

By: Gary Cooke – Cabinet Member for Corporate and Democratic Services
Amanda Beer – Corporate Director Human Resources
Patrick Leeson – Corporate Director Education, Learning and Skills

To: Personnel Committee - 10 September 2013

Subject: Apprenticeship Programme

Classification: **Unrestricted**

SUMMARY: The Human Resources Division and Employment and Skills Division have been working jointly to produce a strategy designed to deliver a step change in apprenticeships in KCC. This report sets out the vision and how this will be delivered commencing with a pilot.

1. **INTRODUCTION AND BACKGROUND**

1.1 Employing a younger workforce continues to be a priority for KCC. This is vital to help to tackle disadvantage in Kent and to grow the Kent economy by reducing the number of young people (16-24) not in employment, education or training (NEETs).

In order to continue to deliver the highest quality services KCC needs to employ a workforce that reflects and understands the communities we serve.

We want to employ and develop talented employees from all demographic groups, particularly individuals with high potential who will be successors for experienced people leaving the organisation.

As KCC continues to contract, with fewer typical entry level jobs available and with increasing pressure on managers' capacity, maintaining and increasing apprenticeships and young people is a significant challenge and we will need to be even more innovative and creative than ever to ensure that we attract and 'make space' to give young people this opportunity.

1.2 **National and Kent Picture**

	NEETs (16-18 + priority groups 16-24)		Youth Unemployment (18-24)	
	No.	%	No.	%
Kent	1,443 (Jun 2013)	5.1% (June 2013)	6,780 (Aug 2013)	5.4% (Aug 2013)
National	46,561 (Jun 2013)	5.6% (Jun 2013)	357,630 (Aug 2013)	6.2% (Aug 2013)

Sources: KCC Research & Evaluation Statistical Bulletin, Office for National Statistics, and CXK

2. THE VISION

KCC will introduce a step change in KCC's apprenticeship programme by providing an open and inclusive offer for individuals with potential who have achieved various levels of academic attainment.

This includes giving opportunities to young people from diverse situations; for example, vulnerable groups such as troubled families, ex-offenders, care-leavers, those with physical and learning disabilities and young parents, through to high-achieving individuals and everyone in between.

Specific outcomes of the vision include:

- Further increase the number of apprentices employed by KCC
- KCC will be a training ground for Kent young people moving into KCC, Schools, Kent Business or one of our contractors (maintaining current focus of internal facing, external facing and vulnerable groups).
- Empower young people and put them in control, by allowing young people to make a planned progression into apprenticeships
- Grow the Kent economy and tackle disadvantage by reducing youth unemployment
- Support a range of young people into employment and give them meaningful work-based progression routes
- Increase the number of young people in the organisation (more vibrant organisation, 'grow your own' approach, creativity, ideas, succession planning, energy and enthusiasm) to better reflect Kent's population.
- provide a coherent process and clear message, enabling people to access apprenticeships in the council
- To provide a scheme that encourages progression through all education/career levels
- To provide high quality staff for KCC directorates, now and for the future
- To act as an example of best practice to influence the delivery of apprenticeships across the county and the UK
- increased types of apprenticeships (wider than business and admin roles) and significantly increase numbers of advanced and higher apprenticeships

3. SUCCESSSES TO DATE

- 3.1 The Human Resources Division and Employment and Skills Division work jointly to deliver apprenticeships. KCC has a target of 88 apprenticeships per year, i.e. 350 from April 2011 to March 2015; KCC is on track to achieve this. So far this academic year (up to August 2013) we have recruited 107. This is now mainly 'repeat business', showing that apprenticeships are embedded in KCC. Table below shows Bold Steps for Kent period so far with number of apprentice starts.

Year (Academic)	No. started No. started (KCC non schools)	completed
2009-10 (1/4/10-31/8/10)	37	33
2010-11	90	78
2011-12	89	76
2012-13 (up to 16/8/13)	107	Still on programme
TOTAL	323	

- 3.2 KCC employs the following number of 16-24 year olds (including apprentices):
- 567 (non-schools)
 - 1584 (including schools)

7% of our workforce are under 25

- 3.3 Employment and Skills run a number of apprenticeship programmes external to KCC. Through the Kent Employment Programme nearly 400 young people have been recruited since April 2012. The grant offered by KCC of £2000 to businesses that have fewer than a 1000 employees continues to attract new employers every month. On average the Skills and Employability service are placing 50 young people into apprenticeship placements/month. The scheme has been successful in incentivising employers to take on more young people and the number of unemployed 18 to 24 year old continues to fall in Kent. KCC has made a significant contribution to this reduction through the Kent Employment Programme.

4. DELIVERING A STEP CHANGE TO THE CURRENT APPROACH

- 4.1 Currently the majority of KCC apprentices are employed in level 2 apprenticeships in supernumerary roles. We will continue to run this programme. In addition the plan is to employ more apprentices in higher level apprenticeships (level 3 and above); 'hold' apprentices against vacancies; and then deploy individuals to posts on successful completion of the apprenticeship.

5. THE APPROACH

5.1 Development of the brand

- **The organisation perspective:** Whole-Council; young people and apprentices contributing towards KCC Facing the Challenge; recruiting for attitude and mind-set, developing for knowledge and skills
- **The apprentice perspective:** Inclusive and welcoming; No experience needed here – a great attitude essential + plenty of potential
- **The manager perspective:** Simple and straightforward – 'hassle-free', low risk, high payback. It's great for business / service and it's great for Kent; supports succession planning and talent management
- **Kent business perspective:** We've got great quality apprentices and young people who have been through our programme, they come with our stamp of approval, here are motivated, employable young people who are ready to work for your organisation.

5.2 Evaluate and measure success

- Consistent flagging on HR system when employed / entered onto the system
- Use as testimonials to convince managers and attract more young people to the organisation
- Survey apprentices
- Track all movement and activity tightly
- Tracking through levels
- Robust and clear metrics and tracking (and reporting) of apprentices

5.3 Communication and Engagement for Managers

Working with the internal communications team we will create and promote the brand and make sure we reach as many managers as possible.

From an HR perspective we will promote through the OD Groups, work in partnership with the HR Business Partners to promote at Directorate Management Team level and HR Advisory Teams (Change) to promote apprentices especially during restructures.

5.4 Seven Step Plan

STEP 1: Make space. Key challenge is making space in contracting organisation; convince managers by removing perceived hassle of taking apprentice (as little impact on their systems and processes as possible); embed in organisation design and workforce planning principles.

STEP 2: Attract. To attract apprentices with potential, we need to build our brand and build on our excellent reputation for quality as well as a structured approach to entry points, development, pay and progression.

STEP 3: Recruit right. Using a professional and dedicated team to supply a pipeline of quality individuals and manage vacancies; with recruitment windows throughout the year to give us control to monitor and track apprentices.

To enable young people to make a planned progression into a KCC apprenticeship we need to be able to advertise when schools and colleges advertise their places (Jan- March) for an autumn start. To catch those who drop out mid-year it would be advisable to also have a spring intake. This will be built into workforce planning.

Due to staff turnover there will continue to be a need to recruit some apprentices throughout the year.

STEP 4: Engage. Using the existing principles set out in the Engagement strategy and Because of You engagement campaign, we will encourage managers to maintain engagement levels.

STEP 5: Develop. Blend of 12 month apprenticeship qualification with specially designed development programme from HR Business Centre Learning and Development.

STEP 6: Retain. For at least the length of apprenticeship. This is about retaining in Kent (the county), apprentices may do part of their apprenticeship in KCC and complete it somewhere else in the county.

STEP 7: Deploy. Effectively within KCC or place with a Kent contractor or business through existing links in KCC.

6. ENTRY POINTS, PROGRESSION AND SALARY

6.1 We have created an 'apprenticeship progression and pay framework' (appendix 1) showing clear entry points, progression routes and pay structure.

We will pilot this approach. This will inform practicalities, identify snags and any resources required.

7. DEVELOPMENT

- 7.1 £20K to be funded from the workforce development budget under organisational priorities for a structured development programme.

8. RECOMMENDATIONS

Personnel Committee is asked to:

- 8.1 Note the approach outlined in the report that will be piloted with business units in KCC.

Appendix – Draft apprenticeship progression and pay framework

Nigel Fairburn
Organisation Effectiveness Manager
Ext 4612

Sue Dunn
Head Of Skills and Employability
Ext 4923

James Pope
Professional Adviser – Organisation Effectiveness
Ext 4689

Appendix

'draft apprenticeship progression and pay framework'

Apprenticeship type / entry level*	Qualification level equivalent	Duration**	Recommended responsibility level (KR grade)	How it works and the details	Pay structure***	Total annual salary****
1. Work experience	N/A	1-2 weeks	N/A	<ul style="list-style-type: none"> KCC gives school pupils an opportunity to gain valuable work-experience (working in partnership with BSS work experience team) 	N/A	N/A
2. Traineeship details tbc	N/A	details tbc	N/A	<p><i>Although the definition of "traineeships" is not clear yet, a recent discussion paper from the Government suggests that they are intended to become the preferred route for young people who wish to progress into apprenticeships but require additional training. The paper suggests that traineeships may entail work experience placements, work skills training and an adequate proficiency in functional skills, English and maths</i></p>	<ul style="list-style-type: none"> To be determined 	£2600
3. Intermediate Level Apprenticeship only; moving into a permanent post when complete	Level 2	12 months	KR 2-4	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR2-4 post where possible) Upon successful completion they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business (unless there is mutual agreement that they will move into an Advanced Level Apprenticeship) 	<ul style="list-style-type: none"> 0-4 months: £115 p/w 5-8 months: £130 p/w 9 months-completion: £150 p/w 	£6856 <i>(Based on 17.3 weeks per stage)</i>
					<ul style="list-style-type: none"> Post-completion: KR2-4 salary 	£13,162 - £16,306
4. Intermediate Level Apprenticeship continuing into an Advanced Level Apprenticeship; moving into a permanent post when complete	Level 2 > Level 3	24 months (12+12)	KR2-4 > KR5-6	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR5-6 post where possible) Upon successful completion of the Intermediate Level, they move into an Advanced Level Apprenticeship and are paid the equivalent of a KR3 grade for the duration of the qualification Upon successful completion they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business 	Intermediate Level Apprenticeship: as above	£6856
					Advanced Level Apprenticeship: KR3 equivalent	£14,383
					When qualified: KR5-6 salary	£17,132 - £18,844
5. Advanced Level Apprenticeship only; moving into a permanent post when complete	Level 3	12 months	KR5-6	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR5-6 post where possible) Upon successful completion they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business (unless there is mutual agreement that they will move into a Higher Apprenticeship) 	<ul style="list-style-type: none"> 0-4 months: £150 p/w 5-8 months: £175 p/w 9 months-completion: £200 p/w 	£9,083 <i>(Based on 17.3 weeks per stage)</i>
					<ul style="list-style-type: none"> Post-completion: KR 5-6 salary 	17,132 – 18,844
6. Advanced Level Apprenticeship continuing into a Higher Apprenticeship; moving into a permanent post when complete	Level 3 > Level 4	24 months (12+12)	KR5-6 > KR7-8	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR7-8 post where possible) Upon successful completion of the Intermediate Level, they move into a Higher Apprenticeship and are paid the equivalent of a KR4 grade for the duration of the qualification Upon successful completion they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business 	Advanced Level Apprenticeship: as above	£9,083
					Higher Apprenticeship: KR4 equivalent	£16,306
					When qualified: KR7 salary	£20,671
7. Higher Apprenticeship only; moving into a permanent post when complete	Level 4	12-24 months	KR7-8	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR7-8 post where possible) Upon successful completion of apprenticeship they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business 	<ul style="list-style-type: none"> 0-4 months: £200 p/w 5-8 months: £225 p/w 9 months-completion: £250 p/w 	£11,678 <i>(Based on 17.3 weeks per stage)</i>
					<ul style="list-style-type: none"> Post-completion: KR7 salary 	£20,671