

## **Apprenticeship Programme - The Apprenticeship Pathway – Employee Guide**

The following guidance gives further information on our Apprenticeships schemes:

- how they can be offered as staff development opportunities;
- assist in recruitment and ultimately help towards the improvement of service delivery.
- support the Corporate and Delivery Plans by underpinning the ethos of a thriving community offering the schemes across all ages and specialisms

The Apprenticeship scheme sits as part of the organisation's 'People Plan' by supporting the overall vision and ensuring we recruit and develop our workforce to have the skills, aptitude, knowledge and experience to deliver our corporate objectives and promote the organisation as an employer of choice.

The guidance defines an apprenticeship, who can participate in the scheme, how to access the scheme with the Apprenticeship Levy funding.

### **1. Definition of an Apprenticeship**

An apprenticeship is a scheme that offers a form of vocational training, enabling people to earn while they learn. The scheme provides an opportunity to gain a recognised qualification based on an agreed set of standards, linked to the person's job or future opportunity in line with the needs of the Council and the employee's career aspirations.

Apprenticeships are for everyone no matter of age, ability or level of education.

People taking an Apprenticeship will be enrolled on an approved, assessed course, delivered by a college or training provider as part of a National Apprenticeship Standard or Framework. They will study towards a vocational qualification, in a subject suited to their post and experience or aspiration of the Council for the employee's development.

Currently there is not a specialised local government apprenticeship available however this position may change as standards and frameworks continue to be developed.

An apprenticeship is made up of different elements

- Work placed learning
- Attendance to a learning provider for 20% of the time
- Self-study
- Assessment against a set of standards in line with the desired qualification

An apprenticeship can be undertaken in various subjects and at different levels, from intermediate to degree level and will typically take between 12 months for intermediate, to 4 years for degree level, to complete. Apprenticeship training will take place both on-site and off-site; this is explained later in this guidance.

To view the current available apprenticeships, go to

<https://findapprenticeshiptraining.sfa.bis.gov.uk/Apprenticeship/Search>

The following course may be suited to the Council's needs (the list is not exhaustive)

- Accounting

- Business Administration
- Customer Services
- Construction Technical and Professional: Building Control
- Environmental Health (framework to be implemented)
- IT, Software, Web and Telecoms Professional
- Learning & Development
- Planning
- Senior Housing/Property Management
- Social Media & Digital Marketing
- Housing/Property

## 2. Who can undertake an Apprenticeship

- An existing member of staff, as part of their development.
- A new member of staff, appointed to an 'apprentice' post.

## 3. What are the benefits

- Apprenticeships are a tried and tested way to recruit new staff, re-train or upskill existing staff
- Up to 100% funding could be available to support Apprenticeship programmes . The Levy fund will support the learning, however salaries will come from departmental budgets
- Apprenticeships can help tackle skills shortages
- Learning can be done in the workplace, minimising disruption and maximising impact
- Apprenticeships are a great way of attracting enthusiastic talent with fresh ideas
- They can be tailored to specific job roles, making them flexible to the needs of the business
- Apprenticeships provide you with the skilled workers you need for the future and support staff retention through providing development opportunities.
- Apprenticeships can help reduce staff turnover, by increasing employee satisfaction and loyalty
- Apprenticeship schemes can also allow cross functional working and learning as the standards can be mixed and matched
- Managers will provide day to day support to the apprentice, with other support available from HR and the Training Provider

## 4. Our Apprenticeship Schemes

As apprenticeships now offer so much more flexibility, there can be three routes into an apprenticeship scheme.

### a) Business Apprenticeship Scheme.

This scheme would allow our Strategy and Governance service to recruit 3 or 4 apprenticeships in March/April (2 at each Council) and receive a conditional offer of a two year placement on a fixed term contract employment to begin the following September. This would enable school leavers to receive their exam results, employees to work their

notice or allow arrangements for other circumstances. The scheme would offer a Business and Administration Diploma qualification at a level 4. The apprentice would rotate between the different services within the Strategy and Governance teams for a period of up of six months. The qualification content outlined in the Business Administration is as follows in the appendix A.

The recruitment for this scheme would be coordinated centrally through the Human Resources Team and advertised locally as well as through the government apprenticeship scheme website, salaried out of a central budget and supported by the Apprenticeship Levy funding. Day to day line management would be provided by the line manager within the function within which they operate and educational management and support would be provided by the HR team. The Training Provider would be sourced by HR with a service level agreement.

The cost of the qualification would be approximately £4,000 depending on the provider and paid for from the apprenticeship levy. Salaries would need to be paid for from the departmental budget in line with the national apprenticeship guidance.

Salaries would increase according to statutory entitlements which are available at <https://www.gov.uk/apprenticeships-guide/pay-and-conditions>

<b>Apprentices who are 16 to 18 years old <u>AND</u> for all who are in their first year of the Apprenticeship (regardless of age)</b>	<b>After completing the first year of the Apprenticeship</b>
Current National Minimum Wage (NMW) £3.50 per hour	25 and over - £7.50 per hour (National Living Wage) 21 to 24 - £7.05 per hour (NMW) 19 to 20 - £5.60 per hour (NMW)

At the end of the fixed term contract, the apprentice would either apply for a permanent position within the Council or released in line with their agreement.

**b) The Specialist Apprenticeship**

This apprenticeship would be offered in the specialist areas of the Council, i.e. planning, environmental health. Managers should first identify the need and benefits for their service. This can be done through different processes e.g. service reviews, performance and appraisal discussions as well as our Chief Officers recognising talent and asking people if they would undertake the apprenticeship to move into new opportunities.

Managers should then express their initial interest through discussion with the HR team and ensuring it is captured in the establishment report also with finance. The request will need to fit with each service’s approach to offering apprenticeships. Once approved by the relevant Chief Officer and Finance, HR will coordinate the apprenticeships with the relevant manager and coordinate with the relevant training provider

The apprenticeship would be offered at a level and standard in relation to the work required and managed by the Line Manager in line with the Training Provider SLA. This apprenticeship would be supported within the service from both a day to day line manager and educational perspective due to the specialisms involved. The duration of the apprenticeship would be based on the level of qualification and again be fixed term with the view to becoming permanent.

Cost of the qualification would be dependent on the level and need. The qualification would be funded from the levy and salaries from within departmental budgets.

With approval, an apprentice can be recruited to any post, either on a permanent or temporary basis. If you are only able to offer a temporary post, the apprentice will be entitled to enter the redeployment process at the end of their contract.

Job descriptions will include the apprenticeship details and will be career graded. Once the apprenticeship is complete and it has been decided to retain the post the post will increase to the next progression grade and the apprentice will have rights to the post.

A discussion with HR is recommended prior to recruiting an Apprentice

### **c) The Talent Apprenticeship**

This apprenticeship would be for existing employees where a discussion between Chief Officers and Management have identified talent for the future and opportunities to develop employees into positions that become available in the present or the future. This type of apprenticeship would support the succession planning and talent management of those that have delivered exceptional results and demonstrated the right behaviours and received outstanding in their performance review. The terms of conditions of employment would be drafted to support the individual into the position the Council has outlined for them, allowing them to develop in the role and be supported by the right training provider. The talent apprenticeship would offer a permanent contract and be implemented in line with the Educational Agreement. This apprenticeship pathway could offer up to a Master's program to support positions such as Executive Manager in different services. Each employee's career aspirations would be captured in the appraisal process as well as their learning and development needs. Senior Management would discuss the different opportunities that could be created or become available and speak to the employee to see if this would be an opportunity they would like to take up. HR would coordinate this process in line with the Training Provider's SLA's. Line management would come from within the function.

### **Next steps within the scheme**

Once approved, details of the apprenticeship should be recorded on staff files.

The employee will be expected to sign an Apprenticeship Agreement and also a Learning Agreement with the training provider.

### **What should you consider:**

- The employee should be in a post of at least 30 hours per week. In exceptional circumstances, staff who work at least 16 hours can undertake an apprenticeship, as long as the training provider can support this (as it will take longer to complete).
- The apprenticeship subject should be related to the staff member's job.
- The employee needs to show commitment to undertaking the apprenticeship
- They should not hold a higher, or equal, level qualification in the same or a similar subject.
- Your service has the capacity to provide additional support and time off for training (20% for off-the-job training). This will be needed by the employee, during the term of the apprenticeship
- Apprentices who are new to the organisation are required to spend a period of time (4 weeks is suggested) within the Customer Contact Centre to gain a general over view of the organisation and the services provided.
- All other terms and conditions would remain as is, except for the learning agreement
- That a commitment of time and support is necessary and you should consider the impact of increased workload on other members of the team.

### **5. Recruitment Process**

The recruitment process would be that of advertising, shortlisting and interviews. When recruiting apprentices however it is recommended that the Manager discusses the business need with HR initially so that the most appropriate route can be taken to fulfil the business need e.g. specialist, talent, Business and Administration

Adverts, job descriptions and interviews can be adapted to suit apprenticeships.

The term 'Apprentice' or 'Apprenticeship' should be referred to throughout the recruitment process and when interviewing candidates, it is important they understand what an apprenticeship is.

Wherever possible, the interview panel should consist of the manager and a representative of the training provider. HR can also be available to support interviews if required

Managers are advised to follow this guidance in line with obligations under equality legislation. Managers must ensure that all reasonable adjustments or supportive measures are considered to allow equality of access and opportunity, regardless of age, gender, ethnicity, sexual orientation, disability, faith or religion, gender identity, pregnancy or marital status.

### **6. Contracts for new apprentices**

Contracts can be either temporary or permanent and the apprentice's Statement of Particulars (contract) must have 'Apprentice' or 'Apprenticeship' in the title of the role.

An Apprenticeship Agreement will be issued at the same time as the new contract, which must be signed and returned to the Manager and HR.

## **7. Induction, Probation & Supervision**

The current BDC & SHDC Induction policy applies to all newly appointed apprentices and regular supervision should also take place. The organisations Probation policy also applies and any performance issues should be dealt with in accordance with the Councils performance management procedures.

It is recommended an apprentice has a 'buddy' or supervisor, who can give support and guidance, keep track of progress and help to address any problems.

Any issues on the progress of the apprenticeship, should be raised immediately with the apprentice and the tutor/assessor from the training provider.

Issues relating to performance, or the apprentice's employment, should be raised with HR.

Further advice can be sought from HR .

## **8. Training – Provision and Funding**

A training provider should be in place in time for the apprentice's appointment.

The training provider will vary according to the apprenticeship subject and level.

The HR Team will assist with finding and commissioning a training provider.

The training provider will enter into a Learning Agreement with the apprentice and put in place an individual learning plan, guidance and support. They will require reasonable access to the individual's place of work, for the term of the apprenticeship, for evaluation and assessment.

A percentage of the apprentice's time will be dedicated to on-the-job and off-the-job training for the term of the apprenticeship and this must be supported by the manager and the team.

Off-the-job training is defined as learning which is undertaken outside of the normal day-to-day working environment and leads towards the achievement of the apprenticeship. This can include training that is delivered at the apprentice's normal place of work but must not be delivered as part of their normal working duties.

Off-the-job training can consist of:

- Attending apprenticeship workshops
- Guided study/reading
- E-learning
- External training or examinations
- Shadowing
- Mentoring
- Industry visits

On-the-job training can consist of:

- 1-1 instruction
- Supervised tasks
- Internal/external training specific to the role

- Tutor observation/assessment

## **9. Young Workers**

Apprentices can be as young as 16 and consideration must be given to this, in relation to health and safety.

If an apprentice is 'young' and lacks experience in the workplace, a health and safety risk assessment should be carried out, prior to their start date and updated during the apprenticeship.

For anyone under the age of 18 accepting the offer of an apprenticeship, it is advisable to obtain a parent/guardian signature of consent.

Care should be taken when interviewing young candidates, as they may not be able to evidence their skills and knowledge.

## **10. End of Apprenticeship**

Managers should inform HR if an apprentice completes early, or terminates before completion. Cost associated with early termination of an apprenticeship programme cannot be claimed back from the employee in line with the Apprenticeship Employer Rules.

What you should consider:

- At the end of the apprenticeship, if an apprentice is then employed in a new temporary contract, the Council may be required to consider redeployment at the end of the temporary contract.
- If they have been employed in a post which has been re-graded, they will have rights to the post following completion of the apprenticeship.

For existing employees undertaking an apprenticeship, they will resume their normal duties, after completion.

For further guidance or queries on Apprenticeships, please contact Human Resources.



## Appendix A – Diploma in Business and Administration

### Qualification content and how it is assessed

The majority of credit in this diploma (18 credits) is included in the four mandatory units. The remaining credit (39 credits) is made up from optional units. Each unit in this qualification is split into learning outcomes with associated assessment criteria, for more information on the requirements...

### Mandatory units

The first mandatory unit, **Communicate in a Business Environment**, will need you to show how you select and use different styles of communication in order to communicate effectively, whether in writing or verbally. You will need to demonstrate how you plan communications, how you communicate in a wide range of situations and how you identify ways of developing your communication skills.

For the second mandatory unit, **Manage Personal and Professional Development**, you will be required to identify personal and professional development requirements and fulfil a personal and professional development plan. You will also need to demonstrate that you maintain a personal and professional development plan ensuring it is relevant.

When completing the third mandatory unit, **Manage the Work of an Administrative Function**, you will need to demonstrate how you organise the work of an administrative function and manage administrative workflows.

For the final mandatory unit, **Resolve Administrative Problems**, you will need to show your skills in identifying and resolving administrative problems. This will also include demonstrating your knowledge regarding the principles that underpin the resolution of administrative problems.

### Optional units

The remaining 39 credits are made up from a range of units. These optional units cover a variety of tasks and skills you may perform in your role such as:

- Leadership and direction
- Information systems
- Events and meetings





- Customer service
- Contracts and tenders
- Change and innovation
- Projects
- Business processes and problems

Appendix B – Pathway

**The Apprenticeship Pathway – ‘the 3 pillars approach’ – Providing opportunities to all**

<b>Business and Administration Apprenticeship</b>	<b>Specialist Apprenticeship</b>	<b>Talent Apprenticeship</b>
<p><i>A planned route into delivering a Strategy and Governance Apprenticeship scheme. This would be additional 3 or 4 posts over a 3 year period.. The apprentice will achieve a Level 4/5 apprenticeship in, for example, Business and Administration over a 3 years period employed on a temporary contract.</i></p> <p><i>In take March and September via a centralised corporate approach.</i></p> <p><i>A corporate apprentice would spend a period of time in various areas gaining overall knowledge and experience of local government before potentially moving to a specialist area.</i></p>	<p><i>A 24 month apprenticeship recruited to as and when required by the organisation. Specialising in a certain area of the business for example Environmental Health or IT. Level 3 to 4 up to Degree level, but any level can be considered</i></p> <p><i>Progression from the generalist apprenticeship to a specialist area.</i></p>	<p><i>An internal (or external) recruit typically identified at performance development reviews and 1 2 1's . Could be a specialised or generalist apprenticeship up to Degree level.</i></p> <p><i>A talent identified by Management and recommended for apprenticeship as part of personal development</i></p>
<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Attracts new talent</li> <li>• Versatile – the apprentice could spend time in various service areas gaining a full overall knowledge of the business</li> <li>• Could lead to a specialist apprenticeship</li> </ul>	<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Allows to attract into hard to recruit roles within the functions</li> <li>• Is able to be offered internally or externally</li> </ul>	<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Supports the organisation with succession planning</li> <li>• Possible incentive payment on successful completion</li> <li>• Identifies new opportunities</li> </ul>
<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• Apprentice leaves the organisation after completion</li> <li>• Entitled to redeployment rights</li> </ul>	<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• May be limited on the education providers due to standards not being recognised yet</li> </ul>	<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• Employees may believe that they are talent but are not recognised, This would be for managers to inform employees how they are performing and perceived by the organisation</li> </ul>

## Appendix C

### Roles and Responsibilities

#### *The Employer*

- Ensure the apprenticeship agreement is signed by both parties
- Ensure accurate pay and the employment contract is in place
- Ensure the apprentice has the relevant opportunity to gain experience
- Negotiate a training plan
- Allocate a 'buddy' as a mentor
- Be supportive

#### *The Apprentice*

- Attend the workplace and follow the employers instructions
- Sign the apprenticeship agreement and learning agreement with the training provider.
- Work towards achieving the qualification
- Obey workplace health and safety requirements and all other policies and procedures of the organisation
- Behave in line with the organisations expected behaviours and demonstrate the values
- Keep a record of training

### Hints & Tips

Below are a few tips to allow both the organisation and apprentice get the most out of the apprenticeship:

- Assign a coach or mentor – who can: communicate well, provide feedback and be a good role model
- Make sure your apprentice is clear on what they need to learn by:
  - Assuming no prior knowledge of the organisation
  - Use clear language – no jargon!
  - Ask questions to check understanding
  - Provide feedback – both positive and constructive
  - Review training at regular intervals
- Where possible provide a variety of work tasks
- Give recognition for achievements

## Appendix D

# APPRENTICESHIP AGREEMENT

Further to the Apprenticeships (Form of Apprenticeship Agreement) Regulations<sup>1</sup> which came into force on 6th April 2012, an Apprenticeship Agreement is required at the commencement of an Apprenticeship for all new apprentices who start on or after that date.

The purpose of the Apprenticeship Agreement is to:-

- identify the skill, trade or occupation for which the apprentice is being trained; and
- confirm the qualifying Apprenticeship framework that the apprentice is following.

The Apprenticeship Agreement is incorporated into and does not replace the written statement of particulars issued to the individual in accordance with the requirements of the Employment Rights Act 1996.

The Apprenticeship is to be treated as being a contract of service not a contract of Apprenticeship.

### Apprenticeship Particulars:

Apprentice name:	
Skill, trade or occupation for which the apprentice is being trained:	
Relevant Apprenticeship framework and level:	
Start date:	
Estimated completion of learning date:	

### Signatories:

Apprentice:		Date:
Employer:		Date:

<sup>1</sup> Apprenticeships (Form of Apprenticeship Agreement) Regulations 2012