

EXECUTIVE BOARD – 21 JANUARY 2014

Subject:	Apprenticeship Programme - Neighbourhood Services		
Corporate Director(s)/ Director(s):	Andy Vaughan, Director of Neighbourhood Services Angela Probert, Director of Human Resources (HR) and Transformation		
Portfolio Holder(s):	Councillor Nick McDonald, Portfolio Holder for Jobs and Growth Councillor Nicola Heaton, Portfolio Holder for Community Services Councillor Graham Chapman, Deputy Leader/Portfolio Holder for Resources and Neighbourhood Regeneration		
Report author and contact details:	Mary Lester, Service Improvement Manager 0115 8763624 mary.lester@nottinghamcity.gov.uk		
Key Decision	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
Reasons: Expenditure <input checked="" type="checkbox"/> Income <input type="checkbox"/> Savings <input type="checkbox"/> of £1,000,000 or more taking account of the overall impact of the decision	Revenue <input checked="" type="checkbox"/> Capital <input type="checkbox"/>		
Significant in terms of its effects on communities living or working in an area consisting of two or more wards in the City	<input checked="" type="checkbox"/> Yes		No <input type="checkbox"/>
Subject to call-in <input checked="" type="checkbox"/> Yes	No <input type="checkbox"/>		Total value of the decision: £1,376,221 (over 2 years)
Relevant Council Plan Strategic Priority:	Wards affected:		
World Class Nottingham	<input checked="" type="checkbox"/>	All	
Work in Nottingham	<input checked="" type="checkbox"/>		
Safer Nottingham	<input type="checkbox"/>		
Neighbourhood Nottingham	<input type="checkbox"/>	Date of consultation with Portfolio Holder(s):	
Family Nottingham	<input type="checkbox"/>	9 December 2013	
Healthy Nottingham	<input type="checkbox"/>		
Leading Nottingham	<input type="checkbox"/>		
Summary of issues (including benefits to citizens/service users):			
<p>The Council has been successfully running apprenticeship schemes since 2012 as a way to promote and develop entry level posts, and support the strategy to improve the basic skills of our workforce.</p> <p>It is also recognised that employment is one of the drivers for preventing crime and anti-social behaviour. By targeting apprenticeship placements to those who are within Priority Families it is anticipated that this will have a fundamental impact on breaking a cycle of unemployment.</p> <p>This report sets out a specific proposal for Neighbourhood Services to work in partnership with colleagues from across the Council, including HR and Transformation and Priority Families to not only increase the number of entry-level apprenticeship vacancies for 2014/15, but to also target the recruitment of 16-25 year olds who live within the city's boundaries.</p> <p>In addition, this proposal will help the Council to realise its vision of neighbourhoods becoming as clean as the city centre.</p>			
Recommendation(s):			
1. To approve the principle of a large-scale apprenticeship programme within the Neighbourhood Services directorate.			
2. To approve the funding arrangements set out in section 4, which combine a number of funding streams over a 2 year period to deliver such a programme.			
3. To delegate the detailed implementation of this scheme, including the necessary funding arrangements, to the Director of Neighbourhood Services in consultation with the Director of HR and Transformation, the Portfolio Holder for Community Services, Portfolio Holder for Jobs and Growth and the Deputy Leader/Portfolio Holder for Resources and Neighbourhood Regeneration.			

1 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)

- 1.1 The Council's HR and Transformation Team leads on a number of employability initiatives that support the manifesto priorities of providing council jobs for local citizens and reducing unemployment across the city, of which our current Apprenticeship and Trainee schemes are a part.
- 1.2 The schemes target the priority groups of young people aged 16-24, BME, Disabled, Children in Care and Young Offenders who may not otherwise be adequately supported to realise their potential, break the cycle of unemployment or contribute to the successful operation of the organisation.
- 1.3 Since the start of 2012, the Council has successfully recruited 90 new Apprentices and a further 91 Apprenticeship opportunities are currently being explored. This success is being driven by a focus on converting entry level vacancies into Apprenticeships, as well as encouraging and engaging managers to think about Apprenticeships as part of their strategic and operational workforce planning.
- 1.4 Neighbourhood Services has been consistent in championing the Apprenticeship scheme across the organisation; they have been recruiting apprentices' year on year. This proposal will increase Neighbourhood Services' annual intake to 50 and will support the work HR is doing to embed the scheme throughout the organisation.
- 1.5 Neighbourhood Services are working very closely with HR to ensure that the aspiration of 50 new Apprenticeships is supported in an appropriate way.
- 1.6 Recruitment into the Apprenticeship places will be supported by both HR and Transformation and the Priority Families Programme. It is acknowledged that the traditional methods of recruitment may not be appropriate and, rather than setting up interview panels, assessment centres that test practical and team working skills are currently being developed.
- 1.7 If the numbers and the criteria allow, it is envisaged that the aim to recruit Priority Family applicants will be met through the applicants in the current recruitment process, however, in the event that this process doesn't attract the appropriate candidates, a second phase of recruitment will take place.
- 1.8 Phase 1 will follow the already established apprenticeship recruitment model, and is already underway. If this phase does not attract applicants from Priority Families, a Phase 2 will encourage applicants from under-represented groups. The Phase 2 recruitment process will also be extended to provide additional support for those applicants who may not be ready yet to start the apprenticeship framework.
- 1.9 Targeted recruitment campaigns during Phase 2 will be conducted around February to include young adults from Priority Families intake. During this time recruitment campaigns will also be targeted to increase the number of female applicants.
- 1.10 The indicative recruitment timetable is as follows:

Phase 1:

Recruitment closed	6 December 2013
Apprenticeship Framework Readiness assessment	w/c 16 December 2013

(literacy and numeracy)	
Assessment Centre	w/c 20 January 2014
Pre-employment checks progressed	w/c 3 February 2014
Indicative Start Date	w/c 3 March 2014

Phase 2 (indicative timetable):

Consideration by Executive Board	21 January 2014
Referrals from Priority Families and Targeted Recruitment	w/c 3 February 2014
Apprenticeship Framework Readiness assessment (literacy and numeracy)	w/c 17 February 2014
Pre-apprenticeship Placements (8 weeks) if required	w/c 24 February 2014
Assessment Centre	w/c 10 March 2014
Pre-employment checks progressed	w/c 10 March 2014
Start Date	w/c 7 April 2014

- 1.11 It is proposed that the Neighbourhood Services Apprenticeship Programme will comprise of:
- one full day college release on a fortnightly basis to form the formal Apprenticeship Framework training;
 - the in-house training team providing a comprehensive 4-week induction programme, and on-going training delivered at the newly created training facility at Woolsthorpe depot. This will consist of basic competency skills and health and safety training before attending college, or before moving into frontline placements;
 - regular catch-up and review sessions will take place with the apprentices to ensure that they are on-track to complete their apprenticeship within the time allocated and as well as providing mentoring support.
- 1.12 In addition to the apprenticeship scheme, a driver training programme is also being developed across Neighbourhood Services to train colleagues in gaining the necessary licenses to drive vehicles over 7.5t, as well as obtaining a HGV license in the fullness of time. It is anticipated that apprentices will be supported via a salary sacrifice scheme to learn how to drive (a separate proposal is being developed for this).
- 1.13 To support the increase in number of apprenticeship posts it will be necessary to increase the management structure to support this training programme. It is proposed that a dedicated mentor is required to support the apprentices and support them in their placements in their journey to become work ready. Previous experience has shown that significant time is spent with individuals to address social needs, supporting them with out of work issues such as helping to manage their finances. For some this will be the first time that they have had a monthly income and knowing how to manage this will require support. Additional advice and support from the Priority Families programme has already been sought and they are active in how they will link with this post will be addressed.

- 1.14 The apprentices will be supported by a mentor, recruited from within our existing workforce. The mentor will support individual apprentices with any issues they may have during their placement, and also manage any attendance or competency concerns raised by service managers.
- 1.15 It is proposed that the apprenticeship group will be managed as a cohort and not immediately dispersed into neighbourhood teams, thus meaning that they will be managed as a group of 50 or so. There will be a requirement to increase the supervision and management structure within Locality Management to support this cohort. This in turn will provide a secondment opportunity for staff from within the existing workforce to develop their management skills and be attached to this central team.
- 1.16 The work experience during the apprenticeship programme will be a balance between on-the-job experience of working within crews and managing the apprentices as a cohort, undertaking additional work to the neighbourhood teams. These would include weeks of action, large-scale clean-ups, leaf clearance, and development projects.
- 1.17 In addition, volunteer buddies across the service area will be responsible for day to day guidance for the apprentices when placed within crews. This is recognised as a development opportunity for our current workforce and we are exploring ways to recognise this.

2 REASONS FOR RECOMMENDATIONS

- 2.1 Within the Public Realm Team there are a number of workforce planning challenges. These include a growing gap in the workforce of those who hold the appropriate qualifications to drive our medium and large vehicles, which is key in the delivery of the service; and those who do hold the appropriate qualifications are nearing retirement age. In addition to this, the success of improving the cleanliness of the city means a growth in the service is required to meet the commitment to ensure that the neighbourhoods are as clean as the city centre.
- 2.2 It is envisaged that by supporting this initiative, the apprenticeship programme will be our primary source of recruitment for entry level posts within the Public Realm Team. This ensures that, with the anticipated growth and natural turnover, those apprentices who have completed the 2 year programme will secure employment at completion.
- 2.3 As these apprentices will be in addition to the existing structures a supervisory management structure will need to be created to be able to manage the apprentices as a new cohort. It is anticipated that the management structure will be populated by existing work colleagues as a secondment opportunity.
- 2.4 It is recognised that an apprentice is different to a new colleague within a team. Across the service areas that these apprentices will be placed volunteers will be sought from the experienced workforce to become 'buddies'. The role of the buddy is to provide day to day coaching and training. Not only will this ensure that all of the apprentices are given local support, but this will also ensure that they are working safely whilst operating in the front-line. We are exploring ways to appropriately recognise the buddy role.

3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

- 3.1 The option to not work with the apprentice programme and undertake the traditional recruitment route was considered. However, the traditional recruitment route would not

result in a programme that supports the most vulnerable within the city and it would mean that vacancies would only be created as and when colleagues left, rather than developing tomorrow's workforce in-line with service growth.

4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)

4.1 A breakdown of cost and suggested funding arrangements are detailed in the table below:

Apprentices Initiative Costs

	<u>2014/15</u>	<u>2015/16</u>
Cost of employing 50	600,000	600,000
Mentor and Co-ordinator	29,186	29,478
Supervisors x2	42,317	42,740
Honoraria for 25 Buddies	5,000	5,000
Qualification costs	17,500	0
Uniforms	5,000	0
	£ 699,003	£ 677,218

Funding

	<u>2014/15</u>	<u>2015/16</u>
Nottingham Jobs Fund (NJF)	122,500	0
Nottingham Apprentice	71,000	71,000
City Council Jobs Fund	0	122,500
Department for Work & Pensions Wage Incentive	27,300	0
Priority Family Funding	150,000	150,000
Neighbourhood Services	328,203	333,718
	£ 699,003	£ 677,218

4.2 The Nottingham Jobs Fund (NJF) and the Nottingham Apprenticeship scheme have funding identified up to 2014/15 only. Therefore, the funding identified above for 2015/16 is dependent on further funding being identified.

4.3 The NJF was specifically designed to encourage external bodies to employ apprentices. The "City Council Jobs Fund" referred to above is a suggested allocation specifically for City Council services to use for their own apprentices. It assumes that the funding is forthcoming for the NJF initiative.

4.4 One of the NJF criteria is that the organisation has to increase its staffing levels. This would be met in this case as the intake of apprentices will be employed in additional posts being created to support the Neighbourhood Services commercial growth agenda. Commercial growth activities include delivering an in-house hedge cutting service, growing the recycling service outside of Nottingham and, over time, the ambition to provide services to partner organisations.

4.5 The Health and Wellbeing Board supports incentives that can improve unemployment within the city and a report will be submitted to request the £150,000 per annum from Priority Family funding. This programme not only identifies employment opportunities at

the end of the scheme but also helps the young people with the transition into the working environment.

- 4.6 It is proposed that the remaining cost be met by Neighbourhood Services largely through one of the protocols within the medium term financial strategy. This is that, provided certain criteria are met, between 25% and 75% of the total value of an under spend may be carried forward into the following year. Recent practice has been that 50% of surpluses from trading operations have been carried forward. Using this precedent it is proposed that 50% of the surpluses generated by Neighbourhood Services in 2013/14 (anticipated to be £0.5 million) and 2014/15 be carried forward, placed in reserve and used for the Neighbourhood Services contribution to the cost indicated in the table above.
- 4.7 The requirement from Neighbourhood Services will therefore be smoothed out over the period. This is planned to coincide with the period of growth which, together with vacancies, will provide opportunities for these young people after successful completion of the apprenticeship framework.

5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)

- 5.1 Due to the number of Apprenticeship posts that will be working in the front-line it is recognised that a management structure will need to be in place to support this training programme and to manage these colleagues as a separate cohort to the main workforce.
- 5.2 A Neighbourhood Services competency framework will also be in place for when these apprentices start to complement the apprenticeship framework being delivered by the college. This will ensure that all apprentices will have been trained and deemed competent on the tools and machines they will be using before they use them in their work activities. The mentor post holder will also undertake on-the-job assessments and competency checks with apprentices to ensure that they are working safely when in the front-line.
- 5.3 A 4-week induction programme will give all apprentices an overview of the type of work they will be undertaking, and also an overview of the tools they will be using. Throughout the apprenticeship, targeted training will take place to ensure that the apprentices are trained up on the machines and tools in a training environment, rather than on-the-job training. This will ensure that all apprentices are deemed competent to use the tools before they undertake their duties, therefore reducing health and safety risks.

6 SOCIAL VALUE CONSIDERATIONS

- 6.1 This proposal will help to create local jobs for local people; the programme will result in permanent recruitment opportunities and a career pathway (with the introduction of driver training) following the completion of their apprenticeship.
- 6.2 The additional support that this programme will give, with dedicated in-house training and the creation of a mentor, a programme that supports young people within our city to become work-ready. Identifying placements purely for Priority Families and a focus on how we target recruitment (such as campaigns to improve the gender balance within the traditionally male dominated manual working) will help to create a more diverse workforce and one that reflects the community it serves.

- 6.3 It is recognised that employment is the main driver for preventing crime and anti-social behaviour, and feedback from Priority Families shows that having a sibling in employment has a fundamental effect on the behaviour on the rest of the family, even if the parents are long term unemployed. By targeting placements to those who have particularly challenging backgrounds, the programme would be offered to citizens from within the city's boundaries and would target 16-25 year olds.

7 REGARD TO THE NHS CONSTITUTION

- 7.1 There is not a requirement to regard the NHS constitution as a result of this proposal

8 EQUALITY IMPACT ASSESSMENT (EIA)

Has the equality impact been assessed?

- (a) not needed (report does not contain proposals for new changing policies, services or functions, financial decisions; decisions about implementation of policies development out: the Council)
- (b) No
- (c) Yes – Equality Impact Assessment attached

9 LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION

- 9.1 None.

10 PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

- 10.1 None.

11 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT

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Equality Impact Assessment Form

Name and brief description of proposal / policy / service being assessed

Apprenticeship Programme – Neighbourhood Services

Information used to analyse the effects on equality

Consultation taken place with:

Rachael Morris, Employability and Skills Consultant, T: 0115 87 63459 E: rachael.morris@nottinghamcity.gov.uk

Nicky Dawson, Priority Families Programme Co-ordinator, T: 0115 87 63757 E: nicky.dawson@nottinghamcity.gov.uk

	Could particularly benefit (X)	May adversely impact (X)	How different groups could be affected: Summary of impacts	Details of actions to reduce negative or increase positive impact (or why action not possible)
People from different ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Apprenticeship schemes target the priority groups of young people aged 16-24, BME, Disabled, Children in Care and Young Offenders who may not otherwise be adequately supported to realise their potential, break the cycle of unemployment or contribute to the successful operation of the organisation.	Click once and type. Refer to other document if needed; ensure actions are SMART. Note any ways the service or proposal (or its overall aims) have been adjusted to reduce negative or increase positive impact. Continue on separate sheet if needed (click and type to delete this note)
Men, women (including maternity/pregnancy impact), transgender people	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Disabled people or carers	<input type="checkbox"/>	<input type="checkbox"/>		
People of different faiths/beliefs and those with none.	<input type="checkbox"/>	<input type="checkbox"/>		
Lesbian, gay or bisexual people	<input type="checkbox"/>	<input type="checkbox"/>		
Older or younger people	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Other (e.g. marriage/civil partnership, looked after children, cohesion/good relations, vulnerable children/adults)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

Outcome(s) of equality impact assessment:

No major change needed Adjust the policy/proposal Adverse impact but continue Stop and remove the policy/proposal

Arrangements for future monitoring of equality impact of this proposal / policy / service:

Monitoring will take place during the recruitment process for the appointment of apprentices, and also at the end of the placements when recruiting into permanent positions.

Approved by (manager signature): Mary Lester, Service Improvement Manager, mary.lester@nottinghamcity.gov.uk (0115) 8763624

Date sent to equality team for publishing: Send document or link to equalityanddiversityteam@nottinghamcity.gov.uk