

Public Document Pack



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5 March 2018

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE** will be held in the HMS Brave Room at these Offices on Tuesday 13 March 2018 at 6.00 pm when the following business will be transacted.

Members of the public who require further information are asked to contact Rebecca Brough on (01304) 872304 or by e-mail at rebeccabrough@dover.gov.uk.

Yours sincerely

A handwritten signature in black ink, appearing to be "N. Smith", written over a horizontal line.

Chief Executive

Scrutiny (Policy and Performance) Committee Membership:

K Mills (Chairman)
M I Cosin (Vice-Chairman)
P M Beresford
T A Bond
R J Frost
B J Glayzer
J M Heron
S C Manion
M Rose
D A Sargent

AGENDA

1 **APOLOGIES**

To receive any apologies for absence.

2 **APPOINTMENT OF SUBSTITUTE MEMBERS**

To note appointments of Substitute Members.

3 **DECLARATIONS OF INTEREST** (Page 5)

To receive any declarations of interest from Members in respect of business to be transacted on the agenda.

4 **MINUTES**

To confirm the Minutes of the meeting of the Committee held on 16 January 2018 and 27 February 2018 (to follow).

5 **PUBLIC SPEAKING**

Please note that in accordance with the agreed Protocol for Public Speaking at Overview and Scrutiny, the right to speak only applies to agenda items 11 - 13.

The right of the public to speak does not apply to the following agenda items: Apologies, Appointment of Substitute Members, Declarations of Interest, Minutes, the Forward Plan, the Scrutiny Work Programme, any agenda item that is not accompanied by a written report and items that are exempt business.

Members of the public wishing to speak must register to do so by no later than 2.00 pm on the second working day before the meeting.

6 **DECISIONS OF THE CABINET RELATING TO RECOMMENDATIONS FROM THE SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE**

There were no decisions taken by the Cabinet at its meeting held on 5 March 2018 in respect of recommendations from the Scrutiny (Policy and Performance) Committee.

7 **ISSUES REFERRED TO THE COMMITTEE BY COUNCIL, CABINET, SCRUTINY (COMMUNITY AND REGENERATION) COMMITTEE OR ANOTHER COMMITTEE**

There are no items for consideration.

8 **ITEMS CALLED-IN FOR SCRUTINY OR PLACED ON THE AGENDA BY A MEMBER OF THE COMMITTEE, ANY INDIVIDUAL NON-EXECUTIVE MEMBERS OR PUBLIC PETITION**

(a) Items placed on the agenda by a Member of the Committee or any individual Non-Executive Member

Any individual Councillor may request that a matter is placed on the agenda of one of the Council's Overview and Scrutiny Committees by providing Democratic Support with notice of the matter prior to the agenda being published.

There are no items for consideration.

(b) Items the subject of Call-In

Executive Decisions may be called-in by the Chairman or Spokesperson of the Scrutiny (Policy and Performance) Committee or any three non-executive members.

There are no items for consideration.

(c) Public Petition

There are no items for consideration.

9 **NOTICE OF FORTHCOMING KEY DECISIONS** (Pages 6 - 9)

It is intended that Members should use the Notice of Forthcoming Key Decisions to identify topics within the remit of the Committee for future scrutiny.

10 **SCRUTINY WORK PROGRAMME** (Pages 10 - 16)

It is intended that the Committee monitor and prioritise its rolling work programme.

11 **REVISED APPRENTICESHIP POLICY** (Pages 17 - 57)

To consider the attached report of the Director of Governance (Monitoring Officer).

12 **CONSULTATION ON PUBLIC SPACES PROTECTION ORDER** (Pages 58 - 62)

To consider the attached report of the Director of Governance.

13 **ENVIRONMENTAL ENFORCEMENT SERVICE DELIVERY** (Pages 63 - 67)

To consider the attached report of the Head of Regulatory Services.

14 **EXCLUSION OF THE PRESS AND PUBLIC** (Page 68)

The recommendation is attached.

MATTERS WHICH THE MANAGEMENT TEAM SUGGESTS SHOULD BE CONSIDERED IN PRIVATE AS THE REPORT CONTAINS EXEMPT INFORMATION AS DEFINED WITHIN PART 1 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AS INDICATED AND IN RESPECT OF WHICH THE PROPER OFFICER CONSIDERS THAT THE PUBLIC INTEREST IN MAINTAINING THE EXEMPTION OUTWEIGHS THE PUBLIC INTEREST IN DISCLOSING THE INFORMATION

15 **AWARD OF CONTRACT FOR RESURFACING WORKS TO DEAL PIER** (Pages 69 - 72)

To consider the attached report of the Director of Environment and Corporate Assets.

Access to Meetings and Information

- Members of the public are welcome to attend meetings of the Council, its Committees and Sub-Committees. You may remain present throughout them except during the consideration of exempt or confidential information.
- All meetings are held at the Council Offices, Whitfield unless otherwise indicated on

the front page of the agenda. There is disabled access via the Council Chamber entrance and a disabled toilet is available in the foyer. In addition, there is a PA system and hearing loop within the Council Chamber.

- Agenda papers are published five clear working days before the meeting. Alternatively, a limited supply of agendas will be available at the meeting, free of charge, and all agendas, reports and minutes can be viewed and downloaded from our website www.dover.gov.uk. Minutes are normally published within five working days of each meeting. All agenda papers and minutes are available for public inspection for a period of six years from the date of the meeting.
- If you require any further information about the contents of this agenda or your right to gain access to information held by the Council please contact Rebecca Brough, Democratic Services Manager, telephone: (01304) 872304 or email: rebeccabrough@dover.gov.uk for details.

Large print copies of this agenda can be supplied on request.

Declarations of Interest**Disclosable Pecuniary Interest (DPI)**

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest', explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and, subject to any dispensations, withdraw from the meeting.

Other Significant Interest (OSI)

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

Voluntary Announcement of Other Interests (VAOI)

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone s/he should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

Note to the Code:

Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representations on agenda items; where a Member knows a person involved, but does not have a close association with that person; or where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position. It should be emphasised that an effect on the financial position of a Member, relative, close associate, employer, etc OR an application made by a Member, relative, close associate, employer, etc would both probably constitute either an OSI or in some cases a DPI.



Notice of Forthcoming Key Decisions

[This updated version of the Notice supersedes all other versions issued in previous months]

Publication Date: 2 February 2018

Notice of Forthcoming Key Decisions which will be made on behalf of the Council

Key Decisions 2017/18	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)
1	Neighbourhood Plans	June 2013 and ongoing (see entry)
2	Dover Town Centre Regeneration: To consider progress on the Compulsory Purchase Order and any issues arising which may go beyond the scope of the resolutions incorporated in Minute CAB 87	8 September 2014/24 April 2015/7 March 2016 and as necessary
3	Approval to develop detailed plans for replacement of Dover Leisure Centre	25 July/20 September and 15 December 2016 (special Cabinet meetings) and 11 September 2017 (special Cabinet meeting)
4	Statutory Brownfield Register	Decision to be taken by the Head of Regeneration and Development – December 2017
5	Review of Tenancy Strategy and Tenancy Policy	5 March 2018
6	Review of Local Plan	(i) 1 March 2017; (ii) October 2018; and (iii) July 2019
7	Property Acquisitions	Ongoing (decisions to be taken by Portfolio Holder for Corporate Resources and Performance)
8	Approval for public consultation on draft South Barracks Conservation Area Appraisal	3 July 2017 and 5 March 2018
9	To consider the results of public consultation on the Waterloo Crescent Conservation Area Appraisal and approve public consultation on proposed boundary extensions	8 May 2017
10	To consider the results of public consultation on the extension of the Nelson Street Conservation Area boundary and the introduction of an Article 4 Direction	8 May and 4 December 2017
11	Approval to cease providing a face-to-face customer service function at Aylesham, Deal and Sandwich area offices	3 July and 4 September 2017
12	Approval of revisions to the 2012 Housing Assistance Policy	3 July 2017
13	Approval of amended Dover District Council Events Policy and Land Hire Agreement	4 September 2017
14	Approval to release funding and carry out regular beach maintenance works between Oldstairs Bay and Sandwich Bay	12 June 2017

Key Decisions 2017/18	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)
15	Local Plan Review – Engagement Strategy	8 May 2017
16	Appointment of contractor to carry out building extension and repair works at Kearsney Abbey and Russell Gardens as part of the Heritage Lottery Funded ‘Parks for People’ project	Decision to be taken by the Portfolio Holder for Property Management and Public Protection – July/August 2017
17	Appointment of contractor to carry out landscape and watercourse restoration works at Kearsney Abbey and Russell Gardens as part of DDC’s Heritage Lottery Funded ‘Parks for People’ project	Decision to be taken by the Portfolio Holder for Property Management and Public Protection – July/August 2017
18	To approve the policy on civil penalties and rent repayment orders for private landlords	2 October 2017
19	To seek approval for wet and dryside improvements to Tides Leisure and Indoor Tennis Centre, Deal	5 March/16 April 2018
20	Dover Waterfront Masterplan Area Action Plan	To be confirmed
21	Planning Enforcement Plan	16 April 2018
22	Representations on the Thanet District Council Local Plan	5 March 2018
23	Fit-out of Aylesham retail units and related funding	3 July 2017
24	Project approval for development of land at Foxborough Close, Woodnesborough to provide affordable housing	3 July 2017
25	Approval of project to deliver new modular homes to provide temporary housing for homeless households	2 October 2017
26	To consider a revised East Kent Growth Framework	4 September 2017
27	The Open Golf Championship 2020	4 September 2017
28	Local Development Scheme	4 September 2017
29	To seek approval for public consultation on the draft Sandwich Walled Town Conservation Area Appraisal	5 March 2018 and date to be confirmed
30	Approval of contracts for works to Middle Street Car Park, Union Road Car Park and general maintenance work to remaining car parks.	4 September 2017
31	Approval to carry out works to area adjacent to River Dour and garages to the rear of Dolphin House, Dover	4 December 2017
32	Approval to carry out capital project works to Deal Pier	2 October and 6 November 2017
33	Award of replacement pitched roofing contract 2017-2020	2 October 2017
34	Future and funding of Inspire Fund	To be confirmed

Key Decisions 2017/18	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)
35	Development of community-led housing initiatives	6 November 2017
36	Approval to upgrade heating and ventilation plant and controls at Dover Museum	6 November 2017
37	To approve final contract terms for the delivery of Revenues, Benefits and Customer Services functions by a private sector provider, and give authority for partner councils to enter into the contract and associated documentation.	East Kent Services Committee – 24 January 2018
38	Hackney Carriage and Private Hire vehicles - access for wheelchair users	5 March 2018
39	Fees and Charges – agreement on levels for 2018/19	15 January 2018
40	Authority Monitoring Report	4 December 2017
41	Recommendations to Cabinet (and Council) of the draft 2018/19 Budget and Medium-Term Financial Plan 2018/19-2021/22, and approval of various delegations within the Budget	5 February and 5 March 2018
42	Review of Parking Charges	15 January 2018
43	Surrender of Dover Leisure Centre Lease	15 January 2018
44	Approval of the use of Building Foundations for Growth funding and authorisation of an appropriate legal agreement	15 January 2018
45	Development of a social lettings agency	5 March 2018
46	To award contract for resurfacing work to Deal Pier stem	5 March 2018
47	Approval of project to develop housing to be occupied on an interim basis by homeless households	5 March 2018
48	To appoint consultants to design and produce tender documentation for new housing development at former sheltered housing sites at Snelgrove House and William Muge House, Dover	5 March 2018
49	Permission to go out to formal consultation on a Public Spaces Protection Order	5 March 2018
50	To seek approval to formalise the current service delivery approach to littering and dog-fouling enforcement	5 March 2018
51	Award of contract to construct two dwellings at Foxborough Close, Woodnesborough	Decision to be taken by the Portfolio Holder for Built Environment – March/April 2018
52	To seek Cabinet approval for public consultation on draft Upper Deal Conservation Area Character Appraisal	16 April 2018 and date to be confirmed

OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18

SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
May 2017	Waterloo Crescent Conservation Area Appraisal	Single Meeting	Head of Regeneration and Development	£0	£0	To consider the results of public consultation on the Waterloo Crescent Conservation Area Appraisal and approve public consultation on proposed boundary extensions
	Nelson Street Conservation Area	Single Meeting	Head of Regeneration and Delivery	£0	£0	To consider the results of public consultation on the extension of the Nelson Street Conservation Area boundary and the introduction of an Article 4 Direction.
	Performance Report Q4	Single Meeting	Director of Governance	£0	£0	To consider the report.
	Appropriation of Land for Play Areas	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	St Radigund’s Play Area Project	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Petition – Aycliffe Parking	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To receive the petition.

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
June 2017	Regent Cinema	Special Meeting (on-going)	Director of Environment and Corporate Assets / Head of Regeneration & Delivery	£tbc	£0	To be held in Deal at a date to be determined (June/July).
	Oldstairs Bay to Sandwich Bay Beach Management Plan	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Accommodation Charter for Dover District	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
July 2017	Approval to cease providing a face-to-face customer service function at Aylesham, Deal and Sandwich Area Offices	Single Meeting	Corporate Management Team	£0	£0	To consider the report.
	Outsourcing of Revenues, Benefits, Debt Recovery and Customer Services Functions (Revision of Delegations to the East Kent Services Committee)	Single Meeting	Corporate Management Team	£0	£0	To consider the report.
August 2017	Regent Cinema	On-going	Corporate Management Team	£venue+ microphones	£724.80	This will be held in Deal at the Astor Theatre. Date: 3 August 2017
September 2017	Closure of Area Offices	On-going	Director of Shared Services	£0	£0	To consider the further report. [Pre-decision scrutiny had been requested]

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	St James’s Development Update	On-going	Head of Inward Investment	£0	£0	A further site visit to the St James’s site to view progress. Exact date to be confirmed.
	Dover Leisure Centre	On-going	Director of Environment and Corporate Assets	£0	£0	To consider reports at each relevant stage in the process.[Could be a separate meeting – tbc on date]
	Lorry Parking in Dover	On-going	Director of Environment and Corporate Assets	£0	£0	To continue to monitor the progress in resolving illegal and anti-social lorry parking in Dover.
	Petition – Future of Dover Town	Single Meeting	Corporate Management Team	£0	£0	To receive the petition.
	Petition – Speed Restrictions on Beaconsfield Avenue	Single Meeting	Corporate Management Team	£0	£0	To receive the petition.
	Car Park Resurfacing	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Performance Report Q1	Single Meeting	Director of Governance	£0	£0	To consider the report.
	Parks and Open Spaces	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To receive an update on the progress of the service since bringing in-house. [Provided as focus of Performance Report]
October 2017	Report on Petition – Aycliffe Parking	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To receive a report in respect of the petition. [Moved from September due to other petitions received]

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	EK Services Strategic Service Delivery Options and Potential for Contracting out of Certain Functions	On-going	Corporate Management Team	£0	£0	To consider the report on the business case.
	Report on Petition – Beaconsfield Avenue and surrounding area	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider a report in respect of the petition.
	Universal Credit Update	Single Meeting	East Kent Housing	£0	£0	At the 12 September 2017 meeting, members requested an update on Universal Credit from EKH.
	EK Services' Face-to-Face Service Provision at Deal Area Office	Single Meeting	Corporate Management Team EKS	£venue+ microphones	£584	Special meeting to be held at the Astor Theatre on 25 October 2017
	Access to Information Procedure Rules	Single Meeting	Director of Governance	£0	£0	To receive a briefing from the Director of Governance.
November 2017	Regent Cinema Update	On-going	Director of Environment & Corporate Assets	£0	£0	To receive an update.
	Lorry Parking in Dover District	On-going	Kent Police	£0	£0	To receive an update.
	Performance Report Q2	Single Meeting	Director of Governance	£0	£0	To consider the report.
December 2017	Overnight Opening of Deal Pier	Single Meeting	Director of Environment & Corporate Assets	£0	£0	To consider the report.

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	Authority Monitoring Report	Single Meeting	Chief Executive	£0	£0	To consider the report.
January 2018	Deal Pier	Single Meeting	Director of Governance & Director of Environment and Corporate Assets	£0	£0	To receive an update
	Dover Town Centre	Single Meeting	Corporate Management Team	£0	£0	To consider the report.
	Lorry Parking in the Dover District	Single Meeting	Kent Police (confirmed)	£0	£0	To consider the issue of illegal and anti-social lorry parking in Dover. [KCC have declined the invitation to attend]
	Review of On and Off Street Parking Charges	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Customer Services – Update on Performance Indicators	Single Meeting	Director of Shared Services	£0	£0	To receive an update.
February 2018	Performance Report Q3	Single Meeting	Director of Governance	£		To consider the report.
	Scrutiny of the Council's budget	Single Meeting	Corporate Management Team	£		To scrutinise the Council's budget for 2018/19.
	Fees and Charges	Single Meeting	Corporate Management Team	£		To be considered as part of the budget scrutiny process.

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
March 2018	Revised Apprenticeship Policy	Single Meeting	Director of Governance	£		To consider the report.
	Consultation on Public Spaces Protection Order	Single Meeting	Director of Governance	£		To consider the report.
	Environmental Enforcement Service Delivery	Single Meeting	Head of Regulatory Services	£		To consider the report.
	Award of Contract for Resurfacing Works to Deal Pier	Single Meeting	Director of Environment and Corporate Assets	£		To consider the report.
April 2018	Accommodation Charter Update	Single Meeting (Follow-up)	Director of Environment & Corporate Assets	£		To receive an update.
	To seek approval for wet and dryside improvements to Tides Leisure and Indoor Tennis Centre, Deal	Single Meeting	Director of Environment & Corporate Assets	£		To consider the report.
	Update on Universal Credit	Single Meeting	EK Housing	£		To receive an update on Universal Credit.
	Performance Report Targets 2018-19	Single Meeting	Director of Governance	£		To consider the report
May 2018	Performance Report Q4	Single Meeting	Director of Governance	£	£	To consider the report.

Please note items beyond the current month are subject to change depending on Forward Plan, etc.

Municipal Year 2017/18

Agreed for Inclusion?	Subject	Resource Implications				Action
Yes	Property Investment Strategy	Single Meeting	Director of Finance, Housing and Community	£		To receive an update
Yes	Dover Town Centre Regeneration	Meeting of both scrutiny committees	Corporate Management Team	£		To hold a meeting of both scrutiny committees to consider the proposals for the regeneration of the wider town centre.
Yes	Update on scaffolding at Tower Hamlets	Single Meeting – Follow up	Director of Environment & Corporate Assets	£		To receive an update.
Yes	Dover Leisure Centre	On-going	Director of Environment and Corporate Assets	£0		To consider reports at each relevant stage in the process.
Yes	Digital Strategy	Single Meeting	Head of Community Services	£		To receive an update on the Council's digital strategy.
Yes	Lorry Parking in the Dover District	On-going	Various	£		To consider issues of illegal and anti-social lorry parking in the wider District.
Yes	Open Championship Golf	On-going	Corporate Management Team	£		To receive updates at appropriate milestones.

Subject:	REVISED APPRENTICESHIP POLICY
Meeting and Date:	Cabinet – 5 March 2018 Scrutiny (Policy and Performance) – 13 March 2018 General Purposes Committee – 12 March 2018
Report of:	Director of Governance and Monitoring Officer
Portfolio Holder:	Cllr Michael Conolly – Corporate Resources and Performance

Purpose of the report: To embed the new Government Apprenticeship scheme requirements into the Council's existing Apprenticeship, Graduate Placement and Work Experience scheme by way of a new Apprenticeship Policy.

The role of Cabinet is to determine whether to adopt the revision to the overall scheme by way of the new Apprenticeship Policy.

The role of General Purposes is to determine the terms and conditions upon which Apprentices and Graduate/Internship Placements hold office.

Recommendation: Cabinet approves:

1. That the Apprenticeship Policy at Appendix 2 is adopted to reflect the changes in this report.
2. That the Head of Paid Service or Director of Governance are authorised to approve any contracts or agreements that may be necessary to give effect to the revised arrangement.

General Purposes Committee agrees:

3. That the terms and conditions for apprenticeship placements remain unchanged other than in relation to the pay policy for apprentices.
4. The Apprenticeship Pay Structure linked to the Government's Apprenticeship scheme as detailed in Option 2 of Appendix 4 is adopted.
5. That the Head of Paid Service or Director of Governance are authorised to approve any contracts or agreements that may be necessary to give effect to the revised arrangement.

1. **Summary**

- 1.1 The Apprenticeship, Graduate Placement and Work Experience Scheme and its policies have been reviewed to ensure they meet the new Government Apprenticeship scheme introduced from May 2017.
- 1.2 This report updates on the key changes and recommends the adoption of a new Apprenticeship Policy to sit alongside the existing policies in the Apprenticeship, Graduate Placement and Work Experience Scheme and the removal of the original Apprenticeship Policy.
- 1.3 This report also introduces a new pay condition for all apprenticeships. This new approach recognises the wider spectrum of apprenticeships now available, from funding band 2 – GCSE level to funding band 15 – masters level.

2. **Introduction and Background**

- 2.1 In May 2012 Cabinet, General Purposes Committee and Joint Staff Consultative Forum agreed the 'Apprenticeship, Graduate Placement and Work Experience Schemes, Policies and Associated Contracts/Agreements' for this Council.
- 2.2 With regards the Apprenticeship Policy, the 2012 report approved;
 - (a) A Modern Apprenticeship Policy working with K-College as a preferred partner
 - (b) That the Head of Paid Service, or Director of Governance are authorised to approve tripartite contractual agreements (contract for apprenticeship) between the Council, an apprentice and K-College or other training partners
 - (c) That the Council provides four apprenticeship training contracts per year, linked to an appropriate NVQ qualification
 - (d) That apprentices are paid at 1.5 x the National Minimum Wage for apprentices for the first year and at the National Minimum Wage for their age for any apprenticeships that continue into year 2
- 2.3 In 2014 a Workforce Planning review was undertaken and this included a review of how the original modern apprenticeship scheme was working with recommendations on how to ensure the scheme is updated to reflect current practices and continues to be fit for purpose. In addition, the Government advice at that time emphasised the need to ensure that the placement gave the apprentice the skills they need for the workplace, through a quality work programme that stretched the apprentice and improved their capabilities.
- 2.4 In December 2015 the following enhancements were agreed to the apprenticeship policy:
 - (a) Due to the nature of the training programmes and qualifications, the length of apprenticeship programmes was extended to up to 2 years (depending on the training and qualification gained and subject to the Manager submitting a work programme appropriate for the period).

- (b) Each apprentice is paid 1.5x the National Minimum Wage for their age range for up to 2 years.
- (c) The number of apprenticeship places available is increased to encourage up to 6 apprenticeships per annum.

3. **New Government Scheme**

- 3.1 The government has committed to making sure that apprenticeships are as accessible as possible, to all people, from all backgrounds. To achieve this, the national apprenticeship system has been completely reformed so that from May 2017, employers have:
 - Control of the funding
 - Access to high quality training that is more responsive to the needs of their business
 - Increased confidence that the quality of apprenticeships has improved through more rigorous assessment and grading at the end of the apprenticeship
- 3.2 This Council has been operating its own comprehensive scheme since 2012. The national apprenticeship reform can be used to enhance this Council's approach. The national apprenticeship scheme is a way for all individuals aged 16+ who are in employment, to gain new skills and qualifications whilst working. Hiring apprentices helps businesses to grow their own talent by developing a motivated, skilled and qualified workforce.
- 3.3 Apprenticeships are suitable for both new employees as well as for existing staff. Even those who already hold a degree can benefit from accessing apprenticeship funding to gain new skills.
- 3.4 From May 2017, apprenticeship funding, with regard to the cost of the training provider has changed. Employers with an annual pay bill over £3 million are paying 0.5% of their pay bill into an online digital account held by HMRC, known as the Levy. This will be used to fund the training costs of apprenticeships. The intention is that the new system will make it easier for employers to choose the apprenticeship training they want to purchase.
- 3.5 All apprenticeships have been placed into one of 15 funding bands, these bands relate to the amount that the Government is prepared to commit from its levy funds for the off the job training and assessment for each apprenticeship the bands range from £1,500 at the funding band 1 to £27,000 at funding band 15. Employers are expected to negotiate a price for their apprentice's training and assessment, in the knowledge that there is a maximum within the funding band that the Government is prepared to commit to. Full details of the standards approved at the end of October 2017, with the associated funding bands are provided at Appendix 1, below are a few relevant examples for a district council:

Apprenticeship standard	Level	Funding Band	Funding Band Max
Housing/Property Management Assistant	2	4	£3,000
Assistant Accountant	3	9	£9,000
Events Assistant	3	9	£9,000
Chartered Legal Executive	6	10	£12,000
Solicitor	7	15	£27,000

- 3.6 For both employers and providers, there will be a £1,000 payment from the Government to the employer for taking on a 16-18 year old on an apprenticeship framework or standard and for 19- 24 year olds who were formerly in care or who have an Education and Health Care plan. This will be paid in two equal instalments at 3 months and 12 months.
- 3.7 Through the new legislation the Government has set out its commitment to achieving 3 million apprenticeship starts by 2020 and has stated that the public sector will play a key role in meeting this target.
- 3.8 In order to achieve these objectives the 2016 Act enabled the Secretary of State to set apprenticeship targets for prescribed public sector organisations. The target for the number of apprentices who start to work for a prescribed public body during the four-year period beginning 1st April 2017 and ending on 31 March 2021 is equal to 2.3% per cent of its workforce. For this Council this equates to 6 apprentices per year. This is consistent with the level set by Cabinet in 2015.
- 3.9 A revised Apprenticeship Policy has been developed to capture the requirements of the new Government Scheme and can be found at Appendix 2. Cabinet are requested to adopt the new policy. The revised Apprenticeship Strategy with an associated action plan is an operational document. It is provided for completeness and can be found at Appendix 3.

4. Apprenticeship Pay Scales

- 4.1 The new Government Apprenticeship scheme has necessitated the need for new pay conditions for all apprenticeships. This new approach recognises the wider spectrum of apprenticeships now available, from funding band 2 – GCSE level to funding band 15 – masters level. The Council's existing apprenticeship pay scheme envisaged apprenticeships operating at a much lower level and is no longer fit for purpose for the wider range of apprenticeships. To retain this scheme for lower level apprenticeships and introduce a new scheme for higher level apprenticeships would breach the Council's Equality Policies. Therefore a new scheme has been developed.
- 4.2 In developing this new policy, the Council wishes to attract quality candidates, but is also mindful that compared to going to university undertaking an apprenticeship can provide a debt free, direct route into the job market, with far less of the transitional struggle from education to work that some university students face. Therefore the

apprenticeship pay scheme needs to balance attracting quality candidates, whilst not offering rates above the market rates. The national broadsheets ran articles to coincide with National Apprenticeship week in early January 2018. From these articles the key message on apprenticeship pay is that it can cover quite a wide range from around £10k for administrative apprenticeships up to mid £20k for higher level professional apprenticeships.

- 4.3 The Council approached Total Reward Projects Ltd, who advises the Council on pay, to help develop a new Scheme for Apprenticeships for the Council. Their report is provided at Appendix 4. The report considered two options. Option 1 is a new pay structure for the revised apprenticeship scheme based on the use of JESS, the Council's current job evaluation methodology. This has its attraction, as it maintains one pay scale for all employees, with apprentices on a parallel structure, with the lowest 2 pay bands below the Council's current main pay structure. Apprenticeship posts could be measured using JESS and then placed within a pay band within the apprenticeship pay structure that either precisely corresponds to the pay band into which it would have otherwise been placed within the main structure or, for those apprenticeship posts with very low job weights, in one of the 2 bands below the main structure.
- 4.4 This approach would have the advantage of maintaining that the pay range for all job types is predicated solely on the job weight as determined by job evaluation. However, a job evaluation exercise would be required to be undertaken for each apprenticeship, requiring care in ensuring that the expectations and requirements of the job as an apprentice are correctly identified. The question is whether it is feasible or reasonable to measure jobs effectively using job evaluation where the job holder is undergoing training and therefore not delivering the full requirement of the job as a fully experienced and competent job holder would be expected to do.
- 4.5 On balance, it is felt that this process risks becoming too complicated, difficult to administer and potentially becomes open to misinterpretation. Therefore option 1 is rejected. Option 2 does not involve the use of JESS job evaluation methodology, but instead is based on creating an apprenticeship pay structure linked to the Government's apprenticeship scheme. The pay structure for Option 2 is an apprenticeship pay structure that is both transparent and fair, offering equal pay depending on the level of study undertaken throughout the apprenticeship.

- 4.6 The Government's new apprenticeship scheme comprises 6 different levels of learning, ranging from GCSEs at level 2 to professionals studying for a master's degree at level 7. The pay structure would therefore have 6 discrete levels to reflect each level of study and the pay for the apprentice would be set at the rate that corresponds to the level of study to be undertaken, allowing progression, as more knowledge is gained and responsibility assigned. E.g. the pay for an apprentice horticulture or landscape operative would be remain at level 2, whereas pay for an apprentice senior housing or property manager would start at level 2, but could move through the grades to level 4 as their skills developed.
- 4.7 Since this option entails no direct link to the Council's main pay structure, it would be necessary to determine the rate of pay at each of the 6 levels within the apprenticeship structure. We believe this would be best achieved by determining pay in a formulaic way based on a combination of the NMW for apprentices and the level of study to be undertaken.
- 4.8 Option 2 is therefore recommended as the Apprenticeship Pay Structure. It supports the Council's objective of attracting quality candidates, but also recognises that we should pay a sensible amount, as an apprenticeship can provide a debt free (no student loan) option for those taking this route into the job market.

5. **Resource Implications**

- 5.1 The new apprenticeship levy is taken by HMRC as part of the Council's payroll deductions and transferred into the Council's Levy pot, topped up by Government. This will amount to circa £50k per annum. This forms a key part of our training budget and it is important that this is utilised, otherwise the government will take it from us, if not spent within 24 months from creation.

6. **Corporate Implications**

- 6.1 Comment from the Section 151 Officer: Finance has been consulted and has nothing further to add (SB).
- 6.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make
- 6.3 Comment from the Equalities Officer: This report does not specifically highlight any equalities implications, however in discharging their duties members are required to comply with the public sector duty as set out in section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15>

7. **Appendices**

8. Appendix 1 – Apprenticeship Standards and Funding Bands
- Appendix 2 – New Apprenticeship Policy
- Appendix 3 – New Apprenticeship Strategy
- Appendix 4 – New Apprenticeship Pay Policy

9. **Background Papers**

Apprenticeship, Graduate Placement and Work Experience Schemes, Policies and Associated Contracts/Agreements – Cabinet Report May 2012

Apprenticeship Policy update – Cabinet Report December 2015

Contact Officer: David Randall, Director of Governance.

Sector	Apprenticeship standard	Level	Published	LARS code for providers only	Funding Band	Funding band maximum
Accounting	Professional Accounting Taxation Technician	4	21-Jul-16	117	9	£9,000
Accounting	Assistant Accountant	3	07-Sep-16	133	9	£9,000
Actuarial	Actuarial Technician	4	26-Mar-15	17	11	£15,000
Administration	HR Support	3	25-Aug-17	191	7	5,000
Administration	Business Administrator	3	18-Sep-17	196	7	5,000
Adult care	Lead Adult Care Worker	3	21-Jul-16	118	4	£3,000
Adult care	Adult Care Worker	2	21-Jul-16	119	4	£3,000
Aerospace	Aerospace Engineer	6	03-Sep-15	37	15	£27,000
Aerospace	Aerospace Software Development Engineer	6	03-Sep-15	38	15	£27,000
Aerospace	Survival Equipment Fitter	3	07-Jun-16	116	15	£27,000
Aerospace	Aviation Maintenance Mechanic (Military)	2	15-Sep-16	141	10	£12,000
Agriculture, Environmental and Animal Care	Arborist	2	27-Jun-17	180	11	£15,000
Agriculture, Environmental and Animal Care	Horticulture and Landscape Operative	2	27-Jun-17	181	7	£5,000
Agriculture, Environmental and Animal Care	Forest Operative	2	27-Jun-17	182	10	£12,000
Airworthiness	Aircraft Maintenance Certifying Engineer	4	01-Jul-16	114	14	£24,000
Ambulance services	Associate Ambulance Practitioner	4	12-Jan-17	156	11	£15,000
Automotive	Control /Technical Support Engineer	6	12-Nov-14	9	15	£27,000
Automotive	Electrical /Electronic Technical Support Engineer	6	12-Nov-14	10	15	£27,000
Automotive	Manufacturing Engineer	6	12-Nov-14	11	15	£27,000
Automotive	Product Design and Development Engineer	6	12-Nov-14	12	15	£27,000
Automotive retail	Motor Vehicle Service and Maintenance Technician (light vehicle)	3	22-Oct-15	59	12	£18,000
Aviation	Aviation Ground Specialist	3	14-Apr-16	86	4	£3,000
Aviation	Aviation Ground Operative	2	14-Apr-16	87	4	£3,000
Aviation	Airsides Operator	2	29-Jul-16	121	4	£3,000
Aviation	Aviation Operations Manager	4	19-Aug-16	123	7	£5,000
Bespoke tailoring	Bespoke Tailor and Cutter	5	03-Feb-16	72	11	£15,000
Boatbuilding	Boatbuilder	3	25-Feb-16	76	15	£27,000
Building and Construction	Building Services Engineering Ductwork Installer	2	12-Sep-17	192	11	15,000
Building and Construction	Building Services Engineering Service and Maintenance Engineer	3	12-Sep-17	193	12	18,000
Building and Construction	Building Services Engineering Ventilation Hygiene Technician	3	12-Sep-17	194	8	6,000
Building and Construction	Digital Engineering Technician	3	18-Sep-17	195	13	21,000
Building and Construction	Building Services Design Engineer	6	4-Oct-2017	198	15	27,000
Building and Construction	Civil Engineering Technician	3	4-Oct-2017	199	10	12,000
Building and Construction	Civil Engineer	6	4-Oct-2017	200	15	27,000
Building services engineering	Building Services Engineering Installer	2	24-Mar-16	164	10	£12,000
Bus, Coach and HGV	Bus and Coach Engineering Technician	3	07-Sep-16	134	12	£18,000
Bus, Coach and HGV	Heavy Vehicle Service and Maintenance Technician	3	07-Sep-16	135	12	£18,000
Bus, Coach and HGV	Bus and Coach Engineering Manager	4	07-Sep-16	136	9	£9,000
Butchery	Butcher	2	24-Sep-15	54	9	£9,000
Butchery	Advanced Butcher	3	07-Nov-16	152	10	£12,000
Catering and hospitality	Baker	2	09-Jun-17	177	9	£9,000
Composites	Composites Technician	3	16-Feb-17	160	15	£27,000
Construction	Highway Electrician / Service Operative	3	19-Aug-16	124	9	£9,000
Construction	Highway Electrical Maintenance and Installation Operative	2	19-Aug-16	125	9	£9,000
Construction	Construction Steel Fixer	2	16-May-17	171	10	£12,000
Construction	Building Services Engineering Craftsperson	3	06-Jun-17	173	12	£18,000
Construction	Building Services Design Technician	3	09-Jun-17	178	10	£12,000
Construction	Building Services Engineering Ductwork Craftsperson	3	17-Aug-17	185	15	£27,000
Conveyancing and probate	Conveyancing Technician	4	03-Sep-15	39	9	£9,000
Conveyancing and probate	Licensed Conveyancer	6	03-Sep-15	40	9	£9,000
Craft	Spectacle Maker	3	21-Dec-16	158	6	£4,000
Creative and design	Junior Content Producer	3	06-Jun-17	174	10	£12,000
Creative and design	Bespoke Saddler	3	27-Jun-17	183	9	£9,000
Customer service	Customer Service Practitioner	2	29-Jul-16	122	6	£4,000
Defence	Systems Engineering Masters Level	7	11-Sep-15	52	15	£27,000
Dental health	Dental Technician	5	26-Mar-15	18	12	£18,000
Dental health	Dental Laboratory Assistant	3	26-Mar-15	19	7	£5,000
Dental health	Dental Nurse	3	12-Nov-15	61	9	£9,000
Dental health	Dental Practice Manager	4	26-Mar-15	20	9	£9,000
Digital Industries	Network Engineer	4	12-Nov-14	1	12	£18,000
Digital Industries	Software Developer	4	12-Nov-14	2	12	£18,000
Digital Industries	Digital and Technology Solutions Professional	6	26-Mar-15	25	15	£27,000
Digital Industries	Digital Marketer	3	23-Mar-16	78	10	£12,000
Digital Industries	Cyber Intrusion Analyst	4	23-Mar-16	79	12	£18,000
Digital Industries	Data Analyst	4	23-Mar-16	80	11	£15,000
Digital Industries	Unified Communications Trouble Shooter	4	23-Mar-16	81	12	£18,000
Digital Industries	Infrastructure Technician	3	23-Mar-16	82	11	£15,000
Digital Industries	Software Tester	4	21-Apr-16	91	12	£18,000
Digital Industries	Cyber Security Technologist	4	10-May-16	98	12	£18,000
Digital Industries	IT Technical Salesperson	3	19-Sep-16	142	10	£12,000
Digital Industries	Software Development Technician	3	16-Dec-16	154	11	£15,000
Digital Industries	Unified Communications Technician	3	16-Dec-16	155	11	£15,000
Digital Industries	IS Business Analyst	4	31-Mar-17	165	12	£18,000
Electronic Systems	Embedded Electronic Systems Design and Development Engineer	6	10-Jun-16	107	15	£27,000
Electrotechnical	Installation Electrician/Maintenance Electrician	3	10-Sep-15	5	12	£18,000
Energy and Utilities	Power Network Craftsperson	3	12-Nov-14	6	15	£27,000
Energy and Utilities	Dual Fuel Smart Meter Installer	2	27-Aug-15	26	10	£12,000
Energy and Utilities	Water Process Technician	3	27-Aug-15	27	10	£12,000
Energy and Utilities	Utilities Engineering Technician	3	24-Sep-15	53	15	£27,000
Energy and Utilities	Gas Network Craftsperson	3	22-Oct-15	57	15	£27,000
Energy and Utilities	Gas Network Team Leader	2	22-Oct-15	58	9	£9,000
Energy and Utilities	Gas Engineering	3	05-Feb-16	74	15	£27,000
Energy and Utilities	Electrical Power Protection and Plant Commissioning Engineer	4	19-Sep-16	127	15	£27,000
Energy and Utilities	Maintenance and Operations Engineering Technician	3	26-Sep-16	146	15	£27,000
Energy and Utilities	Power Engineer	7	16-Feb-17	161	15	£27,000
Energy Management	Junior Energy Manager	3	01-Dec-15	68	9	£9,000
Engineering and Manufacturing	Postgraduate Engineer	7	31-Mar-17	166	15	£27,000
Engineering and Manufacturing	Engineering Technician	3	31-Mar-17	167	15	£27,000
Engineering and Manufacturing	Engineering Design and Draughtsperson	3	27-Apr-16	92	15	£27,000
Engineering and Manufacturing	Mineral Processing Mobile and Static Plant Operator	2	06-Jun-17	175	9	£9,000
Engineering and Manufacturing	Accident Repair Technician	3	06-Jun-17	176	9	£9,000
Engineering and Manufacturing	Food Industry Technical Professional	6	27-Jun-17	184	15	£27,000
Engineering and Manufacturing	Project Controls Technician	3	17-Aug-17	186	13	£21,000
Engineering and Manufacturing	Organ Builder	3	26-Sep-17	197	14	24,000
Engineering and Manufacturing	Process Automation Engineer	7	16-Oct-2017	201	15	27,000
Engineering and Manufacturing	Engineering Construction Pipefitter	3	16-Oct-2017	202	13	21,000
Event Management	Event Assistant	3	12-Jan-17	159	9	£9,000
Facilities management	Facilities Management Supervisor	3	17-Feb-17	162	6	£4,000
Financial Services	Relationship Manager (Banking)	6	12-Nov-14	7	15	£27,000
Financial Services	Financial Services Administrator	3	12-Nov-14	8	10	£12,000
Financial Services	Financial Services Customer Adviser	2	27-Aug-15	28	6	£4,000
Financial Services	Investment Operations Administrator	2	27-Aug-15	29	7	£5,000
Financial Services	Investment Operations Technician	3	27-Aug-15	33	9	£9,000
Financial Services	Investment Operations Specialist	4	27-Aug-15	30	9	£9,000
Financial Services	Paraplanner	4	10-Sep-15	48	9	£9,000
Financial Services	Senior Financial Services Customer Adviser	3	27-Aug-15	31	9	£9,000
Financial Services	Workplace Pensions (Administrator or Consultant)	3	27-Aug-15	32	9	£9,000
Financial Services	Credit Controller/Collector	2	10-Mar-16	77	7	£5,000
Financial Services	Mortgage Adviser	3	19-Nov-15	62	9	£9,000
Financial Services	Compliance / Risk Officer	3	19-Sep-16	143	9	£9,000
Financial Services	Senior Compliance / Risk Specialist	6	19-Sep-16	144	15	£27,000
Financial Services	Advanced Credit Controller / Debt Collection Specialist	3	31-Oct-16	148	9	£9,000
Financial Services	Financial Adviser	4	28-Nov-16	153	9	£9,000
Fire Emergency and Security Systems	Fire Emergency and Security Systems Technician	3	19-Aug-16	126	12	£18,000
Food and Drink	Food and Drink Maintenance Engineer	3	09-Dec-14	16	15	£27,000
Food and Drink	Food and Drink Advanced Process Operator	3	25-Aug-16	129	9	£9,000
Food and Drink	Food and Drink Process Operator	2	25-Aug-16	130	7	£5,000
Food and Drink	Food Technologist	3	25-Aug-16	131	12	£18,000
Food and Drink	Advanced Dairy Technologist	5	31-Oct-16	149	15	£27,000
Food and Drink	Fishmonger	2	16-May-17	172	10	£12,000
Furniture	Furniture Manufacturer	2	07-Sep-16	137	9	£9,000
Golf Greenkeeping (horticulture)	Golf Greenkeeper	2	26-Mar-15	21	8	£6,000
Groundsmanship	Sports Turf Operative	2	19-Sep-16	145	7	£5,000

Hair and Beauty	Hair Professional	2	21-Dec-16	157	9	£9,000
Health and Science	Animal Technologist	3	09-Jun-17	179	8	£6,000
Health and Science	Metrology Technician	3	17-Aug-17	187	14	£24,000
Healthcare	Healthcare Science Assistant	2	10-May-16	99	7	£5,000
Healthcare	Healthcare Assistant Practitioner	5	19-May-16	102	10	£12,000
Healthcare	Healthcare Support Worker	2	19-May-16	103	4	£3,000
Healthcare	Healthcare Science Associate	4	31-Oct-16	150	9	£9,000
Healthcare	Senior Healthcare Support Worker	3	31-Oct-16	151	4	£3,000
Healthcare	Healthcare Science Practitioner	6	31-Mar-17	168	15	£27,000
HM Armed Forces	HM Forces Serviceperson (Public Services)	2	10-Jun-16	108	3	£2,500
Hospitality	Commis Chef	2	27-Apr-16	93	9	£9,000
Hospitality	Hospitality Team Member	2	27-Apr-16	96	7	£5,000
Hospitality	Hospitality Supervisor	3	07-Sep-16	138	7	£5,000
Hospitality	Senior Chef Production Cooking	3	07-Sep-16	139	7	£5,000
Hospitality	Chef de Partie	3	07-Apr-17	169	9	£9,000
Housing	Housing/Property Management Assistant	2	26-Nov-15	84	4	£3,000
Housing	Housing/Property Management	3	26-Nov-15	65	9	£9,000
Housing	Senior Housing/Property Management	4	26-Nov-15	66	9	£9,000
Insurance	Insurance Practitioner	3	30-Oct-15	60	9	£9,000
Insurance	Insurance Professional	4	19-Nov-15	63	9	£9,000
Land-based engineering	Land-based Service Engineer	2	23-Dec-15	69	12	£18,000
Land-based engineering	Land-based Service Engineering Technician	3	23-Dec-15	70	15	£27,000
Law	Chartered Legal Executive	6	03-Sep-15	41	10	£12,000
Law	Paralegal	3	03-Sep-15	42	9	£9,000
Law	Solicitor	7	03-Sep-15	43	15	£27,000
Leadership & Management	Chartered Manager Degree Apprenticeship	6	08-Oct-15	55	15	£27,000
Leadership & Management	Operations/Departmental Manager	5	01-Jun-16	104	9	£9,000
Leadership & Management	Team Leader/Supervisor	3	01-Jun-16	105	7	£5,000
Life and Industrial Sciences	Laboratory Technician	3	09-Dec-14	14	13	£21,000
Life and Industrial Sciences	Science Manufacturing Technician	3	09-Dec-14	15	15	£27,000
Life and Industrial Sciences	Laboratory Scientist	5	03-Sep-15	44	15	£27,000
Life and Industrial Sciences	Science Industry Maintenance Technician	3	03-Sep-15	45	15	£27,000
Live Events	Live Event Rigger	3	23-Dec-15	71	9	£9,000
Logistics and Supply Chain	Supply Chain Operator	2	24-Jun-16	109	4	£3,000
Logistics and Supply Chain	Large Goods Vehicle (LGV) Driver	2	24-Jun-16	110	7	£5,000
Logistics and Supply Chain	Supply Chain Warehouse Operative	2	24-Jun-16	111	4	£3,000
Management Consultancy	Junior Management Consultant	4	06-Apr-16	83	9	£9,000
Management Consultancy	HR Consultant / Partner	5	18-Aug-17	190	9	£9,000
Maritime	Able Seafarer (Deck)	2	27-Aug-15	34	9	£9,000
Media	Junior Journalist	3	26-Mar-15	22	10	£12,000
Non-destructive Testing	Non-destructive Testing Engineering Technician	3	01-Dec-15	67	12	£18,000
Non-destructive Testing	Non-destructive Testing (NDT) Operator	2	22-Aug-16	132	10	£12,000
Nuclear	Nuclear Welding Inspection Technician	4	27-Aug-15	35	15	£27,000
Nuclear	Nuclear Health Physics Monitor	2	03-Sep-15	46	9	£9,000
Nuclear	Nuclear Scientist and Nuclear Engineer	6	03-Sep-15	47	15	£27,000
Nuclear	Nuclear Technician	5	24-Mar-17	163	13	£21,000
Nursing	Registered Nurse	6	09-May-17	170	15	£27,000
Papermaking	Papermaker	3	01-Jun-16	106	8	£6,000
Project Management	Associate Project Manager	4	19-Aug-16	128	9	£9,000
Property Services	Property Maintenance Operative	2	26-Mar-15	23	9	£9,000
Public Sector	Public Sector Commercial Professional	4	03-Feb-16	73	9	£9,000
Public Service	Public Service Operational Delivery Officer	3	27-Aug-15	36	4	£3,000
Rail Design	Railway Engineering Design Technician	3	26-Mar-15	24	12	£18,000
Rail Engineering	Rail Engineering Advanced Technician	4	14-Apr-16	88	15	£27,000
Rail Engineering	Rail Engineering Technician	3	14-Apr-16	89	15	£27,000
Rail Engineering	Rail Engineering Operative	2	14-Apr-16	90	10	£12,000
Refrigeration, Air Conditioning and Heat Pump	Refrigeration Air Conditioning and Heat Pump Engineering Technician	3	10-Sep-15	49	12	£18,000
Retail	Retailer	2	11-May-16	101	7	£5,000
Retail	Retail Team Leader	3	07-Sep-16	140	7	£5,000
Retail	Retail Manager	4	07-Oct-16	147	8	£6,000
Surveying	Chartered Surveyor	6	10-Sep-15	50	15	£27,000
Surveying	Surveying Technician	3	10-Sep-15	51	9	£9,000
Transport and Logistics	Transport Planning Technician	3	11-May-16	100	10	£12,000
Transport and Logistics	Rail Infrastructure Operator	2	17-Aug-17	188	10	£12,000
Transport and Logistics	Passenger Transport Driver - bus, coach and rail	2	17-Aug-17	189	8	£6,000
Travel	Travel Consultant	3	21-Jul-16	120	9	£9,000
TV Production & Broadcasting	Outside Broadcasting Engineer	7	18-Feb-16	75	9	£9,000
TV Production & Broadcasting	Broadcast Production Assistant	3	24-Jun-16	112	9	£9,000
Visual Effects	Junior 2D Artist (visual effects)	4	06-Apr-16	84	9	£9,000
Visual Effects	Assistant Technical Director (visual effects)	4	06-Apr-16	85	9	£9,000
Welding	Welding	2	27-Apr-16	94	9	£9,000
Welding	Welding	3	27-Apr-16	95	10	£12,000



Dover District Council Apprenticeship Policy

Apprenticeship Policy

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1. Introduction

An apprentice is an employee, 16 or over, who is following a structured work-based apprenticeship training programme within a particular occupational area. Many apprenticeship pathways allow access to higher and degree education programmes. This policy will enable the Council to implement a formal apprenticeship process which will be equitable and enable us to employ apprentices as new employees into the workplace. In addition to this we will be able to provide the opportunity for the development of existing employees through an apprenticeship standard or framework

This policy will improve access to and promote the uptake of a wider range of apprenticeship training programmes to enable the Council to meet its target for apprenticeships and for the Council to meet both the current and future workforce needs.

2. Definitions

Apprenticeships:

Apprenticeships are paid jobs which incorporate on and off the job training. They take between one and five years to complete. A successful apprentice may receive a nationally recognised qualification on the completion of their contract. Apprenticeships are available to anyone over the age of 16 living in England, although there are different entry requirements depending on the sector and job

There are two different types of apprenticeship schemes: frameworks and standards. Apprenticeship frameworks are being progressively phased out and replaced by the newer apprenticeship standards that require an end point assessment

An apprenticeship framework/ standard:

- Covers all the statutory requirements for an apprenticeship programme in England.
- Is used by colleges, employers and training providers to make sure that all apprenticeship programmes are delivered consistently and to national standards.

3. Scope

The full policy applies to all employees of the following; Canterbury City Council, Dover District Council, and Thanet District Council (including EK Services).

4. Purpose

The purpose of this policy is to:

- Provide guidance to be followed by line managers and apprentices.
- Provide a transparent process ensuring that apprenticeship opportunities are equitable, fair and effective in meeting the organisation's values, goals and objectives.
- Promote personal and professional development of apprentices.
- Ensure that apprenticeships are consistent with the Council's recruitment and selection process.
- Improve awareness of the value of apprenticeship training programmes.
- Increase access to the range of apprenticeship frameworks and standards that are available.
- Consider vacancies as potential apprenticeship opportunities as part of our vacancy management process, which could increase the number of apprentices.
- Support managers and staff to develop effective processes for recruiting and supporting apprentices, incorporating quality standards to give a positive experience for both apprentices and managers.
- Strengthen partnerships between the Council's training providers, unions and the professions in the development of standards which are appropriate to the needs of the Council.
- Ensure that apprentices work in accordance with the law, and with our policies, procedures and practices.
- Safeguard the welfare of vulnerable people and will identify and provide additional provisions as required to support the apprentice's needs.
- Support the promotion of diversity in our workforce and our commitment to equal opportunities and fairness in employment.
- Ensure a lead body/team for apprenticeships is appointed to ensure we offer a co-ordinated approach and consistency within the apprenticeship process including recruitment, progression and pay for specific roles

5. Roles and responsibilities

5.1 Employees will:

- Adhere to the Council's policies and procedures.
- Work towards completing the apprenticeship framework or standard and meet deadlines for work, including planned submissions of work, meeting regularly with the work place assessor and completing the end point assessment before the end of the apprenticeship contract.

5.2 Managers will:

- Ensure they and their employees act in accordance with this policy.
- Consult with the Council's apprenticeship lead regarding availability of funding for an apprenticeship
- Liaise with training providers to source a suitable standard/framework to support the organisational need and source an organisation to deliver the end point assessment for an apprenticeship standard (the end point assessment is not applicable to a framework).
- Ensure that they follow the Council's tendering process for the procurement of a training provider and an end point assessment provider; and then establish a service level agreement with the provider, once an agreement has been reached.
- Liaise with EKHR to initiate and manage the recruitment process, in line with the Council's recruitment process.
- Make effective use of the Council's mechanisms and those provided by the training provider to maintain standards of performance induction programmes and probationary reviews, one-to-one performance meetings (such as appraisals) and training and development options.
- Keep comprehensive records of the above activities in order to improve standards accordingly.
- Seek guidance from EKHR regarding employment legislation and the interpretation and application of this policy.
- Make arrangements for their employees to be released from normal duties as appropriate to complete their training.
- If required attend training on the application of this policy.
- Manage accordingly the failure of an apprentice to achieve deadlines and meet performance targets in line with the Council's Disciplinary and Performance Policy.

5.3 EKHR will:

- Provide support, guidance and training to the Council and its employees in the interpretation and application of this policy.
- Support a consistent and fair approach to the application of this policy
- Provide support to the line manager for the recruitment process and general human resources management
- Support managers to develop relevant job descriptions.
- Make provision for payment of the levy through payroll and inclusion of payment details in the General Ledger Report from East Kent people.
- Report on apprenticeship numbers to the Council.

5.4 Directors & the Corporate/Senior Management Team will:

- Make suitable arrangements to ensure the appropriate application of this policy.
- Encourage all employees to support and promote apprenticeships in the work place.
- Support managers to act fairly and consistently in relation to the management and recruitment of apprentices.
- If required attend training on the application of this policy.

6. Apprentice job role

A structured job role will be provided to ensure the apprentice gains work experience and supported learning and development towards a nationally recognised qualification. The manager will identify learning objectives in line with the learning needs of the apprentice. All apprenticeship frameworks and standards to be used will be to the specification of Apprenticeship Standards and Frameworks for England that have been approved.

7. Pay and conditions

- Apprentices will have a written Statement of Particulars, and will be subject to the same policies and procedures as any other member of staff, being contracted to complete a specified course of training over a specific period of time.
- The apprentice will enter into an Apprenticeship Agreement with the Council.
- The employer, the training provider and the apprentice will enter into a signed commitment statement to support the successful achievement of the apprenticeship
- The apprentice's rate of pay will be specific to the Council's pay scales for apprentices and role type; and above or equal to the prevailing legislation for apprentices.
- All other conditions of service will be those used as standard by the employer and will be detailed in the Statement of Particulars and employee handbook if applicable.
- The duration of the apprenticeship will be specified, and will be at least 12 months. This may be longer dependant on the apprenticeship framework or standard in operation. The end date of the contract is also confirmed at the recruitment stage allowing a period for the final apprenticeship end point assessment, within a standard.
- The apprentice will be entitled to join the pension scheme.

8. Induction and introduction

A mentor and/or buddy, depending on the role, will be assigned to support the apprentice. A mentor is usually an experienced impartial member of staff, and if appropriate, will be identified by the line manager to offer advice and guidance throughout the apprenticeship, or as long as is needed. A workplace buddy will be identified to work alongside the apprentice in order to support the apprentice on a daily basis. This is in addition to the standard staff induction process.

9. Study time

Adequate paid study time will be agreed of at least 20% of the apprentice's working week which will include those training elements which will be delivered in either the workplace or at an external location as part of the approved programme. This will include meetings with representatives of the learning provider and any skills assessment. Apprentices should be encouraged to take advantage of other opportunities to learn or develop new skills, including any relevant in-house training.

10. Reviews and supervision

Work objectives and development will be reviewed regularly by the line manager and any problems identified at an early stage to enable appropriate support strategies to be implemented. Progress with learning objectives will be reviewed by the learning provider and the line manager informed of any problem areas.

11. Progression

Apprentices will be encouraged to apply for appropriate vacancies during their contract. If the apprentice progresses to an established post within the organisation at the end of the apprenticeship, the substantive pay grade will apply.

If no suitable vacancy is available at the end of the apprenticeship then the organisation is advised to support the apprentice in finding alternative work with another employer.

12. Ending the apprenticeship early

- Apprentices are contracted to complete a specified course of training and end point assessment and are subject to regular review/ appraisals.
- Contracts cannot be terminated early unless there are exceptional circumstances; i.e. sufficient evidence that there are substantial capability or conduct issues or where there is a downturn / business changes meaning the Council can no longer fulfil the agreed training and work programme.

- The manager will ensure the training provider and the Council's finance department are informed in order to administer this change.
- An apprentice wishing to terminate their training should do so in accordance with the terms of their contract.

13. Apprenticeship comes to an end

- Although apprenticeships are for a limited period, they are not a fixed-term contract. As an apprenticeship contract is for a specific purpose (training), the contract will be discharged on the completion of that training.
- Upon the successful completion of the training and the end point assessment, there is no requirement to provide notice of dismissal to the apprentice as the notice is implied in the contract, although it is good practice to do so.
- There is no legal requirement for the Council to provide employment or further training at the end of the apprenticeship, although support should be given by the Council to support the apprentice seeking alternate employment.
- Reaching the end date of an apprenticeship will constitute the end of the training agreement and will terminate the employment contract. However, this will not be a redundancy because an apprenticeship contract is for a specific purpose (training), and the contract will be discharged upon the completion of that training. Apprentices have the same employment rights as other employees, including in terms of dismissal, but not redundancy¹. An appropriate dismissal processes should therefore be followed.

14. Health and safety of a young person

It is important to consider the health and safety requirements for the apprentice at the start of, and during, their employment. If you are recruiting a young person aged under the age of 18, a special risk assessment should be completed that takes into account these responsibilities:

- Risks to all young people under 18 years of age, before they start work.
- Their psychological or physical immaturity, inexperience, and lack of awareness of existing or potential risks.
- Control measures introduced to eliminate or minimise the risks, so far as is reasonably practicable.
- The young person's risk assessment should be signed and agreed by the Apprentice when they start work.
- You must take these specific factors into account:
 - The fitting-out and layout of the workplace and the particular site where they will work.

¹ Only relates to redundancy by virtue of the apprenticeship ending. Specific consideration would need to be given if an apprentice was to be made redundant during the course of the apprenticeship.

- The nature of any physical, biological and chemical agents they will be exposed to for how long and to what extent.
- What types of work equipment will be used and how this will be handled.
- How the work and processes involved are organised.
- Risks from the particular agents, processes and work including cold, heat noise or vibration.
- The need to assess and provide health and safety training.

Additionally there are special regulations for young workers in line with the Working Time Directive, which restrict their working hours to 8 hours per day and 40 hours per week. The rest break is 30 minutes if their work lasts more than 4.5 hours. They are also entitled to two days off each week.

Apprentices are covered for insurance purposes by the Council's Employer Liability Insurance Policy

15. Child Protection & Disclosure and Barring Service checks

- Managers should consider if supervisors and trainers directly involved with apprentices require a Disclosure and Barring Service check.
- People under the age of 18 are legally classed as “vulnerable” and the Council should take this into account when recruiting apprentices. However this does not mean that every person coming into contact with the young person must have a Disclosure and Barring Service (DBS) check.
- A line manager or supervisor may require a DBS check in the following circumstances:
 - Where the apprentice may be vulnerable (e.g. special needs, someone who has been in our looked after care);
 - Where the apprentice is likely to be regularly alone with that adult as part of their work;
 - Where the placement has a residential component.

16. Equality statements

The Council is committed to promoting equality, valuing diversity and combating unfair treatment. The Council will endeavour to ensure equal access to its policies and procedures and will combat discrimination or less favourable treatment on the grounds of any irrelevant consideration, in accordance with the Equality Act 2010.

17. Policy review

The policy will be reviewed by the Council/EKHR on a regular basis and may be amended from time to time. Responsibility for the implementation, monitoring and development of this policy lies with the Council/EKHR. Day to day operation of the policy is the responsibility of nominated officers who will ensure that this policy is adhered to.



Dover District Council Apprenticeship Strategy 2017 - 2021

Foreword by the Chief Executive

Apprenticeships have always been an integral part of our team at Dover and they will continue to play an important role in enabling us to maintain a robust, resilient workforce in years to come as we work with and for our community in an ever changing environment.

The introduction of the Apprenticeship Levy in 2017 and the focus placed upon apprenticeships by the Government, provides us with an ideal opportunity to review and refresh our approach to apprenticeships to ensure that we are maximising the potential that apprentices can offer to us as an organisation and that we can offer to them as members of our community.

This apprenticeship strategy identifies how we will offer ways into the organisation for new talent as well as identifying potential opportunities for the development of our existing staff, all aimed at addressing the current and future skills needs of our organisation.

Nadeem Aziz

Chief Executive, Dover District Council

1. Introduction

As an organisation, we have actively encouraged the use of career development programmes including apprenticeships, graduate and work experience placements and trainee professional posts for many years. For the most part, with great success for both the Council and the individuals involved, however, our apprenticeships have tended to be Business Administration focused which whilst useful, do not always address our particular business needs. Additionally, trainee positions have tended to be filled on an ad-hoc basis as they are funded from departmental budgets, rather than as a result of a corporate strategy.

This document sets out the Apprenticeship Strategy for Dover District Council as an employer and the positive action that we will take in our approach to apprenticeships as part of our people strategy.

The strategy spans the period 2017-2021 and will be reviewed alongside the Council's new Corporate Plan in 2019 to reflect changes at both a local and national level. It will be overseen by the Employment Management Group in conjunction with CMT.

The strategy will be used to inform business plans to help identify the actions that service areas will take in support of the strategy and in meeting the specific skills challenges that they face. The Apprenticeship Strategy also supports and works alongside other talent and entry to work initiatives such as work experience, traineeships, graduate programmes and internships as part of our wider talent approach and supports the objectives of the Corporate Plan.

2. Vision

“Apprenticeships are a valued and integral part of the Councils workforce, providing opportunities for entry into work for our local community and for development for existing staff, helping the Council to meet its current and future skills needs.”

The Council continues to face a number of challenges which can only be overcome with the right people, with the right skills, at the right time to meet demands. Apprenticeships need to form an integral part of our workforce strategy to support talent management and succession planning to address our current and future skills needs.

3. Context

i. Meeting current and future skills needs

Our geographical location combined with the fact that we operate in an environment where there is competition for highly skilled staff from both our neighbouring authorities and the private sector has meant that some of our core services have struggled to attract and retain staff, particularly in professional posts, in recent years. We also have an ageing workforce and so adopting a more strategic approach to 'growing our own' talent has become increasingly important and apprenticeships will form a key part of that strategy to enable us to meet our corporate objectives both now and in the future.

In order to 'grow our own' we also need to invest in the development of our existing staff to ensure that we have the capacity and capabilities we need. Providing opportunities for existing staff to utilise particularly higher level apprenticeships, to gain skills and progress their careers will further help to support talent management and succession planning.

ii. Government reforms

The introduction of the Apprenticeship Levy and the Government objective to have three million new apprenticeships in place by 2020 has resulted in around £35,000 of the Council's funds being earmarked for apprenticeships and 'topped up' by a further £15,000 by the Government. Our Government target is for 2.3% of our workforce to be apprentices by 2020. This means that over the next three years, the Council will need to have at least 18 apprentices in order to meet the target set by the Government and it is vital that these apprenticeships are utilised effectively to contribute towards our current and future skills gaps.

iii. Supporting Dover District Council's strategic ambitions

The Dover District has low skill and educational attainment levels compared with county, regional and national averages with only 28.6% of the population being educated to NVQ4 and above and 7.7% having no qualifications at all.¹ Additionally, only 3% of our staff are aged between 18-24 compared with 13% of the local community.

Apprenticeships offer the opportunity for the Council to become more representative of the community that it serves and to offer opportunities to people in our community to develop their skills and gain valuable work experience. This will put them in the best position possible to gain long term sustainable employment to support themselves and their families and to reinvest in the Dover District. This supports a key aim of our Corporate Plan, which is to have a District where people are engaged and empowered to achieve their own potential.

¹ According to the State of the District Report 2015

4. Aims

Taking into consideration all of these factors, it is important that the Council is able to attract and retain apprentices and that we develop an apprenticeship programme that:

- Supports our current and future skills needs
- Supports the Council's Corporate Plan
- Addresses the targets set out in the Government's apprenticeship reforms

With all of this in mind, our apprenticeship strategy aims to:

Identify apprenticeship opportunities through talent management and workforce planning activities to support current and future skills needs

Maximising the use of apprenticeships, particularly in areas where we struggle to recruit and retain staff is essential to ensure that we have people with the skills that we need both now and in the future. We will continue to work with service managers to identify opportunities for apprenticeships for both new and current employees, enabling them to mitigate potential skills shortages and develop the skills needed for future service delivery.

We will also continue to pay our entry level apprenticeships at one and a half times the national apprenticeship minimum wage rate for their first year and at the National Minimum Wage rate for their ages for any subsequent periods if the apprenticeship runs beyond twelve months. This will help to ensure that we are able to offer a competitive package in order to make our apprenticeship opportunities an attractive alternative to other training routes or organisations offering similar apprenticeships.

Actively promote apprenticeships within the Council as valuable recruitment and career development opportunities and further develop the pro-apprenticeship culture amongst managers and staff

With the introduction of the levy and the broadening of the apprenticeship standards, we have the opportunity to take a more strategic approach to how we invest in recruitment and development. Therefore, a key aim of this strategy will be to encourage managers and staff to challenge traditional approaches to recruitment, development and succession planning and to further develop support for apprenticeship programmes across the organisation.

Since it is likely that our entry level apprenticeships will provide opportunities for those starting out in their working lives or for those seeking a route back into work after a break, there may be a need to provide some additional support to enable these apprenticeships to succeed. As a result, we will provide development and support for our managers and staff to enable them to manage and support our entry level apprentices to ensure that everyone has the opportunity to succeed.

Develop work experience and internship opportunities that support our apprenticeship programme, providing a route into the workplace for those who need it and helping to ensure that our team is more reflective of the community that we serve

Our community faces challenges that are unique to us based upon our geographical location and our extensive social and economic history. Whilst we cannot provide apprenticeship opportunities for everyone who needs or wants them, by offering a more extensive, structured work experience and internship programme, we can provide people who are new to the workplace or who have been absent for an extended period, a route back in through development of their skills and experience that can be used to help them to take advantage of opportunities elsewhere in the local area.

That being said, some of these work experience and internship opportunities will undoubtedly create a route into our own apprenticeship programme and will enable us to begin to create a workforce that is more reflective of the diversity of our community.

Achieve at least 18 apprenticeship starts by 2020 by increasing the opportunities for new entrants and increasing the number of existing employees undertaking an apprenticeship to develop their skills and career paths

By using apprenticeship programmes as both entry level positions into the organisation for those starting out in their careers and also as an opportunity for staff to continue their professional development, employees, managers and potential new recruits will be able to see the clear, structured career paths through the organisation, should they want to follow them.

Develop partnerships with training providers and other local Authorities to identify existing and new apprenticeship standards that support the Council's occupational skills needs

Through the development of our relationships with training providers and other local authorities we aim to identify current apprenticeship standards that will provide our employees with the skills to develop their careers and support the Council in achieving its strategic goals. Where no apprenticeship standards currently exist, we aim to work in partnership with these organisations to develop apprenticeships which support our strategic needs.

5. How will we achieve this?

Appendix 1 sets out the actions needed in the short, medium and long term to achieve the aims of our apprenticeship strategy.

Whilst this action plan identifies leads for each stream, it is anticipated that apprenticeships and the apprenticeship strategy will become a core area of our business and as such, everyone is responsible for their success.

6. Performance Monitoring

The strategy and the progress of its aims will be reviewed regularly by CMT with support from EKHR. The action plan will be updated annually in line with the Council's strategy and any local or national influences.

In accordance with our Public Sector Duty Requirement, we will also publish annually data relating to the Council's progress in meeting the 2.3% apprenticeship target set by the Government.

Appendix 1 – Apprenticeship Strategy Action Plan

Identify apprenticeship opportunities through talent management and workforce planning activities to support current and future skills needs

Actively promote apprenticeships within the Council as valuable recruitment and career development opportunities and further develop the pro-apprenticeship culture amongst managers and staff

Actions	Responsibility	Timescale	Desired Outcome
Develop a succession planning strategy and embed the use of apprenticeships within it.	HRBP	August 2018 for roll out in December 2018	Apprenticeships are used to address skills shortages and recruitment issues across all services
Work with Heads of Service to identify apprenticeship opportunities as part of workforce planning and a 'grow our own' approach to addressing skills shortages/difficult to recruit areas	Director of Governance & HRBP	Ongoing	
Develop an apprenticeship policy that supports the strategy and guidance notes and development and support for managers in implementing them both.	EKHR	August 2017	
Continue to work with Heads of Service to identify where apprenticeships and higher level apprenticeships can be used to aid succession planning and address skills shortages	HRBP/EKHR	Ongoing	
Identify opportunities to maximise the use of the levy funding in supporting the Council's succession planning strategy and employee continuous professional development (CPD)			
Identify opportunities to use relevant supervisory and management apprenticeship frameworks to support aspiring and developing managers	HRBP	Spring/Summer 2018	Development of existing staff to support organisational needs and individual career pathways

<p>Increase promotional activity focusing on the different types, levels and benefits of apprenticeships to staff and managers</p> <p>Share apprenticeship success stories and developments through a variety of communication channels with all staff and managers</p> <p>Provide updates for managers at Managers Forums throughout the year</p>	HRBP	Ongoing	Increased uptake and awareness of apprenticeships
<p>Develop work experience and internship opportunities that support our apprenticeship programme providing a route into the workplace for those who need it and helping to ensure that our team is more reflective of the community that we serve</p>			
Develop a work experience and internship policy and programme that supports the apprenticeship programme and provides a broad range of opportunities for people in the local area	EKHR with support from the Director of Governance	Spring 2018	Increased opportunities for young people entering the labour market and those returning to it after a significant break to build on their skills and experience.
Develop relationships with schools, colleges and KCC youth and unemployment services to promote the opportunities available and to tailor the offer to the needs of people in the local area	Community development team with support from HRBP	Ongoing	Opportunities are taken up and fit the needs of both the community and the Council
<p>Achieve at least 18 apprenticeship starts by 2020 by increasing the opportunities for new entrants and increasing the number of existing employees undertaking an apprenticeship to develop their skills and career paths</p>			

Actions				Responsibility	Timescale	Desired Outcome
Implement a planned four year recruitment strategy which achieves the 2.3% public sector target				CMT in conjunction with Heads of Service and with support from HRBP	April 2017 – March 2021	<p>Apprentices are recruited in line with organisational skills needs</p> <p>Public sector duty target of 2.3% of workforce in apprenticeships is met</p>
Department/Service	Course	Total No	Years			
Parks and Open Spaces (Kearsney Parks Project)	Horticultural and Landscape Operative – Level 1	2	2017/18 and 2019/20			
Parks and Open Spaces	Horticultural and Landscape Operative – Level 1	4	2017/18 - 2020/21			
Digital Services	TBC – ICT based	1	2019/20			
Property Services	TBA – Business admin or Surveyor/Architectural	2	2019/20			
Planning	Planning	2	2017/18 2019/20			
Community Services	TBA	2	2017/18 2019/20			
Finance	AAT	2	2018/19 2020/21			
Private Sector Housing	TBA – Surveying/Environmental Health	2	2018/19 2020/21			
Regulatory Services	Environmental Health/Environmental Protection	2	2018/19 2020/21			
Legal	Trainee Solicitor	1	2018/19			
Parking Services	TBA	2	2017/18 2019/20			
Legal Executive	ILEX Level 6	1	2018/19			
Increase the attraction of potential applicants through greater use of social media and digital platforms to promote apprenticeship opportunities and as a route to jobs and careers within the Council.				EKHR supported by DDC communications team	From April 2017 to March 2021	Increased applicant pool

Implement pay rates that are competitive in the labour market to recruit and retain apprentices to meet organisational needs Ensure rates of pay are cost effective and sustainable, especially in consideration of the organisation's own financial position and service budgets	CMT supported by HRBP	From April 2018	Earnings and progression of lower paid staff improved
Adopt a more pro-active approach to identifying apprenticeship opportunities for new entrants by amending the employment management group (EMG) application form to ensure that recruiting managers and EMG consider the use of apprenticeships	EMG	From August 2017	Pro-apprenticeship culture developed
Provide apprenticeship opportunities for existing employees aligned to skills development requirements across the organisation. Raise awareness of apprenticeships as a route to progression for all employees. Integrate apprenticeship opportunities within the Council's core learning and development offer for employees	CMT in conjunction with Heads of Service and with the support of the HRBP Director of Governance and HRBP	From August 2017	Career development opportunities provided Use of levy funding maximised
Develop partnerships with training providers and other local Authorities to identify existing and new apprenticeship standards that support the Council's occupational skills needs			
Actions	Responsibility	Timescale	Desired Outcome
Work with providers to identify and develop new training routes available through the new apprenticeship funding Identify priority areas for development based on skills needs and gaps	HRBP team HRBP	From August 2017 From Autumn 2017	Future skills requirements are built into the delivery content of apprenticeships.
Contribute to the identification of common core skills needs across the East Kent partners and other Kent authorities Review existing apprenticeship standards and identify those that meet our joint requirements; join up to leverage best provision from learning providers	HRBP team in conjunction with internal and external partners	From Spring 2018	Future skills requirements are built into the delivery content of apprenticeships Supply of skills meets the needs of employers



**Total Reward
Projects Ltd**

APPRENTICESHIP SCHEME – PAY STRUCTURE DOVER DISTRICT COUNCIL

January 2018

Total Reward Projects Ltd • 69 Bellhouse Road • Leigh-on-Sea • Essex • SS9 5NH • Tel: 01702 421 477

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Annex 1: Main Pay Structure and Apprenticeship Pay Structure

Annex 2: Apprenticeship Pay Structure (Levels 2 – 7)

1. INTRODUCTION

- 1.1 Dover District Council (the Council) has commissioned Total Reward Projects Ltd (TRP) to prepare and submit a paper setting out viable options for the development and implementation of an effective and robust pay structure to support the introduction of its revised apprenticeship scheme in April 2018.
- 1.2 This paper explores two options, the first of which is linked to the Council's current pay structure and is based on using job evaluation to determine the level at which the apprenticeship sits within its pay structure. The second option seeks to create a separate pay structure and determine the rate of pay using a combination of the Council's current pay determination for apprentices in conjunction with an additional hourly rate based on the Government's funding criteria for apprenticeship posts under its new apprenticeship scheme.

2. BACKGROUND

- 2.1 The Council's current apprenticeship, graduate placement and work experience scheme was first implemented in 2012 and, following a review in 2016, the General Purposes Committee (GP Committee) determined that due to the nature of the training programmes and qualifications, the length of apprenticeship programmes was extended to up to 2 years (depending on the training and qualification gained and subject to the Manager submitting a work programme appropriate for the period). The GP Committee also determined that either the Head of Paid Service or Director of Governance were authorised to approve any contracts or agreements that may have been necessary to give effect to the revised arrangements; and that each apprentice over the age of 18 was to be paid the National Minimum Wage for their age for up to two years.
- 2.2 With effect from April 2018, the Council now intends to integrate the Government's new apprenticeship scheme into its current arrangements, which entails a far more expansive approach to dealing with apprenticeships, one that ranges across a wide spectrum of learning, i.e. from level 2 at GCSE level through to level 7, catering for professionals studying at masters' degree level. Full details of the new scheme and the proposed changes to the Council's current apprenticeship policy have been set out in a paper drafted by the Director of Governance and Monitoring Officer, so will not be repeated here but the scale of the changes presents a challenge in respect of devising and developing an apprenticeship pay structure that is fit for purpose, affordable, transparent and fully meets equality standards.

3. APPRENTICESHIP PAY STRUCTURE – OPTION 1

- 3.1 For the first option, we explore the establishment of a new pay structure for the revised apprenticeship scheme based on the use of JESS, the Council's current job evaluation methodology. JESS is used by the Council's own trained in-house evaluators, the outcomes of which determine the pay band into which all posts, except apprentices, are placed. Essentially, this option involves the construction of a parallel pay structure

that broadly mimics and has a clear read-across into the main pay structure (though it would have fewer levels with the lowest 2 pay bands below the Council's current main pay structure). Apprenticeship posts would be measured using JESS and then placed within a pay band within the apprenticeship pay structure that either precisely corresponds to the pay band into which it would have otherwise been placed within the main structure or, for those apprenticeship posts with very low job weights, in one of the 2 bands below the main structure. An example of this arrangement is shown at **Annex 1** where it can be seen that whereas the Council's main pay structure ranges from pay Band A to pay Band L, the apprenticeship pay structure ranges from pay band I to N. The overlap between the two structures runs from pay band I down to pay band L.

- 3.2 The range of pay on offer in the apprenticeship pay bands I – L, i.e. those that overlap with the Council's main pay structure, would be the same as those on offer for the entry point of the corresponding pay band of the main structure. Pay levels for the apprenticeship pay bands M and N, which sit below the levels of the Council's main pay structure, have been determined by using a multiple of the national living wage (NMW) for apprentices, i.e. for Band N the pay calculation is 1.5 x the NMW for first year apprentices (£3.70 per hour from April 2018) to give £5.55 per hour or £10,678 per annum. For Band M the pay calculation is 1.75 x the NMW for apprentices to give £6.475 per hour or £12,458 per annum.
- 3.3 Essentially, this approach would have the advantage of maintaining the Council's robust approach to equity and fairness by ensuring that the pay range for all job types is predicated solely on the job weight as determined by job evaluation irrespective of the job's status. The key question here is whether it is feasible or reasonable to measure jobs effectively using job evaluation where the job holder is undergoing training and therefore not delivering the full requirement of the job as a fully experienced and competent job holder would be expected to do.
- 3.4 JESS is a flexible tool that would enable the analyst to make judgements across the scheme factors by taking into account the degree to which the apprentice job holder is being supported by the line manager and more experienced colleagues, as well as undertaking a more restricted range of duties compared with the full requirement of the post.
- 3.5 The other design feature that this option would enable the Council to consider is the concept of pay progression for those apprenticeship posts that exceed one year in duration. The Council's main pay structure currently provides, subject to satisfactory performance, for annual pay progression year-on-year until the employee reaches the maximum of the pay band in which their post sits. This feature could be extended to include apprenticeship posts in pay bands I – L, i.e. the 4 pay bands that link directly to the main pay structure. For apprenticeship pay bands M and N, which sit below the Council's main pay structure, an alternative arrangement for annual pay progression would be required, such as an agreed percentage increase for year 2.
- 3.6 It should also be borne in mind that apprentices will be on a relatively steep learning curve throughout the apprenticeship and it is almost certain that the range of duties they undertake and the overall level of responsibility they assume will increase as the apprenticeship progresses. It is therefore possible that the job weight in year 2 or subsequent years, whilst not yet at the full job weight of the post when filled by a fully experienced and competent member of staff, might well have increased sufficiently to merit "promotion" to a higher pay band. In such cases, JESS could readily be used to

capture the new job weight, thus enabling the Council to place the post in the appropriate higher pay band.

4. APPRENTICESHIP PAY STRUCTURE – OPTION 2

- 4.1 Option 2 does not entail the use of JESS job evaluation methodology but rather is based on creating an apprenticeship pay structure linked to the Government's apprenticeship scheme. The pay structure for Option 2 would therefore stand alone and not be directly linked to the Council's current main pay structure. It would still be advisable, however, for the Council to create an apprenticeship pay structure that is both transparent and fair, offering equal pay depending on the level of study undertaken throughout the apprenticeship.
- 4.2 The Government's new apprenticeship scheme comprises 6 different levels of learning, ranging from GCSEs at level 2 to professionals studying for a master's degree at level 7. The pay structure would therefore have 6 discrete levels to reflect each level of study and, on appointment, pay for the apprentice would be set at the rate that corresponds to the level of study to be undertaken, e.g. pay for an apprentice horticulture or landscape operative would remain at level 2 whereas pay for an apprentice senior housing or property manager could progress to level 4.
- 4.3 Since this option entails no direct link to the Council's main pay structure, it would be necessary to determine the rate of pay at each of the 6 levels within the apprenticeship structure. We believe this would be best achieved by determining pay in a formulaic way based on a combination of the NMW for apprentices and the level of study to be undertaken.
- 4.4 The Council currently pays first year apprentices at the rate of 1.5 x NMW for their age for up to 2 years. The NMW for all first year apprentices rises to £3.70 per hour in April 2018, thus using a multiple of 1.5 times the national living wage (NMW) for apprentices, gives an hourly rate of £5.55 or £10,708 for the Council's first year apprentices. We would suggest retaining this rate of pay for apprentices studying at level 2 under the new arrangements, but also to increase on an incremental basis the rate of pay for each higher level of study as set out in **Annex 2**. This would provide a maximum hourly apprenticeship rate of £11.10 per hour or £21,415 per annum for apprentices undertaking study at level 7, the highest level of study under the apprenticeship scheme. Under this option, the Council would, however, be able to introduce an element of progression. For example, it would be possible to place an apprentice studying at level 7 into a lower band in year one to reflect the individual's lack of experience, skills and knowledge at that stage of their learning and to allow them to progress through the pay scales as they develop their skills and knowledge. In using such flexibility, it would be prudent to require HR to ensure that pay determination within the apprenticeship scheme was being fairly applied across the Council.
- 4.5 For apprenticeships of more than one year under Option 2, pay progression in the second and subsequent years would be achieved by either:
1. Implementing any annual revalorisation of the NMW, which would factor in to the pay calculation (**see Annex 2**); or

- .
2. Progression to the next or higher apprenticeship pay scale, linked to satisfactory progression through the qualification; or
 3. Progression to the next apprenticeship pay scale equivalent or above NMW for their age.

5. SUMMARY

- 5.1 This paper has looked at two distinct but equally viable options for the development and implementation of a pay structure for the Council's apprentices that is fit for purpose, affordable, equitable, transparent and straightforward to manage. We have not, though, at this stage made a recommendation as we believe that the Council will want to consider unencumbered each approach to determine which, if either, they would like to pursue.

Mark Fry and John Kirkwood

For and on behalf of Total Reward Projects Ltd

Annex 1

DDC: Main Pay Structure (A-L) DDC: Apprenticeship Pay Structure (I-N)

A	
B	
C	
D	
E	
F	
G	
H	
I £21,682 - £24,919	I £21,682
J £18,612 - £21,465	J £18,612
K £16,454 - £18,548	K £16,454
L £15,975 – £16,386	L £15,975
Not applicable	M £12,458
Not applicable	N £10,678

Shaded area denotes overlap between DDC main pay structure
and the proposed Apprenticeship pay structure

Annex 2**DDC: Apprenticeship Pay Structure (Levels 2 – 7)**

Level of Study	Annual Apprenticeship Pay	Pay Calculation
2	£10,708	$£3.70 \times 1.5 \times 37 \times 52.143 = £10,708$
3	£12,492	$£3.70 \times 1.75 \times 37 \times 52.143 = £12,492$
4	£14,277	$£3.70 \times 2.0 \times 37 \times 52.143 = £14,277$
5	£16,061	$£3.70 \times 2.25 \times 37 \times 52.143 = £16,061$
6	£17,846	$£3.70 \times 2.5 \times 37 \times 52.143 = £17,846$
7	£21,415	$£3.70 \times 3.0 \times 37 \times 52.143 = £21,415$

- Hourly rate is calculated by multiplying the apprentice NMW for apprentices of £3.70 per hour (from 1 April 2018) by a minimum multiple of 1.5 and a maximum multiple of 3 to produce the appropriate hourly rate for each level of study. The hourly rate is then multiplied by 37 hours in the working week and then by 52.143 weeks in the year to produce the annual rate of pay.

Subject:	PUBLIC SPACES PROTECTION ORDER CONSULTATION
Meeting and Date:	Cabinet – 5 March 2018
Report of:	David Randall, Director of Governance
Portfolio Holder:	Councillor Trevor Bartlett, Portfolio Holder for Property Management and Environmental Health
Decision Type:	Key
Classification:	Unrestricted
Purpose of the report:	To seek Cabinet authorisation to go out to formal consultation on the renewal and amendment of the Public Spaces Protection Order (Dover District Council) 2015.
Recommendation:	That Cabinet authorise the commencement of the necessary period of consultation in accordance with section 72 of the Anti-social Behaviour, Crime and Policing Act 2014, on the extension and variation of the Public Spaces Protection Order, with consultation to run between 12 March 2018 and 9 April 2018.

1. Summary

The Anti-Social Behaviour Crime and Policing Act 2014 (the 2014 Act) provides local authorities with powers to make Public Spaces Protection Orders (PSPOs). These orders are intended to address activities carried out in public spaces which have a detrimental effect on the quality of life of those in the locality.

Dover District Council previously implemented a PSPO which came into effect on 27th July 2015. This relates to dog control and covered fouling, leads, leads by order and exclusions. Under the Act a PSPO runs for 3 years unless extended and/or varied in accordance with the provisions of the 2014 Act. Variations to the order can increase or reduce the restricted areas and add new requirements. The proposal is to extend the PSPO for another 3 years with minor amendments. The level of the fixed penalty notice shall remain at £75 to be paid within 14 days with no reduction for early payment.

2. Introduction and Background

2.1 A local authority can make a PSPO if satisfied on reasonable grounds that two conditions are met:

- that activities carried out in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality or that it is likely that activities carried on in a public place within that area will have such an effect.
- and
- the effect or likely effect of the activities is, or is likely to be of a persistent or continuing nature; is or is likely to be such as to make the activities unreasonable and justifies the restrictions imposed by the order

In order to extend a PSPO in accordance with section 60, the local authority must be satisfied on reasonable grounds that doing so is necessary to prevent -

- (a) occurrence or recurrence after that time of the activities in the order, or
- (b) an increase in the frequency or seriousness of those activities after that time.

2.2 The current PSPO lists 4 offences

- (i) Failing to remove dog faeces (covering the whole District)
- (ii) Failing to put a dog on a lead after being requested to do so by an authorised officer (covering the whole District)
- (iii) Failing to keep a dog on a lead in specified places
- (iv) Permitting a dog to enter specified land from which dogs are excluded

Detail of the current areas covered can be viewed at
<https://www.dover.gov.uk/Environment/Environmental-Crime/Public-Spaces-Protection-Order/Public-Spaces-Protection-Order.aspx>

2.3 The table below details the enforcement action taken since the introduction of the PSPO.

	FPNs	Warnings	Successful prosecutions
Fouling	18	0	1
Dogs on lead	21	36	2
Dog exclusion	61	37	7
On lead by direction.	0	0	0

This shows the introduction of the PSPO has had an important impact and it is considered the current PSPO has been an effective tool preventing anti-social behaviour having a detrimental effect, as set out in section 59 of the 2014 Act The Council also seeks to publicise prosecutions as we believe this sends out a message that action is taken against irresponsible dog owners. A recent initiative of publishing a monthly social media report detailing the actions taken by the Environmental Crime Team also ensures we reach a wide audience.

2.4 It is proposed to maintain all dog related offences with some minor changes as outlined below and on the maps included in the draft PSPO at Appendix 1.

- (i) Failing to remove dog faeces. This covers the whole District and no change is proposed. .
- (ii) Failing to put a dog on a lead after being requested to do so by an authorised officer. This covers the whole District and no change is proposed. .
- (iii) Section 3 relating to the requirement to keep dogs on leads in specified places is to be amended in the following areas:
 - **Deal Prom.** Extend the area to cover green space and gardens at Sandown Castle. These gardens are enclosed and have been entered in the Britain in Bloom competition.
 - **Dover Seafront**
Remove the restriction on the gardens so dogs only have to be on a lead on the promenade.
Remove the restriction beyond the last groyne where the promenade runs alongside the main road

These changes are detailed in Appendix 2 with maps illustrating the changes.

(iv) Section 4 relates to the offence of permitting a dog to enter specified land from which dogs are excluded. The proposal is to amend this in the following areas:

➤ **Dover Seafront**

Remove the exclusion to the eastern end of the beach beyond the last groyne adjacent to the Premier Inn. This is a small stretch of beach which is covered when the tide goes in. Allowing dogs there provides space on the beach for dog owners away from the main bay

➤ **St. Margaret's Bay Beach**

Remove the exclusion at point to the eastern end of the beach by the stairs. This permits dog walkers to go from St Margaret's beach to Kingsdown and vice versa without entering an exclusion area. This is marked by groynes restricting access to the remaining exclusion areas

The following sites are to be added to the exclusion section of the PSPO:

➤ **Victoria Park, Deal sports pitches**

Sited to the rear of Tides. The sports pitches are fenced. Dog walkers have sufficient areas within the park to exercise their pets.

➤ **North Deal playing field area**

New play park.

➤ **St Radigund's play area**

New play park

➤ **Aycliffe play area**

New play park

➤ **Wingham recreation ground**

New multi-use games area (MUGA).

These changes are detailed in Appendix 2 with maps illustrating the changes.

➤ **Freemens Way play area**

No longer exists so removed

Further changes may be made as a result of consultation. The final PSPO will come before Cabinet for approval with an intended commencement date of 28 July 2018.

- 2.5 By virtue of section 72 of the Act, before amending/extending a PSPO the Council is obliged to carry out consultation with the Chief Officer of police, the local policing body, community representatives and owners/occupiers of land covered within the order.

The consultation will be publicised widely through the Council's website, Twitter, Facebook, via press releases to local media, e-mailing Parish, Town Councils and community groups and leaving copies for public perusal in libraries and Council offices. Notices will also be put up in areas the order relates to.

In addition, the Council plan to publish a notice of its intention to amend/extend the PSPO in a local newspaper, which covers the whole district. Although this is not required by the legislation, guidance issued by the Department for Environment, Food & Rural Affairs suggests that it is best practice to do so. It is intended the consultation will be open for 4 weeks

3. Identification of Options

- 3.1 Option 1 – approve a period of consultation on the extension and variation to the PSPO as suggested.
- 3.2 Option 2 – approve a period of consultation on extending the current PSPO without the suggested amendments
- 3.3 Option 3 – do not authorise consultation on a revised/extended PSPO and allow the current PSPO to expire with effect from 27 July 2018.

4. **Evaluation of Options**

- 4.1 Option 1 – The recommended option. The ultimate aim of consulting is to extend and amend the PSPO. It also aids in
 - balancing the needs of dog owners and other members of the community
 - maintaining the current powers related to dog control ensuring there are deterrents and penalties in place for those who fail to behave responsibly.
 - dealing with anti-social behaviour

A period of statutory and public consultation ensures the views of those affected are taken into account.

- 4.2 Option 2 - approve a period of consultation on a PSPO without the suggested amendments

This consultation option would seek to maintain the current dog related offences and would leave other areas within the District excluded from the scope of the Order

- 4.3 Option 3 – do not consult and allow the PSPO to expire on 27th July 2018.

This would mean dog fouling could only be addressed through old byelaws and the Dover District Council (Fouling of Land by Dogs) Order 1999. This does not cover

- Land comprised in or running alongside a highway which comprises a carriageway unless the driving of motor vehicles on the carriageway is subject, otherwise than temporarily, to a speed limit of 40 miles per hour or less
- Land used for agriculture or woodlands
- Common land to which the public are entitled or permitted to have access otherwise than by virtue of S193(1) of the Law of Property Act 1925 (right of access to urban common land)

Requirements to keep dogs on leads or out of specified areas would revert to byelaws. The byelaws are dated and inconsistent in terms of penalties for breaching them. This ranges from £2 to £500 on conviction. There is no scope for issuing FPNs for breach of byelaws. Many enclosed children's parks are not covered by these byelaws. Breach of byelaws can only be dealt with through prosecution. This is a timely and costly process.

5. **Resource Implications**

- 5.1 There are minimal costs associated with going out to consultation, in terms of placing notices in the newspapers. There will be a cost for signage relating to changes once a PSPO is made. This is already budgeted for.

6. **Corporate Implications**

- 6.1 Comment from the Section 151 Officer: Finance has been consulted and has nothing further to add (SB).

- 6.2 Comment from the Solicitor to the Council: The Head of Legal Services has been involved in the preparation of this report and has no further comment to make.
- 6.3 Comment from the Equalities Officer: 'This report does not specifically highlight any equalities implications however, in discharging their responsibilities members are required to comply with the public sector equality duty as set out in section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15> '

7. **Appendices**

The appendices may be viewed by clicking the links below

[Appendix 1: - Draft Public Spaces Protection Order.](#)

[Appendix 2: - Map of proposed changes to areas in the existing PSPO.](#)

or by typing the following addresses into your internet search bar

<https://dover.gov.uk/pspo2018>

<https://dover.gov.uk/pspomap>

It is recommended Google Chrome is used to open the above files.

8. **Background Papers**

Public Spaces Protection Orders - Extract from Anti-social Behaviour, Crime and Policing Act 2014 statutory guidance – December 2017.

Contact Officers:

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Subject:	ENVIRONMENTAL ENFORCEMENT SERVICE DELIVERY
Meeting and Date:	Cabinet – 5 March 2018
Report of:	Diane Croucher, Head of Regulatory Services
Portfolio Holder:	Councillor Trevor Bartlett, Portfolio Holder for Property Management and Environmental Health
Decision Type:	Non-Key
Classification:	Unrestricted
Purpose of the report:	To review the current provision for litter and dog fouling enforcement provided by Kingdom Services Group Limited.
Recommendation:	To agree to extend the current contract with Kingdom Services Group Limited by 12 months.

1. Introduction

- 1.1 In November 2016 Cabinet agreed to a trial using contractors to patrol the District and issue fixed penalty notices (FPNs) for offences relating to litter and dog fouling. The initial contract was entered into with Kingdom Services Group Limited for 12 months from 18th April 2017 but allowed two extensions of 12 months each time. There is no direct cost to the Council as the contractors costs are met from monies generated from FPNs. It is proposed the contract is extended for 12 months.

2. Background

- 2.1 The figures below cover quarters 1 to 3, 2017-2018 (01/04/2017-31/12/2017):

- The Council's contractor issued 1472 FPNs. 1368 for depositing litter and 4 for failure to remove dog faeces forthwith.
- The payment rate is just under 81% providing an income of £8741. This does not include cancelled or withdrawn FPNs.
- 129 formal representations seeking review of FPNs issued were received. 105 were rejected and 24 accepted.
- As a result of non-payment of FPNs 40 successful prosecutions were taken. This resulted in court fines totalling £6117 and award of the £4575 to the Council.

- 2.2 As a result of sickness there has been a reduction in patrolling hours since October 2017. However, this has not resulted in any reduction in the number of FPN's issued during this period. Upon review the contractor has advised that whilst they are minded to agree to an extension it is no longer financially viable for them to provide 96 hours patrolling time per week. It is therefore proposed that any extension in the agreement reflects this with the reduction of officers from 3 to 2. There is facility within the agreement to do this.

2.3 The introduction of the contracted Environmental Enforcement Officers (EEOs) enabled the 2 DDC EEOs to focus on other areas of work within the Environmental Crime Teams remit. This includes

- Enforcement of the Council's Public Spaces Protection Order (PSPO) regarding dog control across the district.
- Investigation work relating to:
 - littering from vehicles
 - fly tipping.
 - commercial waste,
 - accumulations on private properties/land,
 - cars for sale on consent streets,

3. Identification of Options

Option 1 Extend the current trial by a period of 12 months with a variation to the current terms reducing the amount of field officers from 3 to 2.

Option 2 Cease working in partnership with external contractor at end of trial period.

Option 3 Undertake a procurement exercise to re-let a contract competitively.

4. Evaluation of Options

4.1 Taking into consideration the flexibility of service focus, statutory requirements, quality of service and contract sustainability, option 1 is the recommended option. .

4.2 Option 1. The benefit of a continuing combined service is:

- no additional cost to the Council.
- additional highly visible uniformed officers on patrol.
- contractors focus on day to day littering issues which occur mainly in the larger urban areas of the District which allows DDC officers to focus on other environmental crime issues such as .
 - dog related issues,
 - commercial waste,
 - fly tipping,
 - accumulations and
 - other envirocrime.
- income generated from FPNs can be used to fund envirocrime initiatives such as seizure of vehicles involved in fly tipping and purchase of equipment like surveillance cameras.

4.3 If Cabinet approves this recommended option it will be necessary to obtain approval for the contract extension from the councils monitoring officer and the Solicitor to the Council in accordance with Contract Standing Order 14

4.4 Option 2 – Dispensing with the services of the contractor would result in

- halving the amount of Environmental Enforcement Officers working within the District.
- likely increase in littering.
- reduced visibility of officers on patrol.
- reduced level of enforcement actions and capabilities.

4.5 Option 3 - Undertake a procurement exercise to re-let a contract competitively

The current contract has provision to extend without the need for further procurement. To date we are satisfied with the way Kingdom carry out their duties and have developed a transparent working relationship with them. To the best of our knowledge there is only one other contractor providing this service. We intend to research this further with other local authorities within the next 12 months.

5. Resource Implications

<u>Option 1</u>	No resource implications as this option can be met within existing budgets.
<u>Option 2</u>	Reduction in staff numbers and income from FPNs estimated to be £12,000 per annum.
<u>Option 3</u>	Reduction in staff numbers and income from FPNs whilst undertaking a procurement exercise., after 17 th April 2018,

6. Corporate Implications

- 6.1 Comment from the Section 151 Officer: 'Finance has been consulted and has nothing further to add (SB).
- 6.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make".
- 6.3 Comment from the Equalities Officer: 'This report does not specifically highlight any equalities implications, however in discharging their duties members required to comply with the public sector duty as set out in section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15> '

7 Appendices

Appendix 1 – Contractor Performance Statistics Q1-Q3 2017-2018

8 Background Papers

Cabinet Report November 2017 – Environmental Enforcement Service Delivery Options

Contact Officer: Paul Neagle/Andrzej Kluczynski (AJ). Extensions 2291/2096

Appendix 1

Littering and Dog Fouling Contractor Performance Statistics Q1-Q3 (01/04/2017-31/12/2017)

Fixed Penalty Notices (FPN) Stats

Description	Number
FPNs Issued	1472
FPNs Paid	1137
Payment due	62
Written off	212
Cancelled	61

Overall FPN payment Rate	FPN Payment rate Not including cancelled or withdrawn FPNs
77.24%	80.58%

FPN Offence	No. FPNs
Litter	1368
Failure to remove dog faeces	4
Total	1472

Offence	Issued
Cigarette	1419
Food	21
Fouling	4
Other	10
Printed Lite	18
Total:	1472

Contractor Representation Stats

Number of representations	Accepted	Rejected
129	24	105

All representations received were regarding littering offences

Contractor Prosecution Stats

Offence	Number of	Total fines	Total costs	Total
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	prosecutions	awarded	awarded by courts to DDC	sentences handed out by courts
Littering	40	£6,117.00	£4575.00	£11,862.00
Dog fouling	0	0	0	0

(Further prosecutions due to be heard in court for offences committed during this period)

Contract costs

Month	Total monies received	Bill from Kingdom	Monthly Total	Running total
April	£2,550.00	£5,004.10	-£2,454.10	-£2,454.10
May	£11,025.00	£8,977.05	£2,047.95	-£406.15
June	£9,525.00	£8,249.60	£1,275.40	£869.25
July	£9,225.00	£8,576.40	£648.60	£1,517.85
August	0	£7,826.55	-£7,826.55	-£6,308.70
September	0	£8,606.00	-£8,606.00	-£14,914.70
October	£23,550	£5,868.05	£17,681.95	£2,767.25
November	£9,300	£7,752.10	£1,547.90	£4,315.15
December	£9,525	£5,098.70	£4,426.30	£8,741.45
Total	£74,700	£65,958.55	£8,741.45	

DOVER DISTRICT COUNCIL

SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE – 13 MARCH 2018

EXCLUSION OF THE PRESS AND PUBLIC

Recommendation

That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting for the remainder of the business on the grounds that the item(s) to be considered involve the likely disclosure of exempt information as defined in the paragraph of Part 1 Schedule 12A of the 1972 Act set out below:

<u>Report Title</u>	<u>Paragraphs Exempt</u>	<u>Reason Exempt</u>
Award of Contract for Resurfacing Works to Deal Pier	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item No 15

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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