

Appendix 1

Action Plan for the delivery of Nottinghamshire County Council's Employer Apprenticeship Programme 2017 - 2021

Aims to:

1. Embed Apprenticeships within the Council
2. Maximise workforce capability
3. Develop workforce diversity and inclusivity, maximising opportunities for those who face the most challenges to accessing employment
4. Support the continuous professional development of existing employees
5. Support people to progress in employment by promoting Apprenticeships as a high quality path to successful careers
6. Develop partnerships with training providers and other Local Authorities within the region
7. Engage with Maintained schools to ensure they maximise the benefits from the levy
8. Work towards achievement of the Public Sector Apprenticeship target.

1. Embed Apprenticeships within the Council

Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
Revise the Vacancy Control Decision Record (VCDR) process to include reference to apprenticeships and to develop guidance for managers to assist with recruiting to these positions.	WPOD team and Recruitment team at the Business Hub	June 2017	All vacancies assessed for apprenticeship suitability at an early stage. Increased number of applications for apprentice vacancies across the Council. Wider range of quality apprenticeships developed.	The VCDR process has been revised and each VCDR is assessed for apprenticeship suitability. 77 apprenticeships were advertised between 1 st April 2017 and 31 st January 2018 (not including schools)

Work with Procurement Team to develop a Dynamic Purchasing System (DPS) for apprentice training providers and use mini competitions to make suitable decisions regarding most suitable training providers.	WPOD team, Procurement team, and Legal Services	July – Sept 2017	Best value, high quality training sourced for apprenticeships. Improved apprenticeship completions and employment outcomes.	DPS launched September 2017. Apprenticeship training procured via mini competitions to ensure continued value for money as new Standards are implemented.
Develop contract management processes and establish a mechanism for the ongoing contract management of training providers.	WPOD team	July – Sept 2017	Line managers and WPOD team have information to address any performance issues promptly and ensure good apprenticeship outcomes.	Contract management processes developed within the DPS, which was launched in September 2017. Business Partners meet with training providers regularly to discuss any concerns and required actions.
Undertake a recruitment programme which advertises apprenticeship vacancies across the Council and provides a supportive apprentice induction.	WPOD team	Initial programme July 2017	Working towards Public Sector Duty target of 2.3% of workforce as apprenticeships. Improved apprenticeship completions and employment outcomes.	All apprenticeship vacancies are advertised on the Council's recruitment website. An induction programme was developed and delivered to September 2017's supernumerary apprentice cohort. This will be rolled out to new apprentices on an ongoing basis.
Deliver a programme of supernumerary placements for entry level apprentice roles across the Council by communicating with managers regarding opportunities for placements and identification of suitable apprentice roles.	WPOD team	First cohort: July – Sept 2017	Work towards Public sector duty target of 2.3% of workforce as apprenticeships Apprentices in a range of roles across the organisation.	30 supernumerary placements advertised, 16 level 2 supernumerary apprentices began employment in September 2017. Promotion on the intranet, individual liaison with managers.
		Second Cohort: Aug – Oct 2017	As above.	10 supernumerary apprenticeships advertised at levels 3 and 4. One level 3 and one level 4 supernumerary apprentice began employment.

		Third cohort: Dec 2017 – Feb 2018	As above.	Six supernumerary apprenticeships advertised. One at level 3, two at level 4 and three at level seven. Managers of previous apprentices and managers who had expressed an interest in an apprentice contacted in November 2017 and January 2018 regarding hosting an apprentice. Promotion more widely on the intranet.
Monitor progress of apprentices and completion of apprenticeships through ongoing liaison with training providers, apprentices and line managers.	Human Resources, Workforce and Organisational Development (HR,WOD) team	June 2018 onwards	Apprentices successfully complete apprenticeships and are: retained with the Council; go into other employment or onto further training.	The WPOD team monitor overall Apprentice progress on a monthly basis as part of the apprenticeship training provider contract monitoring. Regular reporting to Personnel Committee.
Evaluate completed apprenticeships for satisfaction levels. Identify learning and opportunities for continuous improvement of the Apprenticeship Programme.	HR,WOD team	Summer 2018	Apprentices are satisfied with their apprenticeship and complete their apprenticeship. 80% of Apprentices are employed by the Council; go into other employment or onto further training. Ongoing development of the programme using feedback received.	First apprentices will complete in Summer 2018 with the majority of the initial intake completing in October 2018.
Develop a talent bank approach to apprenticeships to ensure access to apprenticeship opportunities is maximised for potential candidates and the Council.	WPOD team	Sept 2017	Improved attraction and retention of apprentices. Improved workforce planning and succession planning.	Talent Bank developed and utilised for initial rounds of advertising and recruitment to apprenticeship vacancies. Development and iteration of the process with BSC colleagues is currently ongoing. The use of the talent bank will be reviewed in May 2018.

Engage with apprentices by creating communication channels, holding 'drop in' sessions for apprentices with WPOD team, further developing the Apprentice network and creating Apprentice Ambassadors to enable measurement of Apprentice satisfaction. Create a cross – organisational Apprenticeship Network.	HR,WOD team	Sept 2017 – Feb 2018. ongoing	Engaged and supported apprentices, increased completion rates, peer support. Promotion of the Council's Apprenticeship programme and as an employer of choice across the existing workforce and more widely.	Apprentice One Space created for apprentices and line managers. The Apprentice Network met twice between Sept and March and will continue on a quarterly basis. A number of apprentices undertook regional Young Apprentice Ambassador training in February 2018. Apprentices supported WPOD team with Apprenticeship Week events March 2018. Apprenticeship surveys will be undertaken on a 6 monthly basis in future.
2. Maximise workforce capability				
Engage with departments to identify skills gaps and workforce requirements.	HR,WOD team	Initially June – Sept 2017 Ongoing as part of future change and transformation programmes.	All employees aware of the opportunities for development via apprenticeships. Increased number of existing employees undertaking apprenticeship standard qualifications. Council has a workforce with the knowledge, skills and qualifications it needs for the future.	Promotion of apprenticeships via: <ul style="list-style-type: none"> • The creation and dissemination of leaflets and posters about apprenticeships across the Council. • Information in Team Talk and Staff Bulletins. • Updated intranet pages. • Apprenticeship Week stalls at five Council buildings, providing information about apprenticeships. • Discussions with managers and leadership teams to identify possible apprenticeship opportunities. • Workforce Planning and employee resourcing discussions with managers as part of next round of options for change.

Engage with training providers to ensure provision of training to meet the identified skills gaps within the Council.	HR,WOD team	Ongoing	Employees are able to undertake relevant, good quality apprenticeships to meet skills gaps.	Input into delivery plans from training providers is ongoing
Develop Employee Performance and Development Review (EPDR) process to include apprenticeships as an option for career development and training.	HR,WOD team	April 2018	<p>All employees aware of the opportunities for development via apprenticeships.</p> <p>Managers to actively identify opportunities and encourage apprenticeship take up.</p> <p>Increased uptake of apprenticeship standard qualifications to maximise use of levy funding.</p> <p>Appropriately qualified and skilled workforce.</p>	Revised pro forma and management guidance under development and will be available for the next EPDR cycle.
Continue mapping activity to identify relevant Standards against NCC job roles.	HR,WOD team	<p>March 2018</p> <p>Ongoing</p>	<p>Increased uptake of apprenticeship standard qualifications.</p> <p>Increased employee and manager awareness of the opportunities for development via apprenticeships.</p>	<p>Relevant available Apprenticeship Standards and Frameworks for Council staff have been identified and will continue to be updated as new Standards are approved.</p> <p>Work with departments is ongoing to map Standards and Frameworks to every job role across the Council.</p>
Create career pathways using Apprenticeship Standards.	HR,WOD team	During 2018	Apprenticeships embedded in workforce planning activities and as part of change and transformation programmes.	<p>Pathways through some departments are in place. This is more challenging where there are no existing Standards or Frameworks available.</p> <p>Work ongoing to develop career pathways as Apprenticeship Standards are approved.</p>

			<p>Council has a workforce with the required knowledge, skills and experience.</p> <p>Improved recruitment and retention of key skills.</p> <p>Improved employee engagement and motivation.</p>	
Engage with trailblazer groups where Standards required by the Council are in development.	HR,WOD team	2018 onwards	<p>Standards are agreed to meet identified skills shortages.</p> <p>Employees are able to undertake relevant apprenticeships, particularly in areas of skills shortages.</p> <p>Improved recruitment and retention in these areas.</p>	<p>Senior practitioners from services have contributed to trailblazer groups as they have knowledge of service specific requirements. WPOD team have liaised with trailblazers regarding timescales and further information on Standards in development.</p> <p>Work is ongoing.</p>
Review current internal leadership and management development training to reflect options to undertake an apprenticeship qualification.	HR,WOD team	Sept 2018	A flexible approach to leadership and management development which maximises the use of levy funding.	<p>Apprenticeships are being considered in the current review of Leadership and Management development training and will form part of the Council's Graduate Scheme.</p> <p>Discussions underway with local Universities and other providers.</p>

3. Develop workforce diversity and inclusivity, maximising opportunities for those who face the most challenges to accessing

employment				
Develop a coaching offer for Apprentices from the Council-wide Coaching Network.	WPOD team	Jan 2018 ongoing	Supported and engaged apprentices to improve apprenticeship completion rates. Improved recruitment and retention of apprentices.	All current apprentices have been assigned a coach for the duration of their apprenticeship. Evaluation of effectiveness of approach once current cohort of apprenticeships completed.
Ensure Apprenticeship vacancies are advertised via a wide range of channels to reach target groups.	WPOD team	Feb 2018	Apprenticeship workforce will be diverse and reflect the demographics of the area in which they are employed. Applicants with additional needs will be offered support during recruitment stages to encourage take up from these groups.	All apprenticeship vacancies posted on the National Apprenticeship Service. Futures also advertise these vacancies Support is provided to applicants with additional needs during the recruitment process.
Attend appropriate careers events to reach target groups, such as Armed Forces Resettlement events.	HR,WOD team	During 2017 and continuing throughout 2018	Diverse Apprenticeship workforce. Under-represented groups supported to access apprenticeships with improved access to employment. Council able to access a wider skills pool.	Attended six job and apprenticeships fairs in 2017/18 and events during Apprenticeship Week. Taking part in Armed Forces Day 2018. Ongoing programme of careers outreach events.
Ensure Apprenticeship communications reflect the diverse range of applicant backgrounds.	WPOD team	By Jan 2018	As above	New public promotional materials updated August 2017 and used in 2017/18 recruitment programme. New promotional material for Council employees launched, reflecting range of current apprentices

				and opportunities available. Development of suite of case studies of successful apprentices ongoing.
Support the Council's Corporate Parenting Responsibilities by ensuring apprenticeships are available and accessible to Care Leavers.	HR, WOD team	Jan 2018 and onwards	Apprenticeships are successfully undertaken by increasing numbers of care leavers improving employment prospects.	Commitment to shortlisting all Looked After Children/Care Leaver applicants – process being finalised with BSC. Strategy for wider apprenticeship and access to employment currently under development with Children's Social Care. Work under development with Futures to ensure care leavers adequately supported throughout.
4. Support the Continuous Professional Development of existing employees				
Update Employee Development Policy and application form to raise the profile of apprenticeships to support continuous professional development.	WPOD team	Sept – Dec 2017	More employees undertaking apprenticeships. Career Development Opportunities provided- retention of staff and provision of new skills. Levy funding maximised.	Policy updated, approved at November's Personnel Committee.
Provide apprenticeship opportunities for existing employees aligned to identified skills development needs across the organisation.	WPOD team	From Sept 2017	More employees undertaking apprenticeships. Career Development Opportunities provided- retention of staff and provision of new skills. Levy funding maximised.	New policy and application form for employees to undertake apprenticeships approved November 2017. Apprenticeship Week stalls at five Council buildings, providing information about apprenticeships. Promotion of apprenticeships via: <ul style="list-style-type: none"> • The creation and dissemination of leaflets and posters about apprenticeships to Council

				buildings. <ul style="list-style-type: none"> • Information in Team Talk and Staff Bulletins. • Updated intranet pages
Raise awareness of apprenticeships as route to progression for all employees. Integrate apprenticeship opportunities within the Council's core learning and development offer for employees.	WPOD team	From Sept – Dec 2017 Ongoing	Increase in number of existing employees undertaking apprenticeships. Career Development Opportunities provided to grow and retain talent. Use of levy funding maximised.	Promotion of apprenticeships via: <ul style="list-style-type: none"> • The creation and dissemination of leaflets and posters about apprenticeships across the Council. • Information in Team Talk and Staff Bulletins. • Updated intranet pages. • Ongoing liaison with leadership teams • Apprenticeship Week stalls at five Council buildings, providing information about apprenticeships. • Employee Development Policy updated to include in-post apprenticeships.

5. Support people to progress into employment by promoting Apprenticeships as a high quality path to successful careers

Develop and maintain a continuous link with apprentices to enable exit planning and support, starting three months prior to end of apprenticeship.	HR, WOD team	June 2018	80% of apprentices in employment or training at end of placement. Maximise retention of apprentices in Council employment. Improved diversity and age profile of the Council's workforce.	Final coaching session planned three months prior to apprenticeship end.
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6. Develop partnerships with training providers and other Local Authorities within the region

Develop contacts with other local authorities and attend relevant networking meetings including D2N2 Forums to work on apprenticeship approach across the region.	WPOD team	From Autumn 2017 onwards 2018-19	Sharing information and best practice. Future skills requirements addressed collectively. Promote public sector as a career. Value for money. Develop cross-organisational apprentice networking opportunities	Hosted Midlands (Local Authority) Apprenticeship Network in December 2017. Attended Education and Skills Funding Agency's Large Employer Roadshows October 2017 and March 2018. Attended Department for Education roundtable event November 2017 Took part in LGA Apprenticeship Workshops. Council Apprentices attended and provided input to Public Sector Compact events 2017-18. Four NCC apprentices delivered a Q and A session at the D2N2 apprenticeships event in January 2018. NCC will host the D2N2 apprentice networks from April 2018.
Liaison with external training organisations, including Futures and Inspire, to identify and develop training routes via apprenticeships.	WPOD team	From June 2017	Future skills requirements addressed.	Meetings held regularly with local training providers to explore apprenticeship pathways to qualifications including HE and degree routes.
Work with recognised trades unions to promote apprenticeships, encourage take-up and continue to develop the Council's approach.	WPOD team	September 2017	Increased success of NCC programme and wider apprenticeship approach. Promotion of the Council as an employer of choice.	Meeting with unions at CJCNP. Attendance at trades union events to showcase the Council's approach and promote apprenticeships as a route to career development and lifelong learning.
Consider the Council's response to the facility to transfer 10% of levy funds to other employers/providers to support the delivery of the Council's Apprenticeship Strategy.	HR, WOD team	From April 2018 onwards	To support the take up of apprenticeships and access to employment for care leavers.	Discussions ongoing with colleagues in Economic Development, Futures and other providers to determine the most effective approach.

7. Engage with Maintained schools to ensure they maximise the benefits from the levy

<p>Facilitate Maintained schools access to levy funds for apprenticeships.</p> <p>Provide information and advice to maintained schools by:</p> <ul style="list-style-type: none"> • Delivery of briefings on apprenticeships • Individual advice and support • Via the schools portal and newsletters to schools • Provide information on Standards as they are approved. 	<p>WPOD team and HR ops BPs</p>	<p>March -Sept 2017</p> <p>June 2018</p>	<p>Schools informed of apprenticeship opportunities.</p> <p>Use of Levy funding maximised within maintained schools.</p> <p>Increased take up of apprenticeships contributing towards achievement of Public Sector Duty targets.</p>	<p>Briefings held on 10th July (2 sessions) and 13th July (2 sessions) for Heads, School Business Managers and Governors. Further briefings are planned for June 2018 to update school senior leadership teams on Apprenticeships. .</p> <p>New apprenticeships section on the Schools Portal created.</p> <p>Articles about apprenticeships added to the HR Newsletters for Schools and Governors' Newsletters.</p> <p>Information on apprenticeships distributed at Governors' Conference March 2018</p> <p>Individual liaison with Schools.</p>
<p>8. Public Sector Apprenticeship Target</p>				
<p>Prepare Apprenticeship Activity return and submit it to the Department of Education and publish it in a place easily accessible to the public. This will include information on progress towards the headcount target of 2.3% of the workforce as apprenticeships.</p>	<p>HR,WOD Team</p>	<p>April-Sept 2018</p>	<p>Meet requirements of the Public Sector Apprenticeship Target Regulations 2017.</p>	