

COVENTRY CITY COUNCIL

APPRENTICESHIP STRATEGY 2016 – 2019

Foreword

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Introduction

The government expects the public sector to lead the way in offering apprenticeships, and through the Enterprise Bill, will introduce new statutory targets for the public sector's contribution to its commitment to three million apprenticeship starts. This Apprenticeship Strategy outlines what we want to achieve over the next three years in Coventry City Council. Our aim is to promote wider access to apprenticeships across all communities in the city, and to increase the number of apprenticeships undertaken by young people within the Council. We will work with a range of organisations and services both internal and external to the Council, promoting the benefits of apprenticeships to all, and link this to the development of local skills, workforce development and the Coventry economy by identifying and addressing gaps in delivery, and particularly supporting small and medium sized employers to create more apprenticeship opportunities.

Our Vision

Coventry City Council's vision is to increase apprenticeship opportunities by offering high quality apprenticeship programmes across all service areas of the Council, affording access to a broad range of training and development at multiple levels. The apprenticeship programme will attract participation and raise the aspirations of the widest possible range of young people, and will enable the Council to benefit from a skilled, motivated and flexible workforce.

Our Aims

The key aims of this Apprenticeship Strategy are:

- to continue to develop the apprenticeship programme, ensuring high quality at every level across all pathways
- to increase the overall number of apprenticeship starts across the Council to 350 by 2019
- to increase the range of vocational areas in which apprenticeships are offered, providing apprenticeships in every applicable vocational area by 2019
- to offer apprenticeships at a wider range of levels, with a focus on growth at level 3, at higher level and at degree level, and with an initial focus on areas of skills shortage.
- Through partnership and multi-agency working, to promote apprenticeship opportunities to young people, their parents and carers, across all communities in the city, ensuring they have access to high quality information, advice and guidance
- to ensure the take up of apprenticeships reflects the diverse nature of our city's population
- to enhance progression routes for apprentices, thereby increasing the skills base of the Council's workforce and contributing to the Council's 'Grow Our Own' workforce initiatives.

Background

This Apprenticeship Strategy sets out plans for the next three years. It aims to build on the successes of the past and to set ambitious targets for increasing opportunities for local young people.

Coventry City Council has recognised that apprenticeships offer options whereby young people can avoid the increasingly high burden of graduate debt whilst at the same time securing access to nationally recognised qualifications on which they can build their futures. The Council's previous apprenticeship strategy 2011 - 2014 saw a significant increase in the number of apprentices employed by the Council, meeting the target of 120 starts over the period, as well as an increase in the range of vocational areas and career pathways offered within the programmes (see Appendix 1).

Economic context

The recovery from the 2009 economic recession has gathered momentum, and business start-ups in Coventry now exceed closures. The number of jobs in the city has increased, including new manufacturing jobs. National employment levels are set to rise from 30.7 million in 2015 to 32.1 million in the period to 2020, and business investment is expected to rise significantly from a base of 1.2 in 2015 to 2.1 by 2020 (OBR, 2015). Even though the Office for Budget Responsibility reports (2016) that nationally growth is slowing down from its previously anticipated rates, Coventry needs to ensure that it takes full advantage of what growth opportunities there are.

The Financial Times fDi Magazine 2014/15 ranked Coventry the sixth best overall mid-size city in Europe and the second best mid-sized city for business friendliness. Business investment is strong, with the average spend on research and development being more than double the national average (Centre for Cities). Coventry has already commenced an ambitious re-build of the city centre, and this opens up opportunities to embed apprenticeship opportunities into procurement contracts. The Council's support for apprenticeships makes an important contribution towards the achievement of national, regional and local targets for apprenticeships and contributes to the wider economic development strategy of both the City Council and the Coventry and Warwickshire Local Enterprise Partnership.

Skills in Coventry

The Employer Skills Survey (2013) highlighted Coventry as an area with a high percentage of hard-to-fill vacancies (32% compared to the English average of 22%). The level 3 qualifications base in Coventry has steadily improved since 2004, but the level 4 base is lower than the West Midlands and UK averages. Growth in the apprenticeship programme contributes to the Council's 'Grow our Own' workforce initiative and can help to recruit to hard-to-fill vacancies. National policy to increase higher (level 4 and 5) and degree (level 6 and 7) apprenticeships aims to widen access to the

professions and develop the higher level technical skills needed to improve productivity. These are now available in occupations as diverse as solicitor, software developer and accountant. Degree apprenticeships involve employers, universities and relevant professional bodies co-designing apprenticeships to meet full occupational competency, including a bachelor's or master's degree.

During 2014 -15 there were encouraging signs of a reduction in the high levels of youth unemployment which arose during the recession, and there were also national changes to out-of-work benefits. In June 2015, there were 4,676 people claiming Jobseeker's Allowance in Coventry, of whom 760 were aged between 18 and 24 years. Of these, 160 had been in receipt of Jobseeker's Allowance for over six months (DWP). To ensure young job-seekers get the timely and effective support they need to gain apprenticeships and other jobs, a new Youth Obligation will be introduced from April 2017 for all 18-21 year olds on Universal Credit to help them develop the skills and experience to get into work. From the first day of their claim, most 18-21 year olds will participate in an intensive period of support to help them gain employment. After six months, if they have not done so already, they will be expected to apply for an apprenticeship, traineeship, other work-based training, or they will be referred to a work placement (English Apprenticeships: Our 2020 Vision).

A key expectation of government reforms is that employers must ensure that apprentices can adapt to a variety of roles with different employers, developing the ability to progress their careers. All employer-led apprenticeship standards must, therefore, demonstrate acquisition of transferable skills, such as self-management, communication and interpersonal skills, problem solving, innovation and creativity. Through increasing the range and extent of apprenticeship opportunities, the Council can help to improve the skills base of its own workforce and the city as a whole, thereby contributing to the narrowing of the skills gap between the most affluent wards and the most deprived wards (A Jobs and Growth Strategy for Coventry 2104 – 2017).

The national and local apprenticeship context

Apprenticeships are recognised as contributing to a wider programme of social, economic and environmental growth (World Class Apprenticeships, 2009: Skills for Growth, 2010). The government's goal is for young people to see apprenticeships as a high quality and prestigious path to successful careers, and for these opportunities to be available across all sectors of the economy, in all parts of the country and at all levels. This will support its aim for young people to get the best start in life (English Apprenticeships: Our 2020 Vision). The National Apprenticeship Service has set a target for one in five young people aged 16-19 to be engaged on apprenticeships by 2019/2020.

New government targets will apply to public bodies in England with 250 or more employees from 2016. The apprenticeship levy will put investment in

training, and apprenticeships specifically, on a long-term, sustainable footing. It will secure new funds to support the reform and growth of apprenticeships in England, and build apprenticeships as a robust and credible training programme for the long-term. The new Statement of Commitment, designed to reassure apprentices of the quality of their training, will include key milestones, delivery schedules for learning, and mechanisms for dispute resolution (English Apprenticeships: Our 2020 Vision).

Quality of apprenticeship programmes

The government's 2012 Review of Apprenticeships (English Apprenticeships: Our 2020 Vision) sets out a clear vision for a system that is more rigorous and more responsive to employers' needs. The Review recommended sharp emphasis on quality and rigour, so that training is trusted and transferable. A report by Ofsted (2015), which found that some apprenticeships were of poor quality and some employers failed to supervise their apprentices adequately, concludes that the national apprenticeship strategy is unlikely to succeed in achieving its objectives unless the overall quality improves, more businesses become involved in the programmes, and a greater number of advanced schemes leading to higher level skills and qualifications are created. The government plans to establish a new independent body, led by employers – the Institute for Apprenticeships – to regulate the quality of apprenticeships within the context of reaching three million starts in 2020 (English Apprenticeships: Our 2020 Vision).

Widening participation in apprenticeship programmes

Economic benefits are generated when education and training helps individuals to achieve higher level qualifications, increasing their employment prospects, productivity and wages. These benefits add up to between £48,000 and £74,000 for level 2 apprenticeships, and between £77,000 and £117,000 for level 3 apprenticeships. Those completing an apprenticeship at level 4 or above could earn £150,000 more on average over their lifetime (English Apprenticeships: Our 2020 Vision).

Currently, only 5% of young people choose to enter apprenticeship programmes, with some schools and colleges failing to provide informed and impartial advice to the young people who could potentially benefit from apprenticeship opportunities (Ofsted, 2015). Young people need to access information and guidance on all apprenticeships, including the new degree level opportunities, as they would for the rest of the further and higher education offer. The government particularly wants to address any barriers faced by groups, including women, care leavers, people from Black, Asian and Minority Ethnic (BAME) backgrounds and people with Special Educational Needs and Disabilities (SEND). More women should be encouraged to start apprenticeships in science, technology, engineering and maths occupations (English Apprenticeships: Our 2020 Vision).

The Council needs to ensure that it provides high quality opportunities at a range of levels which are appropriate to meet the needs of local young people. Within this cohort there are some groups for whom apprenticeships may offer particularly beneficial career routes, such as looked-after children. These young people face particular social and financial challenges on leaving school and making the transition to independent living, so locally available high quality apprenticeships can offer a route to greater stability in their lives as they move towards independence. The government intends to refresh the existing strategy for care leavers in spring 2016 and will work with public bodies and other employers to ensure that as many care leavers as possible can access apprenticeships. The government is also committed to increasing the proportion of apprentices from BAME backgrounds by 20% (English Apprenticeships: Our 2020 Vision). The Council must ensure that its apprenticeship opportunities are well publicised across all groups in the city, with tailored initiatives where necessary to attract participation from specific target groups.

The Council must, at the same time, ensure that its apprenticeships are recognised and valued as career routes to future success within its own directorates and service areas. This will ensure that progression opportunities are available to enable ambitious and successful young people to develop their careers, achieve their potential and enhance their life-chances, and in so doing, add to the economic wealth of the city.

Forward Strategy

The Council is committed to the continued expansion and development of its apprenticeship programmes. There is a salaries budget of £263K within the Talent and Skills budget which currently funds approximately 20 apprentices (between level 1 and 5) who are placed throughout the Council. Further apprenticeship posts are funded by, and will continue to be funded by, individual service budgets across the Council. Any additional apprentices recruited to meet our target of 350 apprenticeship starts by 2019 will be funded from within individual service budgets.

The Job Shop offers 'a flagship service which allows some of the most vulnerable people to receive the tailored support they require' (A Jobs and Growth Strategy for Coventry 2014-2017). This affords an opportunity for further promotion of the Council's apprenticeship schemes through partnership working. Jobcentre Plus (JCP) is working with schools to raise awareness of local employment opportunities including apprenticeships. This support will focus on helping schools which have identified young people at risk of being not in education, employment or training (NEET), or who may otherwise be disadvantaged in the labour market. It will be delivered through pathfinders in 10 areas of the country, which started in Birmingham in November 2015. Evaluation of the pathfinders will report in September 2016, ahead of a planned national roll-out between October 2016 and March 2017.

The Council has links with agencies which represent the interests of hard-to-reach young people, and with local communities, schools and colleges. Various departments within the Council are charged with responsibilities for defined groups such as looked-after children, people with disabilities and refugees. The teams responsible for HR, Workforce Services and Access to Employment work closely together, which enables joint planning and joint strategies which can support the Council's ambitions to continue to develop its apprenticeship programmes. By harnessing these resources and building on its successes, the Council is well positioned to develop and deliver high quality and broad-ranging apprenticeship programmes across additional levels and vocational areas, and to reach out to those young people who traditionally have been under-represented or excluded from such opportunities.

Summarising Our Key Priorities

The priorities which will underpin the action plan for the Apprenticeship Strategy 2016 -2019 are:

1. Developing and applying robust systems for monitoring the quality of the apprenticeship experience, and ensuring that improvements are implemented in a timely and rigorous manner.
2. To continue to increase the overall number of apprenticeships starts across the Council, reaching 350 by 2019.
3. Ensuring that every service area in the Council offers at least one apprenticeship programme by 2019.
4. Increasing higher level apprenticeships across all vocational areas, with a particular focus on skills shortage areas in the early phase of this strategy.
5. Widening participation in the Council's apprenticeship programme and targeting under-represented groups of young people such as looked-after children, Black, Asian and Minority Ethnic young people, young people with a disability, NEETs, and young refugees.
6. Continuing to work closely with schools and partners across the city to promote apprenticeships as a quality learning/training route and to raise the profile of apprenticeships, ensuring that all young people have access to high quality information, advice and guidance about apprenticeship opportunities.
7. Promoting the Council's 'Grow Our Own' workforce initiatives in each service area, and supporting apprentices who seek to secure progression to permanent employment in the Council.

**Apprentice Strategy
Action Plan 2016 - 2019**

	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
SP1. Develop and apply robust systems for monitoring the quality of the apprenticeship experience					
1.1	Ensure excellence through improved quality assurance	Produce a quality assurance pack for every apprentice, setting out entitlements for each aspect of their programme	Apprenticeship & Access to Employment Team	From May 2016	
1.2	Improve consistency of induction through new Service Level Agreement (SLA)	Revise induction process. Disseminate across directorates. Monitor progress	Apprenticeship & Access to Employment Team	From May 2016 and Ongoing	
1.3	Improve consistency of placement support through SLA	Develop protocols and standards. Deliver training to placement managers. Monitor progress	Apprenticeship & Access to Employment Team	From May 2016 From June 2016 Ongoing	
1.4	Improve consistency of support from training provider through SLA	Develop protocols and standards. Disseminate to all providers. Monitor progress	Apprenticeship & Access to Employment Team	May 2016 From June 2016	
1.5	Improve support for development of key/functional skills	Ensure every apprentice has own action plan and ensure progress is regularly	Apprenticeship & Access to Employment	From May 2016	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
		monitored	Team/Service Area		
1.6	Monitor retention and achievement	Establish tracking systems to monitor retention and achievement, and conduct exit interviews with apprentices leaving their programmes	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
1.7	Introduce on-going monitoring of all aspects of the apprenticeship experience	Annual calendar of monitoring activities with clear responsibilities for follow-on actions	Apprenticeship & Access to Employment Team	May 2016, 2017, 2018, 2019	
1.8	Annual Report on Apprenticeship Strategy 2016-2019	Produce an annual report detailing progress and highlighting key issues for further development, supported by action plans	Head of Strategic HR & Workforce Transformation	June 2017, 2018, 2019	
SP2. To continue to increase the number of apprenticeship starts including those that lead to employment					
2.1	Annual plan for apprenticeship starts. Target number of starts from January	Arrange meetings with managers who already have apprentices and agree forward targets	Apprenticeship & Access to Employment Team	May 2016, 2017, 2018, 2019	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	2016 to March 2019 = 220				
2.2	Expansion in skills shortage areas. Target number of starts in skills shortage areas = 50 by March 2019	Arrange meetings with departmental managers in skills shortage areas and agree forward targets	Apprenticeship & Access to Employment Team	May 2016, 2017, 2018, 2019	
2.3	Introduce apprenticeships in additional vocational areas. Target = 15 additional vocational areas by March 2019	Arrange meetings with managers where there is scope to introduce new apprenticeships and agree forward targets	Apprenticeship & Access to Employment Team	May 2016, 2017, 2018, 2019	
2.4	Expand the Access to Apprenticeship Programme. Target is for 15 apprentices per year to be recruited via the Access to Apprenticeship Programme	Increase the number of placement opportunities both in the Council and with local employers, to support young people who aspire to take up an apprenticeship	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
2.5	Map progression routes for all	Work with managers to identify progression routes for	Apprenticeship & Access to	From June 2016	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	apprenticeships	all apprenticeships and include in marketing materials	Employment Team		
SP3. Ensure that every service area in the Council offers at least one apprenticeship programme by 2019					
3.1	Broaden the range of apprenticeship opportunities and introduce apprenticeships into 15 additional areas by March 2019	Map all vocational areas in each directorate and identify those where there is scope to introduce apprenticeships and agree plan with managers	Apprenticeship & Access to Employment Team	September 2016 and ongoing	
3.2	Identify training providers for each of the new vocational areas	Undertake quality assurance checks on new providers Monitor progress	Apprenticeship & Access to Employment Team	From September 2016	
3.3	Identify placement managers for new vocational areas	Ensure placement managers are fully trained Monitor progress	Apprenticeship & Access to Employment Team	From September 2016	
3.4	Ensure all new opportunities are widely publicised	Liaise with partner agencies, schools and post-16 providers and include new opportunities in all recruitment events and activities	Apprenticeship & Access to Employment Team	From September 2016	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
3.5	Increase participation by young people in targeted under-represented groups (see SP5)	Work with partner agencies and organisations which represent under-represented groups targeted within the Apprenticeship Strategy	Apprenticeship & Access to Employment Team	Ongoing from September 2016	
SP4. Increase higher level apprenticeships across all vocational areas, with a particular focus on skills shortages					
4.1	Increase higher and degree level apprenticeships in skills shortage areas, with 5 new starts by March 2017	Identify skills shortage areas in each directorate where there is scope to introduce higher and degree level apprenticeships and agree targets with managers	Apprenticeship & Access to Employment Team	Ongoing from July 2016	
4.2	Introduce higher and degree level apprenticeships across all vocational areas, with 15 new starts between March 2017 and March 2019	Identify all areas in each directorate where there is scope to introduce higher and degree level apprenticeships and agree targets with managers	Apprenticeship & Access to Employment Team	Ongoing from January 2017	
4.3	Identify training providers for each new higher and degree level apprenticeship	Undertake quality assurance checks on new providers Monitor progress	Apprenticeship & Access to Employment Team	Ongoing from January 2017	
4.4	Identify placement	Ensure placement managers	Apprenticeship	Ongoing from	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	managers for new higher and degree level vocational areas	are fully trained Monitor progress	& Access to Employment Team	January 2017	
4.5	Promote higher and degree level apprentices as an alternative option to full time higher education	Liaise with partner agencies, schools and post-16 providers and include new opportunities in all recruitment events and activities	Apprenticeship & Access to Employment Team	Ongoing from September 2016	
4.6	Increase participation by young people in targeted under-represented groups (see SP5)	Work with partner agencies and organisations which represent groups targeted within the Apprenticeship Strategy 2016-2019	Apprenticeship & Access to Employment Team	Ongoing	
4.7	Embed 'Grow Our Own' policy	Prior to completion of each higher and degree level apprenticeship, work with directorates to identify opportunities for progression to permanent employment in the Council	Apprenticeship & Access to Employment Team	Ongoing	
SP5. Widen participation in the Council's apprenticeship programme by targeting under-represented groups of young people such as Looked After Children, Black, Asian and ethnic minority young people, young people with a disability and young refugees.					
5.1	Increase application rates from looked-after children.	Recruit 10 looked after children to the Council's apprenticeship programme	Apprenticeship & Access to Employment	Ongoing from April 2016	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
		each year. Develop detailed action plan identifying support needs and how support can be delivered. Monitor progress	Team		
5.2	Work with partner agencies and organisations to increase application rates from children from Black, Asian and other Minority Ethnic backgrounds. Ensure representation at least equals the proportions in the city / Council workforce	Develop action plan detailing measures to increase participation and including targets for numbers of applications and starts. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
5.3	Work with partner agencies and organisations to increase application rates from young people with disabilities. Recruit five apprentices per	Develop action plan detailing how support needs will be assessed and delivered. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing from June 2016	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	year				
5.4	Work with partner agencies and organisations to increase application rates from young refugees	Develop action plan to ensure necessary support is in place. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
5.5	Identify and target any other groups who are under-represented on the apprenticeship programme	Regular monitoring and analysis of cohort, and work with partner agencies and organisations to develop action plan with targets	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
5.6	Ensure young people in specified target groups are effectively supported	Monitor retention, achievement and progression rates for each target group	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
5.7	Embedding diversity	Review all aspects of the apprenticeship experience to ensure that diversity is acknowledged and celebrated throughout each apprentice's experience on their programme. Monitor and review.	Apprenticeship & Access to Employment Team	Ongoing	
5.8	Building excellence	Identify and embed best	Apprenticeship	Ongoing	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	and achievement of success rates which are at least at national benchmark levels across the programme	practice from other local authorities which has increased participation rates by young people from under-represented target groups	& Access to Employment Team		
SP6. Continue to work closely with schools and partners across the city to raise the profile of the Council's apprenticeship programme					
6.1	Review marketing materials used to promote apprenticeships and recruit apprentices	Updated and improved marketing materials to be available throughout the city, including a new one stop apprenticeship section in www.coventry.gov.uk , and increased use of social media such as twitter	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
6.2	Identify existing apprentices to act as ambassadors and for use in case studies etc	Identify at least six apprentices willing to act as role models, champions etc at events and activities and on Beacon	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
6.3	Promote the apprenticeship programme with schools, colleges and	Draw up an annual calendar of events and activities to promote apprenticeships, including attendance at	Apprenticeship & Access to Employment Team	May 2016 and ongoing	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	other partners across the city and monitor effectiveness	School Heads Meetings, closer links with the Job Shop and a yearly rolling programme on Beacon			
6.4	Undertake specific marketing initiatives to promote the apprenticeship programme to young people in targeted groups	Work with partners city-wide to identify community and religious events, festivals and activities where the apprenticeship programme can be promoted to young people in the under-represented target groups	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
6.5	Undertake specific initiatives to promote higher and degree level apprenticeships	Introduce a calendar of events and activities promoting higher and degree level apprenticeships	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
6.6	Work with councillors to promote the apprenticeship programme across the city	Brief councillors, provide marketing materials and identify opportunities to work with councillors to ensure that information about apprenticeship opportunities is disseminated through their surgeries and other engagements	Apprenticeship & Access to Employment Team	May 2016 and ongoing	

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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
SP7. Promoting the Council's 'Grow Our Own' workforce strategy in each service area, and supporting apprenticeship who want to secure progression to permanent employment in the Council.					
7.1	Raising aspirations	Ensure that every apprentice has the opportunity to develop a career plan. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing	
7.2	Expanding numbers and levels in the apprenticeship programme. Target is for 25 apprentices per year to progress to the next level.	Where appropriate, ensure that a successful apprentice has the opportunity to progress to the next level of apprenticeship prior to entering permanent employment. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing	
7.3	Identifying opportunities under the 'Grow Our Own' policy	As each apprentice completes their programme, work with HR and directorates to identify all suitable vacancies to which the apprentice might progress. Monitor progression.	Apprenticeship & Access to Employment Team	Ongoing	
7.4	Embed apprenticeships into each service area career plan	Ensure all re-structures include apprentices at appropriate levels	Apprenticeship & Access to Employment Team	Ongoing	

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7.5	Supporting progression to positions outside the Council	Where no suitable opportunity for progression can be identified in the Council, work with partners to identify suitable opportunities	Apprenticeship & Access to Employment Team	Ongoing	
7.6	Destination monitoring	Conduct exit interviews with all apprentices to ascertain actual progression routes	Apprenticeship & Access to Employment Team	Ongoing	

APPENDIX 1: Exemplar outcomes arising from Apprenticeship Strategy April 2011 – March 2014

Note: Given the rolling nature of the apprenticeship programme, data snapshots have been taken of the cohort on programme on given dates. This data illustrates participation rates at the times when the data was captured.

Table 1: Apprentices on programme

Date	Number of apprentices on programmes
2011 - 2014	Target = 120 over 3 years
May 2015	94
October 2015	54
February 2016	81

Table 2: Equality data (as at May 2015 when 94 apprentices were on programme)

Race/Ethnicity	Number of apprentices	% of cohort
White British	78	83%
Asian or Asian British - Indian	6	6%
Asian or Asian British – Pakistani	2	2%
Any other Asian background	1	1%
Black Caribbean	0	0%
Mixed – White and Black Caribbean	3	3%
Other ethnic group	1	1%
White – Irish	1	1%
Unknown	2	2%

Table 3: Location of apprentices by directorate (data taken February 2016 when 81 apprentices were on programme)

Directorate	Number of apprentices	% of cohort
Chief Executive's	1	1%
People	2	2%
Place	11	14%
Resources	28	35%
Schools	39	48%

Table 4: Vocational areas of apprenticeships (data taken in February 2016 when 81 apprentices were on programme)

Vocational area	Number of apprentices	% of cohort
Association of Accountancy Technicians (AAT)	1	1%
Business Administration	33	41%
Children's and Young People's Workforce	2	2%
Customer Service	3	4%
Design	1	1%
Early Years	1	1%
Employment Related Services	1	1%
Heavy Goods Vehicle	2	2%
Highways	1	1%
Horticulture	5	6%
Information Communications Technology (ICT)	2	2%
Legal Services	2	2%
PE and School Sports	11	14%
Supporting Teaching and Learning in Schools	16	20%

Table 5: Apprenticeship Level (data taken in February 2016 when 81 apprentices were on programme)

Apprenticeship level	Number of apprentices	% of cohort
Level 2 – Intermediate	56	69%
Level 3 – Advanced	24	30%
Level 4 – Higher	1	1%
Levels 5 and 6 – Degree	0	0%