BRIEFING PAPER FOR MAYOR'S ADVISORY BOARD

TITLE	AUTHOR	ITEM NO	MAYOR'S ADVISORY BOARD MEETING DATE
Title of Subject Matter Workforce to Reflect the Community Update	**Authors name, Directorate /Job Title & ext.** Simon Kilbey Service Head, HR & WD	*(To be completed by Democratic Services)*	*(To be completed by Democratic Services)*
Date item reported to CMT: 28th October 2014			

1.   INTRODUCTION/SUMMARY

1.1   This paper provides MAB with a progress report on the 2014/15 WFTRC Action Plan and performance data. This is the second quarter report.

1.2   The WFTRC Action Plan underpins the council's drive for a more representative workforce.

1.3   This report includes information on how schools recruit and develop their staff, as requested by MAB.

2.   FOR MAYOR'S ADVISORY BOARD TO CONSIDER

2.1   MAB is recommended to:

- Comment on performance to date
- Note the WFTRC Action Plan for 2014/15

3.   PROGRESS SUMMARY

3.1   Key performance updates within this quarter are highlighted below:
- The proportion of women at LP07 and above has increased to 49.62% (131 staff), just under the 2014/15 target of 50%
- The number of women at LP09 and above has increased from 25 (37.88%) to 27 (38.57%)
- The number of BME staff at LPO7 and above has increased from 66 (25.29%) to 67 (25.38%)
- The number of Bangladeshi staff at LP07 and above has increased from 23 (8.81%) to 24 (9.09%)
- The number of staff that are disabled at LPO7 and above has increased from 13 (5.63%) to 14 (6.01%)
- BME staff accounted for 61.76% of all promotions (21 staff) within the quarter
- 50% of all employees promoted within the quarter were women

- One female was appointed to a post under the 'Take a Chance' scheme in this quarter
- Analysis of secondments show that 58.14% (50 staff) are BME, 54.65% female (47 staff) and 8.14% disabled (7 staff).

3.2 **Action Plan update**

Key progress against the WFTRC Action Plan are highlighted below:

- A mentoring scheme is currently being developed in conjunction with the BAME Forum Steering Group. This will be offered to all staff across the organisation and, amongst other key benefits of the scheme, will particularly enable staff from under-represented groups to understand and learn from the experiences of more senior officers within the organisation. An online system is currently being tested that will facilitate the matching of mentors/mentees and record activities. A survey has been complied to gather interest from potential mentors and a self-assessment tool and training has been developed. This scheme will be launched in December.

- Agilysis, the council's ICT partner, has a commitment to recruit and train local apprentices as part of the current contract. 61 residents have undertaken the apprenticeship to date. 35 of which are currently engaged through the scheme.

- Recruitment for the Leaving Care Traineeship is currently underway, which will enable 10 young people to gain valuable work experience. The programme is due to start in mid-November following a comprehensive induction and interview process. A range of placements have been identified across the organisation including catering, youth services, health services and finance.

- Over the course of the summer a series of information meetings and publicity material has been circulated to promote the teacher training initiatives and bursary schemes available to local residents and school support staff. Applications for the scheme are currently being processed. Further details are provided in section 4 of this report.

4. **Schools Workforce update**

4.1 The governing bodies of schools are in control of 'their workforce and recruitment strategies'. The local authority's Schools HR team has developed a strong relationship with schools through statutory services, which cover the provision of model policies and procedures reflecting the latest legislation and best practice.

4.2 Local authority officers regularly attend meetings with heads, governors and the trade unions. The Council only formally supports headship interviews, but is often asked to support/advise on the appointment of senior staff in schools.

4.3 At present the proportion of BME teachers in Tower Hamlets schools is 47.3%

(School Workforce Census 2013). Tower Hamlets has the third highest proportion of BME teachers across London. Brent has the highest with 56.1% followed by Newham at 50.5%. The proportion of BME pupils within the borough's schools is 87.78% (Profile of School Information, January 2014).

4.4   The average of BME teachers in maintained primary schools is 41.3% and the proportion of BME pupils is 88.84%. In secondary schools the average of BME teachers is 52.4% and the proportion of BME pupils is 90.04%.

4.5   There are a number of Council run training programmes that aim to encourage diversity and WFTRC principles within schools, include Governor training, Safer recruitment, etc. and also a programme focusing on developing senior leaders in schools. The cost of running these is met by the schools and not the local authority.

4.6   In addition to the above, the local authority, since 1999, has been running the Equalities Employment Initiatives. This is a package of financial incentives to help local people and school support staff train as teachers. These schemes have evolved over the years, but currently include:

- A bursary of £3000 to newly qualified PGCE teachers
- A bursary of £10,000 to Tower Hamlets school support staff leaving employment to complete the final year of Cumbria University's BA QTS degree programme
- Contribution of £1000 towards the tuition fees of Cumbria University's Foundation Degree for school support staff
- Payment of tuition fees for school support staff on GCSE courses with Tower Hamlets College
- Sponsorship of the London East Teacher Training Alliance advert in East End Life to encourage residents to apply for Schools Direct places (school based teacher training) in East London schools including Tower Hamlets

4.7   The above mentioned schemes have resulted in 1024 school support staff and residents being funded on one or other of the above programmes. From this number 413 people have qualified as teachers, out of which 66.83% were BME (276 people) and of the total who qualified, 93.22% (385 people) secured employment in a Tower Hamlets school.

5   **CONCURRENT REPORT OF LEGAL SERVICES**

5.1   This is an updating report on the council's progress in respect of the WFTRC targets for 2014/15 and requires members to note the progress made to date in respect of previously agreed activities, note future actions and comment on performance to date.

5.2   The Workforce to Reflect the Community Strategy was first considered in April 2009 and legal advice was given at the time regarding the permissible limits of positive action under the equalities legislation then in force.

5.3   The Workforce to Reflect the Community Strategy must continue to be implemented in a manner that remains within the permissible range of positive action.

5.4   The council must also take care not to interpret policies and guidance with respect to initiatives such as Navigate in such a way as to disadvantage those persons whom are not part of those initiatives and who do not share the targeted protected characteristic.

5.5   The council will also need to continue to review the WFTRC regularly to ensure that the current target groups remain valid and, if not, to consider revision to the target groups and the steps necessary to increase their representation within the workforce. The council will also need to review the policy itself to ensure that it remains necessary to take action to improve the workforce balance once targets are achieved.

6   COMMENTS OF THE CHIEF FINANCIAL OFFICER
There are no financial implications as a direct result of this report.

WORKFORCE PERFORMANCE SUMMARY

2014/15 – Q2 Update

1.   Council summary

There has been little change in the employee headcount in quarter 2 compared to quarter 1, a decrease of 0.22% (12 staff). The data presented throughout this report is based on staff headcount (see table 1, p.8).

2.   Staff Profile against performance indicators

There have been small changes in all of the key WFTRC indicators (see table 2, p.8). Many of these changes, below 1%, are deemed to be statistically insignificant and are therefore not reflected in the direction of travel.

The proportion of the workforce that is BME (53.11%) currently exceeds the target of 49.00% and is also above the borough's BME working age population (48.49%, Census 2011, p.11).

The formula used to calculate disability is based on the proportion of those who have made a declaration answering either yes or no. At present this stands at 5.43% (239 staff).

3.   Staff LPO9 and above

The number of BME staff at LP09 and above has remained the same since the last quarter (13 staff), but as the number of posts has increased from 66 to 70 the overall percentage has fallen from 19.7% to 18.57% (see table 3, p.8).

4.   Service Head and above

There has been no change at service head level and above since the last quarter. Given the relatively low turnover of staff at senior levels it is more challenging to achieve change at this tier.

6.   Representation of staff by ethnicity

There has been little change in the ethnic proportion of staff since the last quarter. Currently the largest ethnic group in the workforce is White at 41.63% (2282 staff), employees of Bangladeshi heritage the second largest at 23.13% (1268 staff), followed by Black staff at 18.96% (1039 staff). Overall BME staff represents 53.11% (2911 staff) of the workforce (see table 4, p.9).

7.   Representation of Female Staff

The proportion of women in the workforce has not significantly changed since the last quarter. At present this stands at 62.93% (3449 staff, see table 3, p.8).

8.   Representation of Staff by Sexual Orientation

There has been a small increase in LGBT staff since the last quarter. At present this is 3.25% (178 staff, see table 3 & 5, p.8 & 9).

9. Representation of Staff by Religion

The workforce profile of staff by religion or belief since the last quarter has largely remained the same (see table 6, p.10).

10. Promotions

In this quarter BME staff accounted for 61.76% of all promotions (21 staff) and a half of all employees promoted were women 50.00% (17 staff, see table 7 & 8, p.10).

11. Secondments

A new table on secondments is included in this report. In this quarter since the year 2013, 86 secondments have been recorded. BME staff accounted for 58.14% of all secondments (50 staff). In addition, 54.65% of secondees were female (47 staff), 8.14% disabled (7 staff) and 3.49% LGBT (3 staff). See table 9, p.10.

Table 1

Council Summary	Outurn		%	
	Q1	Q2	Q1	Q2
Headcount	5493	5481	100.00%	100.00%
FTE Total	3973.24	3950.43	100.00%	100.00%
FTE Full-time	3064	3060	77.12%	77.46%
FTE Part-time	909.24	890.43	22.88%	22.54%

Table 2

Indicator	Staff headcount		%		2014/15 Target	Current direction of travel
	Q1	Q2	Q1	Q2		
% LPO7 and above of workforce female	126	131	48.28%	49.62%	50.00%	⬆
% LPO7 and above of workforce BME	66	67	25.29%	25.38%	30.00%	⬆
% LPO7 and above of workforce disabled	13	14	5.63%	6.01%	6.20%	⬆
% of workforce disabled	240	239	5.44%	5.43%	5.50%	↔
% of workforce BME	2920	2911	53.16%	53.11%	49.00%	↔
% of workforce Bangladeshi	1276	1268	23.23%	23.13%	27.00%	↔

Table 3

Council Summary	Staff headcount		%		LPO7+		%		LP09+		%		Service Head+		%	
	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2
Headcount	5493	5481	100.00%	100.00%	261	264	100.00%	100.00%	66	70	100.00%	100.00%	22	22	100.00%	100.00%
Female	3459	3449	62.97%	62.93%	126	131	48.28%	49.62%	25	27	37.88%	38.57%	7	7	31.82%	31.82%
BME	2920	2911	53.16%	53.11%	66	67	25.29%	25.38%	13	13	19.70%	18.57%	3	3	13.64%	13.64%
Disabled Staff	240	239	5.44%	5.43%	13	14	5.63%	6.01%	1	1	1.82%	1.69%	0	0	0.00%	0.00%
LGBT	175	178	3.19%	3.25%	17	16	6.51%	6.06%	5	5	7.58%	7.14%	2	2	9.09%	9.09%

Table 4

Ethnic Group	Staff Headcount		%		LPO7+		%		LPO9+		%		Service Head+		%	
	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2
Asian	310	309	5.64%	5.64%	15	15	5.75%	5.68%	6	6	9.09%	8.57%	2	2	9.09%	9.09%
Bangladeshi	1276	1268	23.23%	23.13%	23	24	8.81%	9.09%	3	3	4.55%	4.29%	0	0	0.00%	0.00%
Chinese	45	46	0.82%	0.84%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%
Black	1041	1039	18.95%	18.96%	19	19	7.28%	7.20%	2	2	3.03%	2.86%	0	0	0.00%	0.00%
Somali	65	65	1.18%	1.19%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%
Mixed	130	131	2.37%	2.39%	7	7	2.68%	2.65%	2	2	3.03%	2.86%	1	1	4.55%	4.55%
Other	53	53	0.96%	0.97%	2	2	0.77%	0.76%	0	0	0.00%	0.00%	0	0	0.00%	0.00%
White	2283	2282	41.56%	41.63%	188	190	72.03%	71.97%	50	53	75.76%	75.71%	18	18	81.82%	81.82%
Declined to state	36	35	0.66%	0.64%	1	1	0.38%	0.38%	1	1	1.52%	1.43%	0	0	0.00%	0.00%
No data	254	253	4.62%	4.62%	6	6	2.30%	2.27%	2	3	3.03%	4.29%	1	1	4.55%	4.55%

Table 5

Sexuality	Staff Headcount		%		LP07+		%		LPO9+		%		Service Head+		%	
	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q1	Q1	Q2
Bisexual	56	57	1.02%	1.04%	1	1	0.38%	0.38%	1	1	1.52%	1.43%	0	0	0.00%	0.00%
Gay	73	74	1.33%	1.35%	10	9	3.83%	3.41%	2	2	3.03%	2.86%	1	1	4.55%	4.55%
Heterosexual	3813	3807	69.42%	69.46%	197	199	75.48%	75.38%	53	57	80.30%	81.43%	17	17	77.27%	77.27%
Lesbian	46	47	0.84%	0.86%	6	6	2.30%	2.27%	2	2	3.03%	2.86%	1	1	4.55%	4.55%
Declined to state	729	727	13.27%	13.26%	27	28	10.34%	10.61%	4	4	6.06%	5.71%	2	2	9.09%	9.09%
No Data	776	769	14.13%	14.03%	20	21	7.66%	7.95%	4	4	6.06%	5.71%	1	1	4.55%	4.55%

Table 6

Religion	Staff Headcount		%		LPO7+		%		LPO9+		%		Service Head+		%	
	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2
Buddhist	40	41	0.73%	0.75%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%
Christian	1812	1794	32.99%	32.73%	98	98	37.55%	37.12%	22	22	33.33%	31.43%	4	4	18.18%	18.18%
Hindu	87	85	1.58%	1.55%	4	4	1.53%	1.52%	1	1	1.52%	1.43%	0	0	0.00%	0.00%
Jewish	28	28	0.51%	0.51%	4	4	1.53%	1.52%	1	1	1.52%	1.43%	1	1	4.55%	4.55%
Muslim	1318	1324	23.99%	24.16%	31	32	11.88%	12.12%	8	9	12.12%	12.86%	2	2	9.09%	9.09%
Sikh	38	36	0.69%	0.66%	1	1	0.38%	0.38%	0	0	0.00%	0.00%	0	0	0.00%	0.00%
Other	220	217	4.01%	3.96%	17	17	6.51%	6.44%	2	2	3.03%	2.86%	2	2	9.09%	9.09%
None	727	740	13.24%	13.50%	62	63	23.75%	23.86%	24	26	36.36%	37.14%	10	10	45.45%	45.45%
Declined to state	462	461	8.41%	8.41%	28	27	10.73%	10.23%	4	5	6.06%	7.14%	2	2	9.09%	9.09%
No Data	761	755	13.85%	13.77%	16	18	6.13%	6.82%	4	4	6.06%	5.71%	1	1	4.55%	4.55%

Table 7

Promotions	Staff headcount		%	
	Q1	Q2	Q1	Q2
Total	45	34	100.00%	100.00%
Under-represented groups*	40	28	88.89%	82.35%
Female	26	17	57.78%	50.00%
BME	24	21	53.33%	61.76%
Disabled Staff	1	0	2.22%	0.00%
LGBT	1	0	2.22%	0.00%

*This group represents female, BME, disabled and LGBT staff

Table 8

Promotions	Staff Headcount		%	
	Q1	Q2	Q1	Q2
Asian	4	4	8.89%	11.76%
Bangladeshi	15	8	33.33%	23.53%
Black	4	6	8.89%	17.65%
Mixed	0	2	0.00%	5.88%
White	20	12	44.44%	35.29%
Other	1	1	2.22%	2.94%
No data	1	1	2.22%	2.94%

Table 9

Secondments	Staff headcount	%
	Q2	
Total	86	100.00%
Under-represented groups*	75	87.21%
Female	47	54.65%
BME	50	58.14%
Disabled Staff	7	8.14%
LGBT	3	3.49%

Census Information

The table below details the breakdown of all ethnic groups and the working age population within the borough as at the last Census in 2011.

Table 9

Breakdown across all ethnic groups	Number & Percentage of residents		Number & Percentage of residents	
	Working age		**All Ages**	
All categories: Ethnic group	183,430		254,096	
White: Total	**94,477**	**51.5%**	**114,819**	**45.2%**
White: English/Welsh/Scottish/Northern Irish/British	62,190	33.9%	79,231	31.2%
White: Irish	3,191	1.7%	3,863	1.5%
White: Gypsy or Irish Traveller	118	0.1%	175	0.1%
White: Other White	28,978	**15.8%**	31,550	12.4%
Mixed/multiple ethnic group: Total	**6,106**	**3.3%**	**10,360**	**4.1%**
Mixed/multiple ethnic group: White and Black Caribbean	1,493	0.8%	2,837	1.1%
Mixed/multiple ethnic group: White and Black African	932	0.5%	1,509	0.6%
Mixed/multiple ethnic group: White and Asian	1,749	1.0%	2,961	1.2%
Mixed/multiple ethnic group: Other Mixed	1,932	1.1%	3,053	1.2%
Asian/Asian British: Total	**66,125**	**36.0%**	**104,501**	**41.1%**
Asian/Asian British: Indian	5,924	3.2%	6,787	2.7%
Asian/Asian British: Pakistani	1,871	1.0%	2,442	1.0%
Asian/Asian British: Bangladeshi	46,406	**25.3%**	81,377	32.0%
Asian/Asian British: Chinese	7,261	**4.0%**	8,109	3.2%
Asian/Asian British: Other Asian	4,663	2.5%	5,786	2.3%
*Black/African/Caribbean/Black British: Total	**12,137**	**6.6%**	**18,629**	**7.3%**
Black/African/Caribbean/Black British: African	6,358	3.5%	9,495	3.7%
Black/African/Caribbean/Black British: Caribbean	3,747	2.0%	5,341	2.1%
Black/African/Caribbean/Black British: Other Black	2,032	1.1%	3,793	1.5%
Other ethnic group: Total	**4,585**	**2.5%**	**5,787**	**2.3%**
Other ethnic group: Arab	2,026	1.1%	2,573	1.0%
Other ethnic group: Any other ethnic group	2,559	1.4%	3,214	1.3%

* Includes Somali

Workforce to Reflect the Community Action Plan 2014/15

WORKFORCE TO REFLECT THE COMMUNITY (WFTRC) ACTION PLAN 2014/15

INTRODUCTION

The council first introduced the Workforce to Reflect the Community strategy in 1998, since its conception the organisation has implemented a number of activities to improve employment opportunities to the people it serves through recruitment and training opportunities. Whilst we have achieved significant improvements, the council strives to continue to improve performance. This current action plan has been developed to support recruitment, retention and progression of local people aligned to our business needs.

The action plan has been developed in consultation with Service Managers, Service Heads, Strategy, Policy and Performance and HR & WD. Services have carried out a workforce planning exercise to determine workforce needs and planned succession planning and this has been translated into key activities that support our WFTRC targets. Contained within the action plan are short term and longer term interventions to support our commitment to 'growing our own' and developing progression routes for staff. Its success strongly relies on the commitment of each directorates approach to recruitment, retention and development.

Internal activity

No	Action	Milestones	Lead	Target Completion	Update/Evidence
1	Quarterly reporting to People Board, CMT and MAB on workforce performance	• Obtain monthly data from BIT team • Interrogate and ensure data is consistent with previous month and information is reported accurately • Workforce performance report to be tabled to HR DMT on a quarterly basis • Equalities profile of the organisation and WFTRC report to be published on the intranet	HR Policy	On-going	The first quarter report has been completed and the second quarter report is due to be presented
2	Annual equalities monitoring report	• Ensure the data contained in the annual report is consistent with other reports	HR Policy	Dec 2014	Annual report to be complete by target date
3	Monthly new starters report to HR Committee	• Report new starter information monthly to HR WFTRC Project Team • Provide information on a quarterly basis to HR Committee with commentary	HR PRT	On-going	To be presented at HR Committee on 22nd October
4	People Board to ensure development opportunities are created to open up progression routes	• People Board to monitor vacancies and identify suitable opportunities • 'Take a Chance' scheme to be monitored and managers to explain recruitment decisions to People Board • Monthly update to be provided to DMT against protected characteristics with quarterly report to People Board	HR PRT	On-going	PRT reviewing every advert and reducing application criteria and ensuring that 'Take a Chance' opportunities are identified
5	Inclusion and diversity training for managers and staff	• Commissioning of training providers to deliver a series of inclusion and diversity workshops • Monthly rolling programme of inclusion and diversity workshops for staff and managers	HR Strategy HR OD	Sept 2014 March 2015	Training providers have been commissioned to deliver training waiting for directorate approval to publicise workshops

No	Action	Milestones	Lead	Target Completion	Update/Evidence
6	Improve declarations of disability for staff at LP07 and above	• A further drive to improve disability declarations for staff at grades LP07 and above as this is currently an area of under performance • Communication circulated to managers to encourage staff declarations	HR BIT HR Strategy	Dec 2014	A communication plan is being put together to undertake this task
7	Internship programme	• Map out internship modules • Work with Workforce Development to discuss hard to reach groups and/or NEET • Recruitment of internees to programme	HR Strategy HR WD	Aug 2104 Dec 2014	This is being reviewed to ensure the future skills/behaviours/workforce needed will influence future talent management programmes
8	Navigate	• Recruitment set for cohort 3 December 2014 (numbers to be agreed) • Quarterly reporting to PB on progress of talent pools- • 11 members identified to leave programme through graduation (i.e. gained promotion /completed secondments) • 2 BME members of leadership pool promoted to LP09+ • Projects required for Navigate members • Mymentor scheme rolled out		Dec 2014 Quarterly (ongoing) Aug 2014 Ongoing Registration complete	Communication in Tower Hamlets Now, Managers briefing, intranet Awaiting approval PB strategy Work projects to be rolled out to the whole organisation rather than just Navigate members
9	Deliver a mentoring and work based development scheme	• Develop a proposal for an in-house mentoring and work based scheme for staff • Identify potential mentors to form a central pool • Publicise the scheme to all staff	HR Strategy	Nov 2014	Survey to go out by mid-October to all P03-SH level to ascertain current mentoring relationships within organisation and interest in becoming mentor. Training required for all mentors/mentees

External Activity

	Action	Milestones	Lead	Target Completion	Update/Evidence
10	Design and deliver a local graduate programme in line with business needs - a cohort of 10 local graduates Encourage more women into graduate placements Expand recruitment to encourage all communities to participate	• For hard to recruit communities and women, identify their support networks and promote the graduate programme • Design induction and new programme using the review from the 2012/13 programme • Plan and design recruitment campaign for September 2014	HR Strategy	Sept 2014	This is being reviewed to ensure the future skills/behaviours/workforce needed will influence future talent management programmes
11	Bursary scheme for teacher training initiatives	• Sponsorship of school support staff on the Foundation Degree with the University of Cumbria (23 people) • Sponsorship of schools staff on pre-requisite qualifications necessary for teacher training courses (12 people) • Sponsorship of graduate programmes (22 people)	HR Strategy	Oct 2014	Bursary application forms sent to school staff waiting for training providers to confirm list of students enrolled on courses
12	Implementation of a pre-apprenticeship programme – 20 places	• Recruitment of two pre-apprenticeship cohorts • Working with external providers to identify suitable placements for adults with learning difficulties • Recruiting 10 adults with learning difficulties	HR WD	Sept 2014	This is being reviewed to ensure the future skills/behaviours/workforce needed will influence future talent management programmes

	Action	Milestones	Lead	Target Completion	Update/Evidence
13	Apprenticeship Scheme – 25 funded places	• Plan and design recruitment campaign for September 2014 • Ensure the development centre is fully implemented and mentoring is based in placements • Identify via HR Consultancy where the placements will be, ensure workforce planning is undertaken and apprentices are recruited in hard to recruit and professional areas	HR WD	Sept 2014	This is being reviewed to ensure the future skills/behaviours/workforce needed will influence future talent management programmes
14	Deliver a traineeship with Leaving Care Service – cohort of 10	• Source placements for the traineeship • Undertake recruitment of users from Leaving Care Service	HR WD	Oct 2014	The Leaving Care traineeship is due to start by the end of October and will provide work placements across the Council for 10 young people
15	Commitment from Agilisys to recruit and train local apprentices	• Agilisys to provide monthly/quarterly update on their recruitment and ensure progress is being made • Provide advice to Agilisys on recruitment and delivery of apprenticeship as and when required	HR Strategy	On-going process for 7 years	Currently 35 residents on programme. In total 61 residents started programme and 19 have found jobs