

# LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Full Council

**Date:** 01/11/2023

**Subject:** The H&F Academy

**Report of:** Councillor Rowan Ree, Cabinet Member for Finance and Reform

**Report author:** Lucy Robinson, Strategic Resourcing Lead

**Responsible Director:** Nicola Ellis, Strategic Director, Chief Operating Officer,  
Corporate Services

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## SUMMARY

This report outlines the performance of the H&F Academy and the impact of the services being delivered for our residents, employees and the organisation.

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## RECOMMENDATIONS

1. That Full Council note the report on H&F Academy.

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**Wards Affected:** None

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	Creating meaningful career pathways for residents, care experienced young people and young adults with special education needs.
Creating a compassionate council	Providing inclusive career pathways and taking positive action targeted at residents that belong to underrepresented groups
Doing things with local residents, not to them	Consulting and coproducing service improvements with the Youth Council, workshops with young care experienced young people and partners across West London Alliance to identify challenges and solutions.
Being ruthlessly financially efficient	Identifying skills gaps and workforce opportunities to create talent pipeline and build skills for the future

## **Financial Impact**

There are no direct financial implications arising from the recommendation in this report.

*Andre Mark, Head of finance (strategic planning and investment), 4<sup>th</sup> October 2023*

## **Legal Implications**

The Council has the power to do anything that individuals generally may do (s1(1) Localism Act 2011). The provision of training set out in this report is within that power. There are no substantive legal implications arising from this report which is only for noting.

*Angela Hogan, Chief Solicitor (Contracts and Procurement) 4<sup>th</sup> October 2023*

## **DETAILED ANALYSIS**

### **H&F Academy overview**

1. In 2017, H&F council launched our [Industrial Strategy](#) 'Economic growth for everyone', setting out the Council's ambition to seize opportunities for all, and the H&F Academy and apprenticeship levy has been helping us to achieve this ambition.
2. The H&F Academy work collaboratively with colleagues across the Council, linking together employment services and training packages and through H&F Works (the Borough employment services) support local residents to connect with work and learning opportunities within the Council and other local employers.
3. The H&F Academy is made up of five work streams, work experience and volunteering, supported internships, inclusive employment, apprenticeships and graduates.
4. The Academy is underpinned by the Council's internal development programme 'Get Ahead'.

### **Work Experience**

5. Following the Promoting the Achievement of Care Leavers (PACL) project with the University College London (UCL) we have developed a robust work experience offer that has launched this year.
6. The work experience programme at the Council will focus on placements for residents of all ages, students and Care Experienced Young People cared for by H&F as well as employee family and friends to promote social mobility.
7. The aim of the work experience programme is to promote inclusion and linking through to the H&F Academy, engaging with and growing our future workforce as well as promoting Local Government as a great career path.

## **Supported Internships**

8. H&F, Action on Disability (AoD) and West London College (WLC) have collaborated for more than five years to deliver the Supported Internship Programme.
9. The programme is funded via the High Needs Block (part of H&F education budget) and access to work funding secured by AoD.
10. The goal of the Supported Internship is for the intern to gain paid employment in their chosen career pathway including apprenticeships upon completion of the course.
11. Creating work placements at the Council and with other partners across the borough for young adults with learning disabilities ages 16-24 with Special Education Needs (SEN) to develop the skills they need for work.
12. Our Interns are ambitious about securing long term paid employment and it is our mission to ensure barriers are removed and opportunities are available with Partners across the local area and through Apprenticeships.
13. 9 Interns started in September 2023 with placements across placements such as H&F Libraries, Imperial Wharf Resource Centre, and Fulham childcare Centre.

## **Inclusive apprenticeships and employment pathways**

14. Communicating and promoting the range of Employment related services and support available in Hammersmith and Fulham.
15. Reviewing capacity across the Council to identify the range of support for residents into employment.

## **Apprenticeships**

16. Apprenticeships at the Council and H&F Maintained Schools have grown from 16 starts in 2017/18 to over 140 currently on the programme at H&F – exceeding the Government's public sector target (PST) over the last few years.
17. Since April 1 2023, 17 apprentices have completed their apprenticeship.
18. Our target is to continue to increase the number of apprenticeship opportunities we provide for our residents and for our existing workforce working in key areas such as engineering and environmental health and building skills for the future alongside difficult to recruit to jobs in Social Care, Legal, Digital, Finance, Building Control, Planning and Highways.
19. During the last 2 years we have continued to grow the programme and developed our Inclusive Apprenticeship offer for disabled residents in partnership with Children's Services, Adult Social Care and West London

College and we now have 14.7% of our apprentices who self-declare as having a disability.

20. We are proud to have a diverse apprentice network. More than two thirds of our apprentices are aged over 25 – our youngest apprentice is 19 but our oldest is 64 years of age!
21. We are passionate about ‘growing our own’ and enabling individuals at all levels to develop to their full potential. We support apprentices coming to the end of their apprenticeship to find roles within the Council and we also provide wrap around support from H&F Works.

## **Graduates**

22. We have collaborated with the National Graduate Development Programme (NGDP) for almost 10 years hosting over 50 graduates .
23. Graduates undertake a 2-year programme rotating across 4 placements to gain a wide range of skills and experience whilst completing the Institute of Leadership and Management Level 7 in Leadership and Management.
24. 2023 saw 107 organisations recruit through the NGDP programme (39% increase from 2022)
25. H&F have recruited 8 graduates for 2023 that have chosen placements such as Housing, EDI, Policy and European Partnership roles.
26. We are working in partnership with the NGDP to co-deliver a Local recruitment campaign again this year following our local pilot in 2021.
27. Applications for Cohort 2024 open 4 October 2023 and will close 3 January 2024.

## **Be a Leader, Build a Leader**

28. We have partnered with Circl to deliver a fantastic leadership development opportunity.
29. Circl is an established provider who work with organisations like us to build inclusive leaders and promote social mobility, through teaching professionals how to coach, as equals, alongside talented young Future Leaders from diverse & under-represented backgrounds.
30. This unique combination of coaching skills, training and social impact has been designed to help build inclusive leaders who are capable of leading and empowering diverse teams. It's a fresh and innovative approach to inclusive leadership development that results in long-term behavioural change that will promote social mobility.
31. 15 managers across the Council have been matched with Future leaders from Hammersmith & Fulham and west London boroughs and the programme is due to conclude in January 2024.

## **Reciprocal mentoring Programme with H&F Police**

32. We have partnered up with Hammersmith & Fulham Police to deliver a pilot reverse mentoring development opportunity for fifteen H&F volunteers from frontline services.
33. Hammersmith & Fulham Police's vision is to have a policing service that is anti-discriminatory, and in line with our commitment of inclusion.
34. Our joined-up approach will aim to establish a safe space for reciprocal mentoring where we can both build upon developing inclusive practices that we can share across our respective organisations learning from each other, sharing experiences and feeding into shared values that will make a difference to our residents.

## **Recognition**

35. We won Best Learning and Development programme at the PPMA awards 2023, recognising the importance of learning and development and the contribution it can make to service delivery as well as enhancing the skills, experience, and approach of individuals, teams, and the wider workforce.
36. We were Shortlisted finalists for Diversity & Inclusion at the LGC awards for our Get Ahead programme which recognised strong performance by a council in developing a diverse and inclusive culture that permeates the council itself and its workforce and/or the broader local area.
37. Asiya Mohamud, Resourcing data analyst won Best Progression by an Apprentice 2023, following best contribution by a new apprentice 2022 and Mena Openibo, Resourcing Consultant was also shortlisted for Best Manager at the London Council Apprenticeship awards.
38. We are delighted to be a London finalist in the Large Employer of the Year category that is open to employers from all sectors. The National Apprenticeship Awards are England's most prestigious with nine regional ceremonies and one national final that will take place this year, all to honour the country's best apprentices, champions, and employers. The Awards recognise excellence in businesses that foster their own talent through apprenticeships, as well as apprentices who have made significant contributions to their workplaces, and individuals who go above and beyond to champion apprenticeships.
39. The LGA approached us to publish a blog to promote the Councils inclusive recruitment and growing our own strategy and share best practice.

## **LIST OF APPENDICES**

Appendix 1 – The H&F Academy