

Notice of Meeting



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Personnel Committee

Friday, 28th June, 2019 at 10.00 am
in Meeting Room F3 Council Offices
Market Street Newbury

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Date of despatch of Agenda: Thursday, 20 June 2019

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Moira Fraser / Janet Giddings on (01635) 519045/519422

e-mail: moira.fraser@westberks.gov.uk / janet.giddings@westberks.gov.uk

Further information and Minutes are also available on the Council's website at www.westberks.gov.uk



To: Councillors Dennis Benneyworth, Jeff Brooks (*Vice Chairman*), Nassar Kessell, Garth Simpson (*Chairman*) and Howard Woollaston

Substitutes: Councillors Adrian Abbs, Lee Dillon, Richard Somner and Joanne Stewart

Agenda

Part I

Page No.

1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
2. **Minutes** 5 - 8
To approve as a correct record the Minutes of the meetings of the Committee held on 15 April 2019 and the 21 May 2019.
3. **Declarations of Interest**
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
4. **Update on Apprenticeships and Work Experience Policy (P3705)** 9 - 44
Purpose: To update Members on the progress made so far on the use of the Apprenticeship Levy since the levy was introduced in April 2017, set out the direction of travel for apprenticeships which will sit be embedded in the Workforce Strategy and to set out how the Council will utilise the work experience programme to support the recruitment of young apprentices with specific focus on school leavers and those from disadvantaged groups such as looked after children.

Sarah Clarke
Head of Legal and Strategic Support

If you require this information in a different format or translation, please contact Moira Fraser on telephone (01635) 519045.



DRAFT

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON MONDAY, 15 APRIL 2019

Councillors Present: Dennis Benneyworth, Richard Crumly (Vice-Chair, in the Chair) and Mollie Lock (Substitute) (In place of Jeff Brooks)

Also Present: Nick Carter (Chief Executive), Robert O'Reilly (Head of Human Resources) and Jo Reeves (Principal Policy Officer)

Apologies for inability to attend the meeting: Councillor Pamela Bale and Councillor Jeff Brooks

Councillor Absent: Councillor Carol Jackson-Doerge

PART I

10. Minutes

The Minutes of the meeting held on 12 February 2019 were approved as a true and correct record and signed by the Chairman.

11. Declarations of Interest

There were no declarations of interest received.

12. Living Wage Amendment at Council

The Committee considered Agenda Item 4 concerning an amendment proposed to the Statutory Pay Policy at the Full Council meeting held on 5 March 2019. Councillor Lee Dillon had proposed the following "All jobs within the Council are paid on salary grades within five or more incremental points. All jobs within the Council will be contractually remunerated as a minimum at the National Living Wage level and we will seek our suppliers to do the same, through our procurement processes". It had been determined to refer the matter for the Personnel Committee's consideration.

Robert O'Reilly explained that the Liberal Democrat Group Support Officer had since clarified that the amendment should read 'Real Living Wage'; a voluntary scheme based on living costs. Robert O'Reilly referred to the minutes from the meeting of the Personnel Committee held on 17 September 2019 at which it had been decided not to proceed in accordance with the amendment. Members had considered that they did not want to tie the Council to the terms of being a Real Living Wage employer and instead preferred to shadow the National Joint Committee conditions, also known as the 'Green Book'. It should be noted that schools had not signed up to the previous West Berkshire Living Wage Supplement. For these reasons, officers recommended that the amendment be rejected.

Councillor Mollie Lock expressed concern regarding the impact on schools' budgets should the Committee approve the amendment.

RESOLVED that the amendment failed.

PERSONNEL COMMITTEE - 15 APRIL 2019 - MINUTES

13. Change of a Statutory Role

The Committee considered a report (Agenda Item 5) to seek approval to change the designation of the statutory role of Section 151 officer from the Head of Finance and Property to the new Executive Director (Resources).

The Executive had approved a new senior management structure on 28 March 2019. At present, the Chief Executive had the dual role as Corporate Director (Resources). The new structure would see the separation of the Chief Executive's role to create a new Executive Director (Resources) post. It was proposed that this role would hold the statutory role of Section 151 officer in order to ensure that finance had greater prominence in the Council's strategic management. It was also proposed that the statutory roles of Director of Adult Social Services and Director of Children's Services return to the Executive Director (Communities) post once Andy Sharp assumed his role in May 2019.

In response to a query by Councillor Richard Crumly, Nick Carter explained that the Executive had approved the new structure but the power to designate statutory roles was delegated to the Personnel Committee.

Councillor Lock expressed concern that the Executive Director (Resources) was yet to be appointed and the role would have responsibility for schools budgets. Nick Carter advised that the vacancy was ready to be advertised subject to the Personnel Committee's approval of the recommendation and he would hope to have the post filled by the Autumn.

Councillor Dennis Benneyworth asked about the financial implications of the restructure. Nick Carter advised that it was the Executive's role to approve the financial implications of the restructure but as 13 Heads of Service would be replaced by 7 Service Directors, it was anticipated that the new structure would cost less than the present structure. However there would be a need to consider the staffing levels at tier 3 level, who report to Heads of Service. It was intended to phase in the new structure in order to avoid the need for potential redundancy costs associated with a sudden implementation.

RESOLVED:

That the statutory role of Section 151 Officer is transferred from the post of Head of Finance to the post of Executive Director (Resources) on the date when the post of Executive Director (Resources) becomes occupied.

That the statutory role of DCS is transferred from the post of Head of Education to the post of Executive Director (People) on the date when the post of Executive Director (People) becomes occupied.

That the statutory role of DAS is transferred from the post of Head of Adult Social Care to the post of Executive Director (People) on the date when the post of Executive Director (People) becomes occupied.

14. Date of Next Meeting

The Committee agreed to hold the next meeting on 11 June 2019 at 10am.

(The meeting commenced at 11.00 am and closed at 11.15 am)

CHAIRMAN

Date of Signature

DRAFT

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY, 21 MAY 2019

Councillors Present: Dennis Benneyworth, Jeff Brooks, Nassar Kessell, Garth Simpson and Howard Woollaston

Also Present: Sarah Clarke (Head of Legal and Strategic Support),

PART I

1. **Election of Chairman**

RESOLVED that Councillor Garth Simpson be elected Chairman of the Personnel Committee for the 2019/20 Municipal Year.

2. **Appointment of Vice-Chairman**

RESOLVED that Councillor Jeff Brooks be appointed Vice-Chairman of the Personnel Committee for the 2019/20 Municipal Year.

(The meeting commenced at 8.54 pm and closed at 8.56 pm)

CHAIRMAN

Date of Signature

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Update on Apprenticeships and Work Experience Policy

Committee considering report:	Personnel Committee on 11 June 2019
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	30 May 2019
Report Author:	Abigail Witting
Forward Plan Ref:	PC3705

1. Purpose of the Report

1. To update the Personnel Committee on the progress made so far on the use of the Apprenticeship Levy since the levy was introduced in April 2017.
2. To set out the direction of travel for apprenticeships which will sit be embedded in the Workforce Strategy.
3. To set out how the Council will utilise the work experience programme to support the recruitment of young apprentices with specific focus on school leavers and those from disadvantaged groups such as looked after children (LAC).

2. Recommendations

Personnel Committee to approve the direction of travel as follows:

1. A pro-apprenticeship culture to be developed across the Council and the use of apprenticeships to be embedded within the workforce strategy at corporate and service level. This should also include sufficient resource is provided within HR to facilitate this. This would include:
 - Attending service SMTs to promote apprenticeships and to make sure managers are aware of the available options
 - Attend school admin briefings and the Senior Manager Seminar to share successes, best practice and information in relation to apprenticeships.
 - Celebrate and promote apprenticeships through Reporter articles and case studies on our website.
2. All vacancies up to Grade F to be considered as a potential apprenticeship opportunity and services are asked to demonstrate a business case for not making a role an apprenticeship.
3. A range of advertising channels to be used in accordance with the target market such as Facebook and Twitter.

4. Collaborative work to be undertaken with local training providers such as West Berkshire Training Consortium and Newbury College, plus greater links established with local schools, colleges, charities and social care. Involvement at recruitment fairs and attendance at other apprenticeship events.
5. A structured rolling work experience/work taster programme to encourage young people into the Council, identifying potential employees/apprentices and raising awareness amongst young people of the Council as an employer.

3. Implications

- 3.1 **Financial:** The apprenticeship levy is 0.5% of the pay bill and since its introduction in April 2017, the Council has paid more than 891k.
- The current minimum wage rate for an apprentice is £3.90 per hour. The Council has always paid the standard minimum wage rate however which is £4.35 per hour for someone under the age of 18, £6.15 per hour for an 18 - 20 year old, £7.70 for a 21-24 year old and £8.21 for anyone over the age of 25. This would need to be reviewed for each post according to level of apprenticeship and job role.
- Annual salary for a full time apprentice would therefore start at £8369.40 or £15.796.04 depending on age, plus on-costs.
- There is no employer NI for an apprentice aged 16 – 25, and a payment of £1000 will be made to both the employer and provider when they train a 16 – 18 year old, or 19 – 24 year who has previously been in care or who has a local authority education, health and care plan.
- 3.2 **Policy:** The Council needs to take positive action in utilising apprenticeships as part of the workforce strategy. This should include the provision of entry routes into the organisation, particularly for young people, and will help address the Public Sector Apprenticeship Target of 2.3% of headcount being apprentices.
- 3.3 **Personnel:** A post of Apprenticeship Coordinator (fixed term to 31/03/20) has been added to HR to deal with the workload from the Apprenticeship Levy system.
- 3.4 **Legal:** There are no legal sanctions for failing to meet the Public Sector Apprenticeship Target, but the government will offer 'support' to organisations that fail to 'have regard' to it.
- 3.5 **Risk Management:** Any unspent funds in the Digital Account will expire after 24 months. It is essential therefore that a strategy is adopted to ensure that this does not happen. Currently it is estimated that the Council will not start losing unspent funds until December 2019 but this assumes a similar level of apprenticeship new starts is maintained.

3.6 **Property:** None.

3.7 **Other:** Apprenticeships can make a positive contribution to the workforce by providing a talent pipeline that supports current and future skill needs. It also contributes to the Council Strategy of Becoming a More Effective Council and encouraging Better Educated Communities.

4. **Other options considered**

4.1 End the post of Apprenticeship Coordinator and treat the levy as a simple payroll tax (as some Councils do). Not recommended as West Berkshire Council has made a success of the apprenticeship levy to date and should build on this success.

Executive Summary

5. Introduction / Background

- 5.1 The report looks at the success of the Apprenticeship Co-ordinator role in meeting the public sector target of 2.35% of headcount being counted as apprentices (114 employees at school and corporate level). The challenges of 'selling' apprentices to managers when the system demands 20% 'off the job' learning time are discussed; along with the national issues concerning suitable 'standards' for specialist posts. The report explains how the five year Workforce Strategy, which is being launched alongside the Council Strategy in May 2019, will set out the Council's direction of travel in relation to the use of apprenticeships to meet recruitment and retention challenges.
- 5.2 The report outlines how the apprenticeship strategy, work experience policy and Workforce Strategy interlink and will work alongside the Council Strategy, setting out the Council's direction of travel in relation to the use of apprenticeships to meet recruitment and retention challenges, promoting training and development of staff and meeting the Council's strategic aims of better educated communities and becoming an even more effective Council.
- 5.3 Consideration is also given to the difficulties for young people in gaining work experience at age 16 or 18 which will lead to careers. This is an issue which brings together Mark Browne (Post 16 adviser) and Tracy Sheriff in discussing how apprenticeships for young people at the Council can be encouraged (particularly for disabled and 'looked after' young people). The work experience policy has been reviewed to ensure that there is system for applications for work experience that will ensure a positive experience for the young person and the service supporting the placement. With this in mind HR are currently creating an information pack for managers to make the process easy to follow and provide them with the necessary support to take on a work experience placement as well as linking with a number of local organisations and schools to target the disabled, disadvantaged and 'looked after' young people.

6. Progress so far

- 6.1 The Council have contributed £854,770 to their digital account as of March 2019. The committed spend thus far is £610,750 (if everyone enrolled completes their learning programme). This is about the same committed spend as Vodafone who have paid £2.48m into their digital account.

It is estimated that no levy payments will be 'lost' from our account until December 2019.

- 6.2 The majority of apprenticeships are in ASC with another 39 in schools. The rest are spread across different services. Appendix E gives a detailed breakdown on what qualification the apprentices are studying to achieve; the approved training providers involved (seven so far); and the enrolments per service. There are more apprenticeships in the pipeline as stated in appendix E.
- 118 people have enrolled onto an apprenticeship programme since April 2017 and a further 30+ are in the pipeline. The public sector target equates to 114 per annum for WBC.

- The following apprenticeships are in the pipeline:
 - 12 People enrolled and awaiting confirmation of training provider for associate project management.
 - Social Worker and OT Apprenticeships x 6 Starts planned in September
 - Masters Leadership Programme - 1 Expression of Interest (Start date Sept 2019)
 - ASC L2/3 - New Cohort commencing May/June 2019 (Target 10 starts)
 - Care Leadership Programme x 10 (May/June)
- We have recently appointed two young / school leaver apprentices and several other apprenticeship roles are currently out to advert.
- All services have been informed of the Apprenticeship Levy system and many are now involved. Schools have been kept informed and have made use of the new apprenticeship standards for schools posts.

7. Progress compared to other councils

- 7.1 According to Heather Bolton, Director of South East England Councils (SEEC), the Council is doing better than most when it comes to levy spend, and the Apprenticeship Coordinator was been invited to speak at a SEEC meeting at the LGA offices in London on 29th March. 25 South East council leaders attended to consider good practice on skills and how local authorities can help ensure that students have the right skills to fill gaps in the local economy.

The Council has also been asked by the SEEC to produce a case study.

8. Procurement

- 8.1 It has been agreed with Legal and the Procurement Board that a simplified procurement process can be used in relation to apprenticeships. The Apprenticeship Coordinator can contact prospective training providers via email with a list of standard questions. See Appendix G.

9. Proposal & Next Steps

- 9.1 Operations Board notes the content of this report and agrees with the proposed direction of travel with regards to apprenticeships and work experience and the interaction with the Workforce Strategy and Council Strategy.
- 9.2 The next phase of the project is to consider other ways to use the levy funding. The following options are currently being explored to assess feasibility and further reports will be presented to outline the detail in due course:
- (1) Explore opportunities to transfer levy funds to other organisations e.g. companies we commission to deliver care services, so that we can ensure that high standards of care are being delivered by our suppliers.
 - (2) Explore becoming a sub-contractor to deliver the ASC apprenticeship to our employees. This would enable us to draw down funds from the

levy as the training provider and would enable us to deliver the apprenticeship to suit our business needs.

- (3) Explore becoming a registered training provider which would enable the Council to deliver apprenticeships to other organisations.
- (4) Explore partnerships with teaching alliances and teaching schools to act as a hub for delivery of apprenticeships relevant to our schools.

10. Conclusions

- 10.1 Operations Board should discuss the contents of this report in light of the Council's strategic approach to apprenticeship training over the next five years, and agree with the proposed approach as part of workforce planning.
- 10.2 Resources should be agreed to support the new apprenticeship levy and public sector target, including a review of the fixed term Apprenticeship Coordinator post, prior to the current arrangement expiring in March 2020.

11. Appendices

- 11.1 Appendix A – Data Protection Impact Assessment
- 11.2 Appendix B – Equalities Impact Assessment
- 11.3 Appendix C – Supporting Information
- 11.4 Appendix D – Steering Group Terms of Reference
- 11.5 Appendix E – Levy Data
- 11.6 Appendix F – Work Experience Policy
- 11.7 Appendix G – Simplified Procurement Process Questions and Flow Chart

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Human Resources
Team:	HR Services
Lead Officer:	Abigail Witting
Title of Project/System:	N/A
Date of Assessment:	16 th April 2019

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “<i>data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation</i>”</p>	<input type="checkbox"/>	x
<p>Will you be processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p>	<input type="checkbox"/>	x
<p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>	<input type="checkbox"/>	x
<p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p>	<input type="checkbox"/>	x
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	x
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	x
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>	<input type="checkbox"/>	x

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- “(1) A public authority must, in the exercise of its functions, have due regard to the need to:**
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:**
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;**
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.**
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.**
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.”**

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

What is the proposed decision that you are asking the Executive to make:	To approve the direction of travel of the apprenticeship strategy and the amendment to the work experience policy to support the workforce and Council strategy.
Summary of relevant legislation:	Apprenticeship levy introduced April 2017 Public Sector apprenticeship target introduced 2017/18
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Abigail Witting
Date of assessment:	16 th April 2019

Is this a:		Is this:	
Policy	Yes	New or proposed	No
Strategy	Yes	Already exists and is being reviewed	Yes
Function	No	Is changing	Yes
Service	Yes		

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To promote the use of apprenticeships throughout the council and maximise the use of funds available for apprenticeship training. To continue the success of the Apprenticeship Coordinator post to add value to the Council.
Objectives:	To support the workforce and Council strategy. To support the recruitment of young apprentices with specific focus on school leavers and those from disadvantaged groups such as looked after children (LAC).
Outcomes:	More young people see the Council as an employer. Levels of apprenticeships starts remain high to help achieve the Public Sector Apprenticeship Target of 2.3% of headcount being apprentices. Maximise use of levy funds.

	Improved employee satisfaction regarding learning and development.	
Benefits:	<p>A more diverse workforce.</p> <p>Improved succession planning enabling the Council to meet workforce planning demands.</p> <p>Contributes to the Council Strategy of Becoming a More Effective Council and encouraging Better Educated Communities.</p> <p>Improved recruitment and retention.</p>	
<p>2 Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</p> <p>(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)</p>		
Group Affected	What might be the effect?	Information to support this
Age	Younger people are more likely to benefit from the government policy as additional funding is available for 16-18, and some under 25 year-olds	Apprenticeship funding: how it will work - GOV.UK
Disability	None	
Gender Reassignment	None	
Marriage and Civil Partnership	None	
Pregnancy and Maternity	None	
Race	None	
Religion or Belief	None	
Sex	None	
Sexual Orientation	None	
Further Comments relating to the item:		
As the impact on age is determined by government policy, it is not for the Council to mitigate.		

3 Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: As the impact on age is determined by government policy, it is not for the Council to mitigate.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer: Apprenticeships are available to all employees. If the Council staff are provided with training and development service users will benefit from improved customer service/increased satisfaction with Council services.	

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	N/A
Timescale for Stage Two assessment:	N/A

Name: Abigail Witting

Date: 16th April 2019

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.

Update on Apprenticeships and Work Experience Policy – Supporting Information

1. Introduction/Background

- 1.1 This report provides a brief overview of the introduction of the Apprenticeship Levy both from a national and West Berkshire perspective. The apprenticeship Levy was introduced in April 2017 with the first funds being collected in May 2017. Two years on we can review the government's intentions regarding apprenticeships and reflect on the reality of the situation within the Council. The report reviews how the levy has been used to date and how it could be used in the future to supply a skilled workforce whilst supporting the Council Strategy and the Workforce Strategy.
- 1.2 In addition the report looks at the success of the Apprenticeship Coordinator role which was initially introduced as a fixed term post until 31st March 2019 but has since been extended to 31st March 2020. The role is essential to ensuring the Council meets the public sector target of 2.35% of headcount being counted as apprentices (this equates to 114 employees across maintained schools and corporately).
- 1.3 The challenges of "selling" apprenticeships to managers is partly due to the requirement to allow 20% 'off the job' learning coupled with the national issue concerning the availability of suitable 'standards' for more specialist posts such as social work or occupational therapy which are nationally regarded as hard to recruit to posts.
- 1.4 The report outlines how the apprenticeship strategy, work experience policy and Workforce Strategy interlink and will work alongside the Council Strategy, setting out the Council's direction of travel in relation to the use of apprenticeships to meet recruitment and retention challenges, promoting training and development of staff and meeting the Council's strategic aims of better educated communities and becoming an even more effective Council.
- 1.5 Consideration is also given to the difficulties for young people in gaining work experience at age 16 or 18 which will lead to careers. This is an issue which brings together Mark Browne (Post 16 adviser) and Tracy Sheriff in discussing how apprenticeships for young people at the Council can be encouraged (particularly for disabled and 'looked after' young people). The work experience policy has been reviewed to ensure that there is system for applications for work experience that will ensure a positive experience for the young person and the service supporting the placement. With this in mind HR are currently creating an information pack for managers to make the process easy to follow and provide them with the necessary support to take on a work experience placement as well as linking with a number of local organisations and schools to target the disabled, disadvantaged and 'looked after' young people.

- 1.6 The report also reflects on the findings of the 2018 Employee Attitude Survey that showed employees were 7% less likely to agree that they received the learning and development they need than in 2015.

2. Supporting Information

- 2.1 The Council decided in 2011 to encourage the use of young apprentices and set a target in the Council Plan for 10 apprentices. HR encouraged services to take on apprentices and worked with West Berkshire Training Consortium (WBTC) to provide the training. The training was free for 16-18 year olds and this was the target recruitment market. The apprentices were paid on the age related national minimum wage and would undertake part of the duties of a lower graded post on a one year fixed term contract. Typically an apprentice would undertake administrative duties and study of an NVQ level 2 in Business Administration or Customer Services. This system worked well for the Council and many of the young people employed as apprentices were appointed to permanent posts and are still working for the Council today. WBTC arranged for evidence of learning to be assessed and sometimes this was at work and sometimes assessment took place off site.
- 2.2 In April 2017 the government introduced the Apprenticeship Levy. This was a complex system overseen by the Funding and Skills Council (FSC) which began with 0.5% of payroll costs over £3m being paid into a 'digital account'. This was another payroll tax like NI and Payroll worked hard to comply with the new regulations which also applied to maintained schools.
- 2.3 Internal Audit carried out an audit of the apprenticeship Levy in October 2017. Only one minor weakness was identified in the report received in January 2019 as follows: *'The documents covering the testing of the changes made to the payroll system for the implementation of the Apprenticeship Levy were not filed/retained so that they could be easily located'*. In addition all recommendations were based on findings from 15 months ago which have been addressed.
- 2.4 The Council has a digital account which is topped up every month. By March 2019 the Council had contributed £854,770 to the levy pot. The 'sting in the tail' of the Apprenticeship Levy is that after 24 months (April 2019) the money contributed in April 2017 (if not spent) will be lost to the Treasury. Some commentators have called this a stealth tax. The Council has however used a number of months funding and is not expecting to lose any funds until December 2019.
- 2.5 The new system is covered by statutory guidance which restricts the payment of funds in the Council's 'digital fund' to 'Approved Training Providers'. There is no ability at present to use the Council's digital fund to pay for the costs of coordinating the work needed to access the account and organise the apprenticeships (Tracy Sheriff's post of Apprenticeship Coordinator and work in Payroll). It is not possible to subsidise the salary of the apprentices; cover the cost of their absence from the workplace for 20% of their working time; or subsidise their mentoring and supervision. All the funding must go to an Approved Training Provider for either providing the training or the assessment ('approved' because the FSC has put their name on the government approved list after certain criteria have been satisfied).
- 2.6 The words 'apprentice' and apprenticeship' have been given legal status (like 'solicitor') and have to comply with the Apprenticeship Levy definitions – apprentices must have signed a training agreement with their employer and training provider

which includes no ‘clawback’ of costs if the apprentice drops out or moves to a rival employer the week after gaining their qualification; apprenticeships must last for a minimum of 12 months (with the subsequent requirement for end point assessment this means that the de facto minimum is 15 months) based on a minimum working week of 30 hours. If the apprentice works less than 30 hours the length of the apprenticeship must be extended; and apprenticeships must be against one of the nationally approved apprenticeship ‘standards’ (which are developed by employers and academics at national level – which has turned out to be a slow process in many areas such as social work). The length of the apprenticeship will vary depending on the level of apprenticeship studied (e.g. a social work degree will take three years to complete).

2.7 The government announced the Apprenticeship Levy by stating that this was a skills revolution that would see three million people being trained against an apprenticeship standard by 2020. To give this a push the government announced that the public sector should have 2.3% of its headcount undertaking apprenticeship training. For West Berkshire Council including schools this means 114 people – which we have recently achieved. However to ensure we maximise the use of our funds and continue to meet our target we will need to continue to promote Apprenticeships, exploring innovative ways in which they can be used to upskill the workforce.

2.8 Strategy Board met in July 2017 to consider how to approach the Apprenticeship Levy. It was agreed that three objectives should be pursued:

- (1) To ‘convert’ training for existing employees into apprenticeship training and off-set some of the funding spent from service training budgets to funding from the Council’s levy ‘pot’.
- (2) To use the apprenticeship training to attract recruits into hard to fill posts.
- (3) To make efforts to employ more young apprentices particularly disabled and ‘looked after’ young people.

It was noted that there was no capacity of expertise in HR to pursue these objectives and therefore funding was provided by the Transformation Fund to employ an Apprenticeship Coordinator from August 2017 to March 2019. The use of time limited Transformation Funding meant that the work of the Apprenticeship Coordinator was treated as a project under the Corporate Programme. The project was reporting to the Corporate Programme Board but has been closed as of March 2019. The work of the Apprenticeship Coordinator is also overseen by the Apprenticeship Steering Group which includes Members and officers. The Terms of Reference for the Apprenticeship Steering Group are shown at Appendix D.

2.9 Tracy Sheriff was appointed to the post of Apprenticeship Coordinator. Tracy has a background in apprenticeships under the previous system and ‘hit the ground running’. Tracy has achieved the following:

- 118 people have enrolled onto an apprenticeship programme since April 2017 and a further 30+ are in the pipeline. The public sector target equates to 114 per annum for WBC. The following apprenticeships are in the pipeline:

- 12 People enrolled and awaiting confirmation of training provider for associate project management.
 - Social Worker and OT Apprenticeships x 6 Starts planned in September
 - Masters Leadership Programme - 1 Expression of Interest (Start date Sept 2019)
 - ASC L2/3 - New Cohort commencing May/June 2019 (Target 10 starts)
 - Care Leadership Programme x 10 (May/June)
- Committed spend thus far is £586,100 (if everyone enrolled completes their learning programme). This is about the same committed spend as Vodafone who have paid £2.48m into their digital account.
 - It is estimated that no levy payments will be 'lost' from our account until December 2019.
 - We have recently appointed two young / school leaver apprentices and several other apprenticeship roles are currently out to advert.
 - All services have been informed of the Apprenticeship Levy system and many are now involved. Schools have been kept informed and have made use of the new apprenticeship standards for schools posts.
- 2.10 The majority of apprenticeships are in the Communities directorate (66) mainly in ASC, there are 9 apprentices in the Economy and Environment directorate and 4 within the resources directorate with another 39 in schools. Appendix E gives a detailed breakdown on what qualification the apprentices are studying to achieve; the approved training providers involved (seven so far); and the levy contribution be service. There are more apprenticeships in the pipeline as stated in appendix E.
- 2.11 The Apprenticeship Steering Group (which includes Ian Pearson) has identified a mechanism for schools to bid for a share of the funding from schools' payroll costs for apprenticeship training. Schools will bid for the funding to a sub-group of head teachers from the Schools' Funding Forum using a criteria that will be determined by the Forum. However, the demand from schools in 2018/19 does not exceed the amount in the digital account from schools and the demand in 2019/20 is not expected to reach the threshold so this mechanism has not yet been activated; it will only be used if and when demand outstrips funds.
- 2.12 The MTFs had a saving of £100k in anticipation of 'off-setting' the cost of service training against equivalent apprenticeship training funded from the Council's levy pot. A report to Operations Board explained how this saving could not be achieved. In summary the reasons that off-setting didn't work was because the apprenticeship training in ASC was previously provided free via a government grant; the management training budget had already been deleted by HR; schools cannot be included in off-setting; and services have agreed to new apprenticeships which are not equivalent to previous training. This report was agreed by Operation Board and Budget Board and the £100k savings target has been withdrawn.
- 2.13 A paper was submitted to Corporate Board in November 2018 to extend the post of Apprenticeship Coordinator (cost £31k p.a. 0.6 FE) to 31st March 2020. The funding

for this post was agreed. This post is vital to ensure the Council continues to maximise its use of the levy as there is no capacity and limited expertise in HR to carry out this work.

- 2.14 The Workforce Strategy for the years 2019 to 2023 includes recruitment into hard to fill posts through a “talent pipeline”. The HR Service identifies areas of recruitment difficulty and reports these to Corporate Board twice a year. In recent years job roles which have proved difficult to recruit to include social workers (for both children and adult services), residential child care officers, occupational therapists and registered general nurses (RGNs). HR currently work closely with managers recruiting to these roles to provide specific support and guidance to improve the success of recruitment. The approach to recruitment for hard to fill posts will often be to discuss with the recruiting manager whether the post could be converted into an apprenticeship leading to a career path for candidates without specific experience of the type of work.
- 2.15 From September 2019 there will be an apprenticeship standard for Social Work and Occupational Therapy degrees. Two information sessions have taken place with 20 + interested staff members in attendance. Expressions of interest are to be in by the end of March and panel interviews will then take place. The aim is to offer each apprenticeship to two people from ASC and two from children’s services (placements and budgets permitting). It is possible to train new employees for the first three months intensively and then to allow them to work in the new role (the 20% off the job learning requirement can be met in flexible ways).
- 2.16 The Workforce Strategy will seek to address succession planning and develop leadership skills. The review and updating of the work experience policy (see Appendix F) will see to address some of the challenges faced by disadvantaged, disabled and ‘looked after’ children. In addition services will be encouraged to identify posts up to Grade F which can be considered as an apprenticeship opportunity to further promote the use of apprenticeships across the Council and to add value to the Workforce Strategy.
- 2.17 The Council Strategy will look at economic development across the district. It may be possible to divert some of the Council’s apprenticeship levy to small business suppliers and contractors if they will engage an apprentice at entry level. This will help to stimulate employment opportunities for young people at age 16 and 18. The accountability for the way the apprenticeship levy is used will remain with the Council even if some of the funding is devolved to suppliers so there will be administrative work involved to make this happen.
- 2.18 The Workforce Strategy will seek to maintain the Council’s current number of apprenticeships throughout the five year period. If the Council fails to meet the public sector apprenticeship target of 2.3% of headcount (including maintained schools) the government will offer ‘support’ although there are currently no legal or financial sanctions for failing to meet the target. There is more work to do here because in small services and in schools once a post-holder has achieved the relevant qualification (for example a School Business Manager) the need for that training will lapse until natural wastage occurs and a new employee needs to be trained.
- 2.19 According to Heather Bolton, Director of South East England Councils (SEEC), the Council are doing better than most when it comes to levy spend, and the

Apprenticeship Coordinator was been invited to speak at a SEEC meeting at the LGA offices in London on 29th March. 25 South East council leaders attended to consider good practice on skills and how local authorities can help ensure that students have the right skills to fill gaps in the local economy.

The Council has also been asked by the SEEC to produce a case study.

- 2.20 It has been agreed with Legal and the Procurement Board that a simplified procurement process can be used in relation to apprenticeships. The Apprenticeship Coordinator can contact prospective training providers via email with a list of standard questions. See Appendix G.

3. Options for Consideration

- 3.1 None as this report is for information only.

4. Proposal

- 4.1 Personnel Committee notes the content of this report and agrees with the proposed direction of travel with regards to apprenticeships and work experience and the interaction with the Workforce Strategy and Council Strategy.

5. Conclusions

- 5.1 Personnel Committee should discuss the contents of this report in light of the Council's strategic approach to apprenticeship training over the next five years, and agree with the proposed approach as part of workforce planning.
- 5.2 Resources should be agreed to support the new apprenticeship levy and public sector target, including a review of the fixed term Apprenticeship Coordinator post, prior to the current arrangement expiring in March 2020.

6. Consultation and Engagement

- 6.1 Heads of Service have been consulted on the potential to increase apprenticeships in their service.
- 6.2 Strategy Board & Corporate Board has been consulted on the strategic approach.

Background Papers:

N/A

Subject to Call-In:

Yes: No:

The item is due to be referred to Council for final approval

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

Wards affected: N/A

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

- BEC – Better educated communities**
- MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priority:

- MEC1 – Become an even more effective Council**

Officer details:

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Appendix D

TERMS OF REFERENCE APPRENTICESHIP LEVY STEERING GROUP

Aims

To steer the implementation of the apprenticeship strategy agreed by Operations Board on 6th July 2017. To develop policies and procedures for the Council in order to comply with the apprenticeship levy rules and work towards the public sector apprenticeship target.

Effectively use the apprenticeship funding available to develop and up skill new apprentices and existing employees through apprenticeship training, to help reduce the service training budgets.

The Steering Group's membership includes Scrutiny Members (Scrutineers). Their role on the group is to assist in the development of the Council's policies and procedures to aid compliance with the apprenticeship levy and in working towards the public sector apprenticeship target, as well as challenging progress being made where necessary in meeting this target'.

Objectives

1. Represent view of directorate/specialist area.
2. Agree processes for allocation of funding for Corporate and Schools.
3. Meet quarterly to discuss progress and any issues.

Steering Committee Attendees

Project Sponsor (Head of Human Resources) – Robert O'Reilly
Portfolio Member – Keith Chopping
Scrutineers – Lynne Doherty, Graham Bridgman
Head of the Service from each directorate – Ian Pearson, Andy Day and Paul Anstey
School Improvement Post 16 Adviser – Mark Browne
Accountant – Wendy Howells
Project Co-ordinator – Tracy Sherriff

Meeting Structure

Frequency – Quarterly
Duration – 60-90 minutes
Agenda and Minutes – Project co-ordinator

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Training Provider	Apprenticeship	Duration	Cost (£)	Enrolments 2017-18				Enrolments 2018-19				Total	Committed Spend
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Newbury College	Supporting Teaching & Learning L2	15 months	2,500	0	0	1	0	0	0	0	0	1	2500
UTS	Lead Adult Care Worker (L3)	15 months	3,000	0	0	8	0	13	4	0	0	25	75000
	Adult Care Worker (L2)	15 months	3,000	0	0	9	0	6	4	0	0	19	57000
WBTC	Operational Mgr (L5)	24 months	7,300	0	0	0	3	1	3	0	2	9	65700
	Team Leader/Supervisor	18 months	4,800	0	0	0	5	3	6	1	1	16	76800
	Assistant Accountant	18 months	9,000	0	0	0	0	0	0	1	0	1	9000
	Business Administration	18 months	5,000	0	0	0	0	0	0	2	0	2	10000
	Teaching Assistant	12 months	5,000	0	0	0	0	0	0	0	1	1	5000
PSC	Chartered Managers Degree (L6)	36 months	27,000	0	0	0	0	0	5	0	0	5	135000
	Supporting Teaching & Learning L3	24 months	2,500	0	0	0	0	24	0	6	0	30	75000
	Early Years Educator L3	24 months	2,500	0	0	0	0	3	0	0	0	3	7500
NIE Professional	Senior Leader Masters Degree (L7)	25 months	18,000	0	0	0	0	0	3	0	0	3	54000
CIPFA	Accountancy Professional (L7)	39 months	21,000	0	0	0	0	0	1	0	0	1	21000
Birmingham Uni.	Rehabilitation Worker (L5)	26 months	12,000	0	0	0	0	0	1	0	0	1	12000
Serco	Schools Business Professional	39 months	5,250	0	0	0	0	0	1	0	0	1	5250
Total				0	0	18	8	50	28	10	4	118	610750

Pipeline:
 Project Management x 10
 ASC Level 2/3 x 12
 Care Leadership x 8
 SW & OT (September Start) x 6
 Compliance Officer x 2
 Masters Leadership Programme x 1

	2017/18 - Q1		2017/18 - Q2			2017/18 - Q3			2017/18 - Q4				2018/19 - Q1			2018/19 - Q2			2018/19 - Q3			2018/19 - Q4				2018/19	
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Training Provider Payment																											
Newbury College	0.00	0.00	0.00	0.00	0.00	0.00	0.00	133.33	66.67	66.67	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Unique Training Solutions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2651.43	2651.43	2651.43	2308.57	3588.57	3588.57	5737.14	5097.14	342.86	11657.14	6556.00	6388.57	5108.57	5908.57	4880.00	525.71			
WBTC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1520.00	1146.67	2926.43	2227.76	2894.43	2254.43	4477.76	2237.76	4874.96	4021.62	3004.87	4473.76	4473.76			
Peter Symonds College	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5083.33	1916.67	1916.67	1833.33	1583.33	1833.33	1833.33	13024.82	3169.15	6845.74	
NIE Professional Learning	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1661.54	553.85	1107.69	1107.69	1107.69	1107.69	1107.69	1107.69	
CIPFA Business Ltd	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	819.51	409.76	409.76	409.76	409.76	409.76	409.76	
Birmingham City Uni								0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	480.00	
Monthly Payments	0.00	0.00	0.00	0.00	0.00	0.00	0.00	133.33	2718.10	2718.10	2718.10	3828.57	4735.24	6515.00	13048.23	9908.24	4513.96	19629.77	11750.45	14614.31	12480.97	23455.71	14520.36	13842.66			
Cumulative	0.00	0.00	0.00	0.00	0.00	0.00	0.00	133.33	2851.43	5569.53	8287.63	12116.20	16851.44	23366.44	36414.67	46322.91	50836.87	70466.64	82217.09	96831.40	109312.37	132768.08	147288.44	161131.10			
Levy (inc. 10% Top Up)	37110.63	36226.00	37220.38	37063.51	36724.54	0.00	73940.50	37166.61	37479.33	36774.66	36715.48	36375.74	37577.97	37413.58	37908.63	37818.58	37254.10	36692.27	37065.90	37806.56	38105.59	36964.83	37364.87	37081.33			
Cumulative	37110.63	73336.63	110557.01	147620.52	184345.06	184345.06	258285.56	295452.17	332931.50	369706.16	406421.64	442797.38	480375.35	517788.93	555697.56	593516.14	630770.24	667462.51	704528.41	742334.97	780440.56	817405.39	854770.26	891851.59			
Levy Balance	37110.63	73336.63	110557.01	147620.52	184345.06	184345.06	258285.56	295318.84	330080.07	364136.63	398134.01	430681.18	463523.91	494422.49	519282.89	547193.23	579933.37	596995.87	622311.32	645503.57	671128.19	684637.31	707481.82	730720.49			

Apprenticeship
Enrolments

Directorate

Communities

Adult Social Care	59
Childrens and Family Services	2
Safeguarding	
Education	4
Public Health & Wellbeing	1

Economy and Environment

Development and Planning	3
Public Protection and Culture	3
Transport and Countryside	3

Resources

Commissioning	
Customer Services and ICT	1
Finance and Property	1
Human Resources & Payroll	
Legal Services	
Strategic Support	2

<u>Schools</u>	39
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TOTAL	118
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Work Experience Policy

Document Control

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Owning Service			
Equality Impact Assessment: (EIA)	Date undertaken:		
	Issues (if any):		
Chief Executive	Sign & Date:		
Corporate Director (Communities)	Sign & Date:		
Corporate Director (Economy and Environment)	Sign & Date:		

Change History

Version	Date	Description	Change ID
1		New document	
2	Jan 2013	Changed references to CRB to DBS	
3	April 2019	Updated partnership details plus roles & responsibilities	

This Policy is not for publication externally

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1. Purpose

- 1.1 The purpose of this policy is to promote opportunities for unpaid work experience within the Council for individuals from groups in the community who a) may experience barriers in entering the paid job market or b) wish to gain an insight into the work environment, and to ensure these work experience placements are engaged in accordance with current Health and Safety Legislation.
- 1.2 Work experience for the purpose of this policy, is defined as, 'an unpaid, time-limited work placement, on West Berkshire Council premises, typically a maximum of two weeks and generally a working pattern of Monday to Friday with an emphasis on the learning experience in order to help prepare the person for their future transition into employment'.
- 1.3 The provision of work experience is considered to be an important public relations exercise for the Council in line with our corporate social responsibility, in addition to providing the opportunity to attract applicants to future positions within West Berkshire Council. Work placements provide the chance for individuals, particularly those who are disadvantaged, to gain valuable experience which will help prepare them for the transition into the working environment.
- 1.4 The policy supports the Council's commitment to corporate social responsibility and promotion of equality of opportunity. It is a way for us to establish links with local schools and young people in the community.
- 1.5 The Chief Executive and Corporate Board have approved the Work Experience Policy. The separate work experience procedure/information pack for Managers which should be read alongside this policy, will help to ensure the policy is implemented consistently and fairly across West Berkshire Council.

2. Applicability

- 2.1 This policy applies to all Services of West Berkshire Council and to anyone seeking a work experience placement.
- 2.2 This policy does not apply to schools.
- 2.3 This Policy has been the subject of consultation with Heads of Service and Trade Unions and has been ratified by the Council's Corporate Board.

3. Policy

- 3.1 It is the Policy of the Council to;
 - 3.1.1 Work with local schools and/or external agencies to identify individuals who would benefit from unpaid work placements in the Council.
 - 3.1.2 Appoint a work experience lead within HR to coordinate work experience activity; including liaison with schools and/or external agencies, internal staff and managers and agreement of suitable work experience opportunities.
 - 3.1.3 Appoint a responsible person/supervisor within the service for each work placement, who will coordinate work experience activity, oversee

induction into the service and provide feedback regarding activities undertaken. Support will be provided by HR for this voluntary role, which will be undertaken alongside the postholder's normal duties.

- 3.1.4 Open up placements throughout the year where possible in line with demand but not exceeding HR and/or service capacity.
- 3.1.5 Encourage individuals on work experience to apply for suitable job or apprenticeship vacancies when they are advertised externally. They may be appointed to paid employment in the Council following normal recruitment processes.
- 3.1.6 Ensure that individuals on work experience are made aware of, and comply with, the Code of Conduct for Employees and all other relevant Council policies and procedures, such as the Health and Safety Policy, for the duration of the placement. An information pack will be prepared to assist with this process. The placement may be terminated immediately if there is a breach of the Council's policies.

4. Roles and Responsibilities

- 4.1 Heads of Service/Service Directors are responsible for
 - 4.1.1 Understanding that under Health and Safety Law, work experience students are employees and should be treated no differently than other young people WBC employs.
 - 4.1.2 Providing spaces for work experience placements if possible each year.
 - 4.1.3 Ensuring that each placement complies with the work experience policy and procedure throughout the duration of the placement.
 - 4.1.4 Ensuring that the appropriate risk assessments and inductions for the service are conducted for each work experience placement. Risk assessments and inductions will need to consider the age of the person on placement.
- 4.2 Line managers/supervisors are responsible for;
 - 4.2.1 Conducting an informal interview with the individual prior to the placement.
 - 4.2.2 Managers should ensure that all staff within their team are clear about the role of the incoming individual and foster good working relationships with them.
 - 4.2.3 Carrying out appropriate risk assessments and inductions for each work experience placement and providing necessary training in the specific tasks to be undertaken.
 - 4.2.2 Devising an appropriate work experience programme, in liaison with HR where necessary.

- 4.2.5 The manager must ensure that individuals on work experience placement have a clear understanding of the confidentiality attached to working at WBC and that they have the necessary levels of supervision. The manager should ensure a confidentiality agreement has been signed.
- 4.2.6 The manager may wish to appoint another member of staff within the service to act as supervisor. This person will have delegated responsibility for the work experience placement in particular regard to supervision on a daily basis and will be responsible for providing support and guidance.
- 4.2.7 Liaising with the placing agency, school or Social Worker (for those in leaving care). The manager will be responsible for notifying HR who will in turn notify parents (for individuals under the age of 18), educational establishments or agencies (if applicable) and the individual if problems arise or they wish to terminate a placement during or in advance of the expected date of termination.
- 4.2.8 Managers should provide a written reference for the work experience candidate at the end of the placement.
- 4.2.9 Providing a written assessment of the candidate at the end of the placement to HR and the recommending school / agency.

4.3 Employees are responsible for;

- 4.3.1 Treating each individual on work experience fairly and with respect.
- 4.3.2 Promoting Health and Safety work practices.
- 4.3.3 Providing support and guidance to individuals as directed by the line manager.

4.4 Human Resources are responsible for;

- 4.4.1 Ensuring that work experience is managed appropriately in accordance with this agreed policy and the work experience procedure.
- 4.4.2 The central co-ordination and administration of all work experience placements.
- 4.4.3 Liaising with external schools and/or agencies to identify candidates for work experience.
- 4.4.4 Ensuring a responsible person / supervisor is appointed for each work placement and support provided as appropriate.
- 4.4.5 Coordinating each work experience placement in conjunction with the responsible person / supervisor.

- 4.4.6 Undertaking pre-placement checks (Disclosure and Barring Service (DBS), references, medical etc) where necessary.

5 Identifying work experience opportunities

- 5.3 Work experience can include, but is not limited to, work shadowing, work observation, visits and carrying out work based projects. The HR work experience lead will work with Heads of Service/Service Directors and/or managers to identify opportunities that would be suitable for work experience. The actual duration of placement and/or hours worked will depend upon the individual selected and the role the service is able to offer. Where it is deemed appropriate for the individual and the service can maintain its operational requirements, some work experience placements may be for a prolonged period of time, for example, one day a week over a 6 month period.
- 5.4 Work placements may in exceptional circumstances, be used to help services to cover peaks in workload or specific one-off tasks for a limited duration (e.g. one or two days of a placement). The council will not use work experience participants as a substitute for filling vacant positions or otherwise as additional resource required to meet business as usual activities. The Council recognises work experience placements are intended to give a broad, meaningful, constructive and indicative taste of the work a service is involved with, therefore it is vital they are given a real insight into a service and not given repetitive low level staff so they leave having had a positive experience.
- 5.5 Careful consideration should be given to work experience requests in areas where individuals might have access to children or vulnerable adults, confidential information, or be exposed to physical or other risks. In such cases, a risk assessment must be carried out before a placement begins. The risk assessment may conclude that the work placement is unsuitable.

6 Identifying candidates for work experience

- 6.1 Eligibility: WBC supports the programmes devised by The Department for Education. We will therefore consider applications from students as part of their 16 to 19 study programme, young people aged 16 to 24 who are motivated to work but lack the skills and are on traineeships and young people with complex needs who need a higher level of support to access employment. HR will also consider requests from other groups e.g. people returning to the workplace, mature students.
- 6.2 HR will develop and maintain links with a range of schools and/or external agencies to provide candidates for work placements. As work experience opportunities are identified within Services, HR will contact the relevant agencies to provide them with the details and seek suitable candidates.
- 6.3 HR will contact the service manager / responsible person to provide details of the candidate(s) identified for the placement so that the service can carry out the selection process.
- 6.4 From time to time, an agency may contact the Council directly with details of a candidate. HR will contact managers in relevant Services to find out whether a placement can be offered.

7 Pre-placement procedure

- 7.3 An application form will be requested from the work experience candidate and if deemed suitable, they will be interviewed informally either face to face or by phone by the nominated supervisor. At the interview the supervisor will assess the candidate's suitability for the role.
- 7.4 The supervisor will provide an outline of what the placement will involve and the candidate will be able to seek information to help decide whether they wish to take up the opportunity.
- 7.5 It may be necessary to take up references, a medical questionnaire and a DBS check before the placement can take place (HR will advise on this). In this case, the work placement must be planned in advance to allow enough time for these to be completed before the placement begins. For more information on the issue of DBS checks, please see the pre-employment policy. A list of what can be accepted as a reference for work experience placements is included within the work experience procedure/managers information pack.

8 Induction and supervision

- 8.1 The individual undertaking the placement will be asked to sign a confidentiality agreement at the start of the placement. It is important that the manager supervising the placement explains what the agreement means.
- 8.2 On the first day of the placement the work place supervisor should ensure that appropriate access has been granted to the individual and the following details have been confirmed with the individual:
- 8.2.1 The Health and Safety and First Day Data Protection and Information Security e-learning modules have been completed
 - 8.2.2 Who will be their workplace mentor throughout their placement and who they should go to in their absence.
 - 8.2.3 Standards of behaviour and conduct that are expected in the workplace, and any specific rules relating to the area in which they will be working, especially where there will be access to confidential information.
 - 8.2.4 The duties and tasks that they will undertake/observe/take part in during the placement using the work plan that has been created and the learning goals identified (where appropriate).
 - 8.2.5 The need for them to write a daily report/reflection of the work that they have been doing/observing/involved in (particularly for school student placements). This may not be relevant if the main focus of the placement is work shadowing.
 - 8.2.6 The dates and times of any review sessions that will take place.
- 8.3 Further information can be found in the work experience procedure/managers information pack.

9 Health and safety

- 9.1 Prior to the individual beginning their work placement, the service manager will have completed a risk assessment and sent this to the school/agency to be agreed with the individual. The purpose of this risk assessment is to identify any hazards or threats the individual may be exposed to, taking into consideration their lack of experience. Managers will be responsible for ensuring that appropriate safeguards and controls are put in place to ensure the health and safety of all individuals undertaking work experience and their colleagues. The manager must also ensure that the individual undertaking the work experience is aware of the risks and how to report any health and safety concerns and should therefore go through the risk assessment with them as part of their induction.
- 9.2 Individual needs will be assessed to ensure the Health and Safety of all participants, including those with a disability.
- 9.3 Managers should provide as much notice as possible if individuals on work experience will be asked to attend external meetings while on their placement. For insurance and safeguarding purposes WBC staff will not give lifts to work experience students under the age of 18. Students should be supported in planning how they will make the trip and WBC may choose to reimburse individuals for travel costs associated with attending external meetings away from the students normal base. Individuals who use their own vehicle should ensure that their car insurance covers them for business use.
- 9.4 Individuals participating in work experience are covered by the Public Liability Insurance Scheme.

10 Review of work experience placements

- 10.1 When the individual on work experience leaves, all WBC property must be returned and any IT access terminated.
- 10.2 The workplace supervisor will provide feedback using a standard template on the ability and progress of each placement. At the end of the placement this will be returned to Human Resources who will provide information to the recommending school/agency on request.
- 10.3 HR will provide reports to Corporate Board on the work experience programme upon request.

11 Review of the Policy

- 11.1 This policy will be reviewed to respond to any changes at least every three years.
- 11.2 The Service responsible for reviewing and maintaining this Policy is Human Resources.

Other Relevant Documentation

Work Experience Procedure & Manager Information Pack
Work Experience Candidate Pack

Appendix G

Agreed Questions

Cost

Please provide full details of all costs and expenses including re-sits and end point assessment. What will be the total cost per apprentice?

Please provide details of any additional costs that cannot be funded through the levy e.g. professional body membership

Delivery

What will the programme comprise i.e. How many teaching /coaching sessions, how will ongoing competence be assessed, what additional support will be available and so on?

How will the 20% off the job training requirement be met and how will this be recorded?

What accredited qualification (if any) will be delivered in parallel with the standard?

What are the arrangements for end point assessment and how / where will functional skills be delivered and assessed?

Quality Assurance

How will you quality assure and continuously improve the delivery of this contract?

When was your most recent Ofsted inspection and what grade was awarded?

What are your success rates for apprenticeships over the last two years (Please include retention, achievement and timely completion)

How will you deal with any issues that may arise and what is your appeals and escalation process?

Management Information and Reporting

How will you manage this contract and who will take responsibility for its success?

How do you propose to communicate with management, learners and WBC?

What procedures do you have in place to mitigate any disruption to delivery and/or learners, if a member of staff leaves your organisation?

Please describe the systems and processes you have in place to collect, monitor and report on learner progress throughout their learning journey

Responses to questions will be evaluated and decisions justified. Unique provision can be signed off by Andy Walker.

SIX STEPS TO APPRENTICESHIP TRAINING PROVIDER APPOINTMENT

Low Value – Majority of Contracts are below £10k with some exceptions.

Principles: Transparency; equal treatment and value for money.

1. Establish course requirement

2. Locate Training Providers on the “Register of Apprenticeship Training Providers”

3. A) If only one Training Provider for a specific course – direct contract

OR

B) If multiple Training Providers available – shortlist to 2-3

4. Shortlisting

Initial criteria to be used as follows:

- Training Provider Ofsted Registration;
- High % of apprenticeship retention data;
- High % of apprenticeship achievement data; and
- Travel time to Training Provider.

Telephone calls or emails sent to prospective Training Provider to ask specific questions relating to:

- Re-sits and End Point Assessment;
- Delivery of Programme – day release;
- Travel time; and
- Delivery model.

Obtain a quote

5. Clarification of responses and suitability checks

6. Appointment of Apprenticeship Training Provider