



**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**

# Employment Committee

23 September 2020

**Report of:** Councillor Kelham Cooke

The Leader of the Council



## Apprenticeships at South Kesteven District Council

This report considers the role of apprenticeships at South Kesteven District Council.

### Report Author

Neil Moverley, Senior HR Officer



01476 406135



[n.moverley@southkesteven.gov.uk](mailto:n.moverley@southkesteven.gov.uk)

Corporate Priority:	Decision type:	Wards:
<b>Administrative</b>	<b>Administrative</b>	<b>All Wards</b>

<b>Reviewed by:</b>	Elaine Pepper, Head of Organisation Development	4 September 2020
<b>Approved by:</b>	Lee Sirdifield, Strategic Director for Transformation and Change	8 September 2020
<b>Signed off by:</b>	Councillor Kelham Cooke, The Leader of the Council	10 September 2020

### Recommendation (s) to the decision maker (s)

It is requested that the Employment Committee:

1. Endorses the approach to diversify the type of apprenticeships at the Council and the greater application of apprenticeships into workforce planning.
2. Provides feedback into the future planning of apprenticeships.
3. Updates the work programme to consider the apprenticeship proposal in more detail.

# 1 The Background to the Report

- 1.1 There are four principal benefits and purposes to the role of apprenticeships at South Kesteven District Council (SKDC).
- i) Supporting the Learning and Development budget to increase the capability of existing staff.
  - ii) To be an integral part of workforce planning and to provide succession planning for difficult to recruit to areas.
  - iii) Increasing the capacity of teams to meet objectives and
  - iv) To build relationships with residents and educational establishments to highlight local government careers in South Kesteven.
- 1.2 Recent government policy on apprenticeships impacts upon SKDC's use of apprenticeships in two ways:
- i) Public sector organisations with over 250 employees have been set a target of 2.3% of their headcount (not full-time equivalents) to be undertaking apprenticeships.  
This equates to an annual target of 13.5 apprentices at SKDC.
  - ii) 0.5% of the monthly wage bill minus an annual allowance of £15,000 is administered by HMRC and returned to SKDC to spend on formal apprenticeship training.  
This equates to approximately £52,000 per annum. This funding can only be spent on apprentice training with approved providers, not salaries, learning materials or travel.
- 1.3 In addition to the salaries paid to apprentices as employees, each apprenticeship has a different cost, which is funded from the Apprenticeship Levy. Depending on the level and duration of the qualification this ranges from a 12-month course at Level 2 (GCSE equivalent) costing £2.5k to a 6 year post graduate qualification costing £27k.

## **Where we have come from.**

- 1.4 SKDC has supported 14 apprentices in 2017/18 and 16 apprentices in 2018/19.
- 1.5 Prior to 2017 the majority of apprenticeships were for Customer Service and Business Administration at level 2 and 3 (the equivalent of GCSE and A level respectively) and were largely employed in Customer Service and Revenues and Benefits. This is except for 3 trade apprenticeships at Repairs and Improvements (Bricklaying and for formal Electrician training.)
- 1.6 Most of the training for apprenticeships was provided by Grantham College, with whom we have built an excellent working relationship.

## **Apprenticeships at SKDC in 2019/20.**

- 1.7 12 apprenticeships commenced at the council in 2019/20.
- 1.8 The HR and Organisation Development and Change teams have worked with managers through business partner meetings and service reviews to identify relevant apprenticeships in response to the Employee Survey and ongoing workforce succession planning.

- 1.9 We are utilising apprenticeships to support career development and to train existing staff to gain qualifications and experience in roles that are hard to recruit to.
- 1.10 The following apprenticeships were started by employees at SKDC in 2019/20:
- i) Senior Leader Masters Degree Apprenticeship
  - ii) Chartered Management Degree Apprenticeship
  - iii) Chartered Town Planning Degree Apprenticeship (x2)
  - iv) Accountancy / Taxation Professional Degree Apprenticeship
  - v) Team Leader ILM level 3 diploma (x3)
  - vi) Advanced Business Administration Level 3 (x1)
  - vii) Large Goods Vehicle Driver Level 2 (x3)
- 1.11 We have expanded the range of the providers engaged to deliver apprenticeships, building relationships with: Lincoln University, Sheffield Hallam University, Boston College, private sector providers and the Open University, whilst maintaining an excellent relationship with Grantham College.
- 1.12 During 2019/20 SKDC had 4 apprenticeships that are multi-year courses that commenced prior to this year. These were in the topics of; Advanced IT, Installation and Maintenance Electrician and Team Leader ILM (x2). This means that across 2019/20 SKDC had 16 employees carrying out apprenticeships.

### **Case Study: Organisation Development and Change Officer**

- 1.13 The officer joined SKDC on a one-year Business Administration Level 2 Apprenticeship as a Project and Performance Apprentice on 6 March 2017. He proved himself within the role and at the conclusion of the apprenticeship his contract was extended to March 2019.
- 1.14 As part of the restructure of the Project and Performance Management team into the Organisation Development and Change Team he was offered a full-time role with the opportunity to take a Team Leader ILM 3 apprenticeship to continue his development.
- 1.15 He seized this opportunity and has used his training to change his role from supporting to leading projects. To supplement his apprenticeship, learning he has also undertaken Lean Six Sigma and Agile training qualifications.
- 1.16 He continues to grow in his role and his feedback on the apprenticeship training has not only helped shape the delivery of the ILM Level 3 apprenticeship but he is also an integral part of a project team that is shaping how apprenticeships are developed and delivered at SKDC.

### **Where we are going – 2020 and beyond**

- 1.17 In 2020/21 Covid-19 has had an impact on the delivery of apprenticeships. Where possible our existing apprentices have moved from face to face learning to online provision and support. The HR team have a regular correspondence with East Midlands Councils and the National Apprenticeship Service to ensure we stay on top of developments.
- 1.18 In 2020/21 we have recruited 2 apprentices at starter level in Housing and IT, the IT apprentices has since gained a full time role in Environmental Health and the intention is that this IT apprenticeship post will be re-recruited to.

- 1.19 2 existing employees in junior posts have successfully applied for apprenticeships at degree level in Development Management and Finance as part of their career development and are due to commence in September 2020. 2 further employees have commenced courses at the Open University in order to build up their education credits to enable them to attend degree apprenticeships next year.
- 1.20 A further 3 apprenticeships are being discussed with managers, 2 as recruitment options and 1 as a continuous professional development option.
- 1.21 A project group led by the HR and Organisation Development and Change team is developing a proposal relating to an apprenticeship programme that will be presented as part of the future work programme for Employment Committee.
- 1.22 The SKDC apprenticeship programme will:
- Cover an apprentice's first steps into employment
  - Develop future leaders
  - Provide Continuous Professional Development (CPD) opportunities across the organisation.
  - Build a strong talent pipeline throughout the organisation
  - Create a peer support network that embed the core values of the corporate strategy.
- 1.23 To summarise; the proposal could see four apprenticeship pathways being created:
- i) Strategic Leadership.  
*Developing strategic leadership at the council. In conjunction with Learning and Development courses and coaching / mentoring opportunities to provide a consistent and challenging approach to leading the organisation.*
  - ii) Operational Leadership.  
*Supporting new line managers and operational departmental managers to develop the key skills needed to lead and to manage change.*  
*In conjunction with the internal First Line Management training and the external course Developing a Managerial Mindset to provide a consistent and strong approach to line management and project leadership.*
  - iii) Technical Qualifications.  
*A range of qualifications to provide new and existing staff with the skills they and the organisation need both now and in the future.*  
*These qualifications range from bricklaying to town planning degrees and IT to accountancy. These apprenticeships will play a key part in developing workforce and succession planning at SKDC.*
  - iv) Entry to the organisation.  
*Apprenticeships will be used as an avenue for top talent in the local community to gain a foot in the door at the council, with avenues through business administration, customer services and trade apprenticeships being available.*
- 1.24 Each of the pathways will have a range of apprenticeships at different levels of qualification. A number of apprenticeships have been researched and training providers

have been initially approached to discuss different delivery options and to assess their capabilities.

- 1.25 This approach will ensure that SKDC works towards both utilising the Apprenticeship Levy efficiently and in a way that benefits the organisation in meeting the corporate strategy and ensures we meet or exceed the target of 13.5 apprentices per year.

## **2 Financial Implications**

- 2.1 The council is on target to spend the Apprenticeship Levy within the two year deadline. If commitments were to exceed the available funding, central government would fund 90% of the additional costs with the remaining 10% met from existing budgets for apprenticeships which commenced prior to 1 April 2019 and for apprenticeships which commenced from 1 April 2019 central government would fund 95% and the council 5%.

**Financial Implications reviewed by: Alison Hall-Wright, Head of Finance**

## **3 Legal and Governance Implications**

- 3.1 There are no legal implications arising from this report.

**Legal Implications reviewed by: Shahin Ismail, Director of Law and Governance**

## **4 Equality and Safeguarding Implications**

- 4.1 There are two elements to consider regarding equality:

- i) To ensure that all staff are given access to apprenticeships on a transparent and equitable basis.
- ii) That external applicant recruitment to apprenticeships is carried out in line with SKDC's recruitment processes.

## **5 Risk and Mitigation**

- 5.1 SKDC needs to ensure that the Apprenticeship Levy is utilised to ensure a mix of supporting the continuous professional development of existing staff alongside recruitment of new employees into a variety of roles at different levels. This will be managed through regular meetings with managers to develop opportunities and workforce / succession planning and management reviews.
- 5.2 If the Apprenticeship Levy is unspent after two years, the funding is returned to Her Majesty's Revenue and Customs. In order to mitigate this SKDC is looking at a mixture of apprenticeships of varying costs that support the corporate strategy and the future needs of the organisation.

## **6 How will the recommendations support South Kesteven District Council's declaration of a 'climate emergency'?**

- 6.1 An increasing number of apprenticeships can now be delivered electronically. This reduces travel requirements and therefore the carbon footprint of those undertaking training and development.

## **7 Other Implications (where significant)**

- 7.1 Not Applicable

<b>Report Timeline:</b>	Date of Publication on Forward Plan (if required)	Not applicable
	Previously Considered by: Employment Committee	4 September 2019
	Final Decision date	23 September 2020