

AGENDA ITEM NO:

DERBYSHIRE COUNTY COUNCIL

CABINET

5 March 2013

Report of the Director of HR

**INTERNAL APPRENTICESHIP SCHEME/
RESOURCES@DERBYSHIRE (Finance and Management)**

1. Purpose of the Report

This report updates Cabinet on the progress of the Council's internal apprenticeship scheme and the further development of Resources@Derbyshire to support the apprenticeships agenda in the Council.

2. Background

The Council is committed to supporting 500 apprenticeship opportunities with the Council over the next 4 years through the Apprenticeship Training Agency with Learning Unlimited. As part of the agreement, the Council accepts the apprentices for the purposes of hosting a training placement, but the employer, with all related responsibilities, is the ATA.

In addition, the Council will continue to seek to develop existing employees via the apprenticeship frameworks available across a wide range of jobs within local government. This includes 190 employees currently being developed in this manner.

Progress on the Internal Apprenticeship Scheme (ATA)

In 2012 the Council had three intakes of apprentices (June, September and October) with 101 apprentices being engaged. These are shown at **Appendix 1** with a further 1 recruited to start in January 2013,

The duration of each apprenticeship varies according to the qualification framework requirements; upon completion of the apprenticeship there is no guarantee of permanent employment with the Council. However, it is expected that the apprentices who successfully complete their apprenticeship contract will be in a strong position to apply for and achieve employment within the Council. In order to support this, it is

proposed that the Council's apprentices are able to apply for internal posts in the 3 months' period prior to them completing their apprenticeship. This will provide the apprentice with the best opportunity to obtain employment with the Council and to ensure that it retains as many of the apprentices as possible, and benefits from the significant resource that has been invested in developing their skills and knowledge, including knowledge of the Council.

The detail of when current apprentices complete their apprenticeship is included in **Appendix 1**.

2013 Apprentice Recruitment Plan

A plan for the recruitment of apprentices in June 2013 is attached at **Appendix 2**. Nine apprentices will be supported to roles in Environmental Services and the Finance Division. There will be a second intake of apprentices in October with recruitment timed at the end of the current academic year to ensure that the Council recruits at the most advantageous time.

In addition, as part of the on-going strategy to ensure that all groups of young people can engage with and have access to the apprenticeship scheme, including care leavers and other disadvantaged groups, Chesterfield College has designed the attached "Step Forward Programme" to meet the needs of those young people who might need some extra support and guidance to prepare them for work, apprenticeships or other learning pathways (**Appendix 3**).

Their journey to work/apprentice readiness may take them through all of these three options, or a combination dependent on their individual need and progression. The Step Forward Programme will be offered on a roll on, roll off basis with entry points available at different times of the year ensuring that candidates develop their skills in a timely manner. The programme will include an element of work experience placements and the Council will use its best endeavours to make these opportunities available.

Resources@Derbyshire

It is also proposed that Resources@Derbyshire will recruit Business Services vacancies (Grade 4) in its geographical operating area (within 10 miles of Matlock) and that this would be linked to the development of the Council's apprenticeship agenda.

In future, Resources@Derbyshire will operate as two separate pools of staff:-

1. The first being the existing cohort of relief and annualised hours staff, which covers short-term resourcing requirements, including covering the recruitment process, sickness absence and short term project work. This has recently increased from 19 to 30 FTE, and is reducing the spend on external agency Business Services staff.
2. The second being a pool of Business Services apprentices. This cohort will be used to resource vacancies at Grade 4, see **Appendix 4**, for how this will operate.

Departments will identify suitable Grade 4 vacancies and notify Resources@Derbyshire of their requirements for posts to be filled. A temporary replacement can be sourced through Resources@Derbyshire if required to cover the gap before the vacancy is filled by a new apprentice.

Resources@Derbyshire will be responsible for notifying Learning Unlimited of the Council's requirements and the subsequent selection and induction of apprentices. Subject to the exceptions outlined in this report, it is suggested that there will be up to three intakes each year, estimated at up to 20 Apprentices commencing in October 2013, subject to turnover continuing at previous levels.

It is intended that during the qualification framework period (12 months), whilst working towards their NVQ II qualification, apprentices will undertake up to three placements, this will enable them to obtain a rich work experience and as wide as possible experience of working across departments of the Council.

On successful completion of the apprenticeship, subject to the preferences of the apprentices, Resources@Derbyshire will liaise with departments to identify an appropriate vacancy for each apprentice. Subject to satisfactory performance and attaining their qualification and where a 'perfect match' is achieved, apprentices will then be considered for an appropriate vacancy. In situations, where a match is not achieved or two apprentices have preference for the same post, competitive interviews will be necessary.

A key aspect to these arrangements will be the management of the apprentices, with those who do not meet the required standard being returned to Learning Unlimited who will support the apprentices to gain employment with another employer.

Exceptions

Following consultation with Departments and whilst recruitment to Grade 4 Business Services positions through Apprentices is strongly supported, it is acknowledged that there will be some exceptions, which will require current methods of recruiting.

- **Geographical Considerations:** Where possible, vacancies in all locations will be presented as an opportunity for an apprenticeship, but these will be considered on an individual basis.
- **Part-time Posts:** Not all Grade 4 posts are full-time. Where possible, posts will be aggregated in order to provide the opportunity for a fulltime apprenticeship.
- **Isolated Working Environments:** In some departments, Business Services Assistants at Grade 4 are required to undertake their duties in environments where they are largely unsupported, eg a visitor centre where the operational staff are not on site. These isolated posts may not be suitable for an apprenticeship placement, but it is anticipated that these instances will be the exception to the rule.

In order to meet the Council's commitment to the existing Business Services apprentices, any grade 4 vacancy that arises will be available to the existing complement of apprentices, these vacancies will be ringfenced and filled by competitive interview of these apprentices together with any additional "at risk" staff. In addition, there will be an opportunity within the Resources@Derbyshire relief pool for a number of qualified apprentices who do not secure a post. Alternatively, they will return to Learning Unlimited to be supported into employment with another employer.

The trade unions and staff have been consulted on the apprenticeship agenda through the Corporate Joint Committee and the appropriate Workstreams.

3. Financial Considerations

The administration fee and salary cost of each of the apprentices provided via Learning Unlimited will be met from approved staffing budgets of the host department. It is intended that apprentices will cover a Grade 4 vacancy. The CIPD estimated that in 2010 the average cost of recruiting to a post was £2,930 per job.

Given that the Business Services apprenticeship is only twelve months in length, salary costs will be set according to the national apprenticeship rate revised in October of each year.

An administrative fee of £0.25 per hour per apprentice is charged by Learning Unlimited.

In addition to the current arrangements in place for Resources@Derbyshire, additional support and funding will be required to implement and manage this. The co-ordination and management of the new service will be managed by the existing Resources@Derbyshire manager and an additional HR Officer post supported by two apprentices.

4. Other Considerations

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

5. Key Decision

No

6. Call-in

Is it required that call-in be waived in respect of the decisions proposed in the report? No

7. Officer's Recommendations

That Cabinet:-

- i. Notes the apprenticeship recruitment plan for 2013 attached at **Appendix 2.**
- ii. Agrees that grade 4 Business Services vacancies are recruited through Resources@Derbyshire as detailed in the report.
- iii. Agrees that all apprentices employed through the ATA are eligible to apply for Council vacancies three months prior to the end of their apprenticeships.

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DIRECTOR OF HR

APPENDIX 1

APPRENTICES IN POST: AS AT 8TH OCTOBER 2012

Dept	Role	Duration	No	Anticipated Contract end date	
ADULT CARE	Business Administration	12 months	2	Aug-13	
ADULT CARE	Care Worker	12 months	4	Oct-13	
	Adult Care Total		6		
CAYA	Business Administration	12 months	17	Jun - Oct 13	
CAYA	School Catering	15 months	11	Jan-14	
CAYA	MAT Team Support Worker	12 months	16	Oct 13 - Jun 14	* 5 contract extended (undertaking level 3)
	CAYA Total		44		
CAYA SCHOOLS - BUXWORTH PRIMARY	Teaching Assistant	16 months	1	Dec-13	
CAYA SCHOOLS - HUNLOKE PARK PRIMARY	Teaching Assistant	16 months	1	Dec-13	
CAYA SCHOOLS - WHITECOTES PRIMARY	Teaching Assistant	16 months	3	Dec-13	
	Schools Total		5		
CHIEF EXECUTIVES	Business Administration	12 months	4	Oct - Nov 13	
CHIEF EXECUTIVES	Customer Service	12 months	3	Jun - Oct 13	
	Chief Execs Total		7		
CORPORATE RESOURCES	Business Administration	12 months	18	Jun 13 - Oct 13	
CORPORATE RESOURCES	Landscape Operative	15 months	3	Jun 13 - Aug 14	* 2 exempt functional skills (finish early)
CORPORATE RESOURCES	Pipefitter	48 months	2	Dec 15 - Dec 16	* 1 part qualified and will finish earlier
CORPORATE RESOURCES	Quantity Surveying	48 months	1	Sep-14	
CORPORATE RESOURCES	Surveying	48 months	1	Sep-14	
	CRD Total		25		
CULTURAL & COMMUNITY SERVICES	Business Administration	12 months	2	Oct-13	
	C&CS Total		2		
ENVIROMENTAL SERVICES	Civil Engineering	48 months	4	Sep-16	
ENVIROMENTAL SERVICES	Countryside Warden	12 months	1	May-14	
ENVIROMENTAL SERVICES	Vehicle Body Repairer	24 months	1	Jul-14	
ENVIROMENTAL SERVICES	Roadworkers	24 months	6	Jun-14	
	Environmental Total		12		
	GRAND TOTAL		101		

APPRENTICE INTAKE – 2013

RECRUITMENT PLAN

	JUNE 2013	SEPTEMBER 2013
	Target Date	Target Date
Apprentice Numbers finalised by Departments	11 th January 2013	3 rd May 2013
Role Profiles Agreed	8 th February 2013	24 th May 2013
Publicity material developed/agreed/printed	15 th February 2013	31 st May 2013
Press advertisement agreed and with press for publication	15 th February 2013	31 st May 2013
Opportunities on Learning Unlimited/NAS website and advertisements published	1 st March 2013	7 th June 2013
Market place events	11 th – 15 th March 2013 (Nat App Week)	17 – 21 June 2013
Closing date	24 th March 2013	30 June 2013
Interviews (1 st , 2 nd and Final)	By 26 th April 2013	July/August 2013
Manager Briefings	By 26 th April 2013	July/August 2013
Start dates (to be agreed based on start dates for academic year)	3 rd June 2013	September 2013

Step Forward

Find out what to do next

STEP FORWARD PROGRAMME

Marketing/Publicity/Recruitment
Inviting to IAG Event to be held
at open day on 29 January

IAG Event / Open Evening - 29 January

- Course information
- Initial Assessment and IAG
- Application/registration to attend
- Pre-course activity day
- Receive course literature

Pre-course Activity Day (week commencing 4 February)

- Team building Activity / Icebreaker
- Work Experience opportunities available with Derbyshire County Council
- 1-2-1 IAG sessions to map out work experience and choose units / quals
- Enrolment on to Step Forward Programme

Step Forward INTO Work

L1 or L2 Award in
Employability

- Preparation for
Work Experience – 3
mandatory units (7
credits)

PROGRESS to L1 or L2
Certificate in Employability

- 9 credits from optional
units to support work
experience option

PROGRESS to

- Apprenticeship
- Work
- Further training/
education

Step Forward TOWARDS Work

L1 or L2 Award in
Developing Skills For
Employment

Must achieve 6 credits
(4 at level 1 and 2 can
be selected from E3) for
example:

- Developing practical
skills and techniques
- Investigating a
vocational area
- Participating in
Vocational Tasters

PROGRESS on to either
STEP Forward INTO Work
or Certificate in Developing
Skills for Employment

Step Forward TOWARDS Progression

Tailored support for NEET
individuals with multiple
and complex barriers to
work to include:

- One to one mentoring
in partnership with
Groundwork
- Vocational taster
sessions Work Trials

PROGRESS on to either
Step Forward TOWARDS
Work or Step INTO Work

Proposed Process for Centralised Grade 4 BSA Recruitment through Resources@Derbyshire.

