

**SUBJECT: DRAFT APPRENTICE, GRADUATE AND INTERN (AGI) STRATEGY**

**MEETING: STRONG COMMUNITIES SELECT COMMITTEE**

**DATE: 11<sup>TH</sup> JULY 2019**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

- 1.1** To present the draft Apprentice, Graduate and Intern (AGI) Strategy (2019-22) and the priorities contained within. To inform members of the proposed creation of an AGI Coordinator post to oversee the implementation of the AGI Strategy.

**2. RECOMMENDATIONS:**

- 2.1** The committee to scrutinise the revised draft Apprentice, Graduate and Intern Strategy, including amendments made to the strategy and appendices from feedback made by members at the 6<sup>th</sup> June Strong Communities Select Committee.
- 2.2** Subject to any recommendations made, Committee to endorse the draft Apprentice, Graduate and Intern Strategy for submission to Cabinet for approval on 31<sup>st</sup> July 2019.

**3. KEY ISSUES:**

- 3.1** The Council does not currently have a strategy in place to develop and support apprenticeship, graduate jobs and internships across the local authority. Apprentices, Graduates and Interns (AGI) are an asset to any organisation and can bring significant benefits to the business and existing workforce.
- 3.2** A need has been identified for a coordination role to support the Youth Enterprise Manager in delivering on the priorities of the Apprentice, Graduate and Intern Strategy (appendix 5 – AGI Coordinator Job Description). The AGI Coordinator will monitor and support delivery of the AGI Strategy and action plan, and will have a responsibility to;
- Support identification and creation of apprentice, graduate and intern opportunities across the organisation to support current and future skills needs.
  - set up and manage a comprehensive quality monitoring system for AGI opportunities to ensure a positive experience for all involved
  - increase accessibility to higher level and more diverse training opportunities for new and existing employees
  - promote the value of apprentice, graduate and intern recruitment opportunities within the local authority
- 3.3** There are currently 15 Apprentices (April 2019) and 6 Graduate posts (June 2019) within the Council in the following service areas: Schools, Property services, Highways, Partnerships, Community Development, Youth Enterprise, Estates, Legal, Social Care Safeguarding and Health and Environmental Health. The local authority do not currently have any Internship posts as defined in the Strategy.
- 3.4** The variety of apprenticeship posts within the council at present is limited and tend to be in the fields of Business Administration, Information Technology and Teaching Assistants.

Expanding training opportunities and the range of higher-level qualifications will support current and future skills needs and succession planning.

**3.5** In light of committee members previously expressed concerns, the Head of Law/Monitoring Officer has been consulted on the Strategy and content relating to Internships contained within, specifically relating to:-

- Amendment to the definition of Internship within Appendix 1 of the strategy
- Hours, Pay and Conditions (including expenses) for Interns within Page 6 of the AGI Toolkit
- Additional page, 'Supporting Interns', within Page 8 of the AGI Toolkit
- Amendments to recruitment process for Interns, within page 9 of the AGI Toolkit

**4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

Summarised below for Members' consideration from Future Generations Evaluation located in Appendix 2: It is anticipated that the AGI Strategy will have a positive impact on each of the wellbeing goals. In particular it will impact on the goal of 'A prosperous Wales' by providing skills growth, alternative training and educational opportunities, and developing wealth through increased job creation and improved career prospects

**5. OPTIONS APPRAISAL**

<b>Option</b>	<b>Benefits</b>	<b>Risks</b>
Do nothing	None identified	- No Local Authority Lead - Limited succession planning - Limited support for future career progression - Lost opportunity to help raise aspirations & opportunities for skills development.
Youth Enterprise coordinate the implementation of the AGI Strategy and Action Plan the 2019-22 through a designated post supported by Youth Enterprise Manager	- Development and coordination of a new & much needed Apprenticeship, Graduate & Internship programme; - Improved planning processes around future workforce and succession planning	- Unable to secure funding for the AGI Coordinator post

**6. EVALUATION CRITERIA**

**6.1** An evaluation assessment has been included in Appendix 1 for future evaluation of whether the decision has been successfully implemented.

**7. REASONS:**

**7.1** The AGI strategy is part of a national approach in creating apprenticeship, graduate and internship posts upskilling the existing workforce through engagement in higher level and

more diverse training opportunities and succession planning. This aligns with Welsh Government's Employability Plan in preparing for a radical shift in the world of work, responding to current and future skills gaps and providing a personalised approach to employability support.

- 7.2** The AGI strategy will develop new and existing partnerships with key stakeholders, including Y Prentis Shared Apprenticeship Scheme, Cardiff Capital Region, Training Providers and our Business Community, working together to assess future skills gaps, labour market demands and promote regional training and employment opportunities.
- 7.3** The Authority does not currently have a designated role to deliver on the apprentice, graduate and intern agenda. A coordinator position will ensure delivery of the priorities and actions laid out in the Apprentice, Graduate and Intern Strategy, and that the Authority has an opportunity to 'grow their own' by offering opportunities which will not only address issues of recruitment and succession planning but also assist in building a sustainable organisation for the future.
- 7.4** In addition, the coordinating role will provide ongoing support to Apprentices, Graduates and Interns as well as Service Managers and existing team members. This is key for ensuring continued professional development, clear progression routes, and sustainable career pathways.

## **8. RESOURCE IMPLICATIONS:**

- 8.1** Job evaluation for the AGI Coordinator post has resulted in a grading of Band H (SCP 27-31) and will be for 22.2 hours per week
- 8.2** Any potential savings from restructures are within individual services areas and separate from this strategy.
- 8.3** The direct cost of implementing the strategy over three years is £65,267.05. This is broken down as £13,947.95 in 2019-20, £25,139.24 in 2020-21 and £26,179.86 in 2021-22.

## **9 CONSULTTEES:**

Chief Executive  
Chief Officer for Enterprise  
Chief Officer for Resources  
Chief Officer for Children and Young People  
Chief Officer for Social Care, Safeguarding and Health  
Head of People Services  
Head of Enterprise and Community Development  
Enterprise Senior Leadership Team

## **10 BACKGROUND PAPERS:**

Evaluation Criteria – to follow	(Appendix 1)
Future Generations Evaluation – to follow	(Appendix 2)
AGI Strategy	(Appendix 3)
AGI Toolkit	(Appendix 4)
AGI Co-ordinator job description	(Appendix 5)

## **11 AUTHOR:**

**Hannah Jones – Youth Enterprise Manager**

## **12 CONTACT DETAILS:**

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## Appendix 1 - Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

<b>Title of Report:</b>	Draft Apprentice, Graduate and Intern (AGI) Strategy
<b>Date decision was made:</b>	3 <sup>rd</sup> July 2019
<b>Report Author:</b>	Hannah Jones

<b>What will happen as a result of this decision being approved by Cabinet or Council?</b>
The implementation of the Apprentice, Graduate and Intern Strategy and the creation of a new post - AGI Coordinator
12 month appraisal

<b>What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?</b>
The following criteria will determine whether the decision has been successfully implemented: <ul style="list-style-type: none"> <li>• Supporting identification and creation of apprentice, graduate and intern opportunities across the council to support current and future skills needs.</li> <li>• Setting up and managing a comprehensive quality monitoring system for AGI opportunities.</li> <li>• Increased accessibility to higher level and more diverse training opportunities for new and existing employees.</li> <li>• Promoted the value of apprentice, graduate and intern recruitment opportunities</li> <li>• Developed partnerships with key stakeholders to support Monmouthshire's future economy</li> </ul>
12 month appraisal

**What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?**

The direct cost of implementing the strategy over three years is £65,267.05

12 month appraisal

**Any comments**



# Equality and Future Generations Evaluation

<p><b>Name of the Officer :</b> Hannah Jones</p> <p><b>Phone no:</b> 07738 340 418 <b>E-mail:</b> hannahjones@monouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <ul style="list-style-type: none"> <li>• The AGI Strategy sets out a clear direction required to deliver on the council’s responsibility to provide apprenticeship, graduate and internship opportunities to grow the council’s skills base.</li> <li>• The creation of a new AGI Coordinator post to support the implementation and delivery of the AGI Strategy and Action Plan</li> </ul>
<p><b>Name of Service area:</b> Youth Enterprise</p>	<p><b>Date</b> 16<sup>th</sup> May 2019</p>

1. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We aim to engage with new and existing employees offering higher level and more diverse training opportunities.	None identified	The AGI will focus on providing apprenticeship, graduate and internships opportunities to grow the organisation’s current and future skills needs.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	We aim to engage and meet individual needs without discrimination. This will be supported by the creation of the new AGI Coordinator post.	None identified	All regardless of disability.
Gender reassignment	We aim to provide a provision which is inclusive for transgender people and groups We will address any issues in regards to employment and training opportunities.	None identified	All regardless of gender assignment
Marriage or civil partnership	Non applicable	None identified	Non applicable
Pregnancy or maternity	Risk assessment will be in place for pregnancy ensuring all health and safety measures have been addressed and the well-being of the individual is paramount.	None identified	Non applicable
Race	We will ensure that all will be given the same opportunities regardless of race ensuring equality of opportunity. Support will be provided to meet individual needs	None Identified	Non applicable
Religion or Belief	We aim to offer bespoke packages of support that will take into account religion and religious beliefs.	None identified	Non applicable



<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Sex	We will offer opportunities that will take into account individual needs regardless of sex.	None identified	Non applicable
Sexual Orientation	We will offer opportunities that will take into account individual needs regardless of sexual orientation.	None identified	Non applicable
Welsh Language	We will adhere to the Welsh Government Welsh Language Policy. We will aim to provide bilingual learning opportunities if there is a need.		All marketing and promotional materials will be produced bilingually
Poverty	We aim to create new Apprenticeship, Graduate Jobs and Internships to contribute to improved employment in Monmouthshire.	None identified	Non applicable





**2. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!


<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A prosperous Wales</b>	This proposal will support the identification and creation of apprentice, graduate and intern	The AGI Strategy will be monitored by the Strong Communities Select Committee.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	<p>opportunities across the council impacting on current and future skills needs.</p> <p>The additional funding for the creation of the new AGI Coordinator will contribute to the delivery and monitoring of AGI Strategy and action plan.</p>	
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	The AGI Strategy will contribute to the identification of more diverse training opportunities in new areas of work for future organisational needs.	A partnership approach between people services and youth enterprise sharing expertise, networks and resources will ensure a good offer to service areas.
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	The aim of the AGI Strategy is to create the conditions for new and existing apprentices to thrive. The apprentice, graduate or intern will have several colleagues playing a key role in their experience – Line Manager, Buddy, AGI Coordinator and Assessor supporting the individual's physical and mental wellbeing.	The mentoring support from AGI Coordinator will enable individual needs to be identified and addressed. The level of support offered will be appropriate and consistent.
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	The AGI Coordinator will develop a communication and marketing plan to ensure consistency in promoting vacancies through existing webpages, social media, business and community networks.	People Services and Youth Enterprise will share resources and good practices to ensure all AGI opportunities are promoted widely for maximum reach.

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The AGI Coordinator will work to ensure high standards are met and maintained that do not conflict with the global drivers</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>All vacancies and leaflets will have marketing, publications and printed literature available bilingually where appropriate. Literature will conform to the Welsh Language Legislation Welsh Language Wales Measure 2011 and accompanying welsh language standards.</p>	
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>The AGI Strategy and Action Plan will develop effective ways to engage and provide support for those individuals regardless of ethnic origin, gender, disability sexual orientation or religion.</p>	<p>With the ability to better understand research and data giving us the opportunity for targeted work with our schools, colleges, universities, local businesses and communities in developing the new employment and training opportunities.</p>

**3. How has your proposal embedded and prioritised the sustainable governance principles in its development?**

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p>	<p>The proposal aligns with the wellbeing objective of the council; to provide children and young people with the best possible start in life. The AGI Strategy will contribute to reducing inequality and help build sustainable and resilient communities.</p>	<p>The aim is to deliver on the council's responsibility to provide apprenticeship, graduate and internship opportunities to grow the council's skills base, contribute to continue reduction in youth and adult unemployment in Monmouthshire.</p>
 <p>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>	<p>People Services and Youth Enterprise will work with key partners within the local authority, local businesses, third and voluntary sector including schools in delivering the key priorities set out in the AGI Strategy.</p>	<p>People Services and Youth Enterprise will promote employment opportunities in community's particularly underrepresented groups to maximize reach.</p>
 <p>Involving those with an interest and seeking their views</p> <p><b>Involvement</b></p>	<p>The AGI Strategy will engage with service managers, training providers, local businesses and key stakeholders to aid succession planning and address future skills shortages.</p>	<p>The AGI Strategy will ensure a diverse range of apprenticeship, graduate and internship vacancies, create skilled employees with transferable skills and tackle skills shortages in each service area.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p><b>Prevention</b></p>	<p>The AGI strategy will contribute to a continued reduction and prevention in youth and adult unemployment in Monmouthshire.</p>	<p>The AGI Strategy and action plan will monitored and reviewed on annual basis to ensure that all priorities for action are on target.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The apprentice, graduate or intern will have several colleagues playing a key role in their experience – Line Manager, Buddy, AGI Coordinator and Assessor supporting the individual’s physical and mental wellbeing.</p>	

**4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Social Justice	<p>The AGI Strategy will improve access, equality and equity opportunity for under-represented groups and clearly links to the Social Justice Strategy – People, Places Prosperity to improve access to employment in the county.</p>		<p>This will contribute to an increase in diversity amongst applicants for apprentice, graduate and intern positions.</p>
Safeguarding	<p>AGI tool kit will abide by the Local Authority Safeguarding Policy The AGI Coordinator will have completed the safeguarding level 1.</p>		<p>All people services and youth enterprise staff have completed the safeguarding level 1.</p>

Corporate Parenting	The Strategy will ensure looked after children and care leavers are provided with appropriate and consistent support through the wider youth enterprise team to improve access apprenticeship, graduate and internship opportunities.		
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**5. What evidence and data has informed the development of your proposal?**

Current positions within the local authority  
Aligning the Apprenticeship model to the needs of the Welsh Economy (2017)  
Welsh Government Employability Plan (2018)  
Inclusive Apprenticeships, Disability Action Plan for Apprenticeships (2018-21)  
NOMIS unemployment figures, employment sector figures

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

It is anticipated that the AGI Strategy will have a positive impact on each of the wellbeing goals. In particular it will impact on the goal of 'A prosperous Wales' by providing skills growth, alternative training and educational opportunities, and developing wealth through increased job creation and improved career prospects.

**7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>
To implement the AGI Strategy and Action Plan.	September 2019	Hannah Jones
To appoint new AGI Coordinator Post	September 2019	Hannah Jones

**8. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.**

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Strong Communities Select	6 <sup>th</sup> June	
1	Cabinet	3 <sup>rd</sup> July	

# Apprentice, Graduate and Intern Strategy

Monmouthshire County Council  
2019-2022



monmouthshire  
sir fynwy



# Version Control

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<b>Title</b>	Apprentice, Graduate and Intern Strategy
<b>Purpose</b>	This strategy sets out a clear direction required to deliver on the council's responsibility to provide apprentice, graduate and intern opportunities to grow the organisation's skills base.
<b>Owner</b>	People Services and Youth Enterprise
<b>Approved by</b>	Unapproved Draft
<b>Date</b>	13/03/2019
<b>Version Number</b>	1.1
<b>Status</b>	Draft
<b>Review Frequency</b>	Annual
<b>Next review date</b>	Tbc
<b>Consultation</b>	Not yet consulted on

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# Welsh Language and Alternative Formats

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In line with the council's Welsh Language Scheme, a Welsh language version of the Plan will be available on the council's bilingual website.

## Y Gymraeg a fformatau eraill

Yn unol â Chynllun Iaith Gymraeg y Cyngor, bydd fersiwn Gymraeg o'r Cynllun Gwella ar gael ar wefan ddwyieithog y Cyngor

We can also provide this document in Braille, large print, on tape or in electronic form. If you would like a copy in a different format, please contact our Equality and Welsh Language Officer by:

Phone: 01633 644010

Fax: 01633 644666

e mail: [equality@monmouthshire.gov.uk](mailto:equality@monmouthshire.gov.uk)

If you want to comment on the Apprentice, Graduate and Intern Strategy, we welcome your views and feedback.

📧 [youthenterprise@monmouthshire.gov.uk](mailto:youthenterprise@monmouthshire.gov.uk)

🌐 [www.monmouthshire.biz](http://www.monmouthshire.biz)

✉ Hannah Jones, Youth Enterprise Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA

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@ MonmouthshireYE

# Purpose

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Monmouthshire County Council employs around 3600 employees in the delivery of around 700 different services and is committed to developing skills and knowledge across all areas. The Council aims to deliver excellent services fit to meet the current and future needs of the communities it serves and this strategy aims to support this.

Apprentices, Graduates and Interns (AGI) are an asset to any organisation and can bring significant benefits to the business and existing workforce, and provide a basis for “growing your own”. With a combination of on the job training in the organisation plus off the job learning, AGI’s are an effective way of growing the organisation’s skills base whilst providing opportunities for young people and adults to engage in an alternative route into working life.

This strategy sets out how we aim to deliver new employment and training opportunities for the next three years to enable new and existing employees to fulfil their potential and raise their skills levels to meet the organisation needs and help drive productivity in our local economy and the wider region. The AGI strategy will equip services to respond to challenges such as an ageing population, a changing climate, digitisation and globalisation.

This strategy will attract and develop new and existing talent into a variety of different job roles across the Council. Over the next 3 years, the Council will identify apprenticeship and graduate opportunities across the organisation. The council will also identify appropriate project briefs for potential internship opportunities. These posts will provide a fulfilling experience that deliver tangible skills and knowledge for the employee whilst leading to a return on investment for the organisation. There will be clear progression routes, continuous professional development and sustainable employment outcomes.

The Apprentice, Graduate and Intern Strategy and Action Plan will be monitored through the following forums:

- Senior Leadership Team
- Enterprise Senior Leadership Team
- Children and Young People Departmental Management Team
- Social Care and Health Departmental Management Team
- People Services Departmental Management Team
- Enterprise and Community Development Departmental Management Team
- Economy and Development Select Committee
- Strong Communities Select Committee

# Vision for Monmouthshire

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We want to build sustainable and resilient communities that support the well-being of current and future generations.

This vision is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire and we share this vision with our public service partners as part of the Public Service Board. We will plan for the future by delivering services which offer employment and training opportunities to support current and future skills needs.

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire's communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

**Openness.** We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

**Fairness.** We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

**Flexibility.** We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

**Teamwork.** We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

# Overview

## National Context

The Apprenticeship, Graduate and Internship Strategy will assist in the delivery of the following national strategies and key priorities in Wales:

Prosperity for All: The National Strategy (2017), contributing to three of the four themes:

- Prosperous and Secure - our aim is to drive a Welsh economy which spreads opportunity and tackles inequality, delivering individual and national prosperity. We will enable people to fulfil their ambitions and enhance their well-being through secure and sustainable employment;
- Ambitious and Learning - our aim is to instil in everyone a passion to learn throughout their lives, inspiring them with the ambition to be the best they possibly can be. A prosperous Wales needs creative, highly skilled and adaptable people, so our education from the earliest age will be the foundation for a lifetime of learning and achievement; and
- United and Connected – our aim is to build a nation where people take pride in their communities, in the Welsh identity and language and our place in the world. We are building the vital links that make it easier for people to come together, for the economy to grow and for us to become a confident nation at ease with itself.

The Well-being of Future Generations Act (2015) – The Well-being of Future Generations Act is fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. We have tried to maximise our contribution to achieving each of the seven national wellbeing goals. The contribution our priorities for action make towards the seven national objectives has been assessed and is shown in the table below:

	Contribution to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
Identify and create apprentice, graduate, and intern opportunities as part of organisation workforce and succession planning to support current and future skills needs.	✓	✓	✓	✓	✓	✓	✓
Promote the value of apprentice, graduate, and intern recruitment opportunities within	✓	✓	✓	✓	✓	✓	✓

the council and develop a 'Grow your Own' culture							
To develop a comprehensive system for monitoring the quality of the experience for all involved	✓	✓	✓	✓	✓	✓	✓
Improving access, equality, and equity of opportunity for underrepresented groups	✓	✓	✓	✓	✓	✓	✓
To develop higher level training opportunities across the council for existing employees	✓	✓	✓	✓	✓	✓	✓
Develop partnerships with key stakeholders to support Monmouthshire's future economy	✓	✓	✓	✓	✓	✓	✓

Aligning the Apprenticeship model to the needs of the Welsh Economy (2017) - The Apprenticeship Policy and its five year Action Plan sets out how apprenticeships will support Welsh Government's aim to deliver more and better jobs through a stronger and fairer economy. Delivery priorities for Wales 2016 -2022 are:

- Address acute skill shortages;
- Introducing an all age approach;
- Jobs and growth;
- Quality and Benchmarking;
- Improving Access, Equality and Equity of opportunity;
- Deliver Apprenticeships in Welsh;
- Develop skill pathways; and
- Establish a new system for framework review and development

This strategy will be contribute to these key priorities and inform the basis for the action plan ensuring it is better aligned to the needs of the local economy and improves reach into under-represented groups and communities.

The Apprenticeship Policy states that evidence suggests a move towards higher value apprenticeships with successful progression, completion and sustainable employment outcomes. By 2024 it is projected that over half (51%) of those in employment in Wales will hold qualifications at level 4 or above. This is in contrast to around a quarter in 2004 (28%)

Welsh Government's Employability Plan (2018) – This strategy will contribute to providing quality all-age apprenticeships linked to national and regional priority sectors. Welsh Government will respond where possible to the needs of businesses whilst supporting the broader needs of the Welsh economy, quality of apprenticeship provision will not be compromised.

Inclusive Apprenticeships – Disability Action Plan for Apprenticeships 2018 -2021. – This strategy takes into account a number of potential barriers and weaknesses identified in current arrangements and the following actions of the plan: - marketing and raising awareness, role models, incentives/motivations, flexibility of entry and exit criteria, date and

disclosure, transition onto apprenticeship, support for individuals, support for employers, and support for providers.

Hidden Ambitions (2017) [Children's Commissioner for Wales] – As a council we have a commitment to young people leaving care, and believe they should have 'an active offer of education, work or training as they make the leap into adulthood'. We should be like large family businesses in terms of their role as Corporate Parents of looked after young people. We aim to offer all of the children under local authority care bespoke access to training and job opportunities in their many of areas of employment, including administration, parks, nurseries, carpentry, social care and housing.

The [Policy statement on higher education](#) sets out Welsh Government's current priorities for higher education as:

- interacting with businesses to stimulate innovation and economic growth
- working to enhance the employability of all graduates, whatever their age, background or course of study
- working in partnership with the Welsh Government to development international links
- collaborating with further education providers to ensure that opportunities to progress are available to learners
- making best use of opportunities to exploit new technologies
- striving to provide the highest quality learning experience to all those with the potential to benefit
- developing the sector's reputation for excellence in research
- continuing to support the development of Welsh-medium higher education
- developing more flexible models of provision to build a more successful and sustainable future

This strategy will contribute to these priorities in providing graduate opportunities across the council's services over the next three years.

## Local Context

The Public Service Board's (PSB) Well-being Assessment has been produced following extensive engagement and examination of a wide range of data and evidence about Monmouthshire and future trends such as the changing nature of employment and the impact of environmental factors such as pollution. Informed by the well-being assessment Monmouthshire's PSB has produced a well-being plan, which sets four objectives they will work on to improve well-being in the County now and in the future. Low wages and high property prices are making it hard for families to live and work here;

- Limited public transport and relatively low levels of broadband infrastructure make it harder for people to access work, jobs and services and car journeys cause air pollution which has real health impacts;
- Reducing physical activity levels and the resulting rise in obesity and type 2 diabetes; and
- Pressure on health and care services from an ageing population.

Although this work has been carried out on behalf of the Public Service Board, it surfaces issues that are incredibly important for our Council and the local area. As a key partner in the PSB, we will play a significant role in taking these forward.



Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. The plan sets out our five Organisational Goals (also our well-being objectives) supported by the 22 commitments to action we will make. Each of the five priority goals, which the council is committed between now and 2022 will impact on the Apprenticeship, Graduate and Internship Strategy are;

1. The best possible start in life
2. Thriving and well- connected communities
3. Maximise the potential of the natural and built environment
4. Lifelong well-being
5. Future – focussed council

Monmouthshire Corporate Parenting Strategy (2018 -2021) – aims to ensure that all looked after children and care leavers are fully supported to engage in education, training or employment post-16.

People, Places Prosperity – A Strategy for Social Justice (2017- 2022) – This strategy advocates working as part of the Cardiff Capital Region to attract high skill, high wage jobs enabling citizens to raise their household income. It identifies opportunities to improve access to employment in the county and other areas to include providing work placements, traineeships and apprenticeship opportunities whilst taking positive action as a Council to encourage other public partners and businesses to do so.

A Great Start for All – Monmouthshire NEET Reduction Strategy (2018-21) – This strategy links to objectives laid out in Priority 5 of the NEET reduction strategy - “Strengthening employability skills and opportunities for employment”.

## Current Provision

There are currently 15 Apprentices (April 2019) and 6 Graduate posts (June 2019) within the Council in the following service areas: Schools, Property services, Highways, Partnerships, Community Development, Youth Enterprise, Estates, Legal, Social Care Safeguarding and Health and Environmental Health. The local authority do not currently have any Internship posts as defined in the Strategy.

Youth Enterprise and People Services are the main contacts within the organisation, for apprenticeship opportunities. Youth Enterprise promotes and raises awareness of the value of apprentices in the Council, providing relevant up to date information on apprenticeship opportunities and processes and advising on progression routes and employment opportunities. Youth Enterprise has developed a network of training providers, colleges and local employers and has also recently set up a buddying network of apprentices under the auspices of the Council's 'Go To Group' initiative. .

Youth Enterprise has celebrated National Apprenticeship Week for the last 3 years within the Council showcasing the positive impact apprenticeships have on individuals, service areas and the local economy. The aim of Apprenticeship Week is to engage with employers and promote the advantages of taking on and supporting apprentices in the workplace whilst highlighting the talent and skills apprentices bring businesses and the wider economy.

## **TalentLab**

TalentLab liaise with external providers to source qualifications that can enhance and upskill our workforce. This is reviewed annually so that the Council is able to offer the best external training provision with the companies on a fee free basis

At present, the TalentLab oversee all external ILM apprenticeship qualifications that are available to existing employees,. The job role must also be mapped to the employee's current working practice; however, there are always opportunities for the qualification to be used as a progression aid for further learning to upskill that individual to progress within their career and in line with succession planning. The qualifications are designed so that little impact is caused on the candidate's workload, which makes this an attractive offer to the organisation.

Another factor is to increase staff morale by offering a wide range of ILM qualifications ranging from Project management, Customer care and high end level qualifications such level 6 management.

These qualifications are sourced externally and as the courses are fee free, do not impact on Council budgets. In the past year, this resulted in a saving of £181,450 for the Council with 49 qualifying 49 employees. TalentLab hope to see these figures to increase moving forward.

## **Cadet Apprentice Scheme**

The cadetship apprentice programme is an experimental programme that is specific to Operations with the intention of providing opportunities to young people to undertake training to a high level in a very competitive work industry, creating a succession platform for an aging workforce. With learners being able to undertake training and assessment for an occupational route covering highways maintenance, landscaping or grounds maintenance.

Cadets will be working on an employed basis for a period of approximately 2 years, during which time they will undergo comprehensive on the job training in their chosen occupation as well as completing a portfolio of in-house and nationally recognised qualifications plus awards from City and Guilds and LANTRA. The by-product for cadets, whom we are unable to keep on in employment, is that they will be highly skilled and very employable. It is hoped the cadetship scheme will form part of MCC's forward plan for WSS, Highways and SWTRA operations.

## **Support to Student Social Workers**

The Workforce Development Team sponsors permanent MCC social care employees to study for the Open University Social Work degree. Sponsored students are funded to undertake a full-time degree alongside their paid job. There are currently three sponsored social work students, and we are selecting a candidate to start the degree in 2019/20. Sponsored students commit to working in a social work post in Monmouthshire County Council for 2 years once they qualify. We also work in partnership with Cardiff University and University of South Wales to host a total of 10 of their social work students in each year group, providing up to 30 practice learning opportunities per year which range from 20 to 100 days long. This hosting and sponsoring of social work students supports the attraction and

recruitment of qualified social workers into Monmouthshire County Council, helping us to reduce the number of vacancies and supporting the residents of Monmouthshire who require social worker input.

### **Support to Newly Qualified Social Workers**

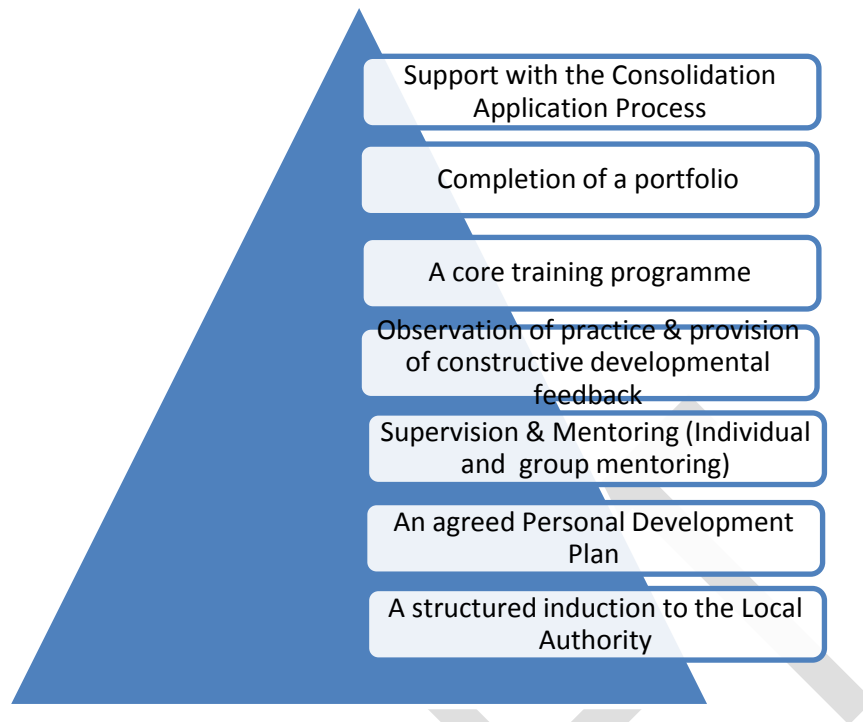
It is intended that all Newly Qualified Social Workers (NQSW) joining Monmouthshire feel supported through their transition from graduate to NQSW by receiving a comprehensive and well-structured induction. The Workforce development team support NQSW in their first three years of practice and beyond. The programme seeks to build NQSW's qualifying training through a stepped approach. Year 1 provides an initial induction period, a mentor and a series of workshops which consolidates prior learning and provides a firm foundation on which they are able to further develop their knowledge, skills and practice responses.

The First Three Years in Practice Framework consists of three stages:



Once this has been completed practitioners are then supported to apply for and complete the consolidation programme at either University of South Wales or Cardiff Met. The Workforce Development Team are a partner of the Consortiwm Y De programme and work closely with the programme in order to ensure social workers are equipped with the necessary skills and knowledge to complete their role.

The First Three Years in Practice Framework involves:



### **Y Prentis Shared Apprenticeship Scheme**

In 2012, the Council and Melin Homes set up a shared apprenticeship scheme for construction, delivering quality apprenticeship support to the South East Wales region. In the six years that the programme has been operating, Y Prentis has helped to train more than 220 apprentices, supporting more than 100 partners and creating more than 470 placement qualifications whilst– making a positive contribution to the region,

The Y Prentis Business Plan 2018 -2020 outlines the priorities for delivering a fit for purpose and sustainable shared apprenticeship programme over the next two years:

1. Attract a higher number of suitably motivated and capable apprentices;
2. Development of shared apprenticeship services within the construction and associated sectors to meet industry needs and expectations;
3. Provision of support to clients, contractors and stakeholders to create sustainable community benefit outcomes;
4. Work with CITB, schools, colleges and other training providers to ensure we develop their knowledge and understanding of the construction sectors requirements;
5. Work with CITB, industry and Government to support the delivery of key stakeholder projects;
6. Provision of support to help businesses to improve their competitive edge and to take advantage of new opportunities; and
7. Provision of services which support and encourage the development of opportunities for community regeneration

Monmouthshire County Council will continue to work with Y Prentis in contributing to these priorities through this strategy.

### **Cardiff City Region Graduate Scheme**

The CCR Graduate Scheme is a business support and growth scheme that will help private sector employers to recruit additional graduates in the Cardiff Capital Region.

The pilot of the scheme will aim to deliver 50 graduate positions between April 2019 and March 2020 through two key approaches:

- 1) The delivery of two cohorts of a graduate development scheme; and
- 2) Events to link students / graduates from key subject areas and employers from key sectors

**The following FREE services will be offered to businesses:**

- The support of a graduate development officer from beginning to end;
- A graduate position tailored to the needs of the business;
- Access to region-wide marketing delivered in partnership with the four universities in the Cardiff Capital Region;
- Help advertising graduate vacancies;
- Advice on job descriptions, salary benchmarking and how to get the most out of the graduate;
- Sifting of application forms;
- Delivery of assessment centres;
- A shortlist of candidates to interview;
- A business mentor to develop graduates (upon request); NS
- Positive marketing of business through case studies

**The following will be offered to graduates:**

- Paid graduate-level employment on a time-bound piece of work with clear outcomes;
- Participation on a Graduate Development Programme which includes:
  - o Induction and cohort coordination;
  - o Events such as guest talks from range of speakers (businesses, 3<sup>rd</sup> sector, university representatives);
  - o Networking opportunities with other graduates;
  - o A fully-funded ILM Qualification level 3 or 4;
- Feedback during the application process; ns
- Support whilst on placement and support for next steps

**Business Eligibility**

- Businesses must be based in the Cardiff Capital Region
- Businesses must either:
  - o not routinely recruit graduates
  - o be looking to recruit graduates in a new area of their business

The Council fully supports the pilot scheme and will encourage opportunities within the organisation through this strategy.

# An Overview of The Council's New Apprentice, Graduate and Intern Programme

The Apprentice, Graduate and Intern Programme (AGI) will be fully supported by the organisation's workforce, and managers will be provided with the support and tools to effectively manage apprentices, graduates and interns. The co-ordination and delivery of the support, mentoring and coaching will be managed by Youth Enterprise and People Services, which is fundamental to a successful and sustainable programme.

Youth Enterprise have developed a toolkit (appendix x) to support all of those involved in the AGI experience. The toolkit is based around the AGI journey and is divided into six main sections:

- What is an AGI;
- Benefits of AGI's;
- Entry Routes;
- Hours Pay and Conditions;
- Who's involved; and
- The Recruitment Process.

It focuses on the things that recruiting managers need to do to lead an AGI to successful completion.

A Coordinator role will be established within the Youth Enterprise team to support the implementation and coordination of the AGI programme as outlined in the action plan.

# Priorities for Action

1. *Identify and create apprentice, graduate, and intern opportunities as part of the Council's workforce and succession planning to support current and future skills needs*

Priority 1:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1	1-2	2-3	
Work with service managers to identify current skills gaps and short and medium term recruitment opportunities	Recruit apprentices and graduates in identified areas to fulfil service needs. Create 90 new opportunities over the next 3 years.				Service Managers Youth Enterprise People Services
Engage with service managers to aid succession planning and address future skills shortages	Identify and tackle future skills shortages in each service area.				Service Managers Youth Enterprise People Services
Recruit cadet apprentices as part of the Cadet Programme and commence pilot scheme (in Highways and SWTRA) to establish if fit for purpose.	Aid with succession planning in an aging workforce, creating skilled employees with transferrable operational skills.				Raglan Training Centre Highways Operations and SWTRA
Engage with training providers to expand the range of fields in which apprenticeship are available	Ensure a diverse range of apprenticeship vacancies across a range of fields and service areas				Youth Enterprise People Services
Prioritise the development of future skills needs amongst young people through a comprehensive curriculum offer	Increased number of future apprentices with relevant pre-employment education and qualifications				Youth Enterprise People Services Schools
Work with University of South Wales to determine appropriate project briefs for students interested in internships	Deliver more internship opportunities for prospective interns				Youth Enterprise All Service Areas

**2. Promote the value of apprentice, graduate, and intern recruitment opportunities within the Council and develop a ‘Grow your Own’ culture**

Priority 2:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1-2	3-5	5-10	
Develop a communications plan, including new marketing materials and activities, to ensure consistency in promoting the different types, levels and benefits of AGI to staff and managers	Increased knowledge and buy-in from service managers and the wider workforce				Youth Enterprise
Highlight and celebrate apprentice, graduate and intern success stories through a variety of communication methods	Improved awareness within the council and impact of cultural change.				Youth Enterprise Communications Team
Promote apprenticeships within primary and secondary schools, special school, and pupil referral service, in particular among free school meals pupils and vulnerable groups.	Improved knowledge and understanding of apprentice routes and the diverse range of training opportunities available amongst young people.				Youth Enterprise Schools Cardiff City Region Local Business Career Wales

**3. Develop a comprehensive system for monitoring the quality of the experience for all involved**

Priority 3:		Timescale (years)			Responsible Partners
Actions	Desired Outcomes	1-2	3-5	5-10	
Develop an Induction process for the AGI programme	All apprentices, graduates, and interns successfully complete induction.				People Services Talent Lab Youth Enterprise
Ensure all apprentices, graduates and interns have an action plan, regular monitoring / review meeting, and receive professional support	Apprentices, graduates and interns received support for professional development and future career pathways  Support newly qualified staff members (i.e. social workers within their first 3 years of practice)				People Services Youth Enterprise Service Managers
Establish tracking systems to monitor retention and achievement	Comprehensive tracking system to meet organisational needs				Youth Enterprise



To develop a Peer support / go to group	Provide a network of peer support for all apprentices, graduates and interns				People Services Youth Enterprise Service Managers
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#### 4. *Improve access, equality, and equity of opportunity for under-represented groups*

Priority 4:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1-2	3-5	5-10	
Develop wider reaching methods of advertising apprentice, graduate and internship opportunities	Increase diversity amongst applicants for apprentice, graduate and intern positions				People Services Youth Enterprise Service Managers
Promote apprenticeship vacancies through local authority employability programmes within Monmouthshire.	Increased number of applicants for apprenticeships from non-traditional employment routes.				People Services Youth Enterprise

#### 5. *Develop higher level and more diverse training opportunities across the council for existing employees*

Priority 5:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1-2	3-5	5-10	
Increase higher and degree level apprenticeships opportunities for existing staff	Increased number of employees with higher level qualifications  Sponsor one member of the social care staff each year to undertake the open University Social Work Degree				TalentLab People Services Service Managers
Seek external providers that offer the best training courses on fee free basis	Improve the existing training offer to employees with minimal cost implication to the Council				TalentLab People Services Service Managers
Raise aspirations by ensuring that every AGI has the opportunity to develop a career plan.	All apprentices, graduates and interns have a career plan.				Service Managers Youth Enterprise People Services

**6. Develop partnerships with key stakeholders to support Monmouthshire's future economy**

Priority 6:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1-2	3-5	5-10	
Create an Apprentice, Graduate and Intern Working Group to implement, monitor, and report on the AGI Strategy.	Representatives from all stakeholders participating and AGI Working Group Meetings.  Successful implementation of the AGI Strategy Action Plan				All
Establish an external network of partners involved in the delivery of the AGI Strategy, including schools, training providers, FE/HE Providers, Y Prentis and CCR	A joined up approach to delivery of the AGI Strategy within Monmouthshire.  Continue to work with Cardiff University and University of South Wales to offer social work learning opportunities within Monmouthshire.				All
Engage with local businesses to assess future skills gaps and labour market demands.	A proactive approach to implementing training and development opportunities to meet future skills gaps.				All

# Evaluation

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This strategy sets out a clear direction which will deliver on the Council's responsibility to provide apprenticeship, graduate and internship opportunities to grow the organisation's skills base. It is important that the organisation has a clear set of measures to evaluate the progress made in order to determine the success of the Action Plan in achieving the overall purpose – offering new Apprenticeship, Graduate and Internship opportunities and higher level skills set for existing employees

Quantitative data from People Services, Talent Lab, Youth Enterprise, Service Managers and key partners will be used to evaluate the effectiveness of the strategy. This data will be analysed and compared with other local authorities to evaluate targets and performance.

Qualitative evaluations are also key to measuring the impact of the interventions outlined in the strategy. We will work with partners who can provide the narrative evidence to support distance travelled and successes achieved, understanding how effective these measures have been over the lifetime of the strategy, as well as understanding the short term effectiveness.

To support this, a working group will monitor, evaluate and provide guidance to the evolving skills agenda. The group will consider the quantitative and qualitative evaluations so we can track the progression of the strategy. The following key questions will be used as a guide in determining success:

- What change has come about as a result of the strategy?
- Have partners contributed to the actions and how has this been achieved?
- How effective are partners in working to provide apprenticeship, graduate and internship opportunities?

# Risks

There are risks attached to the delivery of this strategy and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council’s policy and approach to strategic risk management. The risks related to the delivery of this strategy have been identified, assessed and mitigating actions established.

Risk	Reason why identified	Residual Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Imp-act	Risk Level		Year	Likelihood	Imp-act	Risk Level
The Council and key partners do not make sufficient progress to improve apprenticeship, graduate and internship opportunities.	Impact on future skills shortage and succession planning	19/20	Possible	Minor	Low	To implement the Apprentice, Graduate and Intern Strategy and Action Plan. This will be reviewed annually and scrutinised by Economy and Development Select Committee.	19/20	Unlikely	Minor	Low
		20/21					20/21			
		21/22					21/22			
Lack of funding for AGI Coordinator function	Funding requested from existing local authority budget and not supported through external funding streams	19/20	Likely	Substantial	Medium	Investigate alternative funding streams to fund the AGI Coordinator Function	19/20	Likely	Substantial	Medium
		20/21					20/21			
		21/22					21/22			

## Appendix A: Definition of Apprenticeship, Graduate Job and Internship

Throughout this strategy, Apprenticeship, Graduate Job and Internship refer to the following definitions.

### *What is an Apprenticeship?*

An apprenticeship is a combination of employment and training at the end of which the apprentice obtains a nationally recognised qualification. Apprenticeship learning takes place in context and provides a real understanding of the working world, combining practical skills with theoretical knowledge. Apprenticeships offer an access route into the organisation which allows the organisation to develop the expertise it needs now and in the future.

### *Types of apprenticeship*

- **Foundation Apprenticeships Level 2:** Study towards qualifications equivalent to 5 GCSE's or NVQ level 2 and often go on to complete Apprenticeships and Higher apprenticeships
- **Apprenticeships Level 3 :** gain valuable on the job skills whilst studying towards a nationally recognised qualification equivalent to 5 GCSE's, 2 A- levels or NVQ level 3
- **Higher Apprenticeships Level 4 and above:** individuals work towards a qualification equivalent to a HND/HNC, foundation or honours degree. Higher apprenticeships are available across a range of sectors

### *What is a graduate job?*

A graduate job is defined as those occupations identified that “normally require knowledge and skills developed on a three-year university degree to enable them to perform the associated tasks competently”.

A graduate is usually defined as someone “who is aged between 16 and 64 not currently enrolled on any educational course and who has a level of education above A-level standard”; a recent graduate is someone who finished full-time higher education five years ago or less.

### *What is an internship?*

Internships are typically undertaken by students looking to gain relevant skills and experience in a particular field. A good internship offers interns the opportunity to learn professional / transferable skills, allows for personal development through experience, and provides interns with access to practitioners.

Internships are suitable for short-term projects that are not considered business critical, and must serve a clear and defined project brief. An internship is for a maximum of four weeks and does not imply a future job offer.

Internships may be completed offsite via agile working if suitable to the project brief.

# APPRENTICE GRADUATE & INTERN DRAFT TOOLKIT

# CONTENTS

1. INTRODUCTION & CONTENTS
- 2/3. WHAT IS AN APPRENTICESHIP, GRADUATE JOB OR INTERNSHIP? (AGI)
4. THE BENEFITS OF AGI'S
5. ENTRY ROUTES
6. HOURS, PAY AND CONDITIONS
7. WHO IS INVOLVED?
8. SUPPORTING INTERNS
9. RECRUITMENT PROCESS
10. USEFUL CONTACTS

## INTRODUCTION

Apprentices, Graduates and Interns (AGI) are an asset to any organisation, can bring significant benefits to the business and existing workforce, and provide a basis for “growing your own”. Monmouthshire County Council is committed to developing skills and knowledge across all areas as it aims to deliver excellent services fit to meet the current and future needs of the communities it serves.

With a combination of on the job training in the organisation plus off the job learning, AGI's are an effective way of growing the organisation's skills base whilst providing opportunities for young people and adults to engage in an alternative route into working life.

The Apprentice, Graduate and Intern Toolkit provides managers and the wider workforce with some of the support and tools required to effectively recruit, manage and support an apprentice, graduate or intern.

# WHAT IS AN AGI?

## APPRENTICESHIP

An apprenticeship is a combination of employment and training at the end of which the apprentice obtains a **nationally recognised qualification**.

Apprenticeship learning takes place in context and provides a real understanding of the working world, combining **practical skills** with **theoretical knowledge**. Apprenticeships offer an alternative access route and allows an organisation to develop the expertise it needs now and in the future.

## TYPES OF APPRENTICESHIP



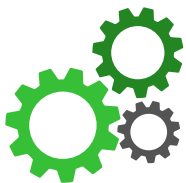
### Foundation Apprenticeships (Level 2)

Study towards qualifications equivalent to 5 GCSE's or NVQ level 2 and often go on to complete Apprenticeships and Higher apprenticeships



### Apprenticeships (Level 3)

Gain valuable on the job skills whilst studying towards a nationally recognised qualification equivalent to 5 GCSE's, 2 A- levels or NVQ level 3



### Higher Apprenticeships (Level 4 and above)

Individuals work towards a qualification equivalent to a HND/HNC, foundation or honours degree. Higher apprenticeships are available across a range of sectors

## WHO IS ELIGIBLE?

Anyone aged **16 or over** can complete an apprenticeship. Both **new** and **existing** employees can apply for new apprenticeship posts or start new qualifications as part of their continued professional development.



# WHAT IS AN AGI?

## GRADUATE JOB

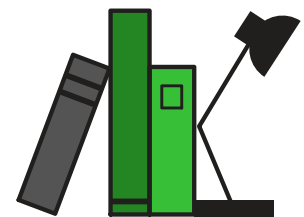


A graduate job is a position that normally requires knowledge and skills developed on a three-year university degree to enable the employee to perform the relevant tasks competently

A graduate in this context is someone who is aged **between 16 and 64**, who is **not currently enrolled** on any educational course, and who has a level of education **above A-level standard**

A recent graduate is someone who finished full-time higher education **five years ago or less**.

## INTERNSHIP



Internships are typically undertaken by students looking to gain relevant skills and experience in a particular field. A good internship offers interns the opportunity to learn **professional / transferable skills**, allows for **personal development through experience**, and provides interns with **access to practitioners**.

Internships are suitable for short-term projects that are **not considered business critical**, and must serve a **clear and defined project brief**. An internship is for a maximum of four weeks and does not imply a future job offer.

Internships may be completed offsite via agile working if suitable to the project brief.

# BENEFITS OF AGI'S



## BENEFITS TO THE ORGANISATION

- Enthusiastic new staff with fresh ideas to boost creativity
- Increased productivity, reduced training and recruitment costs
- Support with the recruitment and business process
- Positive long-term development for new and existing staff
- Develop a professional skilled workforce tailored to your service area
- Tackle a skill shortage and nurture talent to develop skills required
- Future-proof your business through training and succession planning

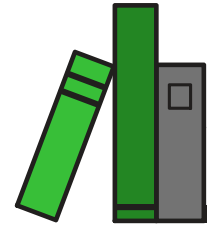
## BENEFITS TO THE INDIVIDUAL



- Structured training
- Hands on Experience working alongside experienced / skilled employees
- Earn while you learn
- A varied learning experience with opportunities for career progression
- Work toward and gain a nationally recognised qualification
- Improve your prospects and employability
- Support in realising your potential
- Same employee status and benefits as all local authority staff

# ENTRY ROUTES

## ENTRY LEVEL APPRENTICESHIPS



Entry Level Apprenticeships should be considered for all types of roles and should not be limited to commonly used areas such as Business Administration, Customer Service or ICT.

Each service area should identify roles that could be reasonably be considered for an apprentice vacancy, and contribute towards a diverse range of AGI opportunities within the local authority. This process can be supported by the AGI Coordinator.

Entry Level opportunities are open to all ages and are aimed at, but not restricted to, young people aged 16 – 24.

## EXISTING EMPLOYEES



Existing employees can take advantage of AGI opportunities in more than one way. All employees are able to apply for internally and externally advertised vacancies throughout the local authority, whether or not it is within their current service area.

Existing staff can also investigate the possibility of entering onto a Level 3, Level 4 or higher level qualification within their existing role as long as it is relevant to their area of work.

Service Managers should consider this type of request from all members of staff as part of their continued professional development.

# HOURS, PAY & CONDITIONS

## HOURS OF WORK



Apprentices must be employed for a minimum of 30 hours per week and given sufficient time within their working hours to complete their qualification.

Hours for graduates and interns will depend on the type of role they have applied for and the needs of the service area. Hours for these positions will be at the discretion of service managers.

## PAY



Apprentices will be paid at least **minimum wage** based on age for the duration of their apprenticeship. Existing employees will continue to be paid their **current salary**.

### *Minimum Wage Rates (from April 2019)*

AGE	RATE	AGE	RATE
U 18	£4.35	21-24	£7.70
18-20	£6.15	25+	£8.21

Managers should consider National Insurance and Pension contributions when calculating recruitment costs

Salary for Graduate Jobs will be dependent upon the type of role and the responsibilities of the specific post. Graduate jobs should be put through the local authority **job evaluation process** to determine the appropriate pay band and scale point.

Intern positions are taken up by students who want to gain experience and skills in a particular field. These time limited positions do not come with a salary, but interns are able to claim expenses, such as a travel claims allowance. Interns are expected to conduct themselves in accordance with Local Authority values, but are not defined as either 'employees' or 'workers'.

# WHO'S INVOLVED?

AGI's are about more than the individual. Several people have key roles to play in the experience, each with different responsibilities. The roles vary slightly between apprenticeships, graduate jobs and internships.

## THE APPRENTICE, GRADUATE OR INTERN

The Apprentice, Graduate or Intern will be supported by the service manager, the buddy, the AGI coordinator, and for apprentices the assessor, throughout their AGI experience.

## THE MANAGER

The Manager will be the person the Apprentice, Graduate or Intern, is directly responsible to. They will offer relevant supervision and guidance in relation to work place competence. The manager is the official 'point of contact' and will also liaise regularly with the AGI Coordinator to ensure that progress against milestones can be achieved.

## THE BUDDY

The Buddy will be a peer within the team who can help the new starter settle in and feel welcome. They will ensure the apprentice, graduate or intern is familiar with the team and their role, and offer a more informal support option.

## THE AGI COORDINATOR

The AGI Coordinator will act as a point of contact for all apprentices, graduates and interns within the organisation. They will be available to meet with regularly to provide additional guidance and support to help them understand their role, achieve their development goals, and address any problems.

## THE ASSESSOR

APPRENTICES ONLY

The Assessor will be from an external training provider and will meet regularly with the apprentice to ensure progress through the qualification framework. The assessor will also liaise with the line manager and AGI coordinator on a regular basis to provide feedback and address problems in relation to the qualification.

# SUPPORTING INTERNS

## OFFER & AGREEMENT

Agree a clear project brief and description of the tasks that the intern is expected to perform before they begin. If they have to be revised subsequently, it should be in agreement with the intern.

## LEARNING & CONTENT

Indicate what skills the intern could acquire during their internship. Make sure that the intern is provided with any formal and informal training which is relevant to their project brief. Limit the assignment of unskilled tasks.

## SUPERVISION

Assign a supervisor to the intern and organise an introductory meeting to discuss mutual expectations, as well as any professional objectives they may have. Organise regular sessions at least once a week where the supervisor will meet the intern to review progress, give feedback, and provide support. Ensure the intern has a clear work plan and timeline.

## ORGANISATIONAL CULTURE

Schedule time to introduce the intern to colleagues and the working environment. Explain the organisations values and objectives. Ensure the intern feels like part of the team, and include them in meetings.

## CAREER DEVELOPMENT & EMPLOYMENT

Provide the intern with a reference letter detailing the work undertaken / completed, the skills and experience acquired. Organise one or more meetings between the intern and the service manager to discuss their future career prospects and potential support. Help the intern develop a strong professional network by fostering their participation in meetings, interactions and projects with clients & partners, as well as networking events

# RECRUITMENT

## APPRENTICES & GRADUATES

This is a quick look at the process of recruiting an **apprentice** or **graduate**. Managers should follow the full **recruitment workflow** available on the **People Services Hub** under: *recruiting & resourcing > advertising*



Identify appropriate opportunities for apprentices, graduates



Advertise vacancies. Send apprentice vacancies to *Careers Wales*



Shortlist and Interview candidates. Ensure you collect any information you need for checks



Inform the successful candidate and provide the necessary information. Consider an informal induction day



Complete an Induction on the first day. Ensure corporate induction and appropriate training is booked.



Conduct regular review and supervision sessions with your new team member. .

## INTERNS

Internship recruitment can work two ways. Potential Interns may approach the AGI Coordinator for support in sourcing an Internship. Service Managers may also approach the AGI Coordinator if they have a project brief that they feel is suitable for an Internship.

All internships are dependent upon a suitable and agreed project brief being in place. Project briefs must be clear and define the tasks to be undertaken by the intern. The AGI Coordinator will liaise with higher education providers to ensure project briefs are agreed.

All interns will be required to sign an internship agreement before starting. This agreement is in honour only and as is not intended to be a legally binding contract of employment.

# USEFUL CONTACTS

## AGI COORDINATOR



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## YOUTH ENTERPRISE



01633 6444912



[youthenterprise@monmouthshire.gov.uk](mailto:youthenterprise@monmouthshire.gov.uk)

## PEOPLE SERVICES



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[peopleservices@monmouthshire.gov.uk](mailto:peopleservices@monmouthshire.gov.uk)





## ROLE PROFILE

**ROLE TITLE:** **Apprentice Graduate and Intern (AGI) Coordinator**

**POST ID:**

**GRADE:** **Band H**

**HOURS:** **22.5 Hours per week / 3 days per week.**

**LOCATION:** **Pan Monmouthshire**  
The authority operates an agile working policy and staff will be required to work in agile manner across the county of Monmouthshire as per the needs of the service. Unfortunately no disturbance mileage will be payable for any re-location of the office base.

**RESPONSIBLE TO:** **Youth Enterprise Manager**

**WELSH LANGUAGE ASSESSMENT:** Welsh language skills are desirable

### **Our Purpose:-**

Monmouthshire County Council employs around 3600 employees in the delivery of around 700 different services areas. Youth Enterprise is an integral part of Monmouthshire County Council's Enterprise and Innovation Directorate and work with young people aged 11-25 and adults at risk of or in poverty across the county supporting them with education, employment and training. Our team drive the employment and skills agenda for the local authority of which the Apprenticeship, Graduate and Internship strategy forms a key part of.

### **The purpose of this Role:-**

With support from the Youth Enterprise Manager coordinate and support the delivery of the Apprentice, Graduate and Intern Strategy developed for Monmouthshire County Council.

Apprentices, Graduates and Interns are an asset to any organisation and can bring significant benefits to the business and existing workforce. Apprenticeships provide a basis for "growing your own". The combination of on the job training in the organisation plus off the job learning provides an effective way of growing the organisation's skills base whilst providing opportunities for young people and adults to engage in an alternative route into working life. The AGI Coordinator will lead on implementing the priorities identified in the Apprentice, Graduate and Intern Strategy and be a point of contact for the local authority.

### **Expectation and Outcomes of this role:**

To contribute to the following;

- Identify and create apprentice, graduate and intern (AGI) opportunities within organisation workforce – number of AGI opportunities.
- Set up and manage a Quality Monitoring System for AGI opportunities
- Number of higher level training opportunities developed
- Number of partnerships with key stakeholders set up

### **Your responsibilities are to:-**

1. To support the Youth Enterprise Manager in implementing the Apprentice, Graduate and Intern(AGI) strategy and action plan for Monmouthshire County Council, taking responsibility for the outcomes identified and reporting on these via the identified pathways.
2. Identify and create apprentice, graduate and intern opportunities as part of organisation workforce and succession planning to support current and future skills needs. Work with service managers to identify skills gaps, short & medium term recruitment opportunities and succession planning.
3. Increase higher and degree level apprenticeships in skills shortage areas.
4. To understand Monmouthshire County Council's recruitment process for Apprenticeships, Graduates and Interns Council and work closely with People Services to map and record Apprenticeship, Graduate and Internship opportunities.
5. To work with senior managers across all departments within Monmouthshire County Council to identify appropriate apprenticeship, graduate and internship opportunities and be able to support local authorities departments through the recruitment process, should they need it.
6. Develop a comprehensive system for monitoring the quality of the experience for all involved including retention and achievement of AGI's.
7. Measure impact and review progress against key aims and objectives of the AGI strategy.
8. Develop a network of delivery providers for apprentices, graduates and interns to access relevant training and qualification opportunities. Work with network of providers to ensure apprentices, graduate and interns have a choice and valuable learning experiences when accessing qualification and training.
9. Monitor the quality and effectiveness of programmes and solutions provided by providers.
10. Improve access, equality and the equity of opportunity for underrepresented groups to apprenticeships, graduate positions and internships.
11. To work with stakeholders to promote apprenticeship, graduate and intern opportunities. To work with wider Youth Enterprise team, relevant MCC departments and other relevant stakeholders (including schools and colleges) to ensure opportunities are promoted and tailored to the needs of people in the local area.
12. To act as an advocate for the Apprentices, Graduates and Interns working within Monmouthshire County Council. Representing their views and rights where appropriate. Develop Apprentice Ambassadors in each service area.
13. Provide an opportunity for all Apprentices, Graduates and Interns to come together, building upon the local authorities 'Go To Group' by having a regular group meetings. Facilitate a peer support culture amongst AGI's.
14. Develop Inductions for AGI's and ensure all have an action plan with regular reviews.

15. Attend local and regional forums and relevant meetings and provide reports and presentations as and when required. Develop and Chair an AGI Working group.
16. Promote the value of apprentice, graduate and intern recruitment opportunities within the local authority and support the development of a 'grow your own' culture. Develop materials and activities to promote benefits of AGI's to senior managers.
17. Work with Communications and other stakeholders to market and promote Monmouthshire County Council's Apprenticeship, Graduate and Internship opportunities. To coordinate celebrations and good news features alongside national events such as National Apprenticeship Week.
18. Carry out any duties and responsibilities required under the Data Protection Act(s) 1984 and 1998, in particular, to take reasonable care that no loss or disclosure of personal data occurs.
19. Exercise proper integrity in respect of confidential matters and personal information obtained during the execution of the duties of this post.
20. Be flexible in approach, delivery and working hours. Effectively work with and support the Youth Enterprise remit and team across all areas of work.
21. Working as part of the Monmouthshire Business and Enterprise Team, promoting and proactively developing best practice in economic growth and enterprise whilst achieving business targets.
22. To be the designated Health & Safety contact for the Youth Enterprise Team. Ensure that health and safety duties and practices are carried out by all provisions or as detailed in the Council's Health and Safety Policy, and to ensure that provisions and services to young people comply with current legislation.
23. Ensure that the Council's responsibilities in relation to Equality and Diversity are met and to ensure that the Youth Enterprise outcomes relating to the Welsh language are achieved.
24. Uphold and comply with the statutory provisions of the Health and Safety at Work Regulations 1999, The Monmouthshire Safeguarding and Child Protection Policy 2012 and any other relevant Council policies relating to Safeguarding and Health and Safety.
25. Work in collaboration with the Designated Officer for Safeguarding/Child Protection in the following way: to be aware of the LA policy on Safeguarding and Child Protection and that all policies and practices are in line with the All Wales Child Protection Procedures. To make referrals to Children's Services in the event of a disclosure and/or concern that a child/young person is 'in need' or at risk of significant harm. To maintain accurate, confidential and up to date documentation on all cases of safeguarding and child protection.

**Here's what we can provide you with:-**

- Full support of manager and team members
- Full range of training and CPD opportunities
- Nominated supervisor for regular support

## **What else you need to know.....Monmouthshire Values are:**

**Openness:** We aspire to be open and honest to develop trusting relationships.

**Fairness:** We aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.

**Flexibility:** We aspire to be flexible in our thinking and action to become an effective and efficient organisation.

**Teamwork:** We aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

And this role, will work with Monmouthshire to achieve these.

### **In addition:**

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

## **PERSONAL SPECIFICATION**

### **Qualifications and Experience**

1. Hold nationally recognised Youth and Community Work qualification, Teaching qualification or equivalent
2. Experience of work with training providers and supporting learners engage with providers.
3. Experience of working with and knowledge of the Apprenticeship framework. Knowledge of Graduate and Internships would be an advantage.
4. Experience of recruitment and Monmouthshire County Council's policies and procedures
5. Demonstrable experience of working in partnership with other agencies and building networks.
6. Experience and skills to deliver effective and valuable training to partners, facilitating group sessions.
7. Have demonstrable experience in project coordination.
8. Ability to prepare and present reports and briefings for a range of audiences. Able to work towards strict outcomes and able to lead wider team in achieving such project outcomes.
9. Ability and experience of chairing meetings.
10. Current and valid driving licence and have access to a car for work purposes.

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