

Blackpool Council



APPRENTICESHIPS SCRUTINY REVIEW FINAL REPORT

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1.0 Foreword

- 1.1 The Scrutiny Committee initiated the review to ensure the apprenticeship scheme was providing value for money to the Council and to ensure Blackpool Council offered quality jobs for people through the effective and efficient provision of apprenticeships as part of its workforce.
- 1.2 The Panel was the second from Blackpool to trial an 'in a day' review approach, meaning that it only held one meeting to which all key officers were invited and all evidence considered before coming to any conclusions and recommendations on the same day. This approach again worked well for this review and we would recommend continuing to hold future reviews in the same way.
- 1.3 As part of the review, the Panel invited contributions from the Council's services of Children's (Connexions), Economic Development, Human Resources, Property and Asset Management and the National Apprenticeship Service.
- 1.4 I would like to thank everyone who contributed to the review and gave their time willingly. I freely acknowledge the help and assistance given to me by the other Councillors on the Panel and the officers from across Blackpool Council and our partner organisations.

Councillor Elmes
Lead Member Apprenticeships Scrutiny Review Panel

2.0 Background Information

- 2.1 At the Scrutiny Committee on 30th January 2014, Members agreed to establish an 'in a day' review of apprenticeships at Blackpool Council. The aim of the review was to ensure the apprenticeship scheme was providing value for money to the Council and operating efficiently and to ensure Blackpool Council offered quality jobs for people, in line with Council priorities, through the effective and efficient provision of apprenticeships as part of its workforce.
- 2.2 The Committee appointed a Scrutiny Review Panel comprised of Councillors Elmes (Lead Member), Evans, Hutton and O'Hara.
- 2.3 A large amount of preparatory work was undertaken by officers to identify the following key areas for consideration in the review:
- National policy and context
 - Blackpool's apprenticeship performance
 - Blackpool Council's approach to apprenticeships
 - Who the Council had assisted
 - Challenges and lessons learnt
 - The value added of an apprenticeship
 - The Council's influence on apprenticeships outside of the Council
 - Additional opportunities to increase apprenticeships
 - Alternatives to apprenticeships
- 2.4 This review relates to the following priorities of the Council:
- Tackling child poverty, raising aspirations, and improving educational attainment
 - Attracting sustainable development and creating quality jobs.

3.0 Methodology

3.1 The Review Panel trialled an 'in a day' approach to scrutiny and held one meeting to consider the Council's approach to apprenticeships as follows:

Date	Attendees	Purpose
26 th March 2014	Councillors Elmes (Lead Member), Evans, Hutton and O'Hara. Peter Legg, Head of Economic Development Linda Dutton, Head of Organisation and Workforce Development Mike Taplin, Senior Manager: Early Help for Children and Families Diane Howard, Workforce Development Manager Vanda de Freitas, Employment Team Manager, Positive Steps into Work Antony Hill, Special Projects Manager Debbie Harris, Workforce Development Trainer Rob Smith, Assistant Team Leader: NEET (Connexions) Andy Stone, National Apprenticeship Service	To receive information from Children's Services (Connexions), Economic Development, Organisational Workforce Development, Property and Asset Management representatives in order to come to conclusions and recommendations regarding apprenticeships in Blackpool.

4.0 Detailed Findings and Recommendations

4.1 National Policy and Context of the Review

- 4.1.1 Over recent years apprenticeships have become an increasing priority for Government. In 2008 the publication *World Class Apprenticeships* set new ambitions for apprenticeships and introduced a new organisation - the National Apprenticeships Service (NAS). The Coalition Government's *Plan for Growth* in 2011 reaffirmed the importance of apprenticeships nationally and committed the Government to its highest level of public investment, so that by 2015 there would be funding for 75,000 more adults to start apprenticeships.
- 4.1.2 Apprentices earn a wage and work alongside experienced staff to gain job specific skills. Off the job, usually on a day release basis, apprentices receive training to work towards nationally recognised qualifications. Anyone living in England, over 16 and not in full time education can apply and apprenticeships are available to businesses of all sizes and sectors in England.
- 4.1.3 Nationally over 500,000 people started an apprenticeship in 2012/2013. Of these, 115,000 were 16 - 18 years old. Over 100,000 employers employ apprentices in 200,000 locations across England. The total investment by the Government was £1.5 billion in 2012/2013 and the return on investment is considered by the Government to be £18 per pound invested.
- 4.1.4 Apprenticeships are available at Intermediate, Advanced and Higher levels, covering more than 170 industries and 1,500 job roles, from advertising to youth work, environmental engineering to nuclear decommissioning:
- Intermediate (Level 2) - equivalent to five A* - C GCSEs
 - Advanced (Level 3) - equivalent to two A Levels
 - Higher (Level 4 and above) - equivalent to degree
- 4.1.5 The National Apprenticeship Service is responsible for apprenticeships in England and provides a service to employers offering free, impartial advice and support to small, medium and large employers.
- 4.1.6 The national minimum wage for apprentices is £2.68 per hour for 16 - 18 year olds but many employers pay more, including Blackpool Council. If an apprentice is over 19, they must also be paid a minimum of £2.68 per hour but for the first year of the apprenticeship only. During the second year of their apprenticeship, wages rise to at least the national minimum wage for their age band.

4.2 Blackpool's Apprenticeship Performance

- 4.2.1 The number of apprenticeships is recorded in terms of apprenticeships starts per year. In Blackpool the number of apprenticeships has doubled from 940 in 2008/2009 to 2000 in 2012/2013. This compares favourably to the rest of Lancashire.¹ Of these starts, the total number of apprenticeship starts for young people aged 16 - 18 years old has been varied over recent years and this is in line with the Lancashire wide picture:

¹ Apprenticeship Growth Plan for Lancashire, October 2012

Blackpool: 16-18 Apprenticeships Starts

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013
Blackpool 16 - 18 year old apprenticeship starts	350	510	440	370	330
Lancashire 16 - 18 year old apprenticeship starts	2700	3260	3450	3240	2970

4.2.2 The Panel discussed the reasons for the decline in apprenticeship starts for this age group and considered anecdotal evidence from officers based on discussions with young people and the difficulties presented by generational worklessness.

4.2.3 It was also noted that there had been a number of significant changes including the acquisition of a large Blackpool training provider and to the minimum length an apprenticeship must last (12 months) resulting in at least one training provider going out of business. Some apprenticeships were also seen to be less attractive resulting in apprenticeship vacancies not being taken up. Members were informed that a campaign had been undertaken in summer 2013 and this was estimated to have increased the number of apprenticeships by 47% over the previous year.

4.2.4 During this campaign, training providers highlighted that there were a significant number of apprenticeship vacancies in Blackpool at any particular time. The Panel discussed the reasons behind this including how aware young people and adults were of opportunities and a possible lack of publicity. Members also considered whether the vacancies were in 'less favourable' professions.

4.3 Blackpool Council's Approach to Apprenticeships

4.3.1 In 2011, Blackpool Council made a commitment to reinvigorate apprenticeships and tackle youth unemployment by providing more structured processes to recruiting apprentices, allowing staff conversions to unlock training support, and more targeted support for managers by the Human Resources team. Initial targeted funding was invested from Children's Services and Human Resources, followed by a specific fund set up in the Council's budget to enable a proactive approach to targeting vulnerable groups. A guaranteed interview scheme was introduced for disadvantaged young people and adults.

4.3.2 The initial drive was to address increasing youth unemployment in Blackpool and as a result funding from Children's Services and Human Resources was earmarked to support apprenticeship opportunities for young people aged 16 - 18. Additional funding was accessed from the Government's Youth Contract wage subsidies for departments to take on young people from the Council's Positive Steps programme to create further employment opportunities for young people aged 18 - 24. The Council was not eligible for any Government apprenticeships incentives, which were restricted to the private sector. However, Council apprentices' training costs are covered by the Government, which flow through accredited training providers.

- 4.3.3 An additional £140,000 of funding was provided by the Council in 2013/2014. This was offered cross Council to budget holders by way of match funding to create and maximise apprentice opportunities. All vacancies were initially advertised through Connexions, Positive Steps into Work (adult employment service), Looked After Children Team and children's homes, Youth Offending Team, Your Council Jobs, local training providers and an email distribution list developed through recruitment fairs. The Panel discussed the difficulties in targeting these groups of young people.
- 4.3.4 The Council must work within equality legislation, however, an equality analysis was undertaken which enabled the Council to justify the targeting of under-represented groups.
- 4.3.5 Blackpool Council has a policy of paying all apprentices in line with the national minimum wage, making apprenticeships more appealing to a wide range of people. In addition to earning the national minimum wage, apprentices also gain valuable work experience and ongoing support whilst completing their qualification. The Council 'meets and greets' apprentices, provides pastoral support, holds group meetings, mediates with training providers, offers mentoring training to non-apprentice colleagues, assists with redeployment at the end of an apprenticeship and provides one to one CV and interview support. In addition to this support, apprentices are allowed four hours per week to work on their qualification.
- 4.3.6 The Council currently raises awareness of apprenticeship opportunities through recruitment fairs and career events and promotes internal vacancies through the Your Council Jobs website. Connexions specifically provide information to young people, and Positive Steps to Work provide information of opportunities to older unemployed adults. It was noted that Your Blackpool had not been used to raise awareness for older people.
- 4.3.7 Apprenticeship opportunities were also offered to existing staff, who could chose to convert their job into an apprenticeship in order to receive training. During the period in which these opportunities were offered, 41 members of staff took up this opportunity to become apprentices. Their wages/job roles were not altered during this time.
- 4.3.8 The Panel discussed the requirement that apprentices must also undertake GCSE level Maths and English and additional Information Technology training, if they had not already achieved those qualifications. There was some concern that apprentices who were not academically minded may struggle to undertake those qualifications. However, Members were assured that the Council provided a high level of support and that those basic skills were necessary for the majority of employers. An apprentice did not need those qualifications to be appointed to a role and once an applicant was successful to a position, the Council worked with the apprentice to identify their current skill base. A matching process would then be undertaken to find a suitable training provider.
- 4.3.9 The table below demonstrates the number and range of apprenticeships made available by the Council.
- Strand 1 relates to 'Business as Usual' apprenticeships where a new apprenticeship is created through existing departmental budgets.

- Strand 2 relates to the apprenticeships provided through the funding explained in paragraph 4.3.2 of this report (i.e. 16-18 apprentices)
- Strand 3 relates to those opportunities provided by the match funding referred to in 4.3.3 of this report (targeted all age apprentices).

Training Route by Strand/Year										
	Strand 1					Strand 2		Strand 3		Grand Total
Training Route/Year	2009	2011	2012	2013	2014	2012	2013	2013	2014	
Accountancy	1	1	1					1	1	5
Business Administration			4	10			1	3	3	21
Cleaning and Support			1							1
Customer Service					1		2	1	1	5
Environmental Services				3		1	2	3	1	10
Grounds Maintenance							1			1
Highways Maintenance						1				1
ICT								2		2
Joinery							1			1
Painting and Decorating		1								1
Sports Coaching				6						6
Grand Total	1	2	6	19	1	2	7	10	6	54

4.3.10 The above table demonstrates that the type of apprenticeship position most available is within Business Administration. This is broadly in line with the total number of jobs in the Council with the largest number of Council workers occupying this type of role.

4.4 Who has the Council Assisted?

4.4.1 The Panel received data on the age and gender splits of the apprenticeships appointed by the Council and how these apprenticeships fit within the priority groups identified by the Council.

4.4.2 It was noted that more male apprentices had been appointed than female, which contrasted with the gender balance at the Council as a whole. However, within Blackpool levels of male unemployment were higher than female unemployment.

4.4.3 The Panel was informed that 22 apprentices were aged 18 - 19 years old and 25 apprentices 20 years and older. Only seven of the apprentices were aged between 16 - 17 years old. The reasons behind the differing levels of apprentices age breakdown were considered and it was noted that many 16 - 17 year olds attended college and that apprenticeship opportunities did not always tie in to the

academic year. This would mean a student would need to leave college in order to take up an apprenticeship.

- 4.4.4 Further information was received on the destination of leavers and the qualification status of the apprentices. Of the 54 apprentices, 19 had achieved their qualification, 24 were still in the process of completing and 11 had not completed. The Panel discussed the reasons for non-completion. It was noted the reasons varied considerably and were in line with general reasons for leaving a job. When an apprenticeship ended at the Council, redeployment and assistance in obtaining a permanent position were offered and to date, eight apprentices had been employed by the Council.

4.5 Challenges and Lessons Learnt

- 4.5.1 A number of key challenges and lessons learnt have been identified from the apprenticeship schemes in place at the Council. It is recognised that apprenticeships are not suitable for everyone and may not always be the best option for the individual or the employer.
- 4.5.2 **Apprentice readiness** - Strand 2 of the Council's apprenticeship programme was to specifically provide opportunities for 16 - 18 year olds not in education, employment or training (NEET). There is, however, more risk associated with recruiting young people directly from this priority group. Two thirds of young people in this group are performing at level 1 or lower, academically. All apprenticeships require participants to study a level 2 qualification and therefore, these young people may find the formal training difficult. The Panel was informed that this issue had been highlighted nationally and Traineeships (further information later in this report) had been introduced recently to widen the access of jobs with training to those not yet academically ready.
- 4.5.3 Young people not in education, employment or training may also often have chaotic lifestyles or live in chaotic families, making a full time apprenticeship with training difficult to sustain. The Panel also considered that schools had a significant role to play in ensuring young people were ready for the workplace. It was noted that work experience was no longer compulsory but that schools had a duty to provide access to independent careers guidance. Members discussed the awareness of schools to the importance of pupils being work ready and what could be done to increase awareness at schools of apprenticeship opportunities.
- 4.5.4 **Drop out and non-completion** - there have been varied reasons for drop out and non completion, such as pregnancy, dismissal, relocation, ability to maintain employment and learning experience and personal problems. As previously identified in the report, the Council has a number of support measures in place for apprentices.
- 4.5.5 **Managers' expectations of age range of an apprentice** - the Panel was advised that there was a common misconception that apprenticeships were only accessible and appropriate for young people. However, since the introduction of age discrimination legislation in 2006, employers are no longer able to specify age groups when recruiting unless they can demonstrate legitimate reasons to discriminate on the grounds of age. Employers must also take care to ensure that the recruitment process for attracting and recruiting apprentices does not

discriminate against older workers. Therefore, although apprenticeship training is tiered according to the age of the apprentice, with higher percentage funding for younger apprentices, they are open to all age groups. This misconception could be tackled through wider promotion and education.

4.5.6 The high level of mentoring and supervision support required for apprentices - prior to entering the programme, provision of advice and guidance on career pathways is required, including how to apply for and be notified of vacancies. During the programme, all apprentices are welcomed in their first week of employment and provided with support as detailed throughout this report. Upon completion of the programme, previous apprentices can continue to access Occupational and Workforce Development for advice and guidance and to request references for prospective employment.

4.5.7 The Panel was advised that at the launch of the programme, the significance of the support required was not recognised and many measures were put in place as requirements were identified including the new mentoring programme. This extra resource has been managed within the Occupational and Workforce Development service.

4.6 The Value Added of an Apprenticeship

4.6.1 The value of an apprenticeship is difficult to quantify, it can however be qualified for the individual and the Council.

4.6.2 **To the individual** - due to the current economic climate there are limited employment opportunities and consequently apprenticeships provide vital opportunities at the Council for both younger and older people to take on a position paid at national minimum wage that will also provide training and up-skilling for the individual. Apprenticeships could be considered to be a major step towards a brighter future for some of our most vulnerable individuals.

4.6.3 Young people and long term unemployed adults can be seriously disadvantaged in the labour market with competition for jobs from more experienced workers with recent relevant work experience. Blackpool currently has the highest overall unemployment rate and the highest youth unemployment rate in the North West. Apprenticeships allow people to learn a trade and gain a work based qualification that can become the stepping stone to develop a viable career.

4.6.4 **To the manager** - anecdotal evidence was provided to demonstrate the benefits of taking on an apprentice to a manager. Even without formal qualifications, an apprentice does have skills to contribute to services. It was noted that an apprentice from a difficult background could test supervisory skills at times, however, the overall payback was considered to be worth the effort.

4.6.5 Managers can also, with the agreement of employees, convert positions to apprenticeships. This can be very beneficial as it unlocks training support that would not otherwise have been available and will therefore contribute to a more educated workforce.

4.6.6 **To the Council/Blackpool as a whole** - hiring apprentices helps the Council to grow its own talent by developing a motivated, skilled and qualified workforce.

Where apprentices are not offered continuation of employment with the Council, they will be in a better position to compete in the local labour market, benefitting both other employers in the town and Blackpool as a whole through lower unemployment.

- 4.6.7 The Council also gains an additional workforce that can add value to a service, even if it is restricted to a one year apprentice position. Existing staff can gain valuable extra training and qualifications that will aid future careers and also improve the quality of the Council's workforce.

4.7 The Council's Influence on Apprenticeships Outside of the Council

- 4.7.1 It was noted that the Council had a responsibility for apprentices as an employer and as an influencer in the town.
- 4.7.2 The Council has used recent regeneration schemes to encourage contractors to provide apprenticeships and invest in the local labour market. The Panel discussed the numbers of apprenticeships being provided and was informed that it was often difficult for contractors to commit to the minimum 12 months required for an apprenticeship.
- 4.7.3 The Council has facilitated the establishment of the Blackpool Provider Group – a partnership of colleges and training providers who deliver significant numbers of apprenticeships in Blackpool. The Group has committed to an Apprenticeship Growth Plan as a component of the Journey to Work plan to tackle youth unemployment (16 – 24 year olds).
- 4.7.4 The Council has also led a partnership campaign along with the National Apprenticeship Service to create 100 Apprenticeships in 100 days for 16 – 18yr olds during August to October 2013. The campaign included both a business event and a series of road shows targeted at young people and parents. The campaign significantly exceeded its target. Whilst the figures are still to be finalised (due to delays in a change in national systems), it is estimated that 163 apprentices started during this campaign – 47% higher than the previous year (without a campaign). It was too early to determine the success of the schemes.
- 4.7.5 Work was also ongoing with Blackpool Coastal Housing and a training company called Calico to develop a Shared Apprenticeship scheme for construction contractors. Fundamental to this development, is for commissioning partners in the public sector to agree to a contractual requirement to recruit apprentices. The aim is to expand this contractual requirement into all of the Councils' contracts of significant size in the future.
- 4.7.6 The Council's Economic Development team had aided local leisure attractions to secure £1m from a national skills fund to create a Blackpool Tourism Academy. Part of the initiative focussed on employers designing and delivering their own apprenticeships – funding for 113 apprentices was available over the next three years.

4.8 Opportunities to Create Additional Apprenticeships

- 4.8.1 The Panel discussed opportunities to create additional apprenticeships within the Council, but noted that due to the large spending cuts imposed by central Government, there was little additional funding for such a scheme, especially when considering the current position regarding existing members of staff. However, the Council could explore why certain departments were not creating apprenticeship opportunities through normal recruitment practices and encourage them to do so, when appropriate. It was noted that it had been over two years since managers had been briefed on the benefits of apprenticeships and that this could be refreshed.
- 4.8.2 The National Apprenticeship Service was also represented at the Panel meeting and was asked to provide suggestions from a national perspective. It was reported that Blackpool had been identified as a key priority nationally due to the significant decline in apprentices aged 16 -18. It was noted that the National Apprenticeship Service's working relationship with the Council was very good.
- 4.8.3 A number of growth opportunities were identified, including more conversions of existing staff, engaging with the supply chain and development partners, traineeships and a potential media campaign. These growth opportunities were both internal to the Council and external, where the Council could support and influence other employers.
- 4.8.4 The Panel discussed the development of traineeships as a pre-apprentice route to employment and noted the benefits that this could provide. There were cost constraints internally, however, it was something the Council was already exploring and considered to be an important development.

4.9 Alternatives to Apprenticeships

- 4.9.1 The Panel also considered a number of alternatives to apprenticeships.

Young people measures

- 4.9.2 Support is available for unemployed young people aged 18-24 through the youth contract wage subsidy initiative, which offers £2,275 towards salary costs in the first six months of employment. The young person must have been unemployed for six months to qualify. Positive Steps had managed to draw in NVQ skills support alongside the job opportunity.
- 4.9.3 National Traineeships are available for 16 – 24 year olds who are almost ready for apprenticeships. National Traineeships cover English and Maths, employability skills and extended work experience for a period of up to six months. These are delivered by a range of colleges and training providers in Blackpool.
- 4.9.4 Study Programmes are available for 16 – 18 year olds who may be further away from being ready for an apprenticeship. The model is similar to a National Traineeship but more time is spent on employability skills and English and Maths, with work experience being more gradually introduced. These are provided by a range of colleges and training providers in Blackpool.

- 4.9.5 Engagement programmes are available for 16 – 18yr olds who are not ready for a Study Programme. These last for up to three months and focus on a broad range of employability skills and work tasters. These are provided by the Connexions Service in Blackpool, through a European Social Fund sub contract.

All age Measures

- 4.9.6 A range of support is available from the Jobcentre (or Work Programme providers) to improve the employability of older unemployed groups. This is probably the subject of a separate scrutiny review however, to explore how effective these measures are.

4.10 Discussions with Council Apprentices

- 4.10.1 The Panel met informally with three current Council apprentices and one young person, who had been employed by the Council after completing an apprenticeship (also within the Council) from a range of services. The apprentices were encouraged to speak openly about their experiences, both good and bad aspects.
- 4.10.2 The apprentices spoke highly of the support they had received from the Council and considered that an apprenticeship provided a good opportunity to earn and learn at the same time. The Panel asked how the apprentices had found out about the opportunities and received a range of responses including from a sibling, using the National Apprenticeship Service website and from Connexions. They advised that they had spoken to friends about apprenticeships and had encouraged them to apply.
- 4.10.3 Upon further questioning, the apprentices considered that the skills they were learning were transferrable and that, although, having the Council as an employer on their CV they would like to continue to work for the Council once their apprenticeship was complete.
- 4.10.4 Problems with communication from training providers were highlighted, with some of the apprentices feeling that they did not receive enough support from their provider. The Council, however, was providing support and was liaising with the training provider on the apprentices' behalf.
- 4.10.5 The apprentices reported that complaints did get heard and resolved, but that there could be a lack of management and colleague support on occasion. The Panel discussed the introduction of the new mentoring scheme and the impact that education could have to rectify this issue.
- 4.10.6 Concern was expressed that short notice was often given regarding the continuation of posts. For example, two apprentices reported that their positions would cease in June and July 2014, but had not yet heard whether they would be retained by their manager. The Panel considered that security and knowledge was important, but also noted that in the economic climate it was often difficult to make commitments regarding expenditure months in advance.

4.11 Conclusions and Recommendations

- 4.11.1 The Panel received a large amount of information throughout the 'in a day' review and drew out a number of key points and conclusions from the discussions. The general view of the Panel was that apprenticeships were very important to both the Council and the town and should continue to be promoted and utilised whenever possible.
- 4.11.2 Raising awareness - the Panel considered that awareness of apprenticeships as a whole could be raised. From the manager's perspective of what an apprenticeship was, to the young person leaving school, making a decision about their future. The Panel considered that general knowledge of apprenticeships was outdated and apprenticeships were very different to what they had been 20 years ago. It was considered that older people in particular may have a misconception regarding apprenticeships, based upon outdated information.
- 4.11.3 The Panel had noted that training providers often had a number of positions vacant and considered that more could be done to promote these vacancies. It was noted that campaigns organised by the Council, for example 100 Apprenticeships in 100 Days had created a large number of new apprenticeships, however, existing vacancies also needed to be filled.
- 4.11.4 The Panel did express concern that not all young people were ready to become apprentices due to a lack of preparation for a work environment, in particular those young people from difficult backgrounds that may sit within the Council's previously identified priority groups such as Looked After Children.

Recommendation One

That the Council promotes apprenticeships internally amongst all Council services and departments as a reminder to managers of the benefits and to encourage employees to convert to apprenticeships when appropriate for their development.

Recommendation Two

That the Council promotes apprenticeships externally, through schools, Your Blackpool, the Job Centre and Youth Centres in order to raise awareness of the benefits of apprenticeships both within the Council and with other employers to people of all ages.

Recommendation Three

That the Council influences training providers to do more to advertise existing vacant apprenticeship positions to young people by encouraging joined up working between providers, forging links to the National Apprenticeship Service and through schools, wherever possible.

Recommendation Four

That the Council continues to influence businesses in Blackpool particularly those undertaking construction contracts commissioned by the Council to take on apprenticeships or shared apprenticeships.

Recommendation Five

That the Council facilitates attendance at schools from current apprenticeships to promote the idea of apprenticeships to peers.

Recommendation Six

The Panel supports the concept of Traineeships at the Council for 16 – 24 year olds who are almost ready for Apprenticeships and recommends that further work be undertaken to develop Traineeships at the Council.

5.0 Financial and Legal Considerations

5.1 Financial

- 5.1.1 There may be additional costs associated with the recommendations and these would need to be met from within existing service budgets.

5.2 Legal

- 5.2.1 All apprenticeships must be appointed in line with equality legislation and employment law.

Apprenticeships Scrutiny Action Plan

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation One That the Council promotes apprenticeships internally amongst all Council services and departments as a reminder to managers of the benefits, and to encourage employees to convert to apprenticeships when appropriate for their development.</p>	Councillor Jackson supports the recommendation.		August 2014	Head of Organisation and Workforce Development		
<p>Recommendation Two That the Council promotes apprenticeships externally, through schools, Your Blackpool, the Job Centre and Youth Centres in order to raise awareness of the benefits of apprenticeships both within the Council and with other employers to people of all ages.</p>	Councillor Jackson supports the recommendation.		September 2014	Head of Early Help for Children and Families		

<p>Recommendation Three That the Council influences training providers to do more to advertise existing vacant apprenticeship positions to young people by encouraging joined up working between providers, forging links to the National Apprenticeship Service and through schools, wherever possible.</p>	<p>Councillor Jackson supports the recommendation.</p>		<p>September 2014</p>	<p>Head of Early Help for Children and Families</p>		
<p>Recommendation Four That the Council continues to influence businesses in Blackpool particularly those undertaking construction contracts commissioned by the Council to take on apprenticeships or shared apprenticeships.</p>	<p>Councillor Jackson supports the recommendation.</p>		<p>Ongoing</p>	<p>Head of Economic Development</p>		
<p>Recommendation Five That the Council facilitates attendance at schools from current apprenticeships to promote the idea of apprenticeships to peers.</p>	<p>Councillor Jackson supports the recommendation.</p>		<p>Ongoing</p>	<p>Head of Early Help for Children and Families</p>		

<p>Recommendation Six The Panel supports the concept of Traineeships at the Council for 16 – 24 year olds who are almost ready for Apprenticeships and recommends that further work be undertaken to develop Traineeships at the Council.</p>	<p>Councillor Jackson supports the recommendation.</p>		<p>September 2014</p>	<p>Head of OWD</p>		
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