

'Opportunity Middlesbrough' 2018 – 2022

A strategy to develop high quality career pathways through
Apprenticeships, Work Placements and Volunteering



Forward

One of the biggest differences we can make to a person's life, is to help them find work. Opportunity Middlesbrough is a step change in how the Council provides work related opportunities to the people of Middlesbrough. It improves the terms and conditions of apprentices, it guarantees high quality work placements and it commits to all those volunteering with the Council that they will be valued and supported. The strategy helps support the Mayor's vision of a Fairer, Safer and Stronger Middlesbrough and meets our social responsibility by actively engaging those that find it most difficult to find work.

This strategy deliberately sets a high benchmark as the Council wish to lead by example in getting people into work through high quality Volunteering, Work Experience and Apprenticeships. Every person working with the Council either through training or as a volunteer deserves support and recognition. We will do this by committing to a new Work Experience Charter and a Volunteering Charter that will ensure high quality experiences with a mentor and a guaranteed reference.

The Government's vision for apprenticeships 2020¹ has highlighted the value of apprenticeships to economic prosperity and wishes to achieve three million apprentice starts. We recognise our commitment to contribute to this target, however our ambition goes beyond this as we will deliver high quality apprenticeships as part of a bigger pathway into employment that actively engages those that may find it more difficult to find work.

This Strategy is also good for the Council, as it presents the opportunity for us to coordinate a wide range of entry routes into the organisation, whilst developing and diversifying our workforce. I myself started as an apprentice and I am committed to ensuring all those working with the Council have the best possible experience.

Tony Parkinson, Chief Executive

Key messages

- Providing high quality, well supported volunteering and work opportunities is good for the individual, the community and the council.
- The Council will develop a one stop shop for training and volunteering opportunities, developing pathways into employment.
- Apprentice terms and conditions will be improved to align with other staff working for the Council.
- The Council will commit to a charter for work experience, ensuring high quality, varied experience with a named mentor and a reference on completion.
- The council will commit to a charter for its volunteers that recognises the contribution they make to our communities. All volunteers will have a named mentor and the training and support they need to carry out their key tasks.
- Work experience and apprenticeships will be available to all ages and all sections of the community with additional support for those that need it.
- Longer term work placements will be provided that give support for those groups that find it most difficult to find work.
- Our work with schools will improve the recruitment of apprentices through high quality work experience placements and effective marketing.

1. Introduction

This document describes the actions we will take as an employer and provider of work experience, volunteer opportunities and apprentices to ensure that Middlesbrough Council is considered a great organisation to work for and one that invests in its people. It is aligned with the People Strategy, the Mayor's Vision and the Tees Valley Joint Authorities Skills Plan.

This strategy has been jointly drafted by the Organisational Development, Community Learning and SEND teams to develop a five year plan of positive change for how we recruit and support our volunteers, work experience candidates and apprentices. It will be overseen jointly by the Community Learning and Organisational Development Managers.

The strategy will be used in conjunction with the workforce plans to help identify the actions that individual Service areas will take in support of this strategy and in meeting the specific skills challenges they face. The 'Opportunity Middlesbrough' strategy also supports and works alongside other talent and entry initiatives such as work experience, traineeships, and internships as part of our wider talent management approach.

2. Vision

Volunteering, Work experience and Apprenticeships within Middlesbrough Council are perceived and valued as supporting our social investment in Middlesbrough and for those that want it, progression routes to a successful career. The strategy will support the Council in meeting its current and future workforce and service delivery needs.

Public sector organisations face a number of challenges in the next few years. These challenges can only be met if we have the right people, with the right skills available at the right time. Therefore volunteering and work experience play a key role in attracting people towards potential apprenticeship positions. Apprenticeships need to form an integral part of our workforce strategy and a key theme of the People Strategy: "Attract and Retain Great People".



3. Context

3.1 The potential skills shortage

With the number of jobs predicted to rise in the Tees Valley by 25,000² over the next decade there is strong evidence that the Council will find it increasingly difficult to attract and retain sufficient numbers of people with the right skills to deliver its services. In addition to identifying apprenticeship opportunities for new employees, a 'grow our own' approach will also need to apply to our existing workforce if we are to ensure that we have the skills and capacity we need. Providing opportunities for existing staff to utilise apprenticeships, particularly higher level apprenticeships, to gain skills and progress their career will further help to develop talent pipelines within the organisation. Projected skills sector gaps across the Tees Valley indicate high needs in both emerging sectors like digital, low carbon alongside the traditional service and manufacturing sectors.

Higher Education	1000
Advanced Manufacturing	1500
Low Carbon / Process, chemical and energy	2000
Services	2000
Construction	3000
Logistics	3000
Digital	3000
Culture and leisure	3000
Health and social care	3500
Other Manufacturing	4000
Professional and business services	7000

3.2 Government reforms

In April 2017 the Government³ changed the way that apprenticeships are funded and delivered. Part of this change resulted in £300k of Middlesbrough Council's budget allocated to an Apprenticeship Levy. Attracting apprentices and providing opportunities to progress to higher level apprenticeships will be critical to ensuring we meet both our skills needs and maximise the use of the Levy.

Currently 1.9% of the Council's employees are apprentices. To meet the public sector target of 2.3% of the workforce undertaking an apprenticeship will require the Council to start an approximate 110 apprentices every year. Although the public sector target is important as it will be an indication of the council's approach to apprentices the number of apprentice starts needs to be aligned with workforce planning.

80% of employers think that apprentices make their workplace more productive

88% of employers think that apprenticeships lead to a more motivated and satisfied workforce

Research indicates a positive net financial gain for every recruited apprentice

Apprenticeships.gov.uk

5-2026

Date updated 12/09/18

3.3 Supporting the Council's strategic plans

Providing routes into apprenticeships are an integral part of the Tees Valley Combined Authority Skills Strategy and the Councils⁴ Peoples Strategy. Providing opportunities for staff to undertake apprenticeships and developing a pro-apprenticeship culture at all levels within the organisation will help to raise skill levels in the workforce meet the strategic skills needed and help achieve the public sector target.



As one of the largest employers in the area it is also important that the workforce represents the communities we serve. For potential recruits who are 18-24, care leavers, long term unemployed, people with a disability or returners to the labour market, their challenges are more acute when in competition with more experienced candidates. Middlesbrough Council has a social responsibility to help create opportunities for these disadvantaged groups.

⁴Middlesbrough Council People Strategy 2017/19

4. The Aims of the 'Opportunity Middlesbrough' Strategy

- To provide high quality pathways to employment
- To support social investment in Middlesbrough by supporting our own community
- To support the Council's strategic and workforce skills plans
- To support the Government's apprenticeship reforms.

Therefore our strategy aims to:

4.1 Identify apprenticeship opportunities as part of our service workforce planning.

Maximising the use of apprenticeships is critical to building the future skills base of the workforce. Consequently we will continue to work with service managers to map apprenticeships to job functions. Identifying apprenticeship opportunities as part of workforce planning will enable managers to take action in mitigating potential skills shortages and develop the skills and career paths needed for future service delivery.

4.2 Actively promote and value work experience and apprenticeships within the council

An apprentice/work experience candidate will be seen as an integral member of the team managed like other team members and also with progression routes linked to organisational planning. We will develop input for manager briefings and continue to support individual managers during the recruitment and ongoing support of apprentices and work experience candidates. Through utilisation of our workforce plans each directorate will understand where they have talent and succession gaps. This information should inform succession plans, recruitment strategies, talent development, and inform where we need to target or skills match new entry and emerging talent i.e. apprentices and graduates in the Council.

Valuing our apprentices

This is about every aspect of their working life from how they are treated to their working conditions and pay. Early this year it was agreed that apprentice time should be counted as continuous service which went some way to aligning related benefits such as long service awards. In February 2018 Middlesbrough council signed up to the Apprenticeship Charter with one of its key principles being that apprentices should be treated the same as other employees. Apprentices will always be seen by the Council as an investment in the future workforce, rather than 'cheap labour'.

Terms and conditions

Currently apprentice contracts differ from the standard NJC terms and conditions in relation to sickness and maternity pay. It is proposed that moving forward all apprentices should be employed on the NJC terms and conditions to align to the apprenticeship charter.

Apprenticeship pay

Currently we pay in line with the national minimum wage for apprentices. The current minimum wage for apprentices is £3.70 an hour. This is applied to all apprentices of any age in their first year.

To demonstrate the Council's commitment to apprentices and to attract applicants, the national under-18 rate of £4.20 will now be applied for all apprentices in their first year.

4.3 Achieve a minimum 110 annual apprentice starts.

Increasing the opportunities for new entrants

The public sector target requires the Council to have an equivalent 2.3% of its workforce undertaking apprenticeships⁵. Middlesbrough Council needs to start 110 apprentices every year to meet this target. Expanding the apprenticeship programme approach to provide an entry route into different occupational areas will also help support the Council's skills needs. The Council has a diverse range of job roles. Identifying relevant apprenticeships that can support talent gaps identified and skills needed within specific occupational areas will be crucial in helping to maximise the levy funding and mitigate potential skill shortages. Developing a greater awareness of the types of apprenticeships available, particularly higher level apprenticeships, and the benefits they offer for both new and existing employees will be essential to increasing the number of employees undertaking an apprenticeship.

Increasing the number of existing employees undertaking an apprenticeship to develop their skills and career paths

We will identify opportunities for existing employees to utilise apprenticeship standards in supporting skills development as part of their career pathways. This will help increase demand for apprenticeships. To assist this we will continue to map apprenticeships to relevant job roles within the Council. Apprenticeship opportunities will also be integrated within our council wide learning and development offer for employees on Middlesbrough Learns. Opportunities to use relevant supervisory and management apprenticeships to support aspiring and developing managers will also be identified.

4.4 Re-investment apprentices

This is a longer term aspiration that supports the Council's social investment in Middlesbrough. A re-investment apprentice is an apprentice recruited to a short term training position with the intention of developing their employability and specialism skills for them to move on to other employment in the local area. This would help support the public sector recruitment target, the Levy and the social regeneration of the Borough. This group would need more careers advice at the later stages of their employment. This concept could also allow an apprentice to work in different departments for the

⁵https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/606955/Public_Sector_Statutory_Guidance.pdf

council to meet our fluctuating work needs and further develop the young person. This will be explored as a viable concept in the next financial year.

4.5 Work with schools, and other partners to maximise the levy funds and develop the skills required for Middlesbrough's economic growth

To maximise the opportunities from the levy it is essential that Local Authority schools are aware of the Apprenticeship reforms. Local Authority schools, as part of the Council, are subject to the levy charge and are required to 'have regard' to the 2.3% apprenticeship target. The Council will have the responsibility for publishing data regarding the number of apprentice starts within schools as part of the Council's Annual Apprenticeship report required by the Government.

Consequently, in addition to providing advice, information and guidance relating to the reforms we will also work with our schools to promote the benefits the changes can offer in helping to meet skills gaps and future workforce needs. This will include raising awareness of the new Apprenticeship standards in development for Teachers, Teaching Assistants and School Business Directors, as well as a range of other broader standards that could be used by the wider schools workforce in helping to create apprentice opportunities. In addition to this we will actively promote the council as an employer to all local schools to advertise apprenticeship opportunities as routes into jobs and careers within the Council.

5 Work experience

Work experience placements are currently managed by the HR department and are based on a system of responding to an enquiry from an interested party. The demand for work experience placements in Middlesbrough is high and as a large employer the council recognises that it has a social responsibility to provide high quality work experience opportunities.

The current demand for work placements comes from secondary schools, adult jobseekers, young jobseekers and young care leavers or people on a health and care plan. In addition to this group are the graduates looking for internship opportunities. On an annual basis the need from these different areas is in excess of 300 placements. Work experience placements can last from 1 day to 6 weeks but is usually within a week for school placements.

Work experience gives the council and the individual an opportunity to experience working with each other before the individual applies for an apprenticeship position. In turn the experience gained from a good work placement can set someone off on the right career track. Section 5.1 of this strategy provides more detail in this area.

For the experience to be beneficial for both parties it is recommended that the placements have variety and challenge so that council managers can see the person working in different environments and the candidate can gain as much as possible from the experience.

The other valuable aspect of work experience that the council can provide is the preparation for interviews for young people. School leavers have little preparation and often struggle to find the right experiences to sell themselves. In two London authorities senior managers have given up 2 hours a year to interview/coach young people to improve their chances. The project has been a great success and a learning experience for both parties.

The Council will introduce the following actions to streamline work experience within its services.

- Setting targets in each directorate for a number of high quality work placements
- Establish a varied work experience role description for each department
- Provide a rolling inclusive work experience programme
- Providing 1-2 hours of management time to improve interview skills for young people
- To agree a charter for work experience opportunities
- To incorporate work experience recruitment and processing within the 'Opportunity Middlesbrough' web hub
- Every work experience candidate is assigned a mentor

- Every work experience candidate (longer placements only) is provided a reference on completion of their placement

The suggested charter for work experience is below:

Middlesbrough Council

Work Experience Charter

Providing work experience opportunities provides a range of people who are looking for work the chance to gain a real world opportunity to assist with their development.

As a local authority we will:

- Where possible accommodate your first chosen placement choice
- Develop high quality work programmes relating to the specific job
- Provide relevant training and access to related information
- Ensure that there is open and fair access to volunteering
- Assign a mentor/buddy to assist and provide support were required
- Provide a reference (for placements of a week or over in duration)

In return we expect our work experience candidates to:

- Embrace the values of Middlesbrough Council
- Be responsible and professional remaining open and honest at all times
- Provide a full commitment
- Show courtesy and cooperation towards other volunteers, staff, clients and our community
- Let us know if something is wrong
- Maintain confidentiality regarding information about clients, service users and staff
- Adhere to the policies and procedures within the organisation

5.1 More representative work experience opportunities

Care Leavers

Those leaving care have been identified as a particular group who find it hard to enter and sustain the labour market. It is especially difficult for those that have not had the opportunity, or developed the ability to navigate the complexities of finding and sustaining work. Whilst apprenticeships can provide an opportunity, research evidence⁶ has shown without the right support mechanisms and basic employability skills in place, many care leavers find it difficult to sustain and complete an apprenticeship.

Consequently developing pre-apprenticeship work experience opportunities or traineeships which help prepare them for the world of work and enable the right wrap around support services to be identified and put in place would enable greater success. To assist this we will link with colleagues in the preparing for adulthood group and the employment pathways coordinator to secure more sustainable outcomes for this group. An employment mentor will be assigned to any individual in this group supported through this strategy. To assist their transition to an apprenticeship, for those that successfully complete the traineeship and wish to continue, the Council will offer a guaranteed interview for apprenticeship positions.

Young people with a Special Educational Need and or Disability (SEND)

In line with the Special Educational Needs and Disability Code of Practice we must ensure young people with SEND are fully preparing for adulthood and have real opportunities to achieve their outcomes and lead fulfilling lives like any other young person. Supporting young people with a special education need is a priority for the local authority. Existing projects like the Youth Employment Initiative and Routes to Work will provide additional support for these candidates as well as the work within the local area around the development of Supported Internships. We will work closely with the preparing for adulthood group to secure sustainable outcomes for this group of young people. Middlesbrough council will provide extra support in the form of interview techniques and a personal mentor to prepare these young people for the world of work.

Long term unemployed/returners to the labour market

Providing a varied work experience offer to this group that reflects the limitations on DWP benefit rules is crucial to helping them move towards employment. A large group of our community falls into this sector including long term unemployed, ex offenders single mothers, disabled etc. This group need supported stepping stones into employment. The council will offer a range of placements for this group that are both varied in their opportunity and their duration. Existing council resources will be used to support this group including the mentors available through the Routes to Work and Youth employment projects.

Considering the progression opportunities for this group we will develop an 'alternative career' apprenticeship programme aimed at a mature entrant talent pool and continue to work with partner agencies to develop and promote relevant propositions. Existing ESF and TVCA programmes will be used to support this cohort.

⁶Delivering a Care Leavers' Strategy for Traineeships and Apprenticeships: Centre for Social Justice, 2016

People with a disability

Similarly we will work with a range of supported employment organisations to develop work experience opportunities for people who are unemployed and who have a disability. These individuals, by virtue of their disability are one of the groups furthest from the labour market. Identifying and creating effective ways of increasing access to education skills and training will help improve the life chances for individuals and assist their ability to become economically active. Existing projects like the Youth Employment Initiative and Routes to Work will provide additional support for these candidates.

6 Volunteering

Currently the council has 463 volunteers on its register. These volunteers are in a variety of roles across the different departments and can include workers in the parks outside areas to teaching assistants in education. Traditionally there have been two types of volunteers:

- People that want to give something back in time or skills
- People that are job seekers who need valuable experience for the CV.

Most of the volunteers in Middlesbrough council are in the first category of people wanting to give something back, approximately 86%. The current system of recruitment for volunteers involves an opportunity being agreed by line managers and then posted on the council's web site. Opportunities and applications are managed by the Community learning service.

The current placement profile of volunteers by directorate is indicated in the table below:

Adult Social Care and Health	7
Children's Care	10
Culture and Communities	239
Economic Development and Infrastructure	25
Environment and Commercial Services	174
Education	1
Prevention and Partnerships	7

Further work is planned to develop volunteer opportunities within Finance governance support and public health and protection.

This strategy is proposing:

- That the volunteers who are seeking work experience are supported as such with a named mentor and a reference at the completion of their programme.
- That all volunteers are managed through an agreed volunteer charter and associated policy/procedure.
- That the recruitment and processing of volunteers is coordinated into one system under the 'Opportunity Middlesbrough' banner.
- That training for volunteers is held on a central record.

The proposed charter for volunteering is below:

Middlesbrough Council Volunteer Charter

Volunteers make a huge difference to the lives of many people and play an ever-increasing role in the way in which the Council serves the wider town, and its residents. Volunteers give their time, their passion and their energy to achieve change. Every day, the enormous range of skills, experience and expertise they bring, makes us a stronger Council.

As a local authority we will:

- Recognise and reward the invaluable contribution of volunteers
- Develop high quality volunteering opportunities and experiences for volunteers
- Ensure that there is open and fair access to volunteering
- Provide appropriate support, make reasonable adjustments and reimburse reasonable costs
- Undertake regular reviews to support personal development
- Provide relevant training

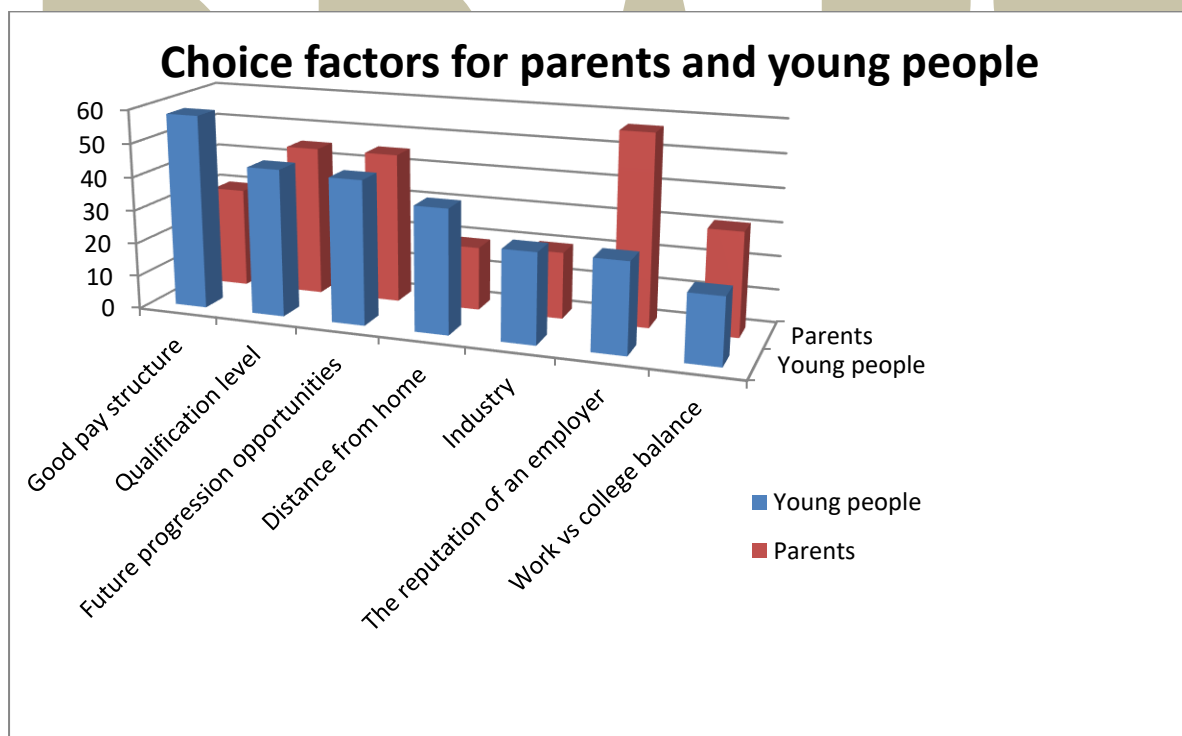
In return we expect our volunteers to:

- Reflect the values of Middlesbrough Council
- Be responsible and professional in their conduct at all times
- Be committed to improving Middlesbrough
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- Show courtesy and cooperation towards other volunteers, staff, clients and our community
- Let us know if something is wrong

- Maintain confidentiality regarding information about clients, service users and staff

7 The challenge of recruiting and managing young people.

What influences a young person to start an apprenticeship or choose a particular employer?



Source IIP Apprenticeship perception poll 2017

Pay structure, qualification levels and progression routes are the main influencing factors for young people. For parents it is the reputation of the employer, qualification levels and progression opportunities. Having defined progression routes is a key selling point for recruiting young people.

7.1 Recruiting young people

Recruiting a young person presents very different challenges from recruiting an older, more experienced worker. Firstly, it is likely that the interview will be the first of their professional life. In which case, they may have difficulty demonstrating their skills and experience when asked to –

partly because of inexperience, but also because they may not have worked before and aren't sure how to discuss their school and extracurricular activities in this way. It is also important to remember that when recruiting an apprentice, you're not looking for the finished product. You're looking for the capacity to learn, develop and grow. This can be a useful guide during any apprentice recruitment process⁷.

'Young people's lack of any scar tissue or baggage makes managing them interesting and fun, and is ultimately an advantage.' Peter Atherton, Change Delivery Consultant, Santander

CIPD recommend a different approach to interviewing young people

The majority of would-be apprentices will have no prior experience of work, and therefore no examples to draw upon during a competency-based interview; this is particularly true when recruiting 16–18-year-olds straight out of school or college. They might also not have the same confidence and ability to communicate their skills as workers who have been in the labour market for a longer period of time. In this case, traditional competency based interviewing is not always appropriate. Instead, we recommend using more-informal approaches assessing their enthusiasm rather than academic credentials and technical skills or by using strength-based interviewing.⁸⁹

We will consider a different approach to interviews for young people based on a strengths based approach.

7.2 Retention

The level of maturity of young people can differ considerably from person to person and the more immature candidate will still be unsure of their potential future and need more support. We will ensure that all apprentices have access to independent career advice and initial support before they are appointed. A key factor for retaining apprentices is that they feel valued and that the job role is what is expected.

The Council has lost a small number of apprentices because the job was not what they thought it would be. We will bridge the gap between expectation and reality by developing a management training programme to ensure that apprentice job descriptions are written in clear English with a description about what the apprentice will do on a daily basis.

"young people must have a clear and defined role to fill. It's so important they're not left making tea" Chris Wright Education Producer, Royal Exchange Theatre

7.3 Support and pastoral care

All the successful apprenticeship employers and key stakeholders including trade unions promote the need for effective support usually through work place mentors.

⁷ CIPD Apprenticeships that work, Feb 2017

⁸<https://www.cipd.co.uk/knowledge/work/youth/learning-work>

⁹<https://www.prospects.ac.uk/careers-advice/interview-tips/strength-based-interviews>

It is important that apprentices are supported in making the sometimes challenging transition from school or college into work. “An apprentice, through naivety or lack of maturity, can fall foul of policies or standards of behaviour in the early days and it is vital that they have a support network in place to guide them through”. Union Learn 2017

CIPD 2017 strongly recommends that one of the more experienced employee’s acts as a mentor or coach for the apprentice. A mentor can provide the apprentice with advice and further objective feedback, outside the more formal relationship with the line manager. Mentors should be naturally helpful, good with people and have a desire to help a young person in their working life.

Every apprentice in Middlesbrough Council will have access to a named mentor.

“My Mentor is fantastic. I can go to her about any worries I have and she’ll help me explain them to my line manager” Union Learn apprentice 2017

The apprentice delivery team are able to provide some of this support based on the learning programme and common work problems. However the individual teams and workplaces have their own complexities and a mentor within their work team is needed.

“Managing and mentoring an apprentice is a great development opportunity for your existing workforce especially for people who do not currently have managing people responsibilities”
Michael Hoey, Talent Fulfilment Lead, Accenture.

Government research into apprenticeship motivation states a mentor who is prepared to provide the necessary guidance and support in a friendly approachable way is the key to creating a flourishing environment for apprentices to develop. This approach will need an up-skilling of existing staff with skills in mentoring and coaching to ensure that Employees are skilled effectively and can support apprentices to have a successful career with us.

“Each apprentice has a mentor which means there is a large amount of colleagues getting involved in supporting young people. This has had a profound effect on our engagement scores within staff surveys” Ele Morrissey Group head of people and performance The Aspire Group

7.4 Attracting the best young talent

We will work with the marketing team to develop our USP (unique selling point). What will make a young person come to Middlesbrough Council as an apprentice? We need to be very clear about the benefits of working at the Council and this needs to be linked into the choice factors for young people and parents. A number of benefits will be explored from Terms and Conditions to career pathways for apprentices. Terms and conditions for apprentices are not aligned with our neighbouring authorities.

A greater number of high achieving young people are now considering an apprenticeship as a start to a career. If we channel all apprentices through a low academic entry into local authority jobs we

will be doing the high achievers a disservice as they will quickly become frustrated with the lack of challenge. Therefore we have to differentiate the high achievers and develop higher level entry routes into the council.

“If you invest in your apprentices at the beginning by paying them above the legal minimum, you will be more likely to reap the benefits in terms of commitment and quality work later.” Union Learn 2017

West Sussex County Council has been very successful marketing themselves to young people with a range of communications and campaigns to engage young people. They have used a bespoke branding approach designed by young people. This model will be explored as part of the wider engagement strategy.

8 Actions to support our strategic aims

An action plan with smart targets supports this strategic document. The plan will be attached to the final approved version of the strategy.

9 Performance monitoring

The action plan will be jointly overseen by the Community Learning Manager and the Organisational Development Manager. The plan will be monitored every six months through the Council’s Employee Engagement Group. The plan will be updated on an annual basis in line with the Council’s Strategy and any other local and national influences. In accordance with our Public Sector Duty requirement we will also publish annually, data relating to the Council’s progress in meeting the 2.3% apprenticeship target set by the Government.

Opportunity Middlesbrough Strategy Action Plan

Appendix 1

4.1 Identify apprenticeship opportunities as part of Service workforce planning activity to support skills needs.

4.2 Actively promote apprenticeships within the council as valuable recruitment and talent pipeline opportunities and develop a pro-apprenticeship culture amongst managers and staff

4.3 Develop opportunities to utilise higher level apprenticeships in support of skills needs; raising skills and aspirations.

4.4 Achieve a minimum 110 annual apprentice starts.

4.5. Work with schools, and other partners to maximise the levy funds and develop the skills required for Middlesbrough's economic growth

Ref	Actions	Responsibility	Timescale	Desired outcome
4.1	Apprenticeship Business Advisers to map new standards against existing Council job roles and inform the managers	Community Learning	Sep 18	All managers know which apprenticeships support their workforce planning
4.1	Workforce planning to include apprenticeship posts	OD Team	Oct-Nov 18	Managers include apprenticeship posts their structures for workforce planning
4.2	LMT to consider changing apprentice T&C and Pay	LMT	Oct 18	Complete awaiting exec approval
4.2	LMT members to promote the value of apprentices in communications, briefings etc	LMT	Aug 20	Gradual change in approach to apprentices throughout the council, from a pair of hands to a team member
4.2	Managers briefings to have apprenticeship input	HR team/Community Learning	Nov 18 onwards	Culture towards employing apprentices changes

4.2	Managers to be supported with the recruitment of apprentices	Community Learning	Oct 18 onwards	Recruitment is seen as non-problematic
4.3	Publish the current list of high level apprenticeships to Council managers as and when changes occur	Community Learning	Mar 18	Managers consider higher level skills development
4.3	Expand the existing apprenticeship programme	Community Learning/OD team	Aug 19	Increase from 11 vocational areas to 20
4.4	LMT to consider a pool of pass through apprentices to support the wider social regeneration.	LMT	July 18	Complete and to be planned in for the 19/20 academic year
4.4	Ensure that apprenticeship opportunities for existing staff are advertised on the Staff Portal.	HR Team	Nov 18	Staff portal promotes apprenticeships for internal staff.
4.5	Work with school business managers to promote the use of the Levy	Community Learning	June 18 onwards	Schools fully utilise the Levy
4.5	Raise awareness of new education apprenticeship standards with schools	Community Learning	June 18 onwards	Schools fully utilise the Levy
4.5	Work with all schools to promote the Council as an employer of young people and attend Assembly and recruitment events	Community Learning	Oct 17- Aug 19 programme	The Council recruits directly from schools.

5 More representative work experience opportunities

Ref	Actions	Responsibility	Timescale	Desired outcome
5 Work Experience				
5	Agree targets in each directorate for work experience placements	LMT	Sep 18	Internal list agreed
5	Establish varied work experience role descriptions within each directorate	LMT	Oct 18	Role descriptions produced to match the target list
5	Provide 1-2 hours of management time to interview young people	LMT	Sep 18 onwards	Complete Community Learning to organise

5	To agree a charter for work experience opportunities	LMT	Sep 18	Complete awaiting executive approval. To be incorporated within the current policy
5.1	To incorporate work experience recruitment and processing within the 'Opportunity Middlesbrough' web hub	LMT	Oct 18	Web site refresh
5.1	Every work experience candidate to be assigned a mentor	LMT	Sep 18 Further work with HR needed to develop a process if approved	Agreed now needs monitoring
5.1	Every work experience candidate is provided a reference on completion of their placement (for placements of a week and over)	LMT	Sep 18 As above and links to the charter	Agreed HR to advise on template
5	Identify and produce work placement role descriptions for each department.			
5.1	Develop work experience and Traineeship routes into the Council for disadvantaged young people Links to the preparing for adulthood team and agenda. Support post needs recruiting	Community Learning	Mar 19 Dec 18	Disadvantaged people are recruited onto programmes. Supporting post in place
5.1	Develop an Alternative Career apprenticeship programme for mature entrants and a mature entrant prospectus.	Community Learning/OD Team/Marketing	Mar 19	Marketing develops a mature entrant prospectus
5.1	LMT to consider a pool approach to employing disadvantaged young people.	LMT	Mar 20 currently a future aspiration	Pool established
6 Volunteering				
6	Career volunteers are processed as work experience	Community Learning	Oct 18	New process in place
6	Volunteer charter is agreed	LMT	Sep 18	Charter incorporated within current policy
6	The recruitment and processing of volunteers is coordinated into one system under the 'Opportunity Middlesbrough' banner.	LMT	Oct 18	Web site refresh

6	That training for volunteers is held on a central record	Community Learning	Sep 18	Training record aligned with Volunteer record for audit
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7.1 Recruiting young people

7.2 Retention

7.3 Support and Pastoral Care

7.4 Attracting the best young talent

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Ref	Actions	Responsibility	Timescale	Desired outcome
7.1	Explore and develop a strength based interview approach for young people. Possible questions banks and training for managers	HR/OD Team	Feb/Mar 19	Strength based interviews in use for young people
7.2	Develop template and clear Job descriptions for apprenticeship posts clearly describing what they will be doing on a day to day basis. Could be introduced at managers' briefings. Examples needed.	Services/Community Learning	Sep 18 ongoing	Agreed JD template for apprenticeship positions
7.3	Every Middlesbrough Council Apprentice to have a named mentor Up-skilling of existing staff requirement.	LMT/HOS	Sep 18	Named mentor in place
7.3	Apprenticeship delivery team structure to be reviewed in order to better support this strategy Coaching, mentoring skills and alignment to the new standards delivery models	Community Learning	July 18	Complete but with vacancy

7.4	Visit West Sussex and identify their key marketing success for attracting young people.	Community Learning/\Marketing Team	Nov – Feb 19 to be arranged	Marketing strategy ideas drafted
7.4	Develop bespoke marketing and USP to attract young people to Middlesbrough Council	Marketing Team	Mar 19	Brand/materials developed
7.4	Research the existing terms and conditions of apprentices with other local authorities, and review existing apprentice terms and conditions. Identify all the benefits of working for Middlesbrough Council for inclusion into the marketing promotions.	HR/exec	Nov 18 Leave and sickness aligned Pay awaiting approval Move to same T&C awaiting exec	Benefits for working in Middlesbrough Council identified.
7.4	Develop higher level entry routes into Middlesbrough Council careers.	Community Learning/OD Team	Jun 18 ongoing Many standards are still awaiting publication	Diverse offer of occupations and academic levels to be published as a recruiting tool.

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