



Foreword by the Chief Executive and Leader of the Council

At Rutland we are proud of our staff and the services they deliver to our community. Our teams across the Council work in a variety of interesting and rewarding roles with lots of career opportunities – they are made up of people with a huge range of skills from all kinds of backgrounds. We embrace the ideas of everyone who works here, no matter what their level of role, and encourage every individual to seize new opportunities whether for personal growth or for the benefit of our services.

Apprenticeships are a key part of our workforce by creating opportunities for young people and by providing a framework of development for the whole workforce of all ages – helping us to raise skills and aspirations. Rutland Council has a responsibility in helping to create these opportunities both as an employer and a strategic leader.

Adopting a more strategic approach – through this Strategy – is vital to how we attract, retain and develop our workforce to meet our communities' needs both now and in the future. Apprenticeships are an integral part of this.

Mark Andrews
Chief Executive (Interim)

Cllr Oliver Hemsley
Leader of Rutland Council

Introduction

The Apprenticeship Levy and Public Sector Apprenticeship Target were introduced in 2017 as part of the Government's efforts to deliver 3 million apprenticeship starts by 2020. Public Sector bodies with 250 or more staff have a target to employ an average of at least 2.3% of their staff as new apprentice starts annually, over the period 1 April 2017 to 31 March 2021. The Levy is charged at a rate of 0.5% of an employer's payroll.

Experience across the sector is that the policy and the target has been a challenge in local government with just over a third of organisations having met their contribution to the target, and have spent about 10% of the Levy so far.

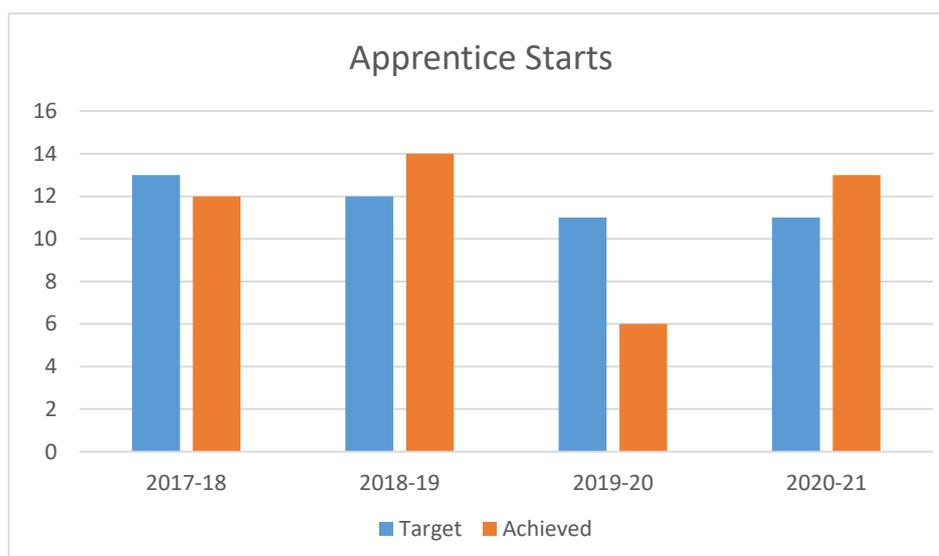
- ***What have we done and how are we doing?***

As with most authorities, Year 1 and Year 2 were restricted in part by the limited range of Apprentice standards that were available, our focus was therefore:

- Team Leader/supervisor standard and Health and Social Care
- Laying the foundations for the wider use of Apprenticeship standards by working with local managers to identify and support use of the standards from a training and development perspective.



- Our year on year performance against 'target starts' –



- In 2019, we were successful in securing a place on the 2019/20 Apprenticeships Accelerator Programme sponsored by the LGA and Education Skills Funding Agency. The overall aim of the programme was to:
 - increase apprenticeships starts, through the delivery of an Apprenticeship Strategy and action plan
 - deliver a 'deep dive' for a specific service to explore its workforce data and people analytics.

Since these workshops we have:

- Updated our career grade structures in Adult and Children's Social Care
- Designed and implemented a Planning Career Grade
- Designed and implemented a Building Surveyor Career Grade
- Appointed to four Apprenticeship roles
- Supported three existing members of staff to follow an Apprentice standard in Business and Administration, and Social Work.

In summary, we consider we have performed well in the first 3 years – achieving 32 apprenticeship programme starts against a cumulative target of 36.

Unfortunately, our targeted work for 2020 was deferred whilst the organisation responded to the Covid-19 pandemic. We had varied success with existing Apprenticeship programmes and no further appointments were progressed during the year to enable a re-modelling of support and supervision particularly where roles had become 'home based'.

Our Commitment

This document sets out our strategy as an employer and the positive action we will take in our approach to Apprenticeships as an integral part of workforce planning and our employee development framework.

Our aim is to promote wider access to apprenticeships, upskill existing employees and to increase the number of apprenticeships undertaken by young people. Becoming an Apprentice with us will give individuals the opportunity to:

- Have a job within the Council that does not require any previous experience or qualification in a particular field
- Gain a recognised qualification
- Work within a variety of roles across a range of services to gain valuable experience
- Develop learning and experience on-the-job, supplemented with a career pathway
- And work with a fantastic team.

Our Vision is...

- To deliver an Apprenticeship programme that is available to individuals from all ages, from those who have limited or no work experience/qualifications to those wanting a career change
- To embed Apprenticeships within the workforce and as an integral part of local workforce planning
- Apprenticeships to be recognised across the organisation as a highly effective means for us to build our pipeline of skills and future talent.

Our Aims for 2021-23

Promote and embed Apprenticeships

Actively promote apprenticeships within the Council as valuable recruitment and talent pipeline opportunities, and develop a pro-apprenticeship culture amongst managers and staff.

Raise awareness of apprentice standards as a route to progress for all employees – communication, case studies, briefings.

Share good news stories – positive experiences of our Apprentices and using exemplar cases as ‘Champions’.

Align Apprenticeship opportunities with skills gaps and skills shortages across the organisation. Work with service managers to map apprentice standards to critical skills needed within their service.

Grow the number of apprenticeships

Promote and develop ‘Grown our Own’ initiatives to support talent and succession opportunities.

Improve the promotion and attraction of apprenticeships as career choices for young people and disadvantaged groups.

Offer Apprenticeship opportunities to our Care Leavers - guarantee that any care leaver who applies for an apprenticeship would be invited to a first stage interview.

Put in place a Peer and Mentoring Support programme for Apprentices.

Develop skills and career pathways

Increase the number of existing employees undertaking an apprenticeship to develop their skills and career paths.

Maximise the use of the Apprenticeship Levy to support skills and professional qualifications for employees within the Council.

Develop partnerships with Training Providers and other local Authorities to identify existing and new apprenticeship frameworks/standards that support our skills needs.

Identify opportunities to use relevant supervisory and management apprenticeship frameworks to support aspiring and developing managers.

The strategy will be reviewed and updated in response to local and national changes.

Governance

In accordance with the public-sector duty requirements the Council will also publish data, annually, relating to progress towards the 2.3% apprenticeship target set by the Government.

The Apprenticeship strategy will be underpinned by an Action Plan which will be regularly reviewed and reported to the Council's Senior Management Team.

The Human Resources team will act as key guardian and provide the leadership and direction towards achievement of the Strategy and Action Plan.

Version & Policy Number	Version 1
Guardian	Human Resources
Date Produced	January 2021
Next Review Date	December 2022

Approved by SMT	
Approved by EAC	