

Corporate and Communities Overview and Scrutiny Panel

Thursday, 11 March 2021, 10.00 am, Online

Agenda Supplement

Item No	Subject	Page No
5	Appendix 2 - Worcestershire Apprenticeship Strategy 2020-23	1 - 28

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Worcestershire Apprenticeship Strategy 2020-2023

Table of Contents

Worcestershire Apprenticeship Strategy 2020-2023	1
Introduction:	3
Background and Context:.....	3
Capacity.....	5
Apprenticeships as alternatives or supplements to traditional training	5
Overcoming perceptions & myths	7
20% off-the-job training.....	7
Examples of off-the-job training	7
Existing Flexible arrangements	8
Answering some misconceptions:	8
Additional Benefits.....	9
Feedback from apprentice managers	9
Definitions of Levels	11
Aims of the Worcestershire County Council Apprenticeship Strategy	12
Care Leavers	13
Example Care Leaver Work Experience Opportunity.....	16
Traineeships	17
Delivery of this Strategy	18
Communication Strategy and campaign.....	18
Governance and Performance Monitoring.....	19
Success measures:	19
CONCLUSION:.....	21
Appendix A	22
Ensuring Apprenticeship success	22
Manager/supervisor's Role	22
Appendix B	23
Apprenticeship Strategy Action Plan	23
Appendix C	24
List of available Apprenticeships.....	24
Appendix D	28
Employing a New Apprentice.....	28

Introduction:

Creating a strong and World Class Worcestershire, that is open for business, resilient and resourceful can only be achieved if we have a highly trained, ambitious and flexible workforce and can continue to attract and retain the talent to live and work in our county.

Embedding a strategic approach to how we attract, retain and develop our workforce to meet our communities' needs, both now and in the future, is a vital aspect of our future workforce strategy.

Apprenticeships are an integral part of this and can make a positive contribution by creating opportunities for people to develop, and by providing a framework for the workforce, of all ages, to undertake relevant qualifications, helping to raise skills, performance and aspirations.

The Government's **Vision for Apprenticeships 2020** has highlighted the value of apprenticeships in achieving economic prosperity, and its apprenticeship reforms have called for a substantial rise in the number of apprentices.

Worcestershire County Council, along with other public-sector organisations, has a responsibility in helping to create these opportunities both as an employer and as a strategic leader. Apprenticeships are a key component in the Council's own workforce strategy.

Moreover, we are ambassadors for the Apprenticeship programme for the whole of Worcestershire. Given the fact we organise, host and sponsor the annual Apprenticeship awards and ceremony, we need to be at the forefront of Apprenticeship activity alongside the LEP.

This Apprenticeship Strategy outlines how we will provide entry routes into the organisation, particularly for young people (including care leavers), as well as enable our existing workforce to undertake relevant apprenticeship qualifications aligned to our current and future skills requirements.

Progress in the implementation of this strategy will be tracked to ensure that it delivers what is intended – that we use Apprenticeships as a strategic tool to enable our future workforce to develop the skills and capabilities needed going forward.

Background and Context:

In 2017, the apprenticeship levy was introduced. It is paid monthly by all businesses with an annual pay bill of over £3 million. Its aim is to encourage businesses to employ apprentices, and in doing so, achieve the government led policy and target of 3 million apprentices by 2020.

To embed this policy, the government imposed a target requiring all public sector

organisations with 250 or more employees to employ at least 2.3% of its workforce as apprentices.

We are constantly striving to be more efficient, more productive and higher performing. Increasing our pool of apprentices actively supports these aims, and in a cost-efficient manner.

Apprenticeships have been proven to:

- improve staff retention and engagement
- develop the existing workforce; increasing innovation and productivity
- help achieve organisational goals by reducing skills shortages and offering a way to 'grow your own' workforce
- be cost-effective because apprentices learn while working on the job
- create opportunities for existing employees to develop their management, mentoring and other skills which bring additional benefits to the Council
- attract new talent and younger people into local government
- reduce recruitment costs

They are available to anyone aged 16 and over who is not in full-time education and is eligible to work in the UK, as well as existing employees to support professional development.

This document sets out our Apprenticeship direction and the positive action we will take in embedding apprenticeships as part of our wider workforce strategy.

Whilst spanning the period 2020-2023, it is intended to be a dynamic working document and will be regularly reviewed and updated in response to local and national changes. Progress in implementing the strategy will be monitored quarterly by the Chief Officer Group.

The Apprenticeship Strategy will be both informed by and used to inform individual service, business and workforce plans to help identify the actions that individual service areas will take in support of this strategy and in meeting the specific skills deficits and challenges they face.

The Apprenticeship Strategy also supports and works alongside other talent and 'entry to work' initiatives such as work experience, traineeships and graduate programmes as part of Worcestershire's drive to build a high performing, sustainable organisation.

Importantly, this document specifically addresses how we propose to use apprenticeships to support our care leavers – providing opportunities that would otherwise be unavailable for this important group of young people.

Capacity

There are two schemes for training and supporting our apprentices (and we currently operate both):

- Employer provider status
- External provider status

For Employer Provider status, we train, support and assess the apprentices and it means we can tailor the programme and course content to make it more WCC/WCF relevant.

We currently have the capacity to train and support 80 apprentices per year through our employer provider status with our existing resourcing model.

This figure could however be limitless as we can simply recruit as many assessors as we need should the demand for apprentices grow. The levy can be used to pay for assessors and therefore there is no cost for recruiting additional staff.

Where we are not able to deliver the apprenticeship ourselves, we use approved external apprenticeship providers. In these cases, we pass the levy directly to outsourced training providers.

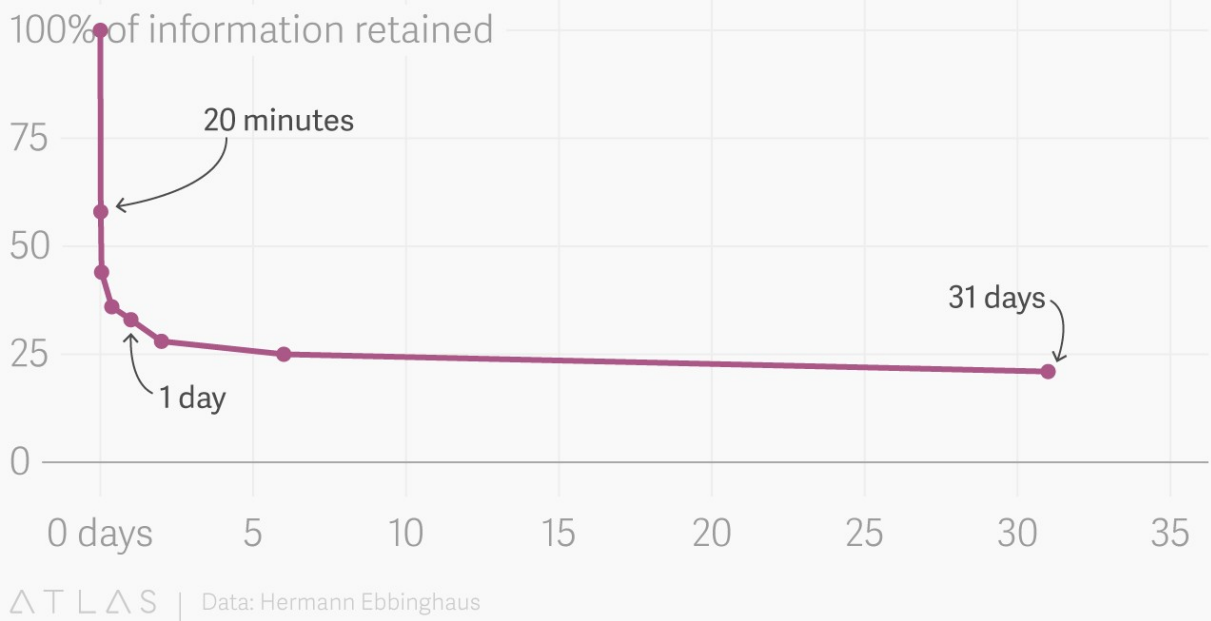
Whilst the apprentice still benefits from the training programme, and we still benefit from having a trained and qualified apprentice, we have no influence over the content of the programme or the funding use.

Apprenticeships as alternatives or supplements to traditional training

Traditional face to face learning definitely has its place, however apprenticeships could be considered as alternatives, or supplementary learning to support this.

The Ebbinghaus forgetting curve tells us people forget about half of what they have been told, within an hour of being told it, unless they get an opportunity to put the learning into practice within that hour. This is why performance doesn't always improve in the way we would like it to when people return from the classroom to the workplace.

Hermann Ebbinghaus' forgetting curve



Research shows that learning is all about context and if you keep people in the workflow, the learning is much more effective and cost efficient.

Popular training courses include Prince 2 and Coaching practitioner courses. Each take colleagues out of the business for several days at a time and cost us between £900 - £1,500 on average per person; neither of which include assessment within the workplace.

As an alternative, we have the following apprenticeships available:

- Project Manager level 6 (Bachelor's Degree equivalent)
- Coaching professional level 5 (Foundation Degree/HND equivalent)

These would be paid for by the levy, and lead to a potentially higher sustained learning and productivity gains.

Overcoming perceptions & myths

20% off-the-job training

Repeated concerns exist about the requirement for apprentices to spend 20% of all paid time, as off the job training. This becomes a detractor from managers signing up to having an apprentice. This is especially true for managers considering the level 2 and 3 apprenticeships for frontline staff.

The reality however, is that for apprentices undertaking apprenticeship via our inhouse WCC apprenticeships team, the 20% figure is calculated by us (based on the apprentice's contracted hours and duration of the learning element of the programme) and can be calculated using any learning activity which enables them to achieve the apprenticeship standard. Whilst that will include workshops outside of the service, it will also include job shadowing, local team training, and any other training which we an employer would ask any staff member to undertake in the normal course of business.

The WCC Apprenticeship team work in conjunction with the apprentice and his/her line manager to ensure the requirement is met. (External Training providers have set off the job requirements i.e. one day per week attendance at college for the duration of the programme).

Examples of off-the-job training

Activity	Examples of valid off-the-job training
Classroom sessions/lectures	Block or day release. Formal training in or out of house
Workshops and masterclasses	Observing or participating in job or sector related workshops and masterclasses
Simulation exercises	Business modelling and learning about user and customer experiences
Online learning	On-line training, relevant news articles, journals, trade press, webinars and TED talks.
Shadowing	Shadowing managers, colleagues or external contacts who are linked with the service
Coaching	Support from line manager and colleagues
Industry visits	Conferences, event days and visit to suppliers or customers

Writing assessments and assignment workbooks	Short exercises, assignments and project reports
Preparing for professional discussion	In support of portfolio work or job related
Gathering evidence for portfolio of evidence	Recording learning and training

Existing Flexible arrangements

As an organisation, we have a large number of staff who work flexibly, part time, and working compressed weeks. This allows for a more dynamic and motivated workforce and people are used to this working pattern.

The same thought process should be urged for considering apprentices and therefore not seeing the 20% time off as a barrier. Importantly, the 20% time is not simply being used as time off, it is used constructively to ensure the apprentice is more developed, productive and better equipped in their role, thus driving continual improved performance.

Answering some misconceptions:

- Apprenticeships are not just for school leavers. Anyone of any age can become an apprentice.
- Apprenticeships are not just for new recruits. Any job and any job holder can become an apprentice. They simply continue in their role but spend 20% of their time studying for a relevant qualification, for a defined time, which would ultimately enhance their performance. There is a comprehensive list in appendix C, however examples include:
 - Social Worker Level 6 apprentice
 - Project manager Level 6 apprentice
 - Civil Engineer Level 6 apprentice
 - Coaching Professional Level 5 apprentice
- Apprentices do not have to have a minimum academic requirement. Any academic entry level can qualify; the level of their apprentice qualification would be tailored accordingly.

Additional Benefits

Supporting an existing employee on to an apprentice programme is fully funded by the levy, including the cost of the training/qualification, so there is no added pressure to any team or delivery budgets.

Additionally, it creates skills enhancement, retention benefits and increases organisational productivity and performance.

If we recruit an external employee as an apprentice, we can be more flexible in the way we do this.

The HR recruitment team and the Apprenticeship teams reduce the recruitment burden on managers as they undertake the first part of the recruitment process. They:

- Advertise on the “Find an Apprenticeship” government website
- Conduct skills scans and shortlist candidates
- Only send to interview those eligible for apprenticeships, reducing time pressure on recruitment for hiring managers.
- Sit on the recruitment panel so they can cover and support the academic side of the interview. This reduces the number of people from the service area required on the panel.

Feedback from apprentice managers

We recently surveyed managers of existing apprentices to gauge their feedback on how the principle of apprenticeships was working for them. A sample of the questions is below:

Question	% of Strongly Agree or Agree
Would you recommend having an apprentice to other managers?	100%
Would you say productivity of your apprentice is high when compared to other team members who work 5 days?	83%
Is your apprentice adding value to your service/team?	100%

Below is a sample of additional verbatim feedback received:

- “I have three apprentices in my team, in my opinion Apprentices offer a fresh look at a situation and often have great ideas to engage different audiences, in particular we have found this in social media , we are on our second apprentice in this area because the first left to move to Birmingham for a role paid double what we paid which was unfortunate but her departure left a real hole in our business of knowledge and expertise about the systems and ways of communicating to the widest audience using online methods. She brought a insight into tech to the service and allowed us to reform our marketing approach, since her departure we have significantly missed her input. We do now however have a new apprentice and we hope he too will offer this but its early days.

The other area I would say we benefit is that sometimes I find my apprentices see an angle or a challenge we haven't thought of , we have had examples where savings were made because they came up with new takes on ways to work rather than doing in the way we have always done simply through their questioning of the process.”

- “ACL had recruited a social media marketing apprentice to develop our online footprint and conversation with learners and partners. This was at the time a gap in our busy team that no one had the capacity to step in and fill. It proved to be extremely productive for our team and increased the level of conversation we could have with learners prior to them signing up for a course, it helped us help partners to promote our course in their venue, it help raise the profile of adult learning internally within WCC and external across national networks. It was a complete no brainer for us to have an apprentice on board and alas when she left early before completing her apprenticeship after successfully gain full employment in a social media marketing it again left a significant gap within our capacity to communicate our service outcomes to a wide audience. It took us 6 months to replace her but thankfully we started a new apprentice two months ago who is already stepping in to fill this vital role within our service. We even made savings by recruiting an apprentice as we no longer produce a termly prospectus which cost us 30k per year and are promoting all our courses through social media and targeted marketing outlets. So we made a saving of about 10k.”

Definitions of Levels

In order to help managers with read across and level of difficulty/attainment, below is a list of the RQF (Regulated Qualification Framework) which shows all UK qualifications levels:

Apprenticeship/Vocational/academic level	Examples of qualifications
1	Functional skills level 1, GCSEs (grades 3-1: previously D-G)
2	GCSEs (grades 9-4: previously A*-C), CSE grade 1, O level grade A, B or C
3	Advanced level (A level) grade A-E, AS level, Vocational level 3
4	Vocational Qualification level 4, Certificate in Higher Education, HNC
5	Vocational Qualification level 5, Foundation Degree, Diploma in Higher Education, HND
6	Bachelor's Degree (with or without honours)
7	Master's Degree, Postgraduate Certificate and Diploma, PGCE
8	Doctor of Philosophy (DPhil or PhD).

Aims of the Worcestershire County Council Apprenticeship Strategy

Worcestershire County Council's redesign programme (with its focus on creating a sustainable, high performing organisation) provides us with an opportunity to think afresh about how we should use apprenticeships as part of our strategy to develop our workforce and to attract and recruit talent into the organisation.

Clearly it is in our interests to fully spend our apprenticeship levy, but this strategy is about more than just achieving the government's target. There are other aims that this strategy seeks to deliver:

- Some areas within the organisation are experiencing skills shortages; adopting a strategic co-ordinated approach to "growing our own" through apprenticeship programmes is both cost effective and pragmatic.
- Care leavers and other young people can be provided with opportunities to develop their skills and capabilities and to undertake meaningful work.
- With a continual pressure on budgets, many opportunities exist to use the apprenticeship levy to fund high quality learning and development at all levels in the organisation.
- The need to spend the levy wisely – investing funds in qualifications that are linked to our strategic priorities (as opposed to spending the levy more tactically).

Through this strategy we will:

- Identify apprenticeship opportunities through workforce planning, Learning Needs Analysis and Performance Review cycles.
- Positively promote apprenticeships within the Council as key recruitment and talent development opportunities.
- Develop and embed a positive apprenticeship culture within the Council, linking to the organisation's standards for behaviours and values.
- Raise skills and aspirations of existing employees by using higher level apprenticeships to meet skills gaps.
- Achieve the public sector target of 79 new apprenticeship starts every year for four years, totalling 316 new apprenticeships by 2023.
- Liaise and engage with the Local Government Association in achieving whole organisation commitment and progression through applying its Maturity Model.
- Develop a robust approach to vacancy management and supporting opportunities for apprentices to remain working for the Council beyond the completion of their apprenticeship programme.

- Develop work experience and traineeship opportunities as a pathway into apprenticeships for disadvantaged young people, care leavers, long term unemployed/those returning to work, people with a disability - ensuring our workforce is representative of communities within the county.
- Liaise with Adult and Community Learning to create a signposting mechanism to alert all adult and community learners to apprenticeship opportunities within the Council.
- Work with Worcestershire Children First, schools and other partners to optimise use of Apprenticeships.
- To provide fair access to apprenticeships and widen the recruitment talent pool in terms of gender, ethnicity and diversity.
- Develop our 'grow your own' approach to recruiting to hard to fill roles by supporting existing staff to develop or learn new skills and knowledge.
- Work in partnership with the local Sustainable Transformation Partnership for Apprenticeships.
- Improve Maths and English skills across the organisation.
- Advise and support managers who would like to recruit an apprentice into their service/team.
- Liaise with external apprenticeship and training providers who will deliver pre-apprenticeship "taster" programmes and flexible functional skills development.

Care Leavers

The Children and Social Work Act 2017 introduces Corporate Parenting Principles, which state that English local authorities (including county, district, borough and combined

authorities) must 'have regard to the need' to take certain actions in their work for children in care and care leavers. This apprenticeship strategy directly contributes to the following of those needs:

- e) to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
- f) for those children and young people to be safe, and for stability in their home lives, relationships and education or work;
- g) to prepare those children and young people for adulthood and independent living.

The Corporate Parenting Board in Worcestershire provides leadership and a governance structure for corporate parenting in order to drive forward the outcomes for looked after children and care leavers. It promotes the voice of children and young people and is influential in decision making. It also provides challenge and scrutiny to ensure the best outcomes are achieved for children in care and care leavers, and the aims of this strategy therefore also complement the aims of this Board.

Care Leavers are an important part of the Council's solution to succession planning. Their unique experiences should be harnessed to support the organisation in improving outcomes for Worcestershire residents.

The apprenticeships team are accredited to deliver a short qualification: "**Level 1 award in behaviours attitudes and attributes required for employment**", which would be appropriate to help care leavers start to make the transition into work life. This is a 6-8 week programme that could be offered to care leavers in order to prepare them for entering the workforce, and the team have already trained care leavers in this qualification.

The next step would be Traineeships (covered in more detail on page 17). Traineeships are a pre-cursor to apprenticeships and could be offered to Care Leavers as a stepping stone to an apprenticeship. A traineeship is a course that includes a work placement (80% study/20% work placement). It can last from 6 weeks up to 6 months depending on course requirement and business need. In the same way as Apprenticeships, they can be on a variety of subjects depending on the requirements of the business. and are shaped in conjunction with the apprenticeship team.

Traineeships are specifically aimed at helping 16 to 24 year olds get ready for an apprenticeship or job if they don't have the appropriate skills or experience, and are therefore ideally placed to support our Care Leavers. They are also there to support 25 year olds with an education, health and care (EHC) plan. Those on a traineeship are not employed or paid a salary. If a care leaver already has the prerequisite entry level requirements, they can go straight into an apprenticeship.

A traineeship:

- gives current employees experience in training and mentoring
- allows an organisation to design a programme that suits both the needs of the business and the needs of the trainee
- can help increase capacity and productivity
- can help develop a loyal and talented workforce
- can help tackle local youth unemployment
- is a route into an apprenticeship

The Apprenticeships team has excellent links with the Care Leavers team, so we can continue to support and complement each other to work in partnership and thus encourage more Care Leavers through our traineeship and apprenticeship programmes.

We recognise that not every Care Leaver would want to also work for the company who has been their corporate parent. Work is therefore underway to see where we can support these individuals into work with some of our suppliers. However, for those care leavers who do wish to enter a working relationship with the council, they could be supported to:

- Undertake the Level 1 Award in Behaviours Attitudes and Attributes Required for Employment
- Undertake a traineeship
 - On successful completion, we could guarantee them an interview for an apprenticeship
- We will be creating a pool of Care Leavers who wish to seek employment with us, which would be actively supported and communicated to on a regular basis, including:
 - Being made aware of all vacancies and all apprenticeship opportunities
 - If they meet minimum criteria they would be guaranteed an interview for appropriate positions
 - They would be offered CV and Interview skills training and support
 - They would be offered work experience opportunities (an example is illustrated on page 16)

All of these options would offer the Care Leaver an opportunity to gain experience and develop personal and social skills in order to be successful in securing their first apprenticeship or job.

Additionally, neighbouring Councils, such as Gloucestershire and Herefordshire, have also committed to supporting Worcestershire Care Leavers by ensuring they have prior sight of all apprenticeship opportunities within the Council before they are fully advertised.

Example Care Leaver Work Experience Opportunity

Construction Work Experience Placements

WORCESTERSHIRE CARE LEAVERS

Opportunities for Care Leavers

Worcestershire County Council are working with a contractor to build a new school in Redditch. Holyoakes Field First School is to have a new build which will be relocated at the top of Cookridge Close, Brockhill in Redditch.

This has taken many years of planning. Building has now started and the completion will be in Spring 2021.

The new build will be a 2 form entry and will have much improved facilities for our children, staff and families.

The contractor would love to offer work experience placements to our Care Leavers. The contractor can offer the following:

If someone is doing A-levels and wanted to work in design/construction, the following placements are available:

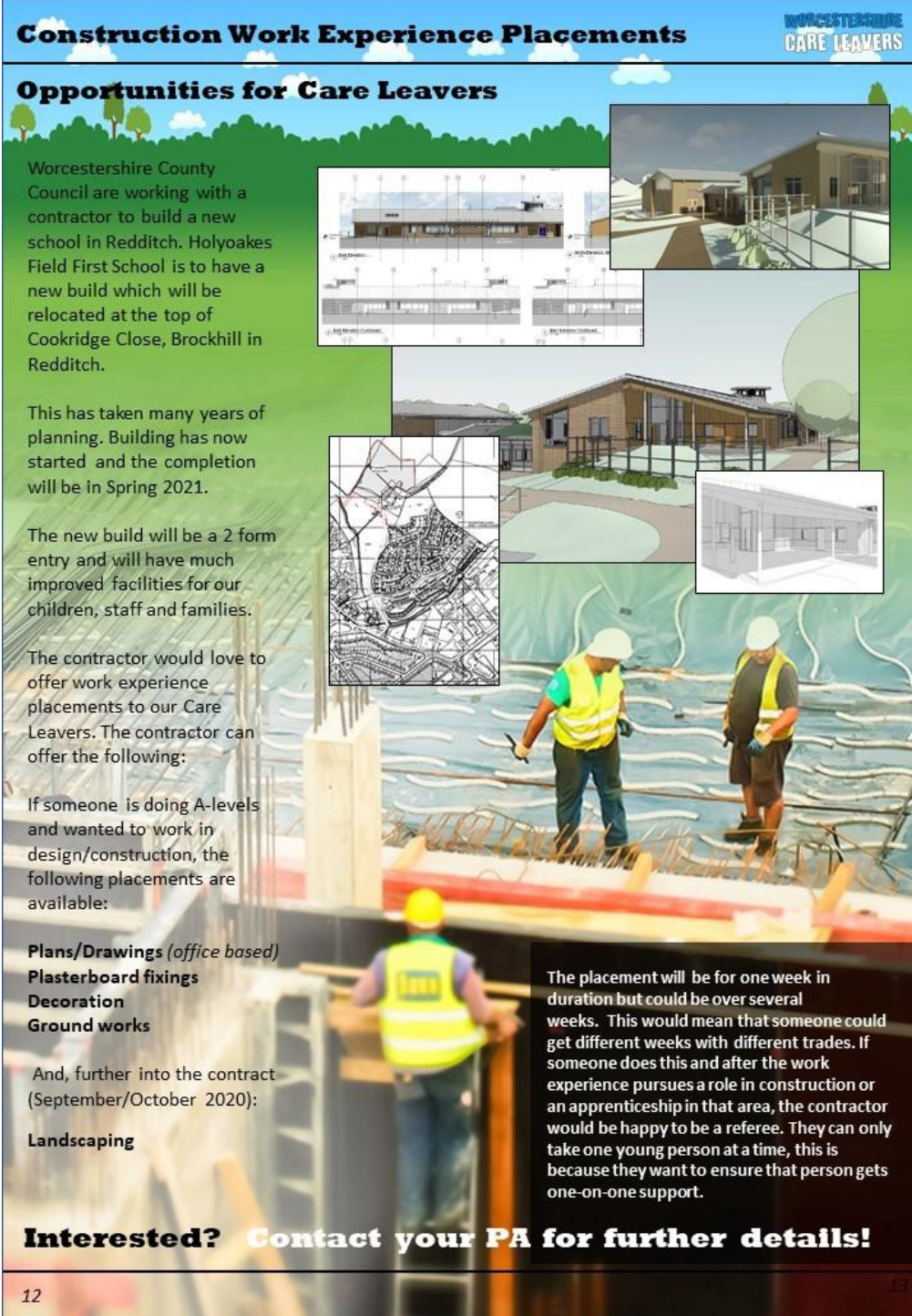
- Plans/Drawings (office based)
- Plasterboard fixings
- Decoration
- Ground works

And, further into the contract (September/October 2020):

- Landscaping

The placement will be for one week in duration but could be over several weeks. This would mean that someone could get different weeks with different trades. If someone does this and after the work experience pursues a role in construction or an apprenticeship in that area, the contractor would be happy to be a referee. They can only take one young person at a time, this is because they want to ensure that person gets one-on-one support.

Interested? Contact your PA for further details!



Traineeships

Traineeships are designed to help young people who want to get an apprenticeship or job but don't yet have appropriate skills or experience.

A traineeship is an education and training programme with work experience that unlocks the great potential of young people and prepares them for their future careers by helping them to become 'work ready'.

Designed to help young people aged 16 to 24 who don't yet have the appropriate skills or experience, traineeships provide the essential work preparation training, English, maths and work experience needed to secure an apprenticeship or employment.

Traineeships can last up to a maximum of 6 months and will include:

- work preparation training provided by the training organisation
- English and maths support if required, provided by the training organisation
- a high-quality work experience placement with an employer

The work experience element should last for at least 100 hours (a maximum of 240 hours for benefit claimants) over a maximum of six months alongside other training.

Employers are not required to pay the young person taking part in the traineeship but may support trainees with expenses such as transport and meals. Undertaking a traineeship does not impact on a young person's benefit entitlement.

In addition to these basic elements, the employer and the training provider can add flexible additional content to meet the needs of the business and the local labour market.

At the end of the traineeship, each young person will be guaranteed a job interview if a role becomes available or an exit interview together with meaningful written feedback to help them secure an apprenticeship or employment with another employer.

Delivery of this Strategy

In addition to a Communication Strategy, there are two main methods of increasing our apprentice numbers:

- **Recruitment of new employees:** assessing whether roles that are presented to the external market could be offered as apprenticeships; a three-year apprentice recruitment strategy will ensure the Council achieves the 2.3% public sector target (based on 2019 headcount).
- **Existing employees:** targeting apprenticeships at key capability gaps and offering our current employee's opportunities to refresh or gain new skills is a fundamental part of our strategy.

	Planned intake	Minimum target numbers *
Year 1 – 2019/20	20% new starters	16
	80% existing employees	63
Year 2 – 2020/21	40% new starters	32
	60% existing employees	47
Year 3 – 2021/22	50% new starters	40
	50% existing employees	40
Year 3 – 2022/23	50% new starters	40
	50% existing employees	40

*figures will be adjusted annually as headcount reduces

Our high level action plan to support and increase apprenticeship activity is shown in Appendix B.

Further information can be found on our [Apprentices web page](#).

Communication Strategy and campaign

The WCC apprenticeship service will work with colleagues in Communication and Engagement to develop a Communications Strategy. This will ensure a planned programme of awareness raising and engagement campaigns and events. The apprenticeship team will also ensure WCC representation at local Skills Shows and Careers events. The team will also liaise with the Local Enterprise Partnership to promote the value of apprenticeships and participate in National Apprenticeships Week.

Governance and Performance Monitoring

As an approved Employer Provider of apprenticeship training, Worcestershire County Council's internal apprenticeship team is inspected by OFSTED, three awarding bodies and other government agencies. Performance is also monitored by the Learning Services, governing body, HRSMT and SLT through regular reports and updates.

The apprenticeship programmes delivered by the internal apprenticeships (Employer Provider) team are:

- Level 2 Customer Service Practitioner
- Level 2 Care Worker
- Level 3 Lead Adult Care Worker
- Level 3 Customer Service Specialist
- Level 3 Business Administrator
- Level 3 Team Leader/supervisor
- Level 3 Teaching Assistant
- Level 4 Lead Practitioner in Adult Care
- Level 4 Children, Young People and Families Practitioner (residential services route)
- Level 5 Children, Young People and Families Manager
- Level 5 Leader in Adult Care

The apprenticeship service produces an annual Self-Assessment Report and Quality Improvement Plan, both of which are scrutinised by peers within Learning Services and governors.

In accordance with the Public Sector Duty, we will publish data annually relating to the Council's progress in meeting the 2.3% public sector apprenticeship target. The Local Government Association publish their annual report on apprenticeship performance in November. Currently, WCC core business and schools are reported as a whole against the public sector apprenticeship target.

Success measures:

The success of this strategy and indeed, the approach to apprenticeships, will be measured against the following key Performance Indicators:

Indicator	Success measure	RAG rating
The Public Sector Target has been met	79 new apprenticeship programmes started every year	
The Levy is being utilised to its optimum effect	The levy funds apprenticeships within the organisation to ensure funds do not expire.	
Of the 79 new apprenticeship starts, 10% are Care Leavers	Eight Care Leavers will commence on an apprenticeship programme each year	
Each directorate will have its own apprenticeship target	Each directorate will be set, and achieve, a target for new apprenticeship starts based on the percentage contribution of the wage bill used to calculate the levy deduction	
Approval to Recruit From is amended to encourage recruiting managers to consider an apprentice	Approval to Recruit Form will include justification as to why the role is not offered as an apprenticeship	
Number of vacancies is reduced	"Hard to fill" positions are filled by apprentices	
Apprentices are retained within the organisation, reducing recruitment costs	Number of apprentices remain in WCC employment beyond the completion of their apprenticeship programme	
Annual Performance Reviews and objectives indicate apprenticeships are offered as an option to meet skills gaps or development needs	Public Sector target of 79 new apprenticeship starts each year is achieved	

CONCLUSION:

Worcestershire County Council's Leader states in "Shaping Worcestershire's Future 2017 to 2022 plan" that:

"Worcestershire is home to over half a million people, covering 672 square miles, with a diverse mix of vibrant urban areas and idyllic rural communities and one of England's historic Cathedral Cities at its heart. Our Environment is one of the county's key features. 85% of the county is rural providing easy access to the countryside. Our country parks, open spaces and woodlands provide great walking and cycling opportunities, helping to sustain good Health and Well Being.

Yet it is also one of the fastest growing local economies in the country; the county is truly Open for Business with many renowned and successful companies, great education (with 9 out of every 10 schools rated good or outstanding) and improving transport links and digital connectivity (with over 90% superfast broadband coverage) to regional, national and global markets.

Record investment is being delivered into road, rail and digital infrastructure and economic "game changing" sites are on course to provide employment land where it is most needed. 16,000 apprenticeships have been delivered between 2012 - 2015 and the county has low unemployment and fewer young people not in education, employment or training. Worcestershire provides a great quality of life for Children and Families. So why do we need to change.

The County Council supports some of the most vulnerable people in society, has responsibility for visible public services like maintaining roads and pavements, street lighting, household waste sites, libraries and country parks to name but a few. We currently oversee around

£900m of public expenditure per year – which includes funding for schools and capital investment – and receive around 70% of your overall Council Tax bill. Around 60% of our net revenue budget is spent on social care services for vulnerable children and adults. People are living longer but with more complex needs, and we have more children who need our care. We want to meet resident and business expectations around the quality of roads and pavements we provide as well as investing in priority projects. Therefore, it's vital we have a forward-looking plan for the place and the people we serve"

Worcestershire County Council's redesign programme, with its focus on creating a sustainable, high performing organisation, provides us with an opportunity to think afresh about how we should, and can use apprenticeships as part of our strategy to develop our workforce so that we have the skills, knowledge, behaviours and attitudes to drive the organisation forward, and to attract and recruit talent into the organisation and achieve the vision.

Appendix A

Ensuring Apprenticeship success

Apprenticeships need to be embedded in the Worcestershire County Council's workforce planning approach with clear business benefits, as part of a long-term strategy on workforce growth and skills development

A prerequisite for a successful apprenticeships programme is clarity about the role that apprentices play in the organisation, job design which ensures on- and off-the-job learning and development, and a shared understanding of how they will be supported and by whom

Director, senior management and line manager support is crucial to the success of apprenticeships within the Council. Line managers and supervisors need the right support and tools to role model the organisation's values and behaviours and effectively manage apprentices, especially young apprentices straight out of education who may be new to the workplace.

Effective management of the apprentice or trainee is critical to guarantee that apprentices adapt to the workplace, achieve their learning outcomes and continue to grow with the business

The training apprentices receive, on and off the job, will be high quality and tailored to both the apprentices' and employers' needs. The relationship with external training providers, apprentices and their managers will be managed carefully by the council's internal apprenticeships team to ensure programmes are of high quality and apprentices are supported effectively.

To ensure success, the Council's internal apprenticeships and Qualifications team will provide ongoing support, pastoral care and mentoring to apprentices and their supervisors/managers.

Manager/supervisor's Role

Managers/supervisors will ensure young/new apprentices feel supported within the work place by modelling the values and behaviours expected by the Council, including:

- Communicate, review progress and meet regularly with the apprentice.
- Provide feedback on behaviour, performance and attitude, praise and recognition of achievement.
- Provide an appropriate level of autonomy and empowerment.
- Take an interest in the apprentice.

- Be available to talk if an apprentice has a question or a problem.
- Be approachable and understanding.

These behaviours are especially important in the management and development of apprentices who may be having their first experience of the workplace or in a local government role.

Appendix B

Apprenticeship Strategy Action Plan

1. Identify apprenticeship opportunities through workforce planning. LNA process and Performance Review cycles
2. Positively promote apprenticeships within the Council as key recruitment and talent development opportunities
3. Develop and embed a positive apprenticeship culture within the Council, linking to the organisation's standards for behaviours and values
4. Raise skills and aspirations of existing employees by using higher level apprenticeships to meet skills needs
5. Achieve the public sector target of 79 new apprenticeship starts every year for four years, totalling 316 new apprenticeships by 2023.
6. Develop a robust approach to vacancy management and job carving to create apprenticeship roles and opportunities for apprentices to remain working for the Council beyond the completion of their apprenticeship programme
7. Develop work experience and traineeship opportunities as a pathway into apprenticeships for disadvantaged young people, care leavers, long term unemployed/those returning to work, people with a disability - ensuring our workforce is representative of communities within the county.
8. Work with schools and other partners to optimise the levy funds
9. To provide fair access to apprenticeships and widen the recruitment talent pool in terms of gender, ethnicity and diversity
10. Support other workforce projects and recruitment challenges e.g. social work recruitment

Appendix C

List of available Apprenticeships

Internal

Apprenticeship Programme	Level	Delivery	Status
Adult Care worker	2	Internal	Available
Community Activator Coach	2	Internal	Available
Customer Service Practitioner	2	Internal	Available
Archaeological technician	3	Internal	Available
Business Administrator	3	Internal	Available
Customer Service Specialist	3	Internal	Available
Early Years Educator	3	Internal	Available
Lead Adult Care worker	3	Internal	Available
Learning and Development Practitioner	3	Internal	Available
Teaching Assistant	3	Internal	Available
Team Leader/supervisor	3	Internal	Available
Assessor/coach	4	Internal	Available
Children, young People and Families Practitioner	4	Internal	Available
Lead Practitioner in Adult Care	4	Internal	Available
Children, Young People and Families Manager	5	Internal	Available
Coaching Professional	5	Internal	Available
Leader/Manager in Adult Care	5	Internal	Available

Rehabilitation worker (visual impairment)	5	Internal	Available
Career Development Professional	6	Internal	Available
Early Years Practitioner	6	Internal	Available

External

Apprenticeship Programme	Level	Delivery	Status
Accounts/finance assistant	2	External	Available
Countryside Worker	2	External	Available
Highways Maintenance Skilled Operative	2	External	Available
Advanced credit controller/debt collection specialist	3	External	Available
Assistant Accountant	3	External	Available
Civil Engineer technician	3	External	Available
Digital Applications Technician	3	External	Available
Digital Marketer	3	External	Available
Highways maintenance Supervisor	3	External	Available
HR Support	3	External	Available
Improvement Technician	3	External	Available
Infrastructure Technician	3	External	Available
Library, Information and Archives Services Assistant	3	External	Available
Museums and Galleries Technician	3	External	Available
Outdoor Activity Instructor	3	External	Available
Payroll Administrator	3	External	Available

Public Service Operational Delivery Officer	3	External	Available
Safety, health and Environment Technician	3	External	Available
Workplace Pensions Administrator	3	External	Available
Youth Worker	3 or 4	External	In development
Associate Project Manager	4	External	Available
Commercial Procurement and Supply (formerly Public Sector commercial Professional)	4	External	Available
Community Co-ordinator/community Manager	4	External	Available
Countryside Ranger	4	External	In development
Cultural Heritage Conservation Technician	4	External	Available
Cyber Intrusion Analyst	4	External	Available
Cyber Security Technologist	4	External	Available
Data Analyst	4	External	Available
Improvement Practitioner	4	External	Available
Information System Business Analyst	4	External	Available
Intelligence Analyst	4	External	Available
Internal Audit Practitioner	4	External	Available
Passenger Transport Operations Manager	4	External	Available
Policy Officer	4	External	Available
School Business Professional	4	External	Available
Early Years Senior Practitioner	5	External	Available

HR Consultant/Partner	5	External	Available
Improvement Specialist	5	External	Available
Learning and Development Consultant/Business Partner	5	External	Available
Learning and Skills Teacher	5	External	Available
Operations/Departmental Manager	5	External	Available
Registrar (creative and cultural)	5	External	Available
Architect assistant	6	External	Available
Chartered Legal Executive	6	External	Available
Chartered Manager	6	External	Available
Civil Engineer	6	External	Available
Creative Digital Design Professional	6	External	Available
Digital and Technology Solutions Professional	6	External	Available
Digital Marketer	6	External	Available
Improvement Leader	6	External	Available
Occupational Therapist	6	External	Available
Project Manager	6	External	Available
Public Health Practitioner	6	External	Available
Social worker	6	External	Available
Teacher	6	External	Available
Accountancy/taxation Professional	7	External	Available
Archaeological Specialist	7	External	Available
Architect	7	External	Available

Cultural Heritage Conservator	7	External	Available
Internal Audit Professional	7	External	Available
Risk and Safety Management Professional	7	External	Available
Senior Leader	7	External	Available
Specialist Community and Public health nurse	7	External	Available

Appendix D

Employing a New Apprentice

When seeking to recruit to a new or vacant position, managers should consider the option of employing an Apprentice. The Authority to Recruit Form has been up-dated to include this as an option, and Directorate Leadership Teams will require evidence that the Apprenticeship option has been actively considered before authorising any future recruitment request.

Comprehensive support and guidance on employing a new apprentice is provided by the HR and OD Service at TalentManagement@worcestershire.gov.uk including:

- Initial research and guidance about the feasibility of converting a post to an apprenticeship
- Identification of appropriate Apprenticeship Frameworks or Standards
- Preparing effective Apprenticeship job description, person specification and recruitment advertising documentation
- Pay and Reward
- Choosing and procuring an Approved Apprenticeship Training Provider
- Recruitment and selection
- Administration of the Apprenticeship via the Apprenticeship Service and Digital Account