

Resources Scrutiny Panel Task Group

Workforce Development – Apprenticeships



Governance and Democratic Services
Crown Court Buildings
Huddersfield
HD1 2TT

Telephone: 01484 221687
E-mail: scrutiny.governance@kirklees.gov.uk
Web site: www.kirklees.gov.uk/scrutiny

May 2013

CONTENTS

Page No.

1. Background	4
2. Terms of reference	5
3. The Task Group & working arrangements	5
4. Summary of evidence received, Task Group Views & Recommendations	6
6. Summary of all recommendations	29
7. Attendees and witnesses	31
8. Sources of evidence	31
9. Appendices	32
10. Action Plan	37

1. BACKGROUND

- 1.1 The Council has developed a Workforce Development (WFD) Plan (2011-14) to help take the organisation forward to meet the challenges of the future. These challenges will have to take place within a changing and increasingly uncertain financial climate.
- 1.2 In response to these challenges the Council has embarked on a major change programme with the aim of delivering an effective workforce development strategy that meets the future needs of the Council and to ensure that the organisation has a workforce that has the required skills.
- 1.3 The Resources Scrutiny Panel included workforce development in its 2012/13 work programme as it recognised the importance of this issue particularly in light of the scale of changes taking place across the workforce as part of the Council's innovation and efficiency programme.
- 1.4 The WFD Plan covers a number of themes and the Panel agreed to establish a Task Group to focus on one specific strand of the WFD Plan, with the remainder of the plan being covered by the full panel.
- 1.5 The Task Group recognised the need for the Council to continue to downsize the workforce in order to meet its budget targets but felt that it was still important that the Council continued to provide career opportunities for young people.
- 1.6 The Task Group therefore agreed that it would be useful to review the WFD Plan theme on apprenticeships with a focus on the Council's own internal apprenticeship schemes.
- 1.7 The other themes that are covered in the WFD Plan include: Cultural Change; Leadership; and Future Workforce Skills and Capacity.

2. TERMS OF REFERENCE

2.1 The agreed terms of reference of the Task Group were:

1. Assess the approach taken by the Council to promote and encourage apprenticeships including looking at the scope of apprenticeship schemes that are available across the Council.
2. Review the progress and effectiveness of new service designs in helping to create opportunities for young people to start careers with the Council.
3. Review the council wide apprenticeship framework with a focus on the Council's internal apprenticeships including: how it supports and links into the wider council aim of providing staff with transferable skills and creating a workforce that is flexible, dynamic and forward-thinking.

3. THE TASK GROUP AND WORKING ARRANGEMENTS

3.1 The Task Group comprised its membership from representatives of the Resources Scrutiny Panel and from the pool of voluntary co-optees:

Councillor Donald Firth (Lead Member)
Councillor Carole Pattison
John Briggs (Co-optee)
Alan Willington (Co-optee) - up to February 2013

3.2 The Task Group was supported by Richard Dunne from the Scrutiny Office.

3.3 The Task Group held a series of meetings between November 2012 and February 2013 in order to receive information and evidence from a range of individuals. A full list of attendees and witnesses are shown on page 31.

3.4 The approach taken to this review

3.5 This review has been undertaken by a Task Group which is an approach used by scrutiny to complement the main work that is undertaken by the full Panel.

3.6 The Task Group is designed to provide scrutiny panel members with an opportunity to investigate and research aspects of policy and services with the aim of gaining an overview of the key issues.

3.7 Members of a Task Group acknowledge that this approach may not allow for a detailed in depth study of the areas being reviewed and that it may be necessary for the Council to consider commissioning further more detailed research in response to the initial conclusions and recommendations that have resulted from the work.

4. **SUMMARY OF EVIDENCE RECEIVED**

4.1 This section of the report will set out for each area of focus, a summary of the key evidence that has been received, followed by an outline of the Task Groups views and recommendations.

4.2

Area of Focus 1

Assess the approach taken by the Council to promote and encourage apprenticeships including looking at the scope of apprenticeship schemes that are available across the Council.

4.2.1 **Background to Apprenticeships**

4.2.2 There is general recognition that recruiting school leavers and young adults in apprenticeship positions can lead to substantial benefits for businesses that are looking to address skills gaps.

4.2.3 By providing training for apprentices employers can plan for future skills requirements ensuring that the workforce has the skills to support the future needs of the organisation.

4.2.4 Governments have always had an interest in apprenticeships although the level of state intervention has varied over recent decades, from levy-funded programmes via the industrial training boards in the 1960s and 1970s, to no support or intervention at all in the early 1990s.

4.2.5 In 1994, in response to concerns about skills shortages within the UK the Government announced plans for a new apprenticeship scheme. Several elements of the 'Modern Apprenticeship' have since been reformed, but a focus on occupational competence has remained a central theme.

4.2.6 In April 2009 a new organisation, the National Apprenticeship Service (NAS), was launched. The service was created in order to help generate a significant growth in the number of employers offering apprenticeships.

4.2.7 NAS has overall responsibility for the delivery of apprenticeships that includes: Employer Services; Learner Services; and a web-based apprenticeship vacancy matching system. The service is accountable for the national delivery of targets and co-ordination of the funding for apprenticeship places.

4.2.8 NAS has stated that the changes and increased investment made by the Government since 1997 have led to a "*major improvement in the number of Apprenticeships and in the quality of Apprenticeships*". In 2010-11 the total number of people starting in apprenticeships was 457,200.¹

¹ Quarterly Statistical First Release, Post-16 Education & Skills: Learner Participation, Outcomes and Level of Highest Qualification Held, 11 October 2012.

4.2.9 Currently the responsibility for the public funding of apprenticeships is shared between the Department for Business, Innovation and Skills (BIS) which funds adult apprenticeships, and the Department for Education (DfE), which funds 16-18 year olds.

4.2.10 Raising of the Education Age

4.2.11 The Government is increasing the age to which all young people in England must continue in education or training, requiring them to continue until the end of the academic year in which they turn 17 from 2013 and until their 18th birthday from 2015.

4.2.12 Raising the participation age (RPA) will not mean that all young people must stay in school as they will be able to choose from a number of post-16 options including:

- Full time education.
- An apprenticeship.
- Part time education or training if employed, self-employed or volunteering full time (defined as 20 hours or more a week).

4.2.13 This increase in the RPA is likely to result in a greater focus on the opportunities that are provided by apprenticeships and will be backed by Government reform of vocational training that is aimed at increasing the skills base of the workforce.

4.2.14 The National Apprenticeship Framework.

4.2.15 A report on adult apprenticeships published by the National Audit Office (NAO) in February 2012 described the apprenticeship framework as follows:

Under the programme, an apprentice performs paid full time work while receiving training towards a framework of vocational qualifications.

Within this programme: An apprenticeship framework is a package of training involving several components, all of which must be passed by the apprentice, which includes:

- A competency element, leading to a National Vocational Qualification (NVQ) or similar qualification, which assesses how well the apprentice performs a particular occupation.
- A knowledge element, leading to a qualification such as a diploma, which covers the theoretical knowledge required by an individual in a particular sector.
- Training in 'key' or 'functional skills', leading to qualifications in maths and English.

4.2.16 The Apprenticeship Framework is a document which covers all the statutory requirements for an apprenticeship programme in England and Wales. The framework is used by colleges, employers and training providers to make sure that all apprenticeship programmes are delivered consistently and to national standards.

4.2.17 The NAS website has a section that covers apprenticeship frameworks and has been designed to be used as a tool for the development and issue of apprenticeship frameworks. The website includes a frameworks library that has details of individual apprenticeship frameworks covering hundreds of occupations.

4.2.18 Although the existing frameworks cover a wide variety of occupations employers and other organisations can still put forward proposals for developing a new framework. Before a framework can be proposed the employer must consider the reasons for why it is needed and how to take the idea forward. In addition consideration must be given to the statutory requirements that are laid out in the document that covers the Specification of Apprenticeship Standards for England (SASE).

4.2.19 The SASE sets out the minimum requirements to be included in a recognised English Apprenticeship Framework and compliance with the SASE is a statutory requirement of the Apprenticeships, Skills, Children and Learning (ASCL) Act.

4.2.20 Apprenticeships in Kirklees Council

4.2.21 The Council offers a range of apprenticeship schemes and currently has 78 apprentices within the Council. Each service area will fund its apprentices from the staffing budget and the key driver that dictates the number of apprenticeships is workforce planning.

4.2.22 The table below shows the current breakdown of apprentices by trade and profession².

4.2.23

Trade/Profession	Intermediate	Advanced
Craft which includes: Electrician, Gas Engineering, Joiner, Plasterer, Mason, Plumber.	11	31
Catering	0	6
Local Environment Services	10	0
Highway Maintenance	4	0
Health & Social Care	6	0
Business Admin & Customer Care	10	0
TOTAL	41	37

² Information supplied by Support Services confirming apprenticeship numbers across the council as at 25 October 2012.

4.2.24 Craft

4.2.25 The largest numbers of apprenticeships by far are those that fall under the craft schemes. These schemes are run by Building Services who have been successfully operating them for many years.

4.2.26 A key objective for Building Services is to retain the employment of qualified apprentices particularly as the profile of the service is one of an ageing workforce.

4.2.27 Over the years Building Services has developed a strong partnership with local training providers which has allowed the service to specify how the training is delivered in order to meet its requirements.

4.2.28 Building Services has received national and regional recognition for the work it has done in developing its apprenticeship programmes. A key element of the programmes is providing strong pastoral support to the apprentices.

4.2.29 Catering

4.2.30 In recognition that catering was an area where it was hard to attract and recruit young people the council service Support Services³ worked with the Catering Service to develop an apprenticeship programme for catering. The scheme was introduced in 2010 and Support Services has worked with the Catering Service to promote the benefits of the two year programme.



4.2.31 The catering programme provides apprentices with a level 3 NVQ qualification and the training is delivered through Kirklees College. Practical experience is gained through working in one of the Kirklees school kitchens.

³ **Support Services covers a wide variety of internal council services and on 1 April 2013 became part of the new council directorate 'Communities, Transformation & Change'. Services include Human Resources, Communications and Marketing, Employee Wellbeing and Health Care and Workforce Development. Throughout this report the references to Support Services relate to the service that has the responsibility for Workforce Development.**

4.2.32 Local Environment Services

4.2.33 The programme for Local Environment Services includes a scheme that covers training in cleansing and gardening. The programme was established by the Council following feedback from the Streetscene Service that recognised that it had an ageing workforce in this area of work.

4.2.34 As part of its workforce and succession planning strategy the service is committed to attracting younger people into these areas of work. The initial horticulture programme was developed a few years ago after the service had secured some national funding aimed at developing green skills.

4.2.35 The programme has been very effective and as a direct result of the programme 11 individuals have been able to secure employment with the Council in the following positions: 2 senior gardeners, 8 gardeners and 1 cleansing operative.

4.2.36 More recently the horticulture and gardening programme has been developed into a wider programme covering 'Local Environmental Services' which is a nationally recognised apprenticeship qualification. The qualification covers the wide ranging activities that are undertaken by the Streetscene Service.

4.2.37 Highways Maintenance

4.2.38 The Highways Service is another area of the Council that has an ageing work force and the Council is keen to bring in and develop younger people in this area of work.

4.2.39 The apprenticeship programme that covers highway maintenance involves a three year training programme. The course covers a number of areas that provide apprentices with a broad range of highway engineering skills that are required to construct and maintain the highways across Kirklees.

4.2.40 Health and Social Care

4.2.41 The Apprenticeship scheme that covers health and social care focuses on adult social care. As with catering this is also an area in which the Council has struggled to recruit young people who often have a negative perception of this area of work.

4.2.42 The Council has looked to attract apprentices by focusing on internal recruitment and has recently taken on 6 apprentices who will undertake their practical training in council owned residential care homes.

4.2.43 An increasing number of adult and social services that have been traditionally carried out by the Council are being commissioned to external providers and this trend has led to the Council working more closely with independent care homes. These working relationships have resulted in the Council having a greater focus on encouraging these businesses to consider apprenticeships as part of their workforce planning strategies.

- 4.2.44 This strategy of working with independent care homes has resulted in the Council being able to secure funding from the organisation Skills for Care⁴. These funds have been used to commission a local training provider to support an apprenticeship programme which has resulted in creating posts for 17 apprentices who are now employed by care homes across the district.
- 4.2.45 The work with the care homes has created an effective partnership and the Council is looking to encourage the care homes to act as ambassadors in order to promote to other employers in the adult and social care market the benefits of supporting an apprenticeship programme.
- 4.2.46 Pre- Apprenticeship Pilot for Care Leavers
- 4.2.47 As part of the Council's role in fulfilling its 'Corporate Parental ' responsibility it is actively providing help and support for young people who are leaving care. The Council's Support Services in conjunction with the Council's Leaving Care Team have been looking at ways of helping young people leaving care to use apprenticeships as a way of making the transition into employment.
- 4.2.48 The Council has set up a separate programme of support for care leavers and has commissioned the charity Barnardo's to deliver a programme that will cover issues such as motivation and confidence.
- 4.2.49 The programme will focus on helping young people to reach a level of skill that will enable them to meet the required standard to enter an apprenticeship programme and to equip them to compete in the main employment market. There are currently 10 care leavers on this programme.
- 4.2.50 Barnardo's has also been asked to produce a Social Return on Investment report that outlines value for money and to share good practice in supporting disadvantaged groups of young people more generally. The results of this report will be used by the Council to assess the effectiveness of continuing to invest in this type of programme.
- 4.2.51 The next phase of the programme for care leavers will require the Council to consider how further support should be provided. Information provided by Support Services indicated that consideration would be given to ring fencing some opportunities on the various apprenticeship programmes within the Council.
- 4.2.52 Promoting Apprenticeships
- 4.2.53 During discussions with officers from Support Services the Task Group was informed that the Council was one of the largest employers of apprentices in the district and supported the greatest variety of programmes.
- 4.2.54 The Task Group was informed that each year the Council received around 600-700 applications for apprenticeships. The current selection process was

⁴ Skills for Care is an organisation that aims to ensure that England's adult social care workforce has the appropriately skilled people in the right places working to deliver high quality social care. The main source of its funding comes from the Department of Health.

based on assessing each applicant on their individual merit and recruiting the most able candidates.

- 4.2.55 Support Services stated that as part of the Council's social responsibility consideration was being given to profiling the candidates that had failed the recruitment process. The aim of the exercise would be to provide, where appropriate, additional support to certain groups of candidates in order to help them through the recruitment process and enable them to reach the standards required to enter an apprenticeship programme.
- 4.2.56 The Task Group was informed that a key objective for the Council was to take a creative approach to working as a way of providing an opportunity for greater numbers of young people to benefit from apprenticeships at a time when the organisation was downsizing. This objective would be supported by using a number of different methods to promote and advertise council apprenticeship schemes.
- 4.2.57 Support Services highlighted a number of promotion methods that had been used that included:
- Using the Council website to advertise vacancies.
 - Hosting open days where school leavers are invited to attend sessions designed to provide information on post 16 opportunities including apprenticeships.
 - The work undertaken by the Council's Local Area Neighbourhood teams in promoting the benefits of apprenticeships and using their links with local organisations to support and help young people to complete application forms and prepare for interviews.
 - Working with schools to provide career advice. In some instances this involved young council employees talking to school leavers about the opportunities that were available in the Council.
 - Working with the Careers Service, Jobcentre Plus and the National Apprenticeship Service to promote apprenticeships.
- 4.2.58 Support Services stated that at the last school leavers' event there had been a noticeable increase in demand for information on apprenticeship schemes. The Task Group was informed that the route into apprenticeships was now much better organised both locally and nationally.
- 4.2.59 The Task Group was informed that the Council also signposted young people to the National Apprenticeship Service website. The website included a facility that enabled young people to search for regional and local apprenticeship programmes and obtain information on the various schemes including details of training providers.
- 4.2.60 Supporting Young People and the Local Economy
- 4.2.61 The WFD Plan highlights the Council's commitment in taking Kirklees out of recession, by promoting learning contracts for apprenticeship, trainee programmes and student placements.

- 4.2.62 In addition the WFD Plan states that:
- The Council wide apprenticeship framework will support the broader Kirklees economy, including the Council to achieve a vibrant, dynamic and forward-thinking workforce.
 - The emphasis will be on training and developing talent to benefit the broader local economy.
- 4.2.63 The WFD plan also states that in order to help achieve these objectives the Council will develop the apprenticeship scheme into a 'training contract'. The plan indicates that taking this approach will help the Council to make clear links to the private sector and increase the offer of supporting the Kirklees business community.
- 4.2.64 The Task Group was informed that the Council was committed to supporting young people who as a result of the weak economy had been unable to complete their apprenticeships with a local company. By using funds from the Council's Recession Board⁵ the Council had been able to support a number of apprentices to complete their apprenticeship programmes.
- 4.2.65 Support Services stated that the Council would continue to focus on supporting the wider Kirklees economy by promoting and supporting apprenticeship schemes run by local businesses. Using a test bed model developed by the council's Investment and Regeneration Service⁶ the Council had introduced an apprenticeship programme that was part supported by the Council and part by the private sector.
- 4.2.66 The Council also recognised that many of the smaller local businesses didn't have the resource or capacity to deliver the initial training for apprentices and in response to this problem the Council had taken on the responsibility of supporting apprentices during the first 6 months of their programme.
- 4.2.67 Support Services stated that it was keen to develop an apprentice training model and was considering a number of initiatives that would help to create opportunities for apprentices. One area that the Council was looking to develop opportunities was information technology (IT).
- 4.2.68 The Task Group was informed that for the foreseeable future job opportunities in the Councils IT service would be limited. However it was felt that there could be capacity for the Council to support and train young people in this profession and then refer them to local businesses.

⁵ The Kirklees Council Recession Board was established in 2010 in response to the financial pressures facing the local economy. The Board ring-fence and allocate funds to support new initiatives that have the potential to have a positive impact on the economic well-being of the district.

⁶ The Investment & Regeneration Service covers a variety of internal council services that aim to maximise the opportunities for investment within Kirklees. The Service recognises that support and encouragement for businesses is vital for the economic and social well-being of the communities of Kirklees.

4.2.69 The Task Group was informed that this approach together with the objective of developing further initiatives aimed at creating more apprenticeship opportunities would require the Council to consider altering the funding for apprenticeships from service staff budgets to a central allocation.

4.2.70 A recent announcement by the government has pledged to provide £4.6 million to the Leeds City Region Partnership in order to boost the number of apprentices in small and medium size businesses by 2015.

4.2.71 Currently more than 1,500 businesses across the district offer apprenticeships and this additional funding will help the Council to create more opportunities for young people to participate in an apprenticeship programme with a local business.

4.2.72 Employment Support for Young People

4.2.73 During discussions with the Council's Area and Neighbourhood Action Team (ANAT) the Task Group was informed of the work that was being done in supporting young people into work and training.

4.2.74 The Task Group was informed of an initiative called Neighbourhood Employment Support that was focused on helping young people in some of the most deprived areas across Kirklees.

4.2.75 ANAT stated that it had recognised the need to develop a model and activities that was tailored to meet the requirements of the local community. There was a consistency in the branding of the support which had been deliberately designed so as not to look like a traditional work club.

4.2.76 The initiative included working with partners such as the Careers Service and Job Centre Plus and involved making strong links with other key services including schools.

4.2.77 The Task Group was informed of the variety of approaches that had been taken to engage with and support young people many of which were innovative and included the use of technology and social media.

4.2.78 ANAT stated that as at February 2013 the project was half way through a 12 month long pilot and it was currently planning the formal evaluation which would include a full report detailing the outcomes.

4.2.79 Initial signs were promising and ANAT anticipated that for each area that had been provided with the support around 12 people would secure employment with similar numbers moving into training or volunteer placements.

4.2.80

TASK GROUP VIEW

- The Task Group notes the introduction of the changes to the age to which young people will have to continue in education or training and feels that this is an area that the Council will need to monitor closely as it will have the potential to lead to an increased demand for apprenticeships.

TASK GROUP VIEW cont'd

- The Task Group acknowledges the range of apprenticeship schemes that are offered by the Council and notes the success of Building Services in developing a nationally recognised apprenticeship programme that has led to a significant emphasis on the numbers of young people entering the craft schemes.
- The Task Group would wish to see the Council continue with its commitment to providing a range of apprenticeship programmes and to consider ways of creating a breadth of apprenticeship opportunities including increasing the choice of programmes that are available to young people.
- The Task Group supports the steps taken by those services that have considered their workforce age profile and appointed and developed younger people in order to meet the future requirements of the service.
- The Task Group recognises the importance of individual services and the Council as a whole carrying out workforce succession planning to ensure that employees have the skills required to meet the future needs of the organisation.
- The Task Group acknowledges the work done by the Council in securing additional external funding to support the apprenticeship programme initiative that has led to the creation of a number of posts in independent care homes across the district.
- The Task Group supports the approach to assist young people leaving care by developing a pre-apprenticeship programme that aims to provide young people with the skills to apply for an apprenticeship or compete in the main employment market.
- The Task Group would wish to see that young people leaving care are provided with continued positive support beyond the initial help that is offered.
- The Task Group supports the initiative that is being considered to provide additional help to candidates who have not met the required standards as part of the recruitment process for an apprenticeship programme.
- The Task Group notes the work being done to promote apprenticeships in the Council as well as the wider Kirklees economy and believes the wide range of initiatives that have been used have been effective in highlighting the opportunities available to young people.
- The Task Group acknowledges the support that the Council is providing to the wider economy and in particular young people as part of its commitment to lead Kirklees out of recession.
- The Task Group would wish to see the Council continue with its commitment to support the wider economy regardless of the economic situation and develop further initiatives designed to provide opportunities for young people across Kirklees.
- The Task Group notes the desire to develop an apprentice training model to help create apprenticeship opportunities and believes that this would be better supported through a centrally funded apprenticeship budget.

AREA OF FOCUS ONE - RECOMMENDATIONS

1. To support the development of an apprenticeship training model and to help to create a breadth of apprenticeship opportunities including increasing the choice of apprenticeship programmes the Task Group recommends that Support Services undertake the following action:
 - Investigate the feasibility of introducing a centrally funded apprenticeship budget and, if appropriate, produce a business case that outlines: the key benefits to the Council; an outline of the options considered including any risks; and the implications of maintaining the existing funding model.

4.3

Area of Focus 2

Review the progress and effectiveness of new service designs in helping to create opportunities for young people to start careers with the Council.

4.3.1 Background

4.3.2 The Coalition Government has stated its determination to reverse the trend of rising youth unemployment and has made a commitment to ensure that young people have the opportunity to engage in the labour market.

4.3.3 The benefits of getting more young people into work is widely recognised and helps reduce the risk of long term unemployment and welfare dependency, and encourages social mobility and economic growth.

4.3.4 The Government has highlighted a number of priorities for action for supporting youth employment, working with businesses, local government, voluntary groups and local communities including:

- Encouraging employers in both the public and private sectors to help inspire young people and to offer more work experience, internships and apprenticeship opportunities to young people

4.3.5 Kirklees Council has long supported the need to support youth employment across the district and to lead by example. The commitment to lead by example is clearly highlighted in the Councils WFD Plan which emphasises that during the redesign of services and the downsizing of the organisation the importance of continuing to create and provide opportunities for young people to start their careers with the Council.

4.3.6 Kirklees Workforce

4.3.7 One of the key priorities stated in the WFD Plan is a commitment to have a workforce that is representative of the local community it serves at all levels of the organisation.

- 4.3.8 During discussions with Support Services the Task Group was informed that young people were not well represented on the Council workforce. The age group 16-24 accounted for 14% of the overall population of Kirklees but only represented 3.9% (excluding schools) of the Council's workforce.
- 4.3.9 The Task group was informed that the next age group 25-44 represented just over 40% (excluding schools) of the workforce. One of the key reasons for the ageing profile of the workforce was that turnover of staff in the older age bands was very low.
- 4.3.10 The other issue that was highlighted as having an impact was the short time that many young people tended to stay employed with the Council. The table below that is included in the WFD Plan illustrates the turnover of staff within 2 years of employment with the Council.

4.3.11

Age banding	Average	Leaver in Period	Turnover %	Left within 2 Years	Turnover from Leavers within 2 Years
Under 25	492.5	90	18.3%	71	14.42%
25-34	2834.5	209	7.4%	90	3.18%
35-44	4847.0	291	6.0%	82	1.69%
45-54	5781.5	434	7.5%	72	1.25%
55-64	3192.0	689	21.6%	55	1.72%
65+	222.5	130	58.4%	14	6.29%
Council Total	17370	1843	10.61%	384	2.21%

**Labour Turnover within 2 years of employment
(1 January 2010 – 31 December 2010 for permanent staff)**

- 4.3.12 Support Services stated that detailed information on why people were leaving was not being routinely captured across the Council although measures were being planned to collate more detailed intelligence through exit interviews.
- 4.3.13 The Task Group was informed that where information from young leavers had been gathered, themes that had emerged included: concerns around job security; service reviews; pay structure; and lack of development and progression opportunities.
- 4.3.14 Support Services stated that the Council recognised that it needed to do more to promote the benefits of pursuing a career in local government including a focus on attracting more graduates into the organisation.
- 4.3.15 Promoting and Creating Opportunities for Young People
- 4.3.16 The Task Group was keen to establish the number of job opportunities that had been created by the Council over the last few years that would be considered as being suitable for young people.
- 4.3.17 During discussions with Support Services the Task Group was informed that due to the way the current back office systems operated this data was not readily available. However Support Services did undertake an exercise that

covered all entry – level vacancies (up to Grade 5) that were advertised as external vacancies during 2012.

- 4.3.18 The data was provided for indicative purpose only and included seasonal and part time work and in some cases showed considerable variance in the number of hours that was available for each post.
- 4.3.19 The Task Group acknowledged that this was a relatively small analysis of data and accepted that this would not necessarily be representative of the types and number of jobs that would be typically available over the course of a 12 month period.
- 4.3.20 However the Task Group did feel that the exercise was useful and that the data was able to highlight the challenges that the Council faced in providing substantive job opportunities for young people. In addition the data also helped to highlight key features of recent vacancies many of which were part time, seasonal and evening or weekend work.
- 4.3.21 Details of the data can be seen in Appendix one of the report.
- 4.3.22 Support Services stated that work had started on promoting the Council as a place for young people to work. This had included focusing on a number of key areas such as:
- Promoting the work of young people already employed by the Council.
 - Highlighting the technology that is used and available throughout the Council.
 - Developing initiatives that take into account the perspective of a young person.
- 4.3.23 In addition the Task Group was informed that the Council would start collating more robust data on apprentices in order to be able to track more accurately their progress in the organisation. The information would be used to produce case studies of young people and highlight examples of career progression and success stories.
- 4.3.24 The Task Group was informed that work was also taking place with the Council's Young Employee Network to promote job opportunities in the Council and look at ways to help young employees develop wider job skills.
- 4.3.25 Initiatives such as arranging work shadowing had already started which would help young people gain an understanding of different job roles, enhance their career development and develop a better understanding of the organisation.
- 4.3.26 The Task Group was informed that young employees were being encouraged and supported in gaining additional experience by providing them with opportunities to contribute and participate in projects being carried out across the council.

4.3.27 Young Employee Network

4.3.28 The Young Employee Network (YEN) was launched in 2004 and is open to any council employee who is aged 28 or younger. YEN has 3 main aims which are aimed at supporting the Council to:

- Recruit young employees
- Train young employees
- Retain young employees

4.3.29 YEN also has a vision that outlines what it wants the Council to achieve which includes:

- Establishing the Council as an employer of choice for young people.
- Increasing the numbers of young people recruited by the Council.
- More young employees choosing to stay with the Council.
- Greater opportunities for career progression.
- The work of young talent being recognised and celebrated by the Council.

4.3.30 During discussions with representatives from YEN the Task Group was informed that YEN would like to see the Council create more entry level jobs for young people.

4.3.31 YEN stated that it would be useful if the Council could provide a greater spread of entry level jobs that didn't require a minimum level of experience and instead focus on providing 'on the job' training.

4.3.32 The Task Group was informed that YEN had been involved in a number of initiatives that had been aimed at providing job opportunities for young people and promoting the Council as a place to work. Details of some of these initiatives are outlined below in sections 4.3.33 to 4.3.44.

4.3.33 Business Support Trainees

4.3.34 Support Services and YEN highlighted the manner in which the Council had managed vacancies in Business Support as an example of how a flexible and creative approach could be used to provide opportunities for young people.

4.3.35 The Task Group was informed that where, as part of the Business Administration review, an entry level Business Support vacancy had been identified the Council had introduced a Business Support Traineeship. The objective was to provide an opportunity for individuals to come into this area of work and following a 12 month training period move into a permanent position.

4.3.36 The Task Group was informed that prior to the introduction of this initiative many of the Business Support vacancies would have been advertised at higher level grades requiring a certain level of experience. The new approach had been designed to attract more young people into these positions who would otherwise have been unable to apply due to a lack of experience.

- 4.3.37 Information provided by YEN showed that the Council had taken a different approach to recruitment with members from YEN being actively involved in the process. This included YEN distributing leaflets to advertise the vacancies and speaking to young people in Huddersfield Town Centre to promote the traineeships. This approach was aimed at reaching out and encouraging those sections of the local community who normally wouldn't apply for this type of position.
- 4.3.38 Representatives from YEN also contributed to the work that was carried out at the traineeship assessment centre which included facilitating a pre-interview test, helping to coordinate 80 interviews and being available to meet and greet candidates as representatives of the 'young face' of the organisation.
- 4.3.39 The Task Group was informed that the initial outcomes of the initiative had been encouraging and had resulted in applications that reflected a better representation of the Kirklees Community. A total of 8 individuals had been selected and were currently going through a traineeship programme and a further 3 were due to be appointed.
- 4.3.40 Working With Schools
- 4.3.41 As representatives of the Council members of YEN had visited a number of secondary schools to carry out mock interviews with students. The aim was to help increase students confidence and better prepare them for job and college interviews.
- 4.3.42 The Task Group was informed that a key benefit from this initiative was that it provided the Council with an opportunity to showcase young council employees and to promote the Council as a good place for young people to work.
- 4.3.43 Members of YEN had also participated in Careers Fairs in secondary schools to provide details about the Council and to encourage students to consider a career with the Council.
- 4.3.44 These events also enabled students to learn about the different career paths that were available in the Council. It also helped to highlight the young face of the Council and to help breakdown the view that the Council was not a place of work for young people.
- 4.3.45 Employer of Choice
- 4.3.46 The Council is currently developing a strategy 'Employer Youth Employment Strategy, 2013-2015' which will outline the approach that will be taken by the Council to become an 'Employer of Choice' amongst a more diverse range of local young people.
- 4.3.47 The Council is looking to become more proactive in promoting the organisation as a place to work and will lead by example to address the increasing levels of youth unemployment across the district.

- 4.3.48 The strategy will cover a number of areas including the approach that the Council will be taking with regard to the co-ordination of Work Placements, Apprenticeships and a Graduate scheme.
- 4.3.49 The strategy highlights the intention of the Council to undertake a high profile programme to help unemployed young people gain work experience placements within the Council through which it will encourage other local employers to take part.
- 4.3.50 The Council will also be focusing on work placements for school and colleges by developing a centrally co-ordinated programme that will ensure consistency and provide the Council with an opportunity to monitor and assess the effectiveness of this initiative.
- 4.3.51 In response to the high levels of graduate unemployment the strategy also outlines plans to introduce a Graduate Internship Scheme. The strategy proposes to develop an internship model within the Council to undertake specific projects within service areas. Subject to funding the scheme will start with an initial pilot that covers a small number of internships in partnership with the University of Huddersfield.

4.3.52

TASK GROUP VIEW

- The Task Group notes that information on why people are leaving the Council is not being consistently gathered.
- The Task Group feels that feedback from leavers, particularly young employees, can help the Council to learn about the strengths and weaknesses of the organisation and to help understand how best to satisfy and retain good employees.
- The Task Group acknowledges the difficulties that the Council currently faces in providing data relating to job vacancies in the Council.
- The Task Group would wish to see that steps are taken to obtain job vacancy data as soon as is practicably possible and believes that this information would be extremely useful in helping the Council to analyse trends in job vacancies and for workforce planning.
- The Task Group notes the desire from YEN for an increase in the numbers of entry level jobs but accepts that the increasing financial pressures facing the Council is creating real challenges in job creation.
- The Task Group acknowledges the good work that is being done by the YEN and supports initiatives such as the Business Support Trainees which has helped to provide employment opportunities for young people in Kirklees.
- The Task Group supports the introduction of the Employer Youth Employment Strategy and the proactive approach being taken by the Council to become an Employer of Choice.
- The Task Group welcomes the initiative to introduce a Graduate Internship Scheme and would wish to see that this scheme is fully supported particularly in light of the prominent role that the University has in Huddersfield.

AREA OF FOCUS 2 - RECOMMENDATIONS

1. To help the Council gain a better understanding of why employees are leaving and assist the Council to meet the needs of its workforce the Task Group recommends that Support Services:
 - Devise a set of actions that focuses on introducing measures to ensure that comprehensive information detailing the reason why employees are leaving the Council is being routinely captured in a consistent manner by all council services.
2. That Support Services in conjunction with the team that is overseeing the introduction of the Council's new back office IT system (Powerhouse) develops a system that will provide the required analysis of employment data that will:
 - Assist the organisation to have an understanding of recruitment trends.
 - Help the Council's future workforce planning.
 - Support the need for targeted recruitment of under represented groups such as Young People.

4.4

Area of Focus 3

Review the council wide apprenticeship framework with a focus on the council's internal apprenticeships including: how it supports and links into the wider council aim of providing staff with transferable skills and creating a workforce that is flexible, dynamic and forward-thinking

4.4.1 Workforce Development Plan 2011-2014

4.4.2 The Workforce Development (WFD) Plan has been developed by the Council to build on the work that has already taken place and to prepare the organisation to meet the challenges of the future.

4.4.3 The WFD plan highlights a number of challenges that face the Council including how to cope with the multiple challenges of an ageing population; changes to social demographics; changes to the way people contact the Council and want their services provided; and the changing financial climate.

4.4.4 The WFD plan states that in response to these challenges and to create a sustainable infrastructure for the future the Council has embarked on a major change programme which will be supported by the delivery of an effective workforce strategy.



- 4.4.5 The WFD plan also makes reference to a number of challenges that will face the organisation in implementing the strategy including a need for the organisation to agree on how it will create innovative opportunities for employees and apprentices in a time of downsizing and reallocation of funding.
- 4.4.6 The WFD plan focuses on four key themes and each theme is supported by a Learning and Development Action Plan that outlines how the strategy will be delivered. The four themes are: Cultural Change; Leadership; Future Workforce Skills and Capacity; and Apprenticeships.
- 4.4.7 The WFD Plan Apprenticeship Theme
- 4.4.8 The WFD plan emphasises that service designs need to be creative and provide entry level roles that provide opportunities for young people. It also focuses on a council wide apprenticeship framework which aims to bring a more strategic approach to balance a number of objectives including:
- Creativity to allow opportunities for young people at a time when the organisation is downsizing.
 - Supporting the wider economy.
 - To action the Council's social responsibility by offering progression pathways for the most disadvantaged groups of young people.
 - Developing a more sustainable approach to offering apprenticeships and to address the issue of an ageing workforce by the integration of apprenticeships within the Council's recruitment strategies for entry-level jobs including offering deployment to apprentices in the last 3 months of their training contract.
- 4.4.9 The apprenticeship theme highlights the aim of supporting the Council to achieve a vibrant, dynamic and forward-thinking workforce and to meet the objective of supporting the wider Kirklees economy.
- 4.4.10 The Learning and Development Action plan that supports the apprenticeship theme identifies the actions that are needed to: deliver the aims; show how the Council will support the actions; and how they will be delivered.
- 4.4.11 One of the actions highlighted in the action plan includes the need to provide a core generic skills development offer for all apprenticeships that would be achieved by developing a support package for all apprenticeships that would include: induction; personal development; career planning; job seeking; mentoring; and support for line managers.

- 4.4.12 The Task Group was informed that significant progress had been made by the Council in its aim of moving away from services operating individual schemes in 'silos' to an approach that focused more on developing a cross service centre of excellence that would enable the organisation to better deal with its wider workforce priorities.
- 4.4.13 The recruitment, management and support of apprentices was now in line with the Council's Workforce Development Framework and the support provided to young people includes links to the Careers Service, training providers, the Young Employees Network and the Councils Area Neighbourhood Teams.
- 4.4.14 Supporting and Developing Apprenticeships.
- 4.4.15 Feedback during discussions with apprentices, including former apprentices, highlighted the value they placed on having on the job training. They felt that the balance between the practical aspects of the apprenticeship programme and the academic (classroom) elements worked well.
- 4.4.16 However there was a general consensus among the apprentices that the length of the courses had been too short. Although apprentices felt they had been adequately trained, they believed that a longer training programme would have enabled them to gain more experience and improve their overall understanding of the area of work they were being trained in.
- 4.4.17 The Task Group was informed that a new apprentice support package had been introduced in August 2012. It aimed to equip apprentices with the skills to help them prosper in their future careers and act as the catalyst for change as part of the wider transformational change to the workforce culture.
- 4.4.18 The Task Group was informed that each apprentice was provided with a personal learning account which was located on the Council's Learning Management System (LMS). The account was used to maintain a record of the apprentices induction programme and include details of training courses and workshops attended.
- 4.4.19 The information held on the LMS is used to evidence the induction programme as part of the Apprenticeship National Qualification Framework and is assessed through an external verification process.
- 4.4.20 Support Services stated that the refreshed support package was designed to help apprentices to become more self aware, have a greater understanding of their public service role and to develop a thorough understanding of Kirklees communities.
- 4.4.21 The Task Group was informed that the support programme had been commissioned to an external provider who worked with officers from Learning and Development to deliver a comprehensive 12 month programme. The programme consists of a number of themed full-day work shops that cover a variety of areas including:
- Serving Kirklees Communities & Customer Service
 - Communication in the workplace, including presentation skills

- Equality & Diversity in the workplace
- Active Citizenship & Social Responsibility

Details outlining the full Support Programme can be found in Appendix 2.

- 4.4.22 During discussions with Support Services the Task Group was informed that a key council objective was to provide greater support to apprentices by providing them with a more rounded induction to the Council.
- 4.4.23 The induction programme included providing apprentices with a wider brief that touched upon social responsibility and a core programme that covered the wider aspects of the work of local government. The programme also aimed to provide a more detailed insight into what it meant to work in a political environment.
- 4.4.24 Key areas that are covered in the induction programme include:
- The responsibilities of working for the Council.
 - The role of public service.
 - The Council's core values.
 - The role of the employee as an ambassador for the Council.
- 4.4.25 The Task Group was informed that the induction programme also included information on career progression with the aim of providing apprentices and young employees with the motivation and aspiration to start looking ahead and considering their future career opportunities.
- 4.4.26 The Task Group was informed that apprentices also worked with 'life coaches' who helped them to gain a broader understanding of work related issues. The aim of the support was to develop the young person into a more rounded individual and provide them with a platform to help their future career aspirations.
- 4.4.27 Feedback from discussions with apprentices indicated that not all apprentices felt fully informed on what would happen at the end of their apprenticeship programme and it appeared to the Task Group that the process followed by the Council hadn't been properly explained to some apprentices.
- 4.4.28 Skills for the Future
- 4.4.29 Support Services stated that the Council recognised the importance of providing continued support to young people once the formal apprenticeship programme had been completed.
- 4.4.30 The Task Group was informed that support provided to apprentices included being paired up with an experienced member of staff who would act as a mentor and provide support and advice.
- 4.4.31 Feedback from discussions with apprentices indicated that the overall experience in terms of support from the Council and in particular work colleagues had been very positive.

- 4.4.32 Apprentices stated that they liked having a mentor and found it particularly useful to have a contact that they could talk to on a regular basis and to whom they could, if needed, highlight any problems or concerns.
- 4.4.33 The Task Group was informed that the apprenticeship framework had been designed to provide individuals with the opportunity to work through a variety of qualification levels in a similar way to young people who had selected to follow a more traditional route for further education. (see Appendix 3)
- 4.4.34 Support Services stated that where appropriate and subject to the needs of the service young people would be supported by the Council in advancing their apprenticeship qualifications. The options available included undertaking further qualifications via The Open University.
- 4.4.35 However during discussions with the Task Group apprentices expressed disappointment that they were unable to progress their qualifications which they believed was due to the current financial pressures facing the council.
- 4.4.36 The commitment to support apprentices develop the required skills for the future is encompassed in the Council Workforce Development Strategy which aims to provide opportunities for all employees to up-skill, develop new skill sets and prepare for new ways of working.
- 4.4.37 During discussions with YEN the Task Group was informed that in some areas of the Council feedback had indicated that managers were reluctant to include young people in wider service or council projects. It was unclear why there was this reluctance although the Task Group did note comments from YEN that highlighted the increasing challenges and pressures that employees and services were experiencing during a period of reducing resource.
- 4.4.38 YEN informed the Task Group that the current pathway used by the network to provide feedback to the organisation could be improved. Although YEN had a senior contact (champion) the contact was often extremely busy and wasn't able to meet with YEN on a regular basis.
- 4.4.39 YEN stated that although it appreciated the work that had been undertaken by the champion for young employees it would ideally like to have a more accessible contact. YEN also stated that it would like the contact to continue to retain the authority and influence to deal with the issues and suggestions that it raised.
- 4.4.40 Despite these issues YEN stated it was pleased that many of its initiatives had been supported by the Council. An example of work supported by the organisation included a development workshop that had been arranged by YEN and had been open to all young employees within the Council.
- 4.4.41 The workshop covered a number of areas including project management, public speaking skills, how to get the best out of your appraisal, writing a development plan and development opportunities within the Council.

4.4.42 Feedback from attendees of the workshop had been positive and comments indicated that many of the young employees felt more positive and confident about having a career with the Council.

4.4.43

TASK GROUP VIEW

- The Task Group notes the concern of some apprentices who feel that their courses were too short and would wish to see that sufficient outgoing support is being provided to apprentices during the transition to full time employment.
- The Task Group welcomes the introduction of the new Apprenticeship Support Package.
- The Task Group supports the use of the personal learning accounts for apprentices and would wish to see that this is further developed in order to provide apprentices with details of the entire forward apprenticeship programme.
- The Task Group notes the comprehensive range of issues covered by apprentices during the initial 12 month induction programme and would wish to ensure that apprentices are given the opportunity to provide feedback in order to evaluate the value of the workshops.
- The Task Group notes the feedback from some apprentices that they didn't feel fully informed of the various stages of the apprenticeship programme and would wish to see that all apprentices are provided with sufficient enough support to ensure that they understand the process that is followed.
- The Task Group acknowledges the support being provided to apprentices and believes that the focus on providing ongoing assistance to young people is an important aspect of their development.
- The Task group notes the concerns from YEN that some young people are experiencing limited opportunities to develop their work experience and knowledge.
- The Task Group acknowledges the increasing challenges faced by services during a period of reducing resource but would wish to see that all young people are provided with an opportunity to enhance their work skills through involvement in wider service areas of work and projects.
- The Task Group notes the wishes of YEN that it would like to see the Council appoint an accessible champion that will represent the views of young employees and have the status to effectively deal with issues and suggestions put forward by YEN.

AREA OF FOCUS 3 - RECOMMENDATIONS

1. That Support Services develops an action plan and supporting resources designed to provide apprentices with the detailed knowledge and understanding of the Apprenticeship Programme. This should include:
 - A document that provides each apprentice with details of their entire forward programme including key milestones.
 - Information that clearly explains the apprenticeship model, the reasons for this approach and what the apprentice can expect at the end of the programme.
 - Utilising the support of mentors to test apprentices understanding of the process.
2. That Support Services develops a plan designed to encourage the increased involvement of young people in wider service and council areas of work. The plan should include:
 - Identifying ways of supporting managers to provide young people with the opportunity to participate in activities that will help to develop and widen their work experience and skills.

6. SUMMARY OF ALL RECOMMENDATIONS

AREA OF FOCUS 1 - Assess the approach taken by the Council to promote and encourage apprenticeships including looking at the scope of apprenticeship schemes that are available across the Council.

- 6.1 To support the development of an apprenticeship training model and to help create a breadth of apprenticeship opportunities including increasing the choice of apprenticeship programmes the Task Group recommends that Support Services undertake the following action:
- Investigate the feasibility of introducing a centrally funded apprenticeship budget and, if appropriate, produce a business case that outlines: the key benefits to the Council; an outline of the options considered including any risks; and the implications of maintaining the existing funding model.

AREA OF FOCUS 2 - Review the progress and effectiveness of new service designs in helping to create opportunities for young people to start careers with the Council.

- 6.2 To help the Council gain a better understanding of why employees are leaving and assist the Council to meet the needs of its workforce the Task Group recommends that Support Services:
- Devise a set of actions that focuses on introducing measures to ensure that comprehensive information detailing the reasons why employees are leaving the Council is being routinely captured in a consistent manner by all council services.
- 6.3 That Support Services in conjunction with the team that is overseeing the introduction of the Council's new back office IT system (Powerhouse) develops a system that will provide the required analysis of employment data that will:
- Assist the organisation to have an understanding of recruitment trends.
 - Help the Council's future workforce planning.
 - Support the need for targeted recruitment of under represented groups such as young people.

AREA OF FOCUS 3 - Review the council wide apprenticeship framework with a focus on the council's internal apprenticeships including: how it supports and links into the wider council aim of providing staff with transferable skills and creating a workforce that is flexible, dynamic and forward-thinking.

- 6.4 That Support Services develops an action plan and supporting resources that is designed to provide apprentices with the detailed knowledge and understanding of the Apprenticeship Programme. This should include:
- A document that provides each apprentice with details of their entire forward programme including key milestone.
 - Information that clearly explains the apprenticeship model, the reasons for this approach and what the apprentice can expect at the end of the programme.
 - Utilising the support of mentors to test apprentices understanding of the process.
- 6.5 That Support Services develops a plan designed to encourage the increased involvement of young people in wider service and council areas of work. The plan should include:
- Identifying ways of supporting managers to provide young people with the opportunity to participate in activities that will help to develop and widen their work experience and skills.

7. ATTENDEES AND WITNESSES.

The review was carried out between November 2012 and February 2013 and included receiving and reviewing a variety of information and holding interviews with:

- Siraj Mayet – Organisational and Workforce Development Officer, Support Services
- Heather Paul – Organisational Development Manager, Support Services
- Cheryl Smith – Area and Neighbourhood Action Coordinator, Well-being and Communities
- Frances Wardley – Area and Neighbourhood Action Coordinator, Well-being and Communities

The Task Group also met with 7 apprentices and former apprentices and 3 representatives from the Young Employees Network.

8. SOURCES OF EVIDENCE

- Adult Apprenticeships – National Audit Office – February 2012
- Apprenticeships Booklet – Kirklees Council
- Apprenticeships Information Paper – Scrutiny Task Group November 2012 – Support Services
- Apprentice Programme 2012 – Welcome to Kirklees Council (presentation)
- Highlights from the Kirklees Labour Market and Skills Strategy – 2008-2020
- Human Resources Benchmarking Club 2012 – CIPFA Business Ltd – July 2012
- Indicative data on external job vacancies suitable for young people – Support Services – February 2013
- Kirklees Council –Employer of Choice – Employer Youth Employment Strategy – 2013-2015
- Kirklees Council Internal Apprenticeships Information Paper – Scrutiny Task Group October 2012 – Support Services
- Kirklees Council Streetscene and Housing Placement Description – Apprentice – Highway Maintenance
- Kirklees Council Wide Workforce Development Plan – Resources Scrutiny Panel Report – October 2011
- New Apprentice Support Package – Support Services – August 2012
- Organisational Development Vision – July 2011
- Support Youth Employment – An overview of the Coalition Government’s approach – HM Government -2011
- Workforce Development Plan 2011-2014 (including Action Plan) – February 2011

APPENDIX 1

The data given below is for indicative purposes only.

The data covers all entry- level vacancies (up to Grade 5) offered external by the Council during 2012. The number of hours of work under each vacancy is variable, in some cases considerably so; for instance the Trainee Assistant/Assistant Youth Worker post was for 6 hours/week.

Job title	Service	Grade	No. of jobs
Customer Service Assistant	Physical Resources and Procurement	2	14
Customer Service Assistant/ Cash Handler	Physical Resources and Procurement	3	21
Apprentice Gas Engineer	Building Services	Trainee Allowance	2
Apprentice Electrician	Building Services	Trainee Allowance	1
Streetscene Apprentice	Streetscene and Housing	Trainee Allowance	10
Catering Apprentice	Physical Resources and Procurement	Trainee Allowance	4
Advanced Apprentice (Business Admin)	Learning	Trainee Allowance	1
Craft Apprentice (Plumbing or Joinery)	Building Services	Trainee Allowance	4
Customer Service Apprentice	Streetscene and Housing	Trainee Allowance	2
IT Apprentice	Support Services	Trainee Allowance	4
Business Admin Advanced Apprentice	Learning	Trainee Allowance	1
Business Admin Advanced Apprentice	Learning	Trainee Allowance	1
Business Admin Advanced Apprentice	Learning	Trainee Allowance	1
Seasonal Nursery Operative	Streetscene and Housing	3	Numerous
Seasonal Park Attendant	Streetscene and Housing	3	Numerous
Seasonal Assistant Gardener	Streetscene and Housing	4	35
Information Assistant	Customer and Exchequer	4	1

Trainee Assistant / Assistant Youth Worker	Family Support and Child Protection	JNC 5 - 7 (Trainee)	10
Trainee Assistant/ Assistant Youth worker	Family Support and Child Protection	JNC 5 - 7 (Trainee)	10
Childcare Assistant	Learning	3	2
Mailing Support Officer	Support Services	4	1
Support worker - Home Support	Well being and Integration	5	Numerous
Museum Visitor Assistant	Communities and Leisure	2	9
Business Support officer	Council Wide	4	Numerous
Domestic Assistant	Well Being and Integration	3	1
Domestic Assistant	Well Being and Integration	3	Numerous
Receptionist	Kirklees Active Leisure	Scale 2 (Grade 4)	Various
Leisure Apprenticeship	Kirklees Active Leisure	Trainee Allowance	Various
Receptionist	Kirklees Active Leisure	Scale 2 (Grade 4)	3
Assistant Sport Development Officer App	Kirklees Active Leisure	Trainee Allowance	Numerous
Receptionist	Kirklees Active Leisure	Scale 2 (Grade 4)	1
Support Worker	Well being and Integration	5	3
Support Worker	Well being and Integration	5	6
Domestic Assistant	Well being and Integration	3	1

New Apprentice Support Package

August 2012

Apprentice Support Programme

Themed full-day workshops covering the following areas:

- **Serving Kirklees Communities & Customer service**
 - *Understanding the diverse nature of Kirklees communities, their needs and how this impacts the delivery of public services*
 - *The Council's corporate standards, knowledge of services and signposting*

- **Communication in the workplace, including presentation skills**
 - *Understanding of what effective communications is and the tools available to support it*
 - *Self-analyse their own communication skills and how to communicate more effectively in the future*

- **Personal Effectiveness & time management**
 - *Awareness of planning/self management tools and techniques*
 - *Identify areas of personal improvements leading to an individual action plan, taking personal responsibility*

- **Building & Managing Workplace Relationships with Confidence**
 - *Understanding self confidence, its benefit in the workplace and the difference between assertive and aggressive behaviour*
 - *Understanding how their own behaviour can impact on others and how to manage their behaviour to ensure success in the workplace*

- **Understanding Team working & Leadership in the workplace**
 - *Self awareness of how they contribute within a team working situation and how they can improve on this*
 - *Awareness of the different types of leadership roles and how this role can be developed to benefit them and others around them*

- **Equality & Diversity in the workplace**
 - *The importance of embracing diversity in the workplace*
 - *Recognising prejudice and discrimination, challenging unacceptable behaviour*

- **Active Citizenship & Social Responsibility**
 - *Embracing the public service ethos*
 - *How to become a 'change agent' to benefit the wider Kirklees community*

- **Researching employment opportunities, applying for jobs & interview skills**
 - *Tools to become more effective in the labour market*
 - *Branding yourself to a future employer*

- **1:1 sessions with qualified life coaches – 2 session per apprentice**
 - *To contextualise the above learning, how has it/will impact them as individuals, what will they do to continue to develop themselves as individuals*

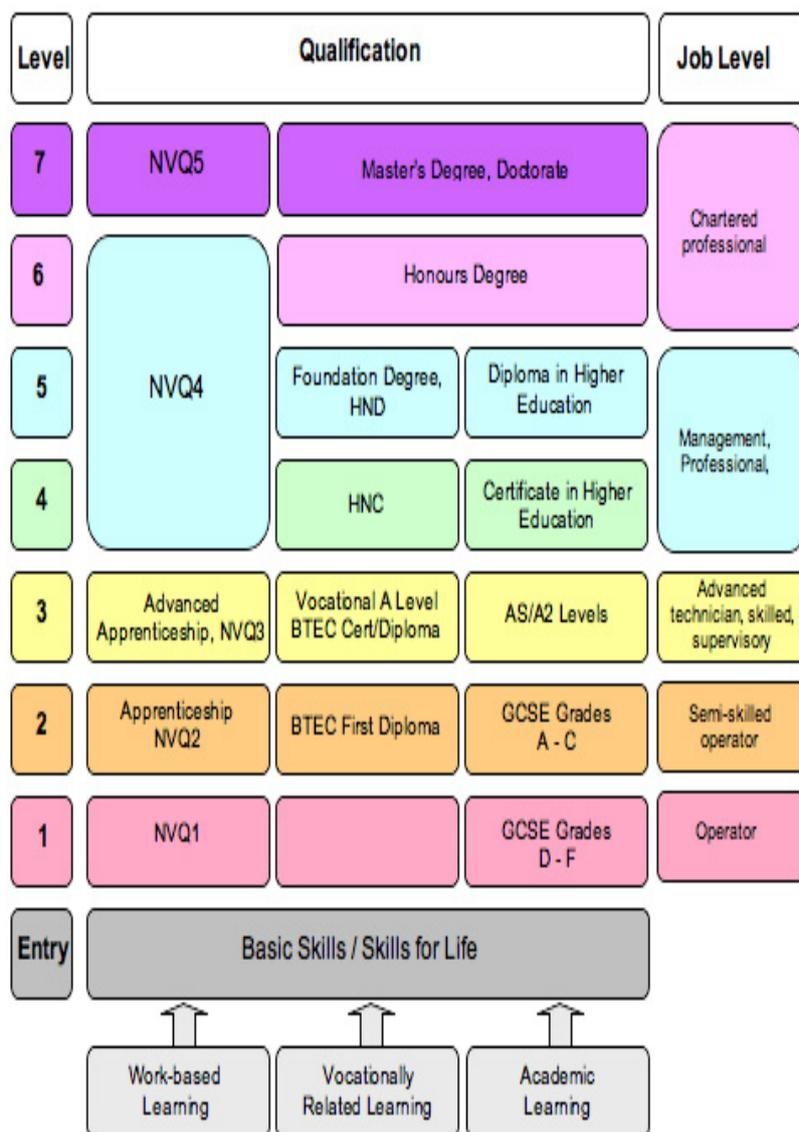
- **End of the year Evaluation report**
 - *Feedback for all relevant stakeholders, positive points and learning points for future improvement*

APPENDIX 3

The council's apprenticeship framework currently covers 3-levels – 1. Pre-apprenticeships (below GCSE grade C & basic skills); 2. Intermediate Apprenticeships (GCSE level); and 3. Advanced Apprenticeships (A-levels).

The chart below shows how our current framework compares to the national structure:

National Qualifications Framework Chart Kirklees Council



Kirklees Council's Apprenticeship Framework

→ Advanced Apprenticeships (level 3)
 ↑
 → Intermediate Apprenticeships (level 2)
 ↑
 → Pre-Apprenticeship Programme (level 1 & below)