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# Update on Apprenticeships and Work Experience Policy

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

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## 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 29<sup>th</sup> 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](mailto: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 <sup>th</sup> April 2019

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

	Yes	No
<p><b>Will you be processing SENSITIVE or “special category” personal data?</b></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"/>	<b>x</b>
<p><b>Will you be processing data on a large scale?</b></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"/>	<b>x</b>
<p><b>Will your project or system have a “social media” dimension?</b></p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>	<input type="checkbox"/>	<b>x</b>
<p><b>Will any decisions be automated?</b></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"/>	<b>x</b>
<p><b>Will your project/system involve CCTV or monitoring of an area accessible to the public?</b></p>	<input type="checkbox"/>	<b>x</b>
<p><b>Will you be using the data you collect to match or cross-reference against another existing set of data?</b></p>	<input type="checkbox"/>	<b>x</b>
<p><b>Will you be using any novel, or technologically advanced systems or processes?</b></p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>	<input type="checkbox"/>	<b>x</b>

**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.

<b>What is the proposed decision that you are asking the Executive to make:</b>	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.
<b>Summary of relevant legislation:</b>	Apprenticeship levy introduced April 2017 Public Sector apprenticeship target introduced 2017/18
<b>Does the proposed decision conflict with any of the Council's key strategy priorities?</b>	No
<b>Name of assessor:</b>	Abigail Witting
<b>Date of assessment:</b>	16 <sup>th</sup> April 2019

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

<b>1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>	
<b>Aims:</b>	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.
<b>Objectives:</b>	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).
<b>Outcomes:</b>	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.	
<b>Benefits:</b>	<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><b>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.</b></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>		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
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	<a href="#">Apprenticeship funding: how it will work - GOV.UK</a>
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	
<b>Further Comments relating to the item:</b>		
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: 16<sup>th</sup> April 2019

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