

## Appendix D

### Expanding Apprenticeships Opportunities

Our aim is to support the Government target of achieving 3 million apprenticeships by 2020 by employing at least 2.3% of our headcount in apprenticeship roles each year.

The drivers to achieving this aim include:

- Making effective use of the apprenticeship levy
- Filling skills shortages by 'growing our own'
- With an ageing workforce, aiding succession planning by retaining valuable knowledge and experience.
- Bringing new skills and fresh ideas into the Authority
- Meeting our duty to 'have regard' to the government target on apprenticeships
- Improving the skills of the workforce through the use of structured training programmes
- Addressing inequalities in the age profile of the council

We are seeking to increase the use of apprenticeships and improve the quality of those apprenticeships in the following ways:

<b>Apprenticeship Initiatives</b>	<b>Plans for the period</b>
To meet the government target of 2.3% of headcount each year	<p>For Hertsmere this equates to 7 new apprentices each financial year (please note this can include existing members of staff who take up an apprenticeship for development purposes).</p> <p>The Council have plans to employ apprentices in the following areas in 2018/19</p> <ul style="list-style-type: none"><li>• Electoral Services – apprenticeship training commenced in April</li><li>• IDS – apprentice due to start quarter 2/3</li><li>• Engineering Services – apprentice due to start quarter 2/3</li><li>• Human Resources – pending recruitment</li><li>• Waste Management – apprenticeship training to commence in September</li><li>• Parking Services – apprenticeship training to commence in September</li><li>• Legal Services – pending recruitment</li></ul>

	<p>All vacancies will be assessed as possible apprenticeship opportunities. The online authorisation to recruit forms have been amended to include a section specifically about apprenticeships.</p>
<p>To 'have regard to the apprenticeship target'</p>	<p>Submit an annual report to the Department for Education on our progress towards the target and how we have 'had regard' to the target, this will include how we have sought to increase apprenticeships and also any barriers to recruiting into apprenticeship roles. This report will be submitted annually by 30 September.</p> <p>To continue to be part of the Hertfordshire Apprenticeship Alliance a group led by County and made up of district councils, NHS, contracted partners, training providers, Hertfordshire LEP and EELGA. To continue to meet quarterly to meet the aims of the group which are:</p> <ol style="list-style-type: none"> <li>1) To bring together public bodies in Hertfordshire to maximise use of the Apprenticeship Levy.</li> <li>2) To link with the LEP in Hertfordshire, focusing on addressing skills shortages.</li> <li>3) To work with further education bodies to influence the learning frameworks provided in Hertfordshire</li> <li>4) To prioritise levy spend within the Hertfordshire economy i.e. Hertfordshire first, other training providers second</li> </ol>
<p>Attracting and retaining young apprentices and to increase numbers in the younger age categories to address age inequalities in the workforce</p>	<p>To revise our advertising campaigns and online recruitment pages</p> <p>To consider new methods of applying for jobs besides the traditional application form</p> <p>To review benefits with a view to attracting younger employees</p>
<p>Using apprenticeship training to develop existing staff</p>	<p>To use the appraisal process to identify training needs and skills gaps to develop existing staff</p> <p>To review the training sponsorship policy</p> <p>To advertise management apprenticeships to existing staff and managers to meet skills gaps identified through training needs analysis of the last appraisal cycle</p>
<p>Promoting the use of apprenticeships</p>	<p>To take part in National Apprenticeship Week to celebrate the success of apprenticeships and encourage even more people to choose apprenticeships as a pathway to a great</p>

	<p>career or to improving their skills through training.</p> <p>To promote apprenticeships via the All staff email</p>
<p>Developing apprenticeships which are relevant to the work we do</p>	<p>To continue to work with the planning trailblazer for a level 6 apprenticeship in Town Planning</p> <p>To consider participating in other occupation specific trailblazers</p> <p>To identify hard to fill posts and consider whether the development of apprenticeship training can assist</p>
<p>Improve the quality of apprenticeships</p>	<p>Develop a mentoring programme</p> <p>Develop managers to effectively manage apprentices</p> <p>Encourage apprentices to network within Hertsmere and the HAA</p> <p>Develop a work shadowing scheme to provide effective ways of meeting the 20% off the job training requirement for apprenticeships</p> <p>To ensure managers work closely with the training providers providing feedback where necessary</p>

How can the success of our apprenticeship initiatives be measured:

- Achievement of the government target
- Level of expenditure from the apprenticeship levy
- Increased numbers and reduced turnover in younger age bracket
- Ease of recruitment for apprenticeship roles
- Staff Survey
- Number of existing staff undertaking apprenticeship training