

Apprenticeship Strategy

Cornwall Council

2017 - 2021



www.cornwall.gov.uk/apprenticeships



Foreword

Creating a strong and prosperous Cornwall that is resilient and resourceful can only be achieved if we have a highly trained, ambitious and flexible workforce in Cornwall and can continue to attract and retain the very highest talent to live and work in our area. Apprenticeships can make a positive contribution to this by creating opportunities for young people and by providing a framework for the workforce, of all ages, to undertake relevant qualifications, helping to raise skills and aspirations.

The Government's **Vision for Apprenticeships 2020**¹ has continued to highlight the value of apprenticeships to economic prosperity and its recent **apprenticeship reforms**² have called for a substantial rise in the number of apprentices. Cornwall Council has a responsibility in helping to create these opportunities both as an employer and as a strategic leader. In addition to supporting Cornwall's wider **Employment and Skills Strategy**³ it is also crucial that we continue to take positive action in utilising apprenticeships as part of our Council's own workforce strategy.

This Apprenticeship Strategy offers the opportunity for the Council to provide entry routes into the organisation, particularly for young people, as well as enable our existing workforce to undertake relevant apprenticeship qualifications aligned to current and future skills needs. Adopting a more strategic approach as to how we attract, retain and develop our workforce to meet our communities' needs both now and in the future is vital. Apprenticeships are an integral part of this.



Kate Kennally, Chief Executive

¹ <https://www.gov.uk/government/publications/apprenticeships-in-england-vision-for-2020>

² <https://www.gov.uk/government/collections/apprenticeship-changes>

³ Cornwall and IoS LEP Employment and Skills Strategy 2016-2030
<http://www.cioslep.com/employment-and-skills/employment-and-skills-strategy-2016-2030->

1. Introduction

This document sets the Apprenticeship Strategy for Cornwall Council as an employer and the positive action that we will take in our approach to apprenticeships as part of our workforce strategy. It is aligned with the **Council's Strategic Plan**, our **People Strategy**; the **Cornwall and Isles of Scilly LEP's Employment and Skills Strategy**, **Cornwall Education Strategy** and **Cornwall's Devolution Deal**.

This Apprenticeship Strategy, whilst spanning the period 2017-2021, is intended to be a dynamic activity and will be regularly reviewed and updated in response to local and national changes. It will be overseen by the People and Workforce Board.

The strategy will also be used to inform Service Business and 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 Apprentice Strategy also supports and works alongside other talent and entry to work initiatives such as work experience, traineeships, graduate programmes and internships as part of our wider talent approach.

2. Vision

Apprenticeships within the Council are seen and valued as high quality pathways to successful careers, providing opportunities for new and existing employees to develop and which assist the Council in meeting its current and future skills needs.

The Council faces a number of challenges over the next few years. These challenges can only be met if we have the right people, with the right skills at the right time to meet demands. Apprenticeships therefore need to form an integral part of our organisational workforce strategy to provide the Council with a talent pipeline that supports our current and future skills needs.

3. Context

3.1 Meeting current and future skills needs

With the number of jobs in Cornwall predicted to rise by 12,000⁴ 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 skills required to deliver our services. Some service areas, particularly within the Adults and Children's areas are already experiencing skills shortages as competition for skilled workers increases. Adopting a more strategic approach to 'growing our own' future workforce will become increasingly important.

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 we have the capacity and capabilities 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.

⁴ UKCES LMI Report for Cornwall and the Isles of Scilly

3.2 Government reforms

Set against the Government's drive⁵ to increase apprentices, and which will result in circa £950k of the Authority'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 our levy fund. Currently only 0.8% of the Council's employees are apprentices. To meet the public sector requirement of 2.3% of the workforce undertaking an apprenticeship will require the Council to start circa 500 apprentices over the next four years. Against a background of public sector change it is, however, important that the increase of apprentices within the Council is aligned to our future skills needs and not just to meet the Government targets.

3.3 Supporting Cornwall Council's strategic ambitions

Providing apprenticeships and routes into apprenticeships are an integral part of Cornwall's wider economic and skills strategy⁶ and education strategy by helping to raise skills and aspirations^{7 8}.

Cornwall, as a region, currently has a lower proportion of the population with higher level qualifications than elsewhere in the country⁹. Providing opportunities for staff to undertake apprenticeships and developing a pro-apprenticeship culture at all levels within the Council will not only help to raise skills within our workforce in support of our skills needs and assist in meeting the Government's apprentice targets; but also support the Council's wider strategic ambitions.

As a leader of public services and one of the largest employers in the area, it is also important that our workforce is representative of the communities we serve. Within the Council, currently less than 3% of our workforce is aged under 25. Attrition rates are also highest amongst this age group indicating that where we are able to recruit we have difficulty in retaining them. Research further indicates that there continues to be a net outflow of young people out of the County as they seek opportunities elsewhere. The challenges for finding work are particularly acute for young people aged 18-24, as well as for care leavers, long term unemployed, returners to the labour market and those with disabilities, as they try to compete against more experienced candidates. Cornwall Council, as an employer and as a strategic leader, has a responsibility in helping to create opportunities for disadvantaged groups.

4. Apprenticeship Strategy Aims

Set against this wider context, it is therefore timely to review our approach to apprenticeships. In particular how we attract, develop and retain apprentices and develop apprenticeship programmes that:

- Support our workforce skills needs
- Support Cornwall Council's Strategic Plan ambitions relating to People, Place and Prosperity
- Meet the challenges of the Government's Apprenticeship reforms.

⁵ <https://www.gov.uk/government/collections/apprenticeship-changes>

⁶ Cornwall and IoS LEP Employment and Skills Strategy 2016-2030

⁷ Cornwall's Education Strategy, Raising Aspirations and Achievement (RAAS)

⁸ Cornwall Careers Offer

⁹ <https://www.gov.uk/government/publications/cornwall-devolution-deal>

Consequently our Apprentice Strategy aims to:

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

Maximising the use of apprenticeship is critical in helping to build the capabilities we require. Consequently we will continue to work with service managers to map apprenticeships to critical skills needs. Identifying apprenticeship opportunities as part of service workforce planning will enable service managers to take action in mitigating potential skills shortages and develop the skills needed for future service delivery.

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

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

Providing opportunities for existing staff to utilise apprenticeships to gain skills and progress their career will help to develop talent pipelines within the organisation. Apprentice qualifications have traditionally been perceived as only relevant for school leavers and for junior entry level roles. 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.

4. Achieve 500 apprenticeship starts by 2021 by:

- **Increasing the opportunities for new entrants**
- **Increasing the number of existing employees undertaking an apprenticeship to develop their skills and career paths**

5. Increase the number of new apprentices moving into a job role within the Council from 65% to 80%

- **Increasing opportunities for new entrants**

Apprenticeships within the Council have to date predominately been utilised to provide entry opportunities for young people to undertake a Business Administration level 2 framework and develop their skills for future E or F grade administration roles. This approach to recruitment has primarily been reactive rather than a planned strategic approach and reliant on individual service managers identifying opportunities and who are willing to take on an apprentice. There are currently 28 apprentices employed within the Council's non-schools workforce.

Since April 2014, approximately 750 E and Grade F roles have been advertised across the Council, of which 425 could potentially have been considered for an apprenticeship opportunity. For the Council to provide a greater number of opportunities, in addition to considering the use of apprentices as part of service workforce planning, a more robust approach to the use of vacancies and job carving is required to create apprenticeship roles. A review of the Council's apprentice pay rates will also be undertaken to ensure the salary levels are competitive within the

local labour market and also take into consideration the different apprenticeship levels.

- **Generic Business Administration Programme**

Against a background of organisational change, the Business Administration framework has and will continue to enable entry level apprentices to develop a foundation of generic skills that are relevant to a number of job roles. It provides a good foundation on which to develop more specialist or technical skills. Apprentices are currently engaged on a 12 month fixed term contract. Over the past 3 years around 65% of those commencing an apprenticeship have secured employment within the Council. For those that have, there is currently little incentive or encouragement for individuals to progress beyond a level 2 qualification. Currently less than 3% of our level 2 apprentices who undertake a generic business administration apprenticeship and continue employment with the Council progress to a level 3 apprenticeship. If we are to raise skills and meet the Government's apprentice targets a progression pathway for our entry level apprentices is required.

Consequently, from April 2017 the Council will offer a 2 year Business Administration Programme for individuals to achieve a level 2 apprenticeship in the first year and a level 3 in their second year. During the second year individuals will be encouraged and supported to secure employment beyond their apprenticeship. In accordance with the revised Government requirements¹⁰ there must be a genuine job available after the apprenticeship is completed and it is anticipated that the extended period of training and support will help to increase individual's skills levels, assisting them to become the best candidate at interview. Those that secure employment, including those that are successful prior to the end of their 2 year apprenticeship, will continue to receive training support to complete their Level 3. Providing a two year Business Administration opportunity would also:

- Provide a more attractive opportunity that sets us apart from other employers competing for the same pool of applicants.
- Be more attractive to prospective candidates seeking longer term job opportunities.
- Set expectations of a progression culture from the outset with both managers and apprentices
- Enable apprentices to develop greater depth and breadth of experience and skills to be more successful at interview
- Provide a talent pool of trained and experienced administrators ready to fill vacancies

- **Other Specific Occupational programmes**

Expanding the apprenticeship programme approach to provide an entry route into other 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 the skills needed within specific occupational areas will be crucial in helping to maximise the levy funding and mitigate potential skill shortages.

- **Increasing opportunities for existing employees**

¹⁰https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/562442/Apprenticeship_funding_rules_May_2017_to_March_2018_EMPLOYER_DOC.pdf

In addition to increasing promotional activity of the different types, levels and benefits of apprenticeships for new entrants, identifying opportunities to utilise relevant apprenticeship frameworks to support skills development and as part of career pathways for existing employees will help to increase the demand for apprenticeships. To assist this, activity to map relevant apprenticeships to job roles will be undertaken. Apprenticeship opportunities will also be integrated within our council wide learning and development offer for employees. Opportunities to use relevant supervisory and management apprenticeships to support aspiring and developing managers will also be identified.

6. Develop work experience and traineeship opportunities as a pathway into apprenticeships and to ensure our workforce is more representative of the communities we serve by providing opportunities for diverse groups

- **Disadvantaged young people**

The challenges for finding work are particularly acute for young people aged 18-24 as they try to compete in the labour market against more experienced candidates. Whilst unemployment levels are relatively low in Cornwall, they are highest amongst this age group. Offering good quality apprenticeship opportunities that provide an entry and development route, and at a competitive salary, is vital if we are to attract and retain young people with the organisation. Research has shown that apprentices who start their careers with employers providing good quality programmes have a high commitment to the overall culture and aims of the business and provide a ready-made talent pool. However, unless there is a planned approach to ensure apprenticeships are aligned to areas where there are sufficient employment opportunities at the end of their training programme, the resulting churn will do little to help stimulate the growth of apprentices, secure a return on investment or improve the Council's reputation. Consequently, identifying apprenticeship opportunities aligned to vacancies and skills needs will be crucial.

In conjunction with education colleagues within the Council we will also seek opportunities to access and utilise relevant ESF funding streams to help disadvantaged young people overcome personal barriers to accessing training opportunities within the Authority

- **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 evidence¹¹ 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 continue to work with EHSC and Carefree colleagues to identify how we can better engage with children in care and care leavers and raise their interest in undertaking work experience and

¹¹ Delivering a Care Leavers' Strategy for Traineeships and Apprenticeships: Centre for Social Justice, 2016

traineeships within the Council. To assist their transition to an apprenticeship, for those that successfully complete the traineeship and wish to continue, the Council would offer a guaranteed interview for an apprenticeship.

- **Long term unemployed/returners to the labour market**

Providing work experience pathways to apprenticeship, along with apprenticeship opportunities, would also assist the longer term unemployed and older workers returning to the labour market. Cornwall as a region has a higher than average proportion of economically inactive residents aged over 54. Whilst apprenticeships have tended to focus on providing opportunities for younger people, developing propositions and attractive apprenticeship opportunities for older workers would ensure that the opportunities considered the wider diversity of the population within Cornwall. Consequently 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.

- **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.

<i>7. Develop partnerships with Training Providers and other local Authorities to identify existing and new apprenticeship frameworks/standards that support the Council's occupational skills needs</i>

Ensuring apprenticeships are relevant to skills needs, particularly for skill shortage areas, is essential. In addition to developing partnerships with other public sector bodies and Training Providers, working with Cornwall's Executive and Learning Academy Steering groups to help shape and drive the future provision of apprenticeships will be critical to both organisational success and in supporting Cornwall's economy.

<i>8. Work with schools, and other partners to maximise the levy funds and develop the skills required for Cornwall's economic growth</i>
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- **Working with schools**

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 both 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 also strengthen the relationships with the wider schools population to promote apprenticeship opportunities as routes into jobs and careers within the Council.

- **Working with partners**

Whilst our associated group of companies will all be eligible for payment of the apprenticeship levy as employers in their own right, we will continue to work together on joint recruitment initiatives. A second open event is already planned for spring 2017 which will be led by Cornwall Council in conjunction with Cormac and Cornwall Housing.

The opportunity to maximise the levy funds in conjunction with other partners to develop the skills that are required for Cornwall's economy will also be critical for the future. From 2018 the government is proposing to allow employers transfer up to 10% of their account levy funds to 'another employer'. This could include those within the supply chain. Identifying where best these monies are required to support Cornwall's skills needs and influencing this via the LEP and other strategic forums will also be important moving forward. This will also include the support of the Council's commercial services team to influence the creation of apprenticeships and traineeships opportunities within the supply chain by building in a social value element to the Council's commissioning arrangements.

5. Actions to support our Strategic Aims

Appendix 1 provides an outline of the actions required over the short, medium and long term to support our organisational Apprentice Strategic aims.

In responding to the Government's apprentice reforms this action plan also outlines how we as an employer have 'regard to' how we intend to meet the apprenticeship targets.

6. Performance Monitoring

The action plan will be regularly reviewed and reported to the People and Workforce Board. 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.

Appendix 1

Apprenticeship Strategy Action Plan

1. Identify apprenticeship opportunities as part of Service workforce planning activity to support skills needs 2. Actively promote apprenticeships within the Council as valuable recruitment and talent pipeline opportunities and develop a pro-apprenticeship culture amongst managers and staff 3. Develop opportunities to utilise higher level apprenticeships in support of skills needs; raising skills and aspirations			
Cornwall Council Strategic Core Theme: People, Place and Prosperity Council Business Plan Ambitions: Raising Skills and Aspirations Increasing the % of people between the ages of 16-64 with higher qualifications			
Actions	Responsibility	Timescale	Desired Outcome
Embed the use of apprenticeships within the Council's Workforce Planning and Succession Planning Guidance for managers.	HR T&D Team	November 2016	Apprenticeships are utilised in support of service skills needs
HRBPS work with Service manager to identify apprentice opportunities as part of service workforce planning and a 'grow our own approach' to meeting skills needs.	HRBPs/Service Managers	Feb 2017	
Continue to work with service managers to map apprenticeships, including higher levels, to critical skills needs. Identify opportunities to maximise the levy funding in support of the Council's skills needs.	HR T&D Team/ Service Managers	Ongoing	
Identify opportunities to use relevant supervisory and management apprenticeship frameworks to support aspiring and developing managers.	HR T&D Team	April 2017	Assist organisational skills needs and career pathways
Increase promotional activity of the different types, levels and benefits of Apprenticeships to staff and managers. Regularly communicate case studies and success stories through variety of communications methods. Plan regular manager information sessions throughout the year.	HR T&D Team	Ongoing	Increased awareness and take up of apprenticeships

4. Achieve 500 apprenticeship starts by 2021 by:

- **Increasing the opportunities for new entrants**
- **Increasing the number of existing employees undertaking an apprenticeship to develop their skills and career paths**

5. Increase the number of new apprentices moving into a job role within the Council from 65% to 80%

Cornwall Council Strategic Core Theme: People, Place and Prosperity

Council Business Plan Ambitions: Raising skills levels of those in employment and those entering the labour market
Increasing gross annual median employee earnings in Cornwall

Actions				Responsibility	Timescale	Desired Outcome
Implement a planned 4 year recruitment strategy which progressively increases the number apprenticeships each year to achieve the 2.3% public sector target.				HR T&D Team in conjunction with Service Managers	From April 2017 to March 2021	Apprentices are recruited in line with organisational skills needs. Public sector duty target of 2.3% workforce apprenticeships is met
	Planned Intake	Minimum Target numbers				
Year 1 17/18	80% new starters	80				
	20% existing employees	20				
Year 2 18/19	70% new starters	85				
	30% existing employees	35				
Year 3 19/20	60% new starters	80				
	40% existing employees	50				
Year 4 20/21	50% new starters	75				
	50% existing employees	75				
Total		500				
Increase the attraction of potential applicants through greater use of social media and digital platforms to promote apprenticeship opportunities and as a route to jobs and careers within the Council.				HR T&D Team in conjunction with communications team and apprentices	From April 2017 to March 2021	Increased applicant pool.
Involve apprentices in the design and promotion of social media campaigns						

Implement pay rates that are competitive in the labour market to recruit and retain apprentices to meet organisational needs Ensure rates are cost-effective and sustainable, especially in consideration of the organisation's own financial position and Service budgets	HR	From April 2017	Earnings and progression of lower paid staff improved
Adopt a more pro-active approach to identifying apprenticeship opportunities for new entrants by: 1. Amending the vacancy business case proforma to ensure recruiting managers and those approving the request to advertise consider the use of apprenticeships 2. Analysing and regularly reporting to the People and Workforce Board on the number of entry level roles that have been advertised and where apprenticeships have not been considered	HR T&D Team	March 2017 From April 2017	Pro-apprenticeship culture developed
New Entrants <u>Generic Business Administration Programme</u> Provide a 2 year generic business administration programme with apprentices recruited on a 2 year FTC to undertake a BA Level 2 in the first 12 months and progress onto a level 3 in year 2. Cohort intakes planned for the year in line with recruitment targets. <u>Other Specific Occupational Programmes</u> Through the use of workforce planning identify opportunities to expand the use of apprenticeships to other occupational areas and provide a talent pipeline that helps to support the Council's skills needs. Cohort intakes planned for the year in line with recruitment targets.	HR T&D Team in conjunction with Service Managers	From April 2017	Apprentices recruited in line with organisational skills needs. Public sector duty target met and Levy funding maximised. Progression culture developed.
Existing Employees Provide apprenticeship opportunities for existing employees aligned to skills development requirements across the organisation. Raise awareness of apprenticeships as route to progression for all employees Integrate apprenticeship opportunities within the Council's core learning and development offer for employees	HR T&D Team HRBPs/Service Managers HR L&D team	From April 2017	Career development opportunities provided Levy funding maximised

6. Develop work experience and traineeship opportunities as a pathway into apprenticeships and to ensure our workforce is more representative of the communities we serve by providing opportunities for diverse groups			
Cornwall Council Strategic Core Theme: People, Place and Prosperity Council Business Plan Ambitions Reducing levels of unemployment Increasing the % of care leavers into training/employment Reducing levels of unemployment: Raising Skills and Aspirations			
Action	Responsibility	Timescale	Desired Outcome
Develop, implement and embed a diverse work experience and traineeship programme that offers opportunities to young people, children in care, care leavers, long term unemployed and those with disabilities.	HR T&D Team; ERD team HRBPs/Service Managers	Sept 2017	Accessible routes into talent pipeline provided Development of enterprise and work readiness skills in young people
Align placement opportunities with skills gaps and skills shortage areas across the organisation	HR T&D Team	From Sept 2017	Supports service skills needs
Map placements with apprenticeship opportunities and promote opportunities as pathway into employment with the Council	HR T&D Team	From Sept 2017	Grow and develop future workforce and skills
Partner with a learning provider to design traineeships to meet business needs	HR T&D Team	Sept 2017	Supports service skills needs
Improve the promotion and attraction of apprenticeships as career choices for young people and disadvantaged groups (care leavers, disability, long term unemployed). Maximise the use of the Apprentice Ambassador Network group to help promote apprenticeship opportunities.	HR T&D Team; ERD team	Sept 2017 to March 2021	Value of apprenticeships is promoted. Apprenticeships are accessible to the widest demographic

Provide additional support and development opportunities to increase retention rates and provide sustainable jobs for young people and care leavers	HR T&D Team	Sept 2017 to March 2021	
Provide additional support for young people (aged 16-18) and care leavers aged 19-24 in line with Government funding criteria	HR T&D Team	From April 2017	
Develop an 'alternative career' apprenticeship programme aimed at a mature entrant talent pool that takes into account the older population demographics within Cornwall	HR T&D Team	Sept 2017	

7. Develop partnerships with Training Providers and other local Authorities to identify existing and new apprenticeship frameworks/standards that support the Council's occupational skills needs			
Cornwall Council Strategic Core Theme: People, Place and Prosperity			
Council Business Plan Ambition: Raising Skills and Aspirations; aligning local resources and opportunities.			
Action	Responsibility	Timescale	Desired Outcome
Review existing standards that are fit for purpose and develop flexible, tailored delivery models to meet organisational requirements and demands Work with providers to identify and develop new training routes available through the new apprenticeship funding Identify priority areas for development based on skills needs and gaps	HR T&D Team	From April 2017	Future skills requirements are built into the delivery content of apprenticeships
Support the Cornwall Learning Academy Steering Group to help shape and drive public sector provision of apprenticeships in Cornwall Contribute to the identification of common core skills needs across the public sectors in Cornwall Review existing apprenticeship standards and identify those that meet our joint requirements; join up to leverage best provision from learning providers	HR T&D Team in conjunction with internal & external partners	From April 2017	Future skills requirements built into the delivery content of apprenticeships. Supply of skills meets the needs of employers

8. Work with local authority maintained schools to maximise the levy funds and develop the skills required for Cornwall's economic growth			
Cornwall Council Strategic Core Theme: People, Place and Prosperity Council Business Plan Ambition: Raising Skills and Aspirations			
Action	Responsibility	Timescale	Desired Outcome
Ensure local authority maintained schools are aware of the apprenticeship reforms and levy arrangements Work with schools to utilise levy funds to meet skills gaps and plan future workforce needs Provide advice, information and guidance about: - recruiting apprentices, including T&Cs - reporting arrangements - accessing the digital account - managing payments to training providers	internal colleagues including payroll, finance,	From April 2017	Apprentices are recruited in line with organisational skills needs Public sector duty target of 2.3% workforce apprenticeships is met
Support colleagues to promote benefits of apprenticeships as employees and as career routes	HR T&D Team in conjunction with education & early years	From April 2017	Value of apprenticeships and vocational route ways is promoted
Strengthen the relationships with the wider schools population to promote apprenticeship opportunities as routes into jobs and careers within the Council.	HR T&D Team in conjunction with education & early years	From April 2017	Public sector duty target of 2.3% workforce apprenticeships is met