

## MANAGEMENT ACTION PLAN

<b>Directorate:</b>	Business Services
<b>Audit report:</b>	Apprenticeship Scheme
<b>Dated:</b>	28/10/2014

**PRIORITY RATINGS**

**Priority High (H)** - major control weakness requiring immediate implementation of recommendation

**Priority Medium (M)** - existing procedures have a negative impact on internal control or the efficient use of resources

**Priority Low (L)** - recommendation represents good practice but its implementation is not fundamental to internal control

I agree to the actions below and accept overall accountability for their timely completion. I will inform Internal Audit if timescales are likely to be missed.

The auditor agrees that the actions set out below are satisfactory.

Lead Responsible Officer (HOS): Carmel Millar

Auditor

Dan Wilson

Date

Date

Para Ref	Recommendation	Priority Rating	Management Action Proposed	Timescale for Action	Officer Update Feb 2015
	<p>Consideration should be given to how the council will mitigate the risks associated with the funding changes.</p> <p>Management should specifically consider how funding might best be applied to maintain the scheme.</p>	High	Finance & Payroll have been asked to assist in the review of the funding changes on the impact on budgets & PAYE. Contact has been made with the National Apprenticeship service to understand more about the detail of how the funding will work.	April 2015	Details of the funding changes have yet to be confirmed, it is possible that the decision to fund via employers rather than training companies may be withdrawn
	Consideration should be given to creating a permanent apprentice placement and support function within the council that oversees all areas of the scheme - giving	High	A shift session bringing together the leads of all three apprenticeship schemes was held on 8 <sup>th</sup> October. A	Timescale for recruitment of PM: December 2014 <i>not</i>	Responsibility for SCC's employment offer to young people has been given to

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	clear responsibility for management and strategy going forwards for the scheme.		conversation was had around are we maximising the opportunities for young people and the outcome is for a Project Manager to be recruited to look at a new operating model.	<i>progressed due to change in management. New entrants coordinator to be recruited to instead.</i>	the Strategic HR&OD Relationship Manager who has responsibility for the corporate Recruitment and Retention Strategy. This change only took place in December 2014 but already a Strategy that sets out responsibility for the three strands of the apprenticeship scheme has been drafted for consultation with stakeholders in March 2015.
	Management should develop a strategy overarching the three apprenticeship schemes in Surrey.	High	The Project Manager to be recruited will be recruited to deliver on this element	April 2015	See above.
5.19	The Auditor recommends that as future management arrangements for the scheme are agreed, the new management pull together the various pieces of work and combine them into a structured program focussed not just on creating apprenticeships but also delivering effective apprenticeships in line with an agreed strategy.	Medium	The Project Manager to be recruited will be responsible for this element	April 2015	See above.
5.25	Management should examine the information available from exit interviews/HR records for failed	Medium	This element will be incorporated into the role of the vacant Workforce Adviser responsible for	<i>Recruitment process commenced</i>	This will be part of the responsibility of the New Entrants coordinator post

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	(dismissed/failed probation) apprenticeships and develop support based on the results.		apprentices – currently being recruited.	<i>Feb 2015</i>	which is being recruited to. However given an apprenticeship may be a young person's first experience of entering the workforce it is not unusual that some young people may find it is not the right role/choice for them or that they struggle to maintain the necessary standards to succeed. Outcomes of the apprenticeship schemes are still important to monitor and benchmark.
5.32	Management should periodically report on the 'Reasons for Leaving' of Apprentices with a particular focus on negative outcomes and subsequent policy/procedural changes to ameliorate any concerning outcomes. Particular attention should be paid to the recruitment processes employed.	Medium	This element will be incorporated into the role of the vacant Workforce Adviser responsible for apprentices – currently being recruited.	<i>Recruitment process commenced Feb 2015</i>	This element will be incorporated into the role of the vacant New Entrants Coordinator responsible for apprentices – currently being recruited to.
5.41	Management should consider consolidating responsibility for reporting apprenticeship figures in line with any management responsibility consolidation.	Medium	Policy & Performance are already reviewing how we provide data in conjunction with the Programme Lead, Lucy Mustoe	<i>Complete</i>	Lucy Mustoe and policy and performance have agreed new reporting arrangements and these are in operation.
5.42	Management should consider reporting a broader suite of information relating to apprentices in line with the objectives defined in an overarching strategy.	Medium	This will be incorporated into the reporting as above, once agreed.	<i>To be agreed April 2015</i>	Information is provided on apprenticeships and the national graduate scheme. Once new strategy is agreed

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					this can be reviewed.
5.48	<p>If HR centrally advertise and provide CVs to managers for the recruitment of apprentices they should either be clear that they do no checks or they should perform a complete eligibility check.</p> <p>Where individuals deliberately embellish their CVs with false information, particularly dishonestly claiming they have qualifications, consideration should be given to whether they are suitable for the recruitment process as soon as this is identified.</p>	Low	The recruitment process will continue to be embedded within services, with support from Recruitment. Should issues arise around individual candidates, advice will be sought from HR Advisory team.	<i>To be agreed by March 2015</i>	Currently recruitment of apprentices is on hold pending a campaign in March to recruit for September 2015. An agreement will be reached with recruitment as to the level of screening which is appropriate. Responsibility for recruitment decisions lies with the recruiting manager, however they will need guidance on scheme restrictions.
5.55	As part of the considerations for the strategy to be developed management should consider their goals for developing apprentices and the relative value of qualifications.	Low	This will be part of the strategy developed by the Project Manager.	<i>The draft strategy covers a range of qualification levels</i>	This has been considered in drafting the new strategy. Currently there is demand for level 2, 3 and 4 qualifications. There remains a gap in those with lower entry level qualifications being unable to access apprenticeships for which a traineeship offer will be developed.
5.58	The data supports the idea that the council predominantly employs apprentices under the age of 21, however management may wish to consider if the scheme would deliver greater benefit if it focussed on younger apprentices under the age of 19.	Low	Given the rise in participation age, greater access to schools is required to raise the profile of apprenticeships as an option for under 19's. This element will be incorporated into the role of the vacant Workforce Adviser	<i>Not to be progressed at this time.</i>	As an employer feedback from SCC services suggests that supporting young people aged 16-18 in the workplace would be challenging and given the sensitive nature of much of our work 18+ is a sensible target. In promoting apprentices

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			responsible for apprentices – currently being recruited.		across the County there may be other settings that can support 14-18 year olds better.
5.66	<p>Although the council is not currently reporting on the equalities data for apprentices the Auditor found sufficient evidence of equitable recruitment of people with disabilities and across gender. Going forwards management should consider how equalities data could be used to maximise the equity and efficacy of the scheme.</p> <p>Consideration should be given to the completion of an equality impact assessment for any future incarnation of the apprenticeship scheme.</p>	Low	An EIA will be undertaken by the Project Manager once recruited and the decision as to how the three schemes will be run is agreed.	<i>December 2015</i>	An EIA will be done on the strategy once agreed and E&D monitoring of the scheme will continue.

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