

**DERBYSHIRE COUNTY COUNCIL**

**CABINET**

**25 March 2014**

**Report of the Director of HR**

**EMPLOYMENT OF YOUNG PEOPLE  
(Council Services)**

**1. Purpose of the Report**

To note the success of the Council's Internal Apprenticeship scheme, to approve the intake for 2014 and the revised commitments to the Council's care leavers and approve the implementation of a more structured work experience programme for young people.

**2. Information and Analysis**

**Internal Apprenticeship Scheme**

In December 2011 Derbyshire County Council committed to hosting up to 500 apprenticeship opportunities with the Council up until 2015. The achievement of this commitment was to be facilitated through an Internal Apprenticeship Scheme which necessitated partnering with an Apprenticeship Training Agency (ATA). After a tendering process, Learning Unlimited (Chesterfield College) was selected as the ATA partner.

The core principles of the Internal Apprenticeship Scheme include ensuring that apprenticeships support the achievement of Council priorities such as workforce planning requirements, economic regeneration, meeting corporate parenting responsibilities and providing employment opportunities for young adults and socially excluded groups

At the end of February 2014 there were 112 young people completing their apprenticeship placements within the Council. Since the first cohort was recruited in June 2012, 202 placements have been offered.

A recent evaluation report, into the value of our apprenticeship scheme, prepared in conjunction with Learning Unlimited, has revealed some very positive outcomes both from the apprentices' and managers' perspectives. Some of the headline outcomes include;

- successful completion rate of 86.6% compared with a national benchmark of around 73%
- 88.6% of apprentices felt well supported and valued by their team,
- 80% said they had been involved in and supported new projects,
- 83% indicated they had undertaken training beyond the requirements of their apprenticeship
- 91% would recommend an apprenticeship with the council to others.

It is particularly pleasing to note that of those who have completed their apprenticeship within the Council all have either successfully achieved a job internally, with another employer or have utilised their newly achieved qualification as a route into higher or University learning pathways.

Managers were also positive about the outcomes for their team and the organisation;

- 81% said the training delivered within the apprenticeship frameworks met business need,
- 84% felt the scheme enhanced the council's reputation as an employer of choice,
- 76% thought apprentices brought new ideas and innovation into the council with
- 73% recognising this provided a good opportunity to bring new highly skilled and motivated young people who understood the council into substantive roles.
- 80% said they would recommend apprentices to other managers.

These responses from managers compare favourably with the findings of the recently published CIPD Learning and Talent Development Annual Survey Report 2013 where

- 22% agreed that apprenticeships help the organisation get the skills it needs
- 36% agreed that apprenticeships build a talent pipeline and grow your own workforce
- 60% agreed apprenticeships are an investment in the future of our young people

## **Recruitment for September 2014**

Following discussions at Corporate Management Team 45 apprenticeship placements have been identified for 2014 with the majority of these being offered via a September intake. There may be a need to recruit some additional business services apprentices earlier in the year to respond to the need to cover grade 4 business services vacancies should this requirement be identified by departments. The breakdown of placements to be offered is shown at **Appendix 1**.

Placements are identified in areas where our workforce planning indicates that there is a reasonable expectation that there will be an employment opportunity at the completion of the apprenticeship albeit the vacancy may not be available at the time the placement is identified. The exception to this approach is in the area of business administration recruited through Resources@Derbyshire where there is an identified vacancy before recruiting an apprentice.

The current numbers for 2014 will bring our intake of apprentices up to 247 placements recruited to during the life of the scheme

## **Commitment to Council Care Leavers**

As part of the Council's corporate parenting responsibilities our care leavers have been provided with specific targeted support in their applications for council apprenticeship opportunities. There are protocols in place, agreed between HR Division and the Care Leavers' Employment Project (CLEP), which ensures early notification of all apprenticeship opportunities prior to their advertisement externally and additional support to care leavers throughout the recruitment process to maximise their chance of success. A key element of these protocols is a profile of the care leavers provided by CLEP which enables our efforts to be focussed on those who are genuinely interested in an apprenticeship. This approach, introduced in 2013, led to significantly more success with 4 of the 6 care leavers who applied being appointed with the other 2 finding positive outcomes elsewhere as a result of the support they received. These arrangements will be further developed prior to the start of

the 2014 recruitment campaign to ensure that, unless there is good reason to the contrary, all care leaver applicants will be guaranteed progression to final interview following the initial interview and GUROO test.

An initial assessment of a candidate's level of functional skills is a requirement of the Skills Funding Agency and Ofsted, the GUROO test is Chesterfield College's preferred approach to meet this criteria. This measures the candidate's ability to achieve the standard of functional skills required to successfully achieve an apprenticeship or indicates if they could be reasonably expected to do so with additional support.

If there are occasions where an apprenticeship is not thought to be in the best interest of the young person then alternative more suitable options eg traineeships or pre-apprenticeship programmes will be explored with them and their support worker and sourced as appropriate.

## **National Developments**

Building on the recommendations contained in The Richard Review of Apprenticeships and the subsequent consultation which concluded in October 2013, The Future of Apprenticeships in England: Implementation Plan outlines the government's reforms to the Apprenticeship system.

The key elements of the reforms are:

- Increasing employer involvement in the Apprenticeship system, particularly in the design of sector-specific standards and assessment procedures
- Strengthening the English and Maths requirements of Apprenticeships
- Mandating that Apprenticeships last for a minimum of 12 months and contain a minimum of 20% off-the-job training. Completions will be graded Pass, Merit or Distinction.

For each profession deemed by employers to benefit from Apprenticeships, there will be a single employer-designed standard, which will replace existing Apprenticeship frameworks. There will also be a single approach to assessment against that standard

One area remains undecided how the funding of Apprenticeships will be reformed. A separate consultation on Apprenticeship funding reform concluded on 1 October 2013, which sought views on three potential mechanisms for employer-routed funding:

- An online system with payments to employers made directly from the system
- An online system with funding recovered by employers from the PAYE system;
- Reform of the existing provider funding infrastructure.

The plan states that a decision regarding the future approach to Apprenticeship funding should be announced in early 2014.

At the point the Council confirmed its commitment to delivering 500 apprenticeships we did not have the capacity, funding or expertise to deliver a project of this size internally consequently a partnership arrangement with an ATA was agreed to be the best solution. However with the potential funding changes outlined above, where employers may receive funding directly to commission apprenticeship training rather than this going directly to training providers, and the level of expertise gained in managing the ATA contract which ends in June 2015 the council may wish to consider an alternative model of delivering against its apprenticeship targets in the future. This will be subject of further reports to Cabinet as the new funding regime becomes clearer.

## **Work Experience**

As part of its strategy to improve the offer of work experience to young people the Council has:

- Adopted the 'Work Experience Quality Charter' (**Appendix 2**), which is now published on the Councils work experience web pages.
- All schools related work experience placements are now logged on the CAYA work experience database and each placement is risk assessed by the health and safety team. The majority of Derbyshire Secondary and Special Schools can access the database via their schools Intranets.
- Adapted the CAYA database to include apprenticeships, traineeships, internships and graduate placements and will after further development signpost individuals to Apprenticeships, Internships and Graduate Schemes linked to the Council's website in a similar way as jobs@Derbyshire.
- Work experience recording, documentation and procedures has been standardised across all departments, with the CAYA system reporting on the number of work experience placements provided.

It is considered that the CAYA work experience database could contribute towards the 'Trusted Employer' Register. The advantages of this would be;

- All new and existing placements on the system, including those placed within the Council and on-site within local businesses, are risk assessed and quality assured by the health and safety team before the placement begins. This assessment is updated every two years, and generic risk assessments are available for larger council divisions e.g. business administration.
- Local businesses entered on the system are asked to identify the types of placement available and if they are able to support students with additional needs, thereby increasing the range of placements available to local people.
- Local businesses have the advantage of a professional risk assessment and support provided by the council.
- Local businesses may be encouraged by seeing the benefits of having a young person on placement to offer apprenticeships in the future.

The CAYA database which is accessed via the schools intranet site is a self-funding system with income generated from schools accessing the system paying towards the cost of the team undertaking the risk assessments and quality assurance. Should the scheme increase substantially with regard to non-schools placements the costs of providing this service may need to be reviewed.

The Council now provides access for those undertaking work experience to the ASDAN 'Careers and Experiencing Work' accredited short course as part of its work experience offer, this provides opportunities to develop careers education knowledge and workplace skills and how to use them effectively. The course involves 10 hours of assessed self-directed learning using a workbook. Managers would be required to complete some aspects of a workbook and provide mentoring/coaching to the student.

The aims of the short course are;

- To help students develop and demonstrate a range of skills through careers activities and studies
- Help students gain experience of the workplace and develop and demonstrate understanding of work related issues

- Provide a way in which students can gain credit for what they have learnt from doing a wide variety of activities, both inside and outside formal education

Successful completion of the course provides credits towards other programmes and qualifications at levels 1, 2 or 3

There are currently trained ASDAN Assessors within the authority attached to the Youth Service providing assessment to students choosing to undertake this short course as part of their work experience programme.

These developments have contributed to the award of the Silver Work Experience Quality Standard to the Council in January 2014 by 'Fair Train' who are funded by the UK Commission for Employment and Skills

This is a nationally recognised work experience quality standard which aims to create strong and fair foundations for work experience. By adopting a standard it demonstrates that our placements are of high quality.

### **3. Considerations**

In preparing this report the relevance of the following factors has been considered: financial, legal, prevention of crime and disorder, equality and diversity, human resources, environmental, health, property and transport considerations.

### **4. Key Decision**

No

### **5. Call-in**

No

### **7. OFFICER'S RECOMMENDATION**

That Cabinet;

- 1) Note the success and positive evaluation of the council's internal apprenticeship scheme and the developments in our work experience offer,
- 2) Approve the offer of 45 new apprenticeship opportunities in 2014 and

- 3) Note the priority consideration being given to our care leavers when applying for council apprenticeship placements

**TONI COMPAI**  
**DIRECTOR OF HR**



# APPENDIX 1

DEPT	SERVICE	ROLE	2014 intake
CAYA	Catering	School Catering	10
CAYA	Work Experience, Godkin House	Business Administration	1
		Children & Younger People's	
CAYA	Buxton Children's Centre	Workforce	1
		<i>Dept Total</i>	<b>12</b>
CRD	Property	Building Surveyor	1
CRD	Property	Estimators	2
CRD	Property	Plumber	1
CRD	Property	Tree Operative	1
CRD	Property	Landscape Apprentice	1
CRD	Property	Landscape Construction	1
CRD	Property	Surveyor/Technical Clerk	1
CRD	Property	Apprentice Electrician	2
CRD	Property	Business Administration	2
		<i>Dept Total</i>	<b>12</b>
ENVIROMENTAL	Countryside	Countryside Warden	1
ENVIROMENTAL	Waste Management	Recycling Promotions	1
ENVIROMENTAL	Street Lighting	Business Administration	1
		<i>Dept Total</i>	<b>3</b>
Adult Care		Health and Social Care Level 2	15
Adult Care		Business Administration	3
		<i>Dept Total</i>	<b>18</b>
		<b>Total for 2014</b>	<b>45</b>
			<b>2014 intake</b>



## Work Experience Charter

As an employer we are committed to offering consistently high-quality work experience placements.

### As an employer we will;

1. Tailor the placement to your needs and circumstances including the skills you wish to develop, the barriers you face and your career aspirations
2. Ensure our expectations of you and your role within the organisation is clear and that you are supported, supervised and mentored by experienced managers
3. Treat you fairly and as an active member of staff
4. Help you to learn and develop transferrable skills, personal qualities and competencies contributing to your future employability
5. We will celebrate your success and encourage you to become more positive and confident in your abilities
6. You will be encouraged to relate your experiences and skills to the work place so that you are enabled to make a more informed decision about your future.
7. We will give open and honest feedback with advice on what went well and what needs to be improved

### As a student you will;

1. Make clear your expectations of the work experience placement
2. Show an interest in the organisation and a career in local government
3. Make the most of the opportunity by demonstrating a willingness to learn; respecting the values of the organisation; and abiding by the rules