

# **Wirral Council Apprenticeship Strategy Action Plan 2021-2023**

**Developing a diverse, ambitious, and skilled workforce to deliver for our  
future #BeTheDifference**

This action plan sets out in more detail what our approach will be in relation to the three core areas of the strategy; Skills for now and the Future; Diversity and Equity.

| Strategic Aim                        | What will we do  | Measure of Success   | Year |
|--------------------------------------|--|--|------|
| <b>Skills for now and the Future</b> |  |  |      |
| <b>Levy</b>                          | Grow the number of apprenticeships and quality of apprenticeships, making effective use of the apprenticeship levy.  | Increased use of the Apprenticeship Levy – 10% of all new starters by 2022                                       | 2    |
|                                      |  | Meet our statutory target of 2.3% new apprenticeships set by the Government.                                     | 1    |
|                                      |  | Track the number of apprenticeship qualifications gained and offered across the council aiming for 100% coverage | 2    |
| <b>Workforce Plans</b>               | Develop workforce plans for all services with each Head of Service / AD / Director.<br><br>Map and create career pathways, using workforce data, aligned to apprenticeship | Each directorate will have a career pathway by 2022.   | 1    |
|                                      |  | New entry routes into professions  | 1    |

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|   | standards.  | Increased range of apprenticeship standards accessed across the business   | 1             |  |
| <b>Retention &amp; Satisfaction</b>                 | Increase the number of new apprentices moving into a job role within the Council from 75% to 80% and evaluate the impact on career progression<br><br>Introduce alumni network. | 80% retention rate by April 2023   | 3             |  |
|   |   | Increased representation of apprenticeship alumni progressing into mid and senior management levels by April 2024. | Beyond year 3 |  |
|   |   | Increased engagement levels of managers and participants regarding their apprenticeship experiences                |               |  |
| <b>Apprenticeship first approach to recruitment</b> | Identifying opportunities to appoint apprenticeships to service areas with hard to fill roles and skills shortages  | All vacancies will be required to have a business case not to use apprenticeships.                                 | 1             |  |

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|                |  | Increased number of apprentices recruited by 10%  | 2 |  |
|                |  | Decrease rates of failed recruitment  | 2 |  |
| <b>Schools</b> | <p>Work with schools to maximise their return on investment with levy.</p> <p>Build relationships with schools' team and raise profiles of route into employment via apprenticeships</p> | Effective use of apprenticeship strategy to meet skills gaps and future workforce needs within schools. | 1 |  |

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|                               |   | Increased take of up of apprenticeship levy aligned to school workforce plans                  | 2 |  |
| <b>Management Development</b> | <p>We will use apprenticeship standards as a tool to develop our people, in particular:</p> <ul style="list-style-type: none"> <li>- Targeting skills shortages</li> <li>- Enhancing our management development / Leadership Skills offer</li> <li>- Develop current and future critical skills</li> <li>- Build capability</li> <li>- Retrain</li> </ul> | Clear management development offer in place  | 2 |  |
|                               |   | Increased understanding of apprenticeships and standards across organisation                   | 1 |  |
|                               |   | Managers are skilled and confident leaders   | 2 |  |
|                               |   | Direct correlation between learning needs analysis, business need and apprenticeship enrolment | 2 |  |

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| <b>Talent Pool</b> | Establish talent pool to make effective use of 20% protected time. | Profile of talent within organisation raised  |   |
|                    |  | Talent have increased exposure to corporate initiatives, high profile CEX, SLT and CMT access | 2 |
|                    |  | Senior Managers stating skills gap has closed   | 3 |
| <b>Diversity</b>   |  |   |   |

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| <p><b>Under-represented groups</b></p> | <p>Work with Children’s Services and other internal and external partner agencies and organisations to target under-represented groups.</p> <p>Contribute to the narrowing of skills gaps between the most affluent wards and the most deprived wards</p> <p>For unsuccessful candidates, establish an approach to offer support via existing partnerships</p> <p>Monitor diversity and inclusivity of apprenticeships from 1st October 2021</p> | <ul style="list-style-type: none"> <li>• Corporate parenting responsibility fulfilled in offering sustainable employment opportunities for all under-represented groups</li> <li>• Increased participation on programme of those from disadvantaged groups and those who face the most challenges to accessing employment.</li> <li>• Increased inclusion</li> <li>• Increased diversity</li> <li>• Repeated applications</li> </ul> <p>Effective workforce planning to make roles accessible to people from all backgrounds to progress their future at Wirral Council.</p> | <p>Ongoing</p> |  |
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|  |  | Increase in diversity of workforce, in particular BAME |  |  |
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| <b>Age</b>          | Providing career opportunities to younger people  | Increase in younger age group entering management roles                  | 3 |  |
|                     |   | Increase in younger age group within the whole workforce                 | 2 |  |
| <b>Equity</b>       |   |  |   |  |
| <b>Care Leavers</b> | Carry out a full evaluation of care leavers experience on Wirral Apprenticeship programme<br><br>Develop pathways and enhanced support for care | Increased representation of groups in workforce                          | 1 |  |
|                     |   | Care leavers increased success rates in achieving apprenticeships by 20% | 3 |  |

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|  | leavers to participate in Wirral Council apprenticeship programme   | Improve outcomes for futures  | 3                 |  |
|  | Positive action – Work with care leavers to provide skills and confidence to apply for apprenticeships.   | Increased number of care leavers enrolling onto the Graduate programme  | 3                 |  |
| <b>Local People</b>                            | Providing opportunities for our local people  | Increased proportion of participants in full employment after completion of an apprenticeship   | 3                 |  |
| <b>Local Businesses – this is our ambition</b> | Support local businesses by donating a percentage (25%) * of levy funding<br><br>*This will be costed further once we understand how many apprentices, we aim to recruit in year 1. | Successful businesses that were at risk of closing<br><br>Increase in jobs across the borough<br><br>Decrease in claimants<br><br>Decrease in poor mental health<br><br>Fewer children in poverty | Revisit in year 2 |  |

