

Appendix 4

Skills and Employability Service

Apprenticeship Select Committee Action Plan

No.	Recommendation	Priority Action	Outcome	Deadline	RAG	
1.0	<p>The Skills and Employability Service (S&E) in Kent County Council (KCC) should further raise awareness about apprenticeships and their benefits amongst young people, their parents/carers and employers. It is important to contribute to a shift in the perception of apprenticeships; from poorly paid jobs to funded training which significantly enhances employability.</p>	<p>Website All apprenticeship related pages within KCC website have been updated. Ability to search live vacancies has been added. KC4U now has apprenticeship link within it so that young people in Year 11 can see apprenticeship opportunities as part of the post 16 offer.</p>	<p>Completed refresh of apprenticeship information in line with new KCC website template.</p> <p>Kent.gov apprenticeship pages have received 21,795 views</p> <p>As at March 2014 KC4U = 171,221 views Number of learners who unlocked their accounts or visited for the first time = 11244 from a cohort of 16274 for post 16 study</p>	<p>Sept 2013</p> <p>Dec 2013</p>	Green	
1.1		<p>Resources Produce hard copy resources for</p> <ul style="list-style-type: none"> • Businesses • Schools • Work placements • Assisted apprenticeships (formerly vulnerable learners) • Young people 	<p>A suite of apprenticeship collateral is in place. These are consistently being used and distributed in all forums / networks that the Skills and Employability Service attends</p>	<p>September 2013</p>		Green
1.2		<p>School Presentations Nationally trained school apprenticeship ambassadors have presented to young people in secondary schools across the county.</p>	<p>In conjunction with KATO we deliver the Apprenticeship Ambassador Service to promote apprenticeships to young people. Since September we have engaged young people through;</p> <p>47 secondary schools 36 other providers including; JCP, Gateway centres, KIASS hubs, youth centres, jobs fairs, Kent 20/20 and KC4U Live</p>	<p>Sept 2014</p>		Green
1.3		<p>Engagement Events KC4U young people event in March 2014 targeted at Years 9-13. Approx. 4,000 young people to attend.</p>	<p>All year 11 students to be sent apprenticeship information with their KC4U login details in 2014</p>	<p>March 2014</p>		Green

		Skills and Employability Service hosted an apprenticeship Zone at Kent 20/20 Live in April 2013 generating 100 expressions of interest.			
		Since September 2013 the Skills and Employability Service has attended 45 events to promote apprenticeships. There have been joint events delivered with Barclays to promote apprenticeships to their customers.	Since April 2013 we have engaged 247 businesses generating 215 apprenticeships. Events delivered in following areas <ul style="list-style-type: none"> • Ashford • Gravesham • Tunbridge Wells and Sevenoaks • Sittingbourne • Deal 80 apprenticeship pledges generated	Nov 2013	Green
2.0	The Skills and Employability Service should ensure that there is a single point of contact to provide information and support for apprenticeships both to young people and to local businesses in Kent. Particular support should be offered to SMEs employing less than 100 people and to vulnerable learners.	Liaise with Corporate Comms and Digital Services to create a single point of contact. Create new web address, email address and telephone number.	New contact details created and operational. Employer engagement team within S&E Service comprising of 8 staff to provide bespoke support to SMEs under 100 employees.	May 2013	Green
3.0	KCC should consider the use of Gateway Centres to provide information, recruitment and employment services traditionally associated with Jobcentre Plus.	Pilot the following through Maidstone and Ashford Gateway <ul style="list-style-type: none"> • Resource with hard copies apprenticeship information • Gateway to link to NAS, KCC and local Council apprenticeship pages and KC4U website. • Have a presence during National Apprenticeship week • Brief staff on apprenticeship process and how to sign post. 	Apprenticeship referrals generated through Gateway Centres. Evaluate pilot and if successful roll out through each Gateway Agenda item on Gateway Managers Forum to agree course of Action for all Gateway centres to promote and employ apprentices (Meeting postponed until May)	March 2014 Sept 2014	Amber
3.1		Skills and Employability Hubs To develop apprenticeships in localities further 12 Employability hubs (one per district) to be	Pilot phase from September 2013 has started in Shepway.	By Sept 2014	Amber

		created from existing vocational provision. Advice and guidance will be offered to young people to ensure that appropriate pathways are developed. Employability skills, work experience and progression into apprenticeships will be a focus.			
3.2		<p>Youth Employment Learning Zones</p> <p>A three step action plan is currently under way. Understand the cohort (needs analysis); audit current JCP (and other) activity; and mobilise partners to make additional provision to fill identified gaps.</p> <p>We will commissioning a series of projects to complement JCP support, including:</p> <p>Engaging a training provider to carry out Personal Profiles of young people; engaging FE providers to deliver short term (4-6 weeks) programmes especially for 18 year olds. This work will include advice and guidance to signpost young people into vocational education and apprenticeships.</p>	5 virtual zones created in the following districts to reduce youth unemployment below the national average (5.5%) as at Oct 2013;	Feb 2014	Green
4.0	The Cabinet Member for Education, Learning and Skills should write to Ofsted to urge that the provision and assessment of careers information, advice and guidance (IAG) in schools is reviewed. Ofsted should ensure that IAG is provided to all pupils at key transition points in their secondary education, and that it becomes a compulsory element in the Agency's assessment of schools' overall performance within 5 years. Ofsted should also assess, as part of its inspection framework, whether IAG in schools is impartial, high quality, and delivered by professionally trained and accredited people.	<p>Ofsted.</p> <p>"Inspectors will make a judgement on outcomes for learners by evaluating the extent to which:</p> <ul style="list-style-type: none"> • Learners develop personal, social and employability skills • Learners progress to courses leading to higher-level qualifications and into jobs that meet local and national needs" 	<p>Now part of Ofsted's new Common Inspection Framework from Sept 2013.</p> <p>It will ensure that.</p> <p>"... inspectors take greater account of the quality of careers guidance and of students' destinations in judging the effectiveness of a school's leadership and management. "</p>	Sept 2013	Green
4.1	The Cabinet Member for Education, Learning and Skills should write to Ofsted to urge that the provision and assessment of careers information, advice and guidance (IAG) in schools is reviewed. Ofsted should ensure that IAG is provided to all pupils at key transition points in their secondary education, and that it becomes a compulsory element in the Agency's assessment of schools' overall performance within 5 years. Ofsted should also assess, as part of its inspection framework, whether IAG in schools is impartial, high quality, and delivered by professionally trained and accredited people.	The CEIAG Network will have a focus on Post 16 CEIAG, to provide support to providers to develop how they will secure independent impartial guidance.	Apprenticeship and provision for work placements were a focus of two recently delivered conferences; CEIAG and Work Experience were delivered to address new changes in legislation and impact on schools and employers.	Nov 2013	Green

NB
Before letter was drafted Ofsted policy has been

	amended to include judgements for CEIAG.		Schools Career plan launched to provide schools with the framework to make judgements on the quality of their CEIAG.		
4.2		Develop an Employability Health Check with partner schools to provide a framework for developing employability skills Post 16.	5 schools involved 2 currently completed	Apr 2014	Amber
5.0	<p>The Skills and Employability Service should develop, in collaboration with the National Apprenticeship Service (NAS) and the Skills Funding Agency (SFA), an inclusive kite mark to recognise both learning and skills providers and employers who deliver high quality apprenticeships in the county. The kitemark should consist of two awards; one to secure a minimum achievement of Kent high standards of delivery, the other to recognise outstanding provision and excellence.</p> <p>NB We discussed the development of an apprenticeship kite mark with NAS and were advised that they would not endorse this. Therefore we are developing a local solution to support the changing national agenda.</p>	<p>Establish a Kent Tourism & Hospitality Guild A fully developed Kent Guild would encompass key stakeholders and provide a single focus for:</p> <ul style="list-style-type: none"> • promoting/marketing a positive image of the sector, • operating and working within the sector in Kent for employers, • working with the sector for education and skills providers, • supporting young people looking to embark on a career • supporting businesses to develop, grow and to recruit and develop young people into sustainable jobs • create a Kent 'Marque' for the sector 	Partnership between KCC, NAS, Shepherd Neame and Visit Kent established to develop a Kent Curriculum Framework showing pathways and entry routes.	March 2014	Green
5.1		Continue to sponsor and judge the annual KEIBA apprentice of the year award. Finalists and winner are used as case studies. These will then be linked into the National Award Scheme and promoted to Kent Businesses.	Keiba finalists to be put forward to National awards in 2014. KCC apprentices have been nominated for National Public Sector apprenticeship awards	April 2014	Green
5.2		KCC Apprenticeship Scheme to have its own annual awards linked to KCC awards system. Awards to be a trophy, certificate and cash award.	Awards in place and winners entered into national awards.	Sept 2014	Green

		<p>Proposed categories are:</p> <ol style="list-style-type: none"> 1. Apprentice of the year 2. Mentor of the year 3. Most supportive workplace <p>Skills and Employability to enter a team into the Brathay Challenge which is a national competition for apprentices</p>	KCC Awards planned for June		
6.0	<p>The Skills and Employability Service should recommend to the NAS and the SFA that they promote and finance in Kent:</p> <ul style="list-style-type: none"> • initiatives such as Apprenticeship Training Agencies (ATAs), whereby businesses can offer apprenticeships without employing young people directly, and without all the accompanying “red tape”. It is hoped that initiatives such as this will incentivise local SMEs - and micro businesses in particular - to take up apprentices. • schemes whereby an apprenticeship can be offered jointly by a group of local businesses. The apprentice will work in each of those businesses. The larger business within the group will deal with the administration and organisation of the apprenticeship, in order to fulfil its social responsibility role towards smaller businesses and the wider community. • a “safety net” system which allows apprentices to complete their courses even if the businesses employing them cease to trade. 	Develop the ATA model into the school workforce to increase the number of schools employing apprentices. Use ATA model to be the solution for smaller schools (particularly primary) to have additional staff with low risk	50 % of all schools have apprentices by 2016 as per 14-24 Learning, Employment and Skills Strategy (KPI 18)	Sept 2013	Amber
6.1		KCC to develop the ATA model through the construction sector using ‘TRAC’ who have developed a shared apprenticeship scheme for large and SMEs. Employers will be able to share apprentices across businesses.	Model developed and being piloted. Skills and Employability Service are providing support to recruitment young people. Expansion to be rolled out from Sept 2014	Sept 2013	Green
6.2		Deliver the ‘Bloodhound’ project to Kent. The project to develop the first 1000mph car will be delivered in partnership with Rolls Royce, BAE Systems. The project will be a road show to young people and businesses offering opportunities to find out about careers in engineering, IT, design, mechanics and science.	Engage 2000 young people Generate 50 apprenticeships	July 2014	Green
6.3		The new government ‘Future of Apprenticeships Implementation Plan’ (October 2013) sets out that in future, apprenticeships will be based on standards designed by employers to meet their needs, the needs of their sector and the economy more widely. This model will be phased in from 2015 and allow employers to shape how apprenticeships are developed	New model to be implemented. Some of these sectors are currently part of the SELEP plan and KCC and key partners are currently engaged in developing the plan through regular meetings with KCC Economic Development and networks of FE colleges and Training Providers	April 2015	Amber

7.0	KCC's Education Learning and Skills Directorate and the Economic Development and Regeneration Divisions should actively encourage the setting up of an apprenticeship model – similar to that run by BT - where a large employer quality assures, endorses and offers resources to enable the provision of apprenticeships to SMEs within the same sector.	Develop growth sectors through the identification of key businesses. Submit as an expression of interest for European Social Fund as part of KCC submission to the SELEP for Regional Growth Funds.	Plan submitted	Jan 2014	Amber
7.1	The administration, teaching and bureaucracy are removed from both the SME and the large business, and are instead dealt with by learning and skills providers. The quality assurance of apprenticeships guarantees that SMEs offer high standard skills and knowledge that the large employer requires.	The Government have announced 'Trailblazer' programme. Eight sectors identified where large employers will lead the industry standard to redesign apprenticeships (See also 11.0)	Trailblazer sectors to be piloted Aerospace Automotive Digital Industries Electro technical Energy and Utilities Financial Services Food and Drink Manufacturing Life Sciences & Industrial Sciences	April 2015	Amber
8.0	The Cabinet Member for Education, Learning and Skills should ask the Secretary of State for Education to further encourage the teaching of soft skills and functional skills in primary schools. He should also further encourage secondary schools to organise work experience placements for all their students in order to prepare them for the world of work.	Agree letter with Patrick Leeson and Roger Gough	Letter sent and copied to Skills Minister	Feb 2014	Green
9.0	KCC's Regeneration and Economic Development Division and Education, Learning and Skills Directorate should jointly pilot a scheme whereby post-16 students can gain valuable experience of work by using their skills to help local businesses with particular projects.	Develop and promote 2-1-2 model which identifies how to address RPA through a blend of vocational and academic pathways. The model comprises of; 2 days English, maths and employability skills 1 day vocational qualification 2 days work experience. The vocational and work experience element should be made flexible to offer bespoke pathways.	Eight pilot schools identified and model in place. Evaluation required by Oct 2014 100 learners are now enrolled on this type of study programme	Oct 2014	Green

10.0	KCC's Regeneration and Economic Development Division and Education, Learning and Skills Directorate should develop a mechanism to ensure that students in Kent are offered apprenticeships as part of the September Guarantee.	Apprenticeships to be promoted as part of the Kent Choices 4 U process.	In place (see recommendation1)		Green
10.1		Ensure that apprenticeships are offered in all NEET to EET meetings.	Created and being piloted	Sept 2014	Green
11.0	The Skills and Employability Service should encourage schools and public bodies in Kent to employ apprentices as part of their workforce.	KCC to become an Apprenticeship Trailblazer to be a lead for the development of public sector apprenticeships.	Kent County Council has been registered by Bis as part of the bid for a Phase-2 Trailblazer Group. KCC intends to become a lead for the development of Public Service Apprenticeships. Work on this will begin in April 2014 Awaiting further details from Bis	March 2014	Green
11.1		Offer the services of the KCC apprenticeship scheme to other public sector organisations. Extend to key charities that operate in Kent		Sept 2014	Amber
11.2		A target has been set for 50% of all Kent schools to employ apprentices by 2016. We are on target to achieve this.	Marketing material has been circulated to all schools. Currently schools engaged in apprenticeships 147 primary 82 secondary 23 special Total 252 = 42%	March 2014	Green
11.3		Strategic message given to Headteachers and KCC Officers working with schools to show how apprenticeships can develop the school workforce.	Attend the newly formed Kent Association of Headteachers Area Boards and Area Education Officers district meetings.	Jan 2014	Green
11.4		Skills and Employability Service have developed a positive relationship with all District Councils and we are engaged in economic and skills development discussions at local meetings	Sector priorities identified through datapacks. Plan to be developed within each district.	April 2014	Green

12.0	<p>KCC's Education, Learning and Skills Directorate and Regeneration and Economic Development Division should liaise with Further Education representatives across Kent (through groups such as KAFEC) to promote the vision that each college develops an area of apprenticeship specialisation (beyond Level 2).</p> <p>NB There has been significant change to the educational and apprenticeship landscape in the last year. In a competitive market it is very unlikely that the FE Colleges in Kent will agree to have an apprenticeship specialism. However we are working with the colleges to ensure there is suitable provision and pathways for young people in each locality.</p>	<p>FE now attends ELS Partnership Board and S&E meetings.</p> <p>S&E Head of Service regularly attends KAFEC meetings.</p> <p>KCC Data packs used by East Kent College to shape their curriculum offer to provide more vocational courses.</p>	<p>The National Apprenticeship Service has advised that the following Higher Level Apprenticeships are currently offered by training providers located in Kent.</p> <ul style="list-style-type: none"> • Canterbury College - Accountancy • East Kent College – Management • HIT Training – Hospitality Management • IPS – Care Leadership & Management/Engineering/Management • Mid Kent College – Accountancy/BA/Management • North West Kent College - BA • K College - Accountancy • Reynolds – Public Relations <p>In the December meeting, the ELS Partnership Board agreed that there needs to be a focus on Higher Apprenticeship development. An action plan is to be produced and agreed.</p>	March 2014	Amber
12.1		FE part of Kent and Medway Economic Partnership Board	To agree strategic direction of LEP priorities	Sept 2013	Green
12.2		<p>The new Traineeships implemented in September 2013.</p> <p>KAFEC establish the uptake of Traineeships in Kent and propose a plan for future development Feb 2014 KCC Employment Learning and Skills Strategy KPI 15 revised to include development of level 1 and pre apprenticeship courses</p>	<p>Plan in place with 100 starts.</p> <p>New FE Strategic Partnership Group set up and attended by Deputy Cabinet Member for Education 500 starts on a level 1 and pre apprenticeship courses to be generated by 2017.</p>	February 2014.	Green

13.0	All KCC directorates should implement an internal performance indicator to ensure that they employ a set number of apprenticeships, including higher level apprenticeships. KCC's ambition should be to deliver high quality, reputable apprenticeships that offer good progression opportunities.	<p>Performance Indicator Liaise with Organisational Development Team to run a pilot within ELS on number of possible apprenticeship opportunities based upon FTE staffing.</p> <p>Expand to other Directorates</p>	<p>New model in place and implemented through facing the challenge.</p> <p>KCC departments invited to pilot higher apprenticeship opportunities</p>	On-going to 2015	Amber
13.1	NB Target 88 per year Actual 2012/13 107 Revised KPI 120 per year Actual 2013/14 60	<p>High Quality Produce a KCC apprenticeships Managers' handbook to include information about employing apprenticeships of different levels, ages. This should include information about the expectations they should have of people of different ages.</p>	Managers Guide Produced	Nov 2013	Green
13.2		<p>Progression Apprenticeship entry points into the organisation to be created. Progression and enhancement of salary to be built in to the pay structure and advanced and higher apprenticeships to be added.</p>	A new pay structure and entry points agreed.	Sept 2013	Green
13.3		Improve understanding of KCC Apprenticeship processes and expectations	Deliver briefing on Apprenticeships to all Managers	March 2014	Green
14.0	All KCC directorates should make certain that the requirement for contractors to deliver one apprenticeship opportunity for each £1 million spend on labour is fully implemented.	<ul style="list-style-type: none"> We now have a list of current contracts Skills and Employability Service to contact responsible managers/directors. Continue supporting construction companies to take on apprentices. Input into the Facilities Management and Domiciliary care contracts that are just about to be tendered. S&E to be involved in tendering process as required (as experts) to explain apprenticeship expectations to prospective tenderers. 	<p>As agreed with Head of Procurement all future contracts will;</p> <ul style="list-style-type: none"> Have an apprenticeship requirement to be written into the procurement checklist used by procurement department. Have a link to the Skills and employability service to advise companies and KCC departments regarding taking on apprentices at an early stage of the procurement process. Have an electronic copy of the employers' apprenticeship leaflet to 	January 2013	Green

			circulate to businesses.		
14.1		<ul style="list-style-type: none"> • Procurement to investigate writing apprenticeships into any procurement frameworks that are developed. • Work with companies and KCC departments to encourage the development of a culture for recruiting apprentices. • Build the tracking and monitoring of apprenticeship commitments into contract management training within KCC. 	<p>S&E to liaise with procurement contract managers and brief them on apprentice recruitment options.</p> <p>Contract Managers to report on number of apprenticeships as part of the quality assurance process.</p>	January 2014	Amber
15.0	KCC should review its status as a training provider of apprenticeship courses, and move towards a more strategic and enabling role. It should offer more support to providers of apprenticeships, in order to stimulate their growth in a competitive, free market environment.	Under new Government plans funding will potentially go directly to employers to fund apprenticeships. If this is agreed by Government KCC will need to work strategically with NAS to broker relationships between employers and training providers.	<p>Awaiting the Government response to the outcomes of their Apprenticeship funding consultation.</p> <p>New consultation produced. KCC to submit response by 1st May</p>	May 2014	Amber
15.1		<p>As part of the KCC transformation agenda, KCC have the ambition for CLS to become a Local Authority owned Trading Company as of April 2014, with a view to potentially being external to the organisation in September 2016. This will be for training delivery of apprenticeships.</p> <p>ELS, through the Skills and Employability Service, will continue to drive and influence Apprenticeship strategy.</p>	Plans as per Facing the Challenge	2016	Amber
16.0	In order to identify new growth sectors in Kent's economy, as well as to support existing ones, it is essential that KCC fulfils a strong strategic and coordinating role. KCC can achieve this by increasing synergy through the sharing of labour market information between each of its directorates.	Produce district data packs showing educational, economic and growth sector profiles.	<p>Data packs shared with Schools, FE, District Councils, Training providers and employers. Currently being used in localities to shape provision for 2014.</p> <p>Praised as good practice by HMI</p>		Green

	This information should be cascaded effectively to providers and employers in order to secure confidence in the provision of apprenticeships.		Made available online through Kent Choices for U website. New 'Lite' version being developed for Summer release		
16.1		KCC's Education, Learning and Skills Directorate and Regeneration and Economic Development Division now meet on a regular basis to discuss and plan joint projects and share information.	Agree future projects within LEP and assign joint officer working from both teams	January 2014	Green
16.2		Skills and Employability Service has purchased 'Skills Insight' which is a market research tool to provide intelligence of the skills requirements of each sector	Training undertaken by staff. Intelligence used to inform new data packs 2014.	April 2014	Green
17.0	The Skills and Employability Service should launch, in collaboration with the NAS, a summit to develop strategies aimed at promoting the growth of apprenticeships in the county.	Proposal presented to the S&E Joint Partners meeting in Nov 2013. To include Government Minister, international speakers, national research.	Proposal agreed NAS committed to supply staff and marketing material. Project team in place and planning has started. Venue to be University of Kent.	Autumn 2014	Green