduate Programme Development Programme (NGDP) in November 2020. Placements are offered across Departments with each graduate completing three placements in the two-year period they are with the Council. The salary and set up costs of the NGDP are paid from a Central Budget which was agreed by CMT. Recruitment number so far is 13 graduates, as shown below:

November 2020	January 2021	September 2022	October 2022	October 23
3 graduates	3 graduates	3 graduates	2 graduates	2 graduates

Feedback has been provided on the scheme to the LGA as part of the ongoing commitment to review and improve the NGDP design and offer following our experience of the scheme and made some improvements. In 2022 the Council progressed **local recruitment** and sourced 2 graduates via this route rather than the national scheme selection route. In 2023 local recruitment was progressed and was unable to recruit from this. The Council then joined the National recruitment process and 2 candidates have been recruited through this process, however both candidates live in the Bradford District.

NEW Internal Graduate Programme. The new internal graduate programme will provide 2-year graduate placements and will be placed in the same service

area for the 2 year programme to allow the Council to manage and develop the future talent and skills needed for the organisation. This will be service led and managers will control the impact on the service of the resource gained and the return on investment is more impactful.

A standard graduate job profile around the duties for the 2-year placement will be required from each service area who requires a graduate placement and will be advertised through the Councils current recruitment process. The scheme will be rolled out across the Council from August and will be an ongoing recruitment process for graduate placement vacancies.

The salary costs of an internal graduate will be Band 8 SCP 20 -22 £28,371 to £29,439 in line with the required NGDP salary and the salary would be funded from service budget. The intention is that the Council will convert as many of the successful graduates into employees securing permanent contracts which provides a greater return on investment for the business. Retention rates will be monitored, and feedback will be gathered during the course of the programme to aid improvements to the offer.

Graduate Feedback2022-23

National Graduate Development Programme – 3-4 rotational placements

Graduate 1 - Corporate Resources - Oct 2022 – Oct 2024

Being involved in relevant projects.

I would prefer the number of rotations to be 2.

Graduate 2 - Health and Wellbeing - Oct 2022 – Oct 2024

I really enjoy having the chance to organise and lead on important projects. Reflecting on my placement in the policy team, I was able to collaborate with senior officers to deliver on projects like a festive gifts appeal in December 2022, and provide briefing notes to the Chief Executive. Such projects help develop critical thinking skills. It is extremely valuable being able to network across council and work with officers from different departments for more perspective. In my current placement, I have started to lead on projects. I will be working with key stakeholders in the district to deliver these projects. I enjoy the opportunity the scheme brings in relation to helping create positive social change across the entire community and having a meaningful impact on people's lives. I also appreciate the flexibility as part of my working pattern. I truly enjoy coaching / mentoring and believe it is a positive experience for both the trainee and the student in terms of skills' development.

Graduate 3 – Place - Sept 2021 – Sept 2023

I am gaining great experience in terms of exposure to projects however I have had to seek out the opportunity to develop tangible skills as often the work provided has been somewhat unstructured. I think there needs to be more work in placement planning to ensure key outputs are agreed at the start I have great exposure to some fantastic projects moving around departments. I haven't enjoyed the ILM 7 qualification as much as I feel it is very theoretical. Opportunity to carry out an industry relevant qualification which is directly related to the work. I have really enjoyed the graduate scheme as I am a very proactive person and I have benefited from the opportunity to shape my own placements. However, I had no consistent career support over the two years to help me plan my placements to help me build up the right skills. I have strong ambitions to remain with the council however I don't currently think I will be able to apply for any of the vacant opportunities because I have not been developed for any of them. Having invested for two years in the graduate scheme I feel there should be much more emphasis in working with us to look at upcoming employment opportunities to ensure we can at least attempt to remain with the council following the end of our contracts.

Graduate 4 - Place - Sept 2021 – Sept 2023

Gaining valuable work experience, particularly in project management. Giving me a good understanding of the roles and responsibilities of a local government officer. Working with colleagues across the council to find solutions to issues within Bradford and local government at large. The fluctuations in workload, sometimes I will be overwhelmed with work, and other times I will find myself with very little to do. Some of the placements offered have been unstructured, and this has led to workload issues and graduates at times being handed administrative work that does not aid their development. Having prospective managers provide greater detail on the placements that they offer, including a more structured plan of the projects and responsibilities that the graduate will be involved with. Graduates should also have freedom to choose or not choose certain placements. Continued regular contact between placement coordinator(s) and graduates, both through meetings and via regular email updates on placement opportunities or changes to the scheme.