

Apprentice, Graduate and Intern Strategy

Monmouthshire County Council
2019-2022



monmouthshire
sir fynwy

Version Control

Title	Apprentice, Graduate and Intern Strategy
Purpose	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.
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Welsh Language and Alternative Formats

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:

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Purpose

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

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

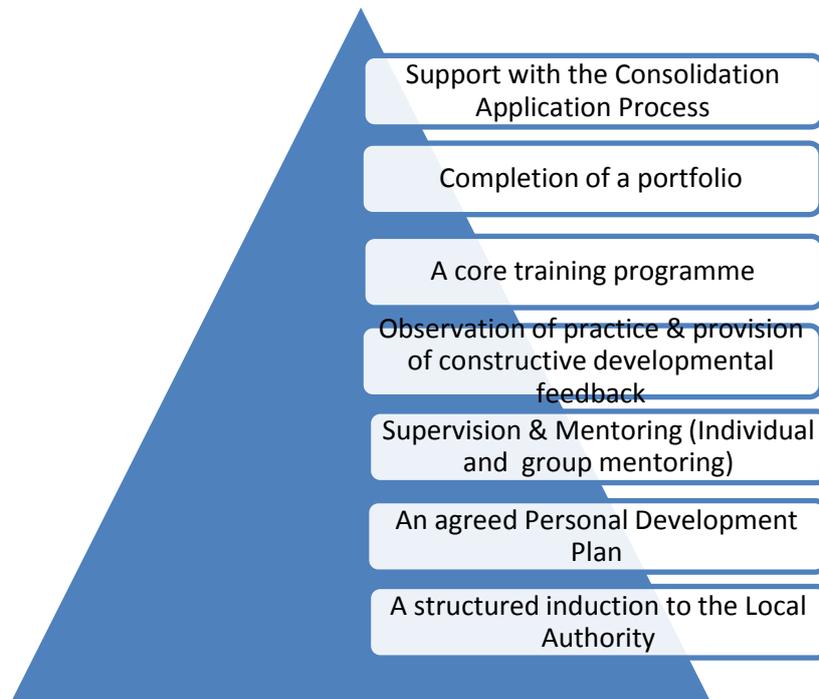
It is intended that all Newly Qualified Social Workers (NQSW) joining Monmouthshire feel supported through their transition from graduate to NQSW by receiving a comprehensive and well-structured induction. The Workforce development team support NQSW in their first three years of practice and beyond. 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, 3rd 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
Develop stronger entry routes to Apprentice, Graduate and Intern Opportunities for Looked After Children and Care Leavers	Improved access to opportunities and recruitment support for Looked After Children and Care Leavers.				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

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 1: 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.