

Future Proposal for Apprenticeships in the Estates Department

Report from: Tim Wilkinson

Report Purpose: For Information/Approval

1.0 Introduction

1.1 Currently the estates department in HIF has 4 apprentices on a range of courses from different providers together with another 2 who have recently qualified or have a part qualification that does not meet the person specification for their next roles. This document sets out the current position with regards this cohort of apprentices within HIF and outlines the support and process required to enable their apprenticeships to be completed. Following discussions, it has been decided that HIF will progress any subsequent cohorts of apprentices through a different route. This report therefore sets out the proposals for the future scheme together with the associated costs and the timeline for implementation.

2.0 Current Position

2.1 HIF's estates department currently has 6 apprentices studying or studied a variety of courses from a range of providers:

- XXXXXXXXXXXXXXXXXXXX

2.2 For the current apprentices a review of the requirements to complete their portfolio has been undertaken to enable a plan and timeline of what is required to complete this element to be developed. The required jobs will then be given to them via their managers to ensure that the jobs can be supervised and supported by a relevant and qualified colleague. To support their end point assessments it is proposed that a day a week is ring fenced for the apprentices to work on whichever discipline they have chosen to be assessed against. This is required under the terms of the apprentice scheme and it will assist in gaining experience and building confidence, but again this needs the control and oversight of their manager to ensure that this is done safely. We also will meet with the students and their tutors to fully understand the obligations of

their courses, particularly with regard to our responsibility of employer led training and how this is safety structured.

2.3 For our Level 2 NVQ Plumbing colleague, this plumbing qualification is more domestically focused and not necessarily aimed at the mechanical (fitters) roles which are more relevant to a hospital environment. There are also challenges in being able to support any colleague wishing to achieve the Level 3 Plumbing qualification on our sites as we do not undertake all the necessary natural gas works, therefore the opportunity for the apprentices to receive the required level of training is limited. The proposal is to discuss with this individual and offer options based on the proposals within this report focusing on a mechanical (fitters) qualification.

2.4 With regards the colleague who has come to us from a previous employer with a part qualification in Installing Electromechanical Systems and Equipment. We have taken advice as to what is required for him to complete his qualification and gain experience to our satisfaction and a plan will be made detailing how we can progress him under the new structure.

3.0 Proposed Future Model

XXXXXXXXXXXXXXXXX Assessment Centre

3.1 The review of our current cohort of estates apprentices has highlighted some historic challenges around the appropriateness of the courses and qualifications we have allowed our current apprentices to pursue. In seeking out how we can address these findings we have been in contact with the XXXXXXXXXXXXXXXXXXXX Assessment Centre. We understand from colleagues in other NHS Trusts that they are a highly regarded and credible provider of apprenticeship courses.

3.2 The XXXXXXXXXXXXXXXXXXXX as an apprentice training scheme. All the training is based on nationally recognised qualifications / apprenticeships and gives the apprentice / learner NHS and generic skills.

3.3 The centre has a Management Review Group (MRG) for the [REDACTED] Apprenticeship Training Scheme. The MRG consists of Directors and Senior Managers from different NHS Trusts. Their remit is to ensure that the Centre meets the requirements of Trusts in the training and development of estates apprentices; this includes the evaluation of the effectiveness of all the Centre activities and initiatives to ensure it remains exemplar in the training and development environment.

3.4 Over the years [REDACTED] have delivered training to meet the identified needs of NHS Trusts and Organisations covering the following areas:-

- Multi Craft Engineering
- Electrical Engineering
- Mechanical Engineering
- Medical Engineering
- Communication Engineer
- Carpentry/Joinery
- Painting and Decorating
- Plumbing
- Assessor and IQA training

3.5 Of the apprentices entering their courses over 96% have completed their training and have been amalgamated into NHS Trusts / Organisations and approximately 25% have advanced to senior posts; this includes the current Chairperson of the Management Review Group (MRG).

3.6 [REDACTED] can support HIF in the following ways, and the support can be tailored to our individual needs namely:-

3.6.1 Recruitment:-

- Advertise posts, circulate to schools, colleges and put on the Government apprenticeship website as well as NHS Jobs
- Answer all the queries that come with the advertising from potential applicants
- Shortlist all the applications and create a list ready for interview
- Arrange all the interviews – venue, dates and panel members would be down to ourselves but there would be one person from the Centre on the panel
- Send out all the interview letters and confirm the interview timetable and documents for the interview
- After the interviews all the documentation would be forwarded to ourselves to send to HR to then complete the recruitment process and go through the checks needed for employment in line with NHS recruitment requirements

3.6.2 Contracts – they will:-

- Negotiate a contract with a local college to deliver the basic level 2 and BTEC level 3 diploma and then manager the contract for us. Any issues that are raised they will deal with i.e. any absences, submission of work etc
- All level 3 practical skills, they deliver all the necessary training and documents required in the workplace to meet the requirements of the Standard

3.6.3 Levy spreadsheet – they will, once the Levy monies have been allocated:-

- Liaise with HIF to complete all necessary levy funding documents so the apprentice can be registered for funding and apprenticeship and create the necessary Apprentice Commitment Statement and Learner Booklet
- Following a discussion with ourselves, issue a 'Levy Finance Spreadsheet' detailing exactly how the levy monies are going to be spent, including any costs for delivery, courses etc. This is employers money and they see it as their responsibility to issue to us, so we can clearly see how and where our levy monies are being spent
- Issue an updated Levy spreadsheet annually in order that we can check and update to suit the apprentice i.e. maybe change some specialist courses to suit development in your organisation
- Arrange all specialist courses that the employer requests on behalf of the apprentice, subject to funding
- Within the levy spreadsheet we have also built in a calculation of the 20% off-the-job learning that we have to calculate and prove that we are giving this time (note most of this is taken with college, specialist courses attendance and attending training days)

3.6.4 Reviews – they will:-

- Arrange, with ourselves and the apprentice, reviews dates to suit all parties
- Ensure that we as employer, and they, meet the national guidance of reviews i.e. we will all meet at least every 8 to 10 weeks (national guidance is every 12 weeks)
- Complete all the necessary review documents and ensure the apprentice and the employer receive a copy
- Set and monitor any action plans, should the apprentice have any issues
- Send us an approximate 'timeline of completion' showing where certain courses / learning should be on average and what is due to be delivered

3.6.5 Problems / issues / concerns

- They have an open door policy so if there are any issues the apprentice is having, be it personal or work they welcome that they contact them and work together to resolve where they can, so this does not cause issues with the apprentices learning:-
 - I. This could be 1:1 counselling or arranging more professional counselling
 - II. Discussing issues / problems with yourselves
- Where and if necessary, create an action plan so they can keep learning but maybe at a different pace to others etc

3.6.6 Current Cohort

- If we provide all documents relating to each learner they will check what they are currently working towards and advise if this is suitable for each learner based on the expectations of employer, learner and job role
- Review all current apprenticeships and advise on suitability again for apprentice, employer and job role
- Where necessary, advise suitable on alternative options
- Where necessary, suggest action plans to be put into place to assist in progress and learning
- Where necessary, advise in the wording of job descriptions to meet requirements of current and future job roles and necessary qualifications available to meet employer requirements

3.7 The proposal is that we become part of [REDACTED] contract and access the support detailed above and become members of the Management Review Group (MRG). In the event that HIF joins the scheme, we will be invited to be a member of this group giving us access to a network of other senior estates managers. [REDACTED] will also support our current cohort of apprentices and manage them through their existing structure and processes.

3.8 It is proposed that the new Deputy Director of Estates and Facilities will be the Company representative.

4.0 Opportunities

During this review opportunity for other apprenticeship schemes have been identified which we wish to pursue further. These include:-

4.1 [REDACTED] University

Contact has been made with [REDACTED] University regarding the potential for apprenticeship schemes associated with leadership, Management & Technical training. At this stage it is intended to explore the opportunity to recruit an Architecture apprenticeship placed within the Capital Design team.

4.2 Horticulture and landscape operatives

Horticulture Apprenticeships are available and we wish to identify a provider to assist us with this ambition. We will also utilise and an existing relationship with [REDACTED] who themselves recruit Horticultural Operative and Supervisor Apprentices, to further understand this in more detail.

4.3 Broader HIF requirements

Other work streams are identifying that we also require a similar approach and structure to some of the other service areas such as catering and domestics. To invest in our people and provide them with the right skills for them to develop their career within HIF and to be able to provide a quality service, which in turn will aid our recruitment and retention.

5.0 Next Steps

5.1 Having reviewed the proposal from [REDACTED], the next steps are as follows:-

- The existing cohort of apprentices will continue to complete their courses with their existing providers
- Adopt the new system provided by [REDACTED] and work with the team to enable the Company to support the recruitment of the next cohort of apprentices by September 2022
- Develop a detailed action plan and timeline to take this initiative forward

6.0 Costs

6.1 The student's apprenticeship costs are drawn from the levy and the cost of joining the [REDACTED] contract and Management Review Group is £[REDACTED] per annum. This will allow us to access the support detailed in the proposal.

6.2 In addition, it is proposed to meet the travel costs for each of the apprentices to their college whilst undertaking their training. It is possible that this could be met from the levy funding.

7.0 Recommendation

7.1 Approval is requested to the:-

- 7.1.1 The appointment of the [REDACTED] to provide support and oversight for the future apprentice recruitment in HIF at an annual cost of £[REDACTED]
- 7.1.2 To join their Management Review Group and pursue the recruitment of apprentices with their support and management of our levy monies
- 7.1.3 In future to meet the travel expenses for all apprentices attending college