

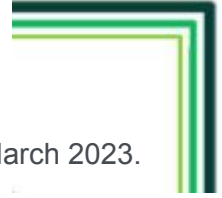


Apprenticeship Programme Evaluation

November 2023



Apprenticeship Programme Overview



The combined Hackney Council Apprenticeship Programme has started **708 Apprenticeships** between April 2017 and March 2023.

Although the pandemic made taking on apprenticeships more difficult, Hackney Council has 58 new apprentices in post as of September 2023, 18 more due to join during autumn 2023, and more vacancies still in recruitment. Between March 2017 and April 2023, we hired 197 apprentices from the local community, and we aim to grow this programme in future.

Our upskilling apprenticeship programme, known internally as Career Development Qualifications (CDQs), has started 305 apprenticeships since commencing in 2017/18.

The Hackney Apprenticeship Network (HAN) was established in 2018 and has 213 businesses as members, delivering 234 apprenticeships as of March 2023. 46 HAN members are schools accounting for 169 apprenticeships in roles such as teaching assistants, early years educators and more recently several cohorts of new teachers taking the apprenticeship route.

45 apprenticeship starts were in childcare. The remaining apprenticeship starts are in hospitality, tech, digital, health and social care sectors, demonstrating Hackney's continued efforts to maximise social value from our strategic partnerships and anchor institutions. From April 2023 to September 2023, 41 apprenticeships have commenced across HAN.

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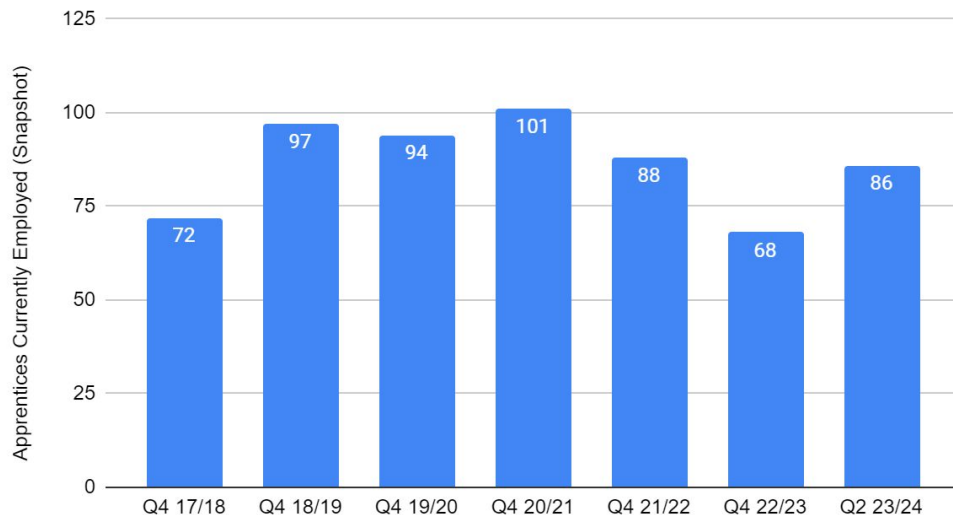
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Apprentices employed by the Council

Subtitle

March 2017 to September 2023

Apprentices employed in the Council



Source: _____

Typical recruitment rates by dept.

ICT - 20 apprentices biannually

Trades 8-12 annually

Customer services / Business
admin 4-6 annually

Finance 2-3 annually

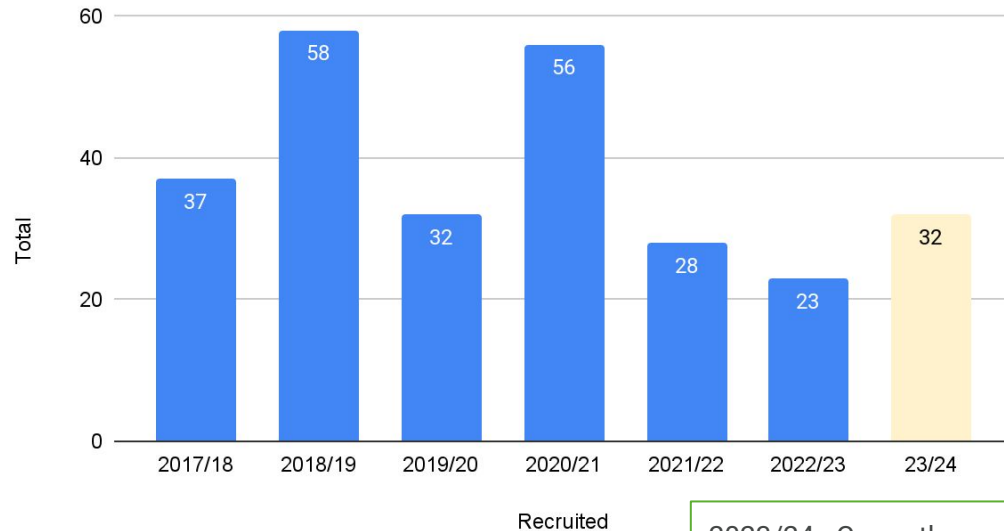
Management - 2-3 annually

Many apprenticeships offered by the Council have a duration of between 18 months and a 4 years. Longer duration apprenticeships can influence how frequently a service can offer an apprenticeship

Number of apprenticeship new starts

April 2016 - October 2023

Newly Hired Apprenticeship Starts



Source: _____

2023/24 - Currently recruiting for 32 apprenticeships.
23 vacancies filled & starts imminent
Approx 10 vacancies not yet released

New starts affected by the Pandemic and ICT hiring patterns and restructuring

18/19 ICT recruit approx 20 apprentices

19/20 No ICT intake

20-21 Pandemic disrupts workplace

21/22 Apprenticeships put on hold due to Pandemic affect e.g. remote working

22/23 ICT restructure - no apprentices recruited

Council apprenticeship heatmap*

| Directorate | Department | # Apprentices on programme |
|-------------------------------|---------------------------------------|----------------------------|
| Adults, Health & Integration | Public Health | 1 |
| Chief Executive's Directorate | Corporate Programmes | 4 |
| | Legal & Governance | 2 |
| Children & Education | Hackney Education | 3 |
| Climate, Homes, & Economy | Building Control | 1 |
| | Employment & Skills | 1 |
| | Housing Regeneration | 3 |
| | Repairs (DLO) | 26 |
| | Streetscene | 1 |
| | Tenancy & Leasehold | 1 |
| Finance & Corporate Resources | Corporate Property & Asset Management | 2 |
| | Customer Services (HSC) | 3 |
| | Finance | 9 |
| | ICT | 8 |

Successful new hire apprenticeships require:

- Availability of vacancies suitable to be an apprenticeships
- Availability of establishment funds to pay sustainable salaries, and backfill if necessary
- Willingness in line managers and the team to train an apprentice
- Availability of suitable expertise and mentoring, to ensure that apprentices are learning from peers as well as from the course curriculum
- Availability of suitable, good quality training provision

Our apprenticeship programmes cover:

- Various Trades professions at Levels 2&3
- A range of Level 3 professions, including Business Administrator, Housing & Property, Data technician, Data & Information Governance
- A variety of Levels 4&5 apprenticeships including Project Management and Operations / Department Manager
- Levels 6&7 Professional & Degree Apprenticeships; in Civil Engineering, Chartered Surveyor, Digital & Technology Solutions, Public Health, Software Development and Accountancy / Taxation professional

*New hires - numbers don't include CDQs

Apprenticeship hiring has a long lead time

March - September 2023

| | |
|---|-----------|
| Apprenticeship Vacancies advertised to date from March to September 2023 | 36 |
| Total Candidate Applications | 780 |
| Candidates progress to next round | 247 |
| Candidates Not Ready | 76 |
| Candidates Not Eligible | 66 |
| Candidates Not Assessed | 391 |

Apprenticeships with Hackney Council are highly sought after and vacancies are oversubscribed. However, we find many candidates have not met the eligibility criteria. This includes:

- Level 2 Functional Skills
- already holding similar qualifications
- not meeting the DfE funding rules for UK residency

We employ several stages of selection:

- Application form
- Apprenticeship readiness assessment
- Shortlisting by hiring managers
- interviews

Lead times:

- It can take 3 - 9 months to get an apprenticeship advertised - even in services where the skills need and the establishment funds are fully identified
- It can take 3 months from the point of advert to an apprenticeship commencing, as the selection process is rigorous and time consuming
- Many candidates apply for apprenticeships without a clear understanding of what is required to be successfully appointed

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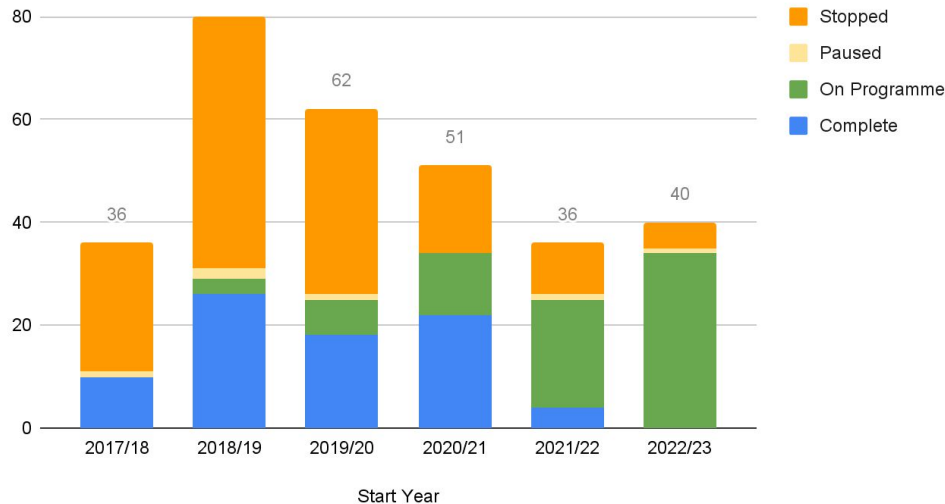
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Career Development Qualification new starts, progress and completion

April 2017 - March 2023

CDQ Programme Overview



Source: _____

CDQs are even more challenging than new apprenticeships to set up and ensure successful outcomes. Reasons are varied, including:

- Unclear expectations of required commitment from the outset in some cases, for learners and line managers
- It can take up to 12 months to source suitable provision for more senior levels or specialist training
- Many older staff members no longer have proof of old GCSE's and need to achieve Level 2 functional skills in Maths and English
- Off the Job training time is difficult because of high regular workload demands
- Minimal access to wraparound pastoral support

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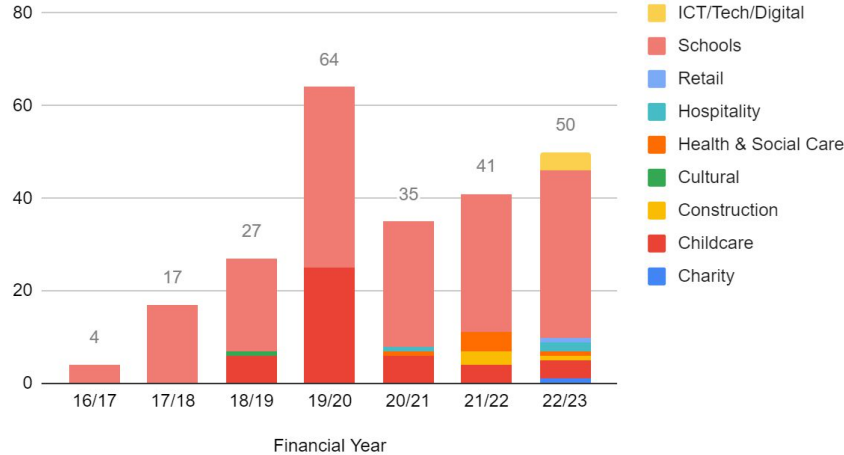
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Hackney Apprenticeship Network new starts by sector

Subtitle

Apr 2017 - March 2023

HAN - Annual Apprenticeship Starts



HAN experienced a fall in apprenticeship starts due to the pandemic. However, we see a year on year recovery from 2021/2022

- 169 starts in Schools across 21 apprenticeship standards and levels. Includes new hires and CDQs
 - 75 x Level 6 Teacher Apprenticeships
 - 17 x Level 3 Teaching Assistants
 - 13 x Level 7 Senior Leaders
 - 10 x Level 3 Business Administrators
 - 8 x Level 5 Operational / Department Managers
- 65 Starts across the wider HAN network, across 27 apprenticeship standards and levels. These include:
 - 15 starts in Levels 2&3 apprenticeship standards
 - 9 starts in Levels 4&5 apprenticeship standards
 - 2 starts in Level 6 Paramedic degree apprenticeships

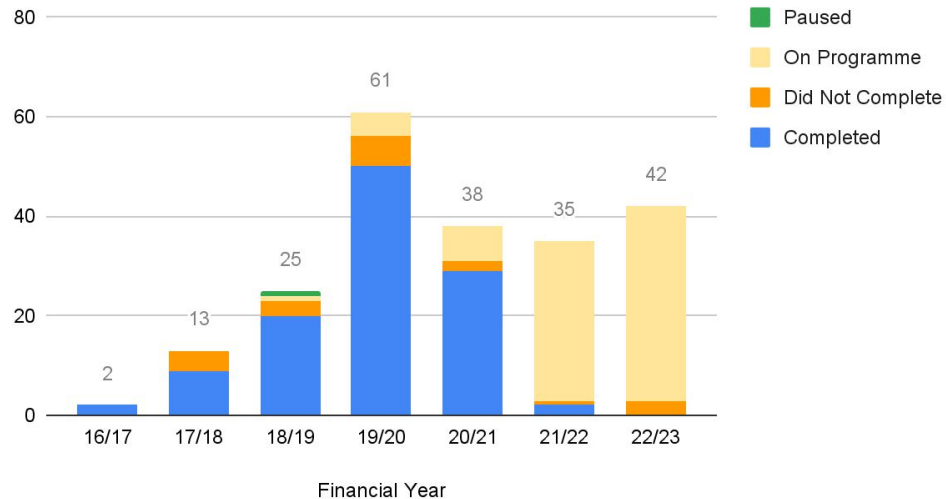
Source: _____

Hackney Apprenticeship Network progress and completion

Subtitle

April 2017 - March 2023

HAN Progress & Completions



Source: _____

The Hackney Apprenticeship Network has seen a good range of success, as a result of a variety of factors.

Completion rates are high in Teaching roles in Schools, as motivation is generally high in this sector.

Other sectors have seen mixed results. Where apprentices have either paused programmes or not completed, the top reasons are:

- Apprentices were unable to achieve Level 2 Maths and / or English
- Unclear expectations of required commitment from the outset in some cases, for apprentices and line managers
- Not enough wraparound support for apprentices and / or line managers

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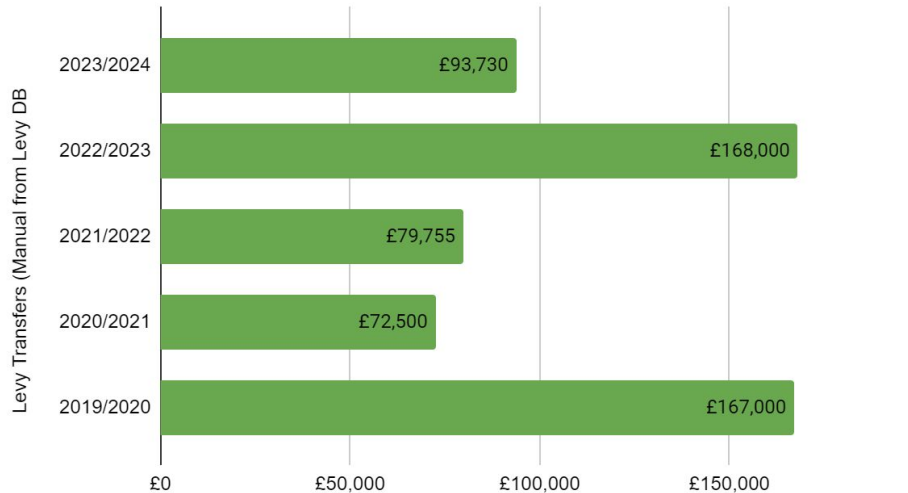
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Apprenticeship levy pledges

Subtitle

March 2017 - September 2023

Levy Transfer Pledges 2019 to 2023



Source: _____

We pledge to gift apprenticeship levy to other employers to support their apprentices, by means of a Levy Transfer, to support our local businesses and our local residents.

There was a significant drop in apprenticeship activity across the economy in 2020/21 as a result of the pandemic. This is slowly recovering and further pledges are expected to be made during the third and fourth quarters of 2023/24.

There is a time lag between the pledges and the funding being spent and reflected in our levy account because training is paid for on a monthly basis across the duration of each individual programme.

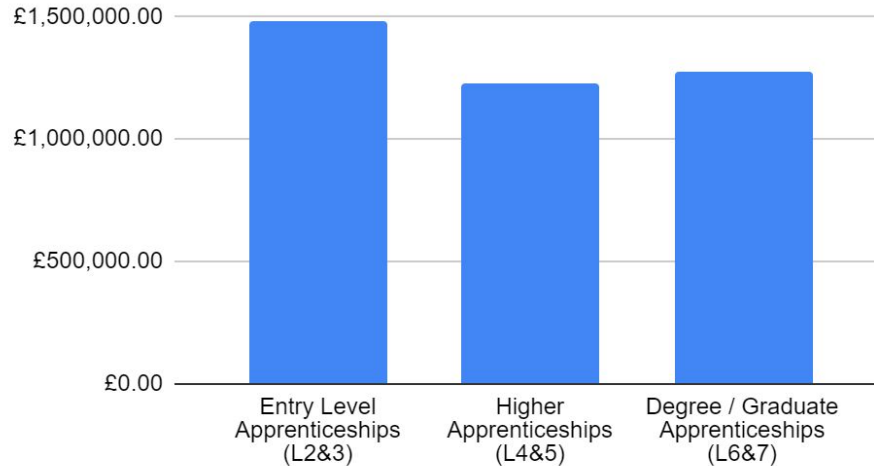
Note that the apprenticeship levy can only be used for funding training and cannot be used or gifted for any other purpose.

Levy spend across qualification levels

Subtitle

April 2017 - September 2023

Apprenticeship Spend across Qualification Levels



Source: _____

All Apprenticeship Programmes have a price cap; which ranges from a minimum £3,000 to max £27,000.

- Each apprenticeship has its own set cap which is calculated by the Institute for Apprenticeships & Technical Education (IFATE)
- Costs are not progressive through the academic levels - so a level 3 apprenticeship can be more expensive than a level 7
- Overall, the levy spend cannot be directly correlated to the levels of apprenticeship delivered.

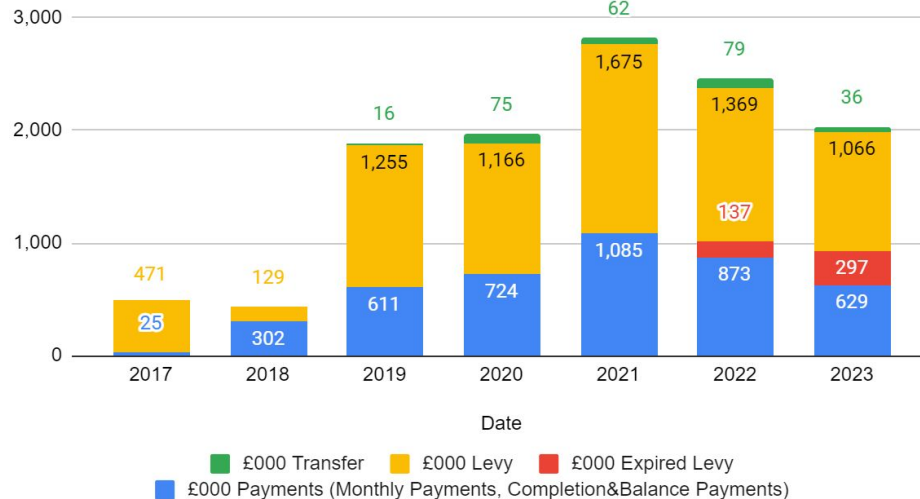
Strategically, there needs to be a balance between supporting people into their first roles and providing support and opportunities for existing staff to develop their skills and careers

DAS account overview

Subtitle

April 2017 - September 2023

Apprenticeship Levy DAS Account Overview



Source: _____

The Apprenticeship Levy is made up from the following components:

- Contribution from Council's monthly payroll (3%)
- Contribution from all linked maintained Schools monthly payroll (3%)
- 10% top up from HMRC

Spend is broken down into:

- Total cost / duration - Completion payment = Monthly payments
- 20% of Total cost = Completion payment

There is a time lag between apprenticeship starts and the funding being spent in the DAS system for this reason.

The drop in spend across all parts of the programme between 2021 and 2023 was related to the number of apprenticeships that were paused or stopped during the pandemic and the reduced number of apprenticeship starts over the same period.

As recruitment onto apprenticeships is gradually increasing again, spend will start to increase

THANK YOU