

Public Document Pack



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2 March 2018

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **GENERAL PURPOSES COMMITTEE** will be held in the HMS Tracker Room at these Offices on Monday 12 March 2018 at 2.30 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 "Nicky", written over a white background.

Chief Executive

General Purposes Committee Membership:

S M Le Chevalier (Chairman)
M D Conolly (Vice-Chairman)
P M Brivio
M R Eddy
D P Murphy

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 4)

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

4 **MINUTES** (Pages 5 - 6)

To consider the attached Minutes of the meeting held on 9 October 2017.

5 **REVISED APPRENTICESHIP POLICY** (Pages 7 - 47)

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

6 **DRIVING AT WORK AND DRUG AND ALCOHOL POLICIES** (Pages 48 - 67)

To consider the attached report of the Chief Executive.

7 **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

8 **PAY AWARD 2018**

To consider the report of the Head of Paid Service (to follow).

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.

Minutes of the meeting of the **GENERAL PURPOSES COMMITTEE** held at the Council Offices, Whitfield on Monday, 9 October 2017 at 12.30 pm.

Present:

Chairman: Councillor S M Le Chevalier

Councillors: P M Brivio
M D Conolly
M R Eddy
D P Murphy

Officers: Director of Governance
HR Business Partner
Democratic Services Manager

1 APOLOGIES

There were no apologies for absence received from Members.

2 APPOINTMENT OF SUBSTITUTE MEMBERS

There were no substitute members appointed.

3 DECLARATIONS OF INTEREST

There were no declarations of interest made by Members.

4 MINUTES

The Minutes of the meeting held on 13 March 2017 were approved as a correct record and signed by the Chairman.

5 HONORARY ALDERMAN NOMINATIONS

The Democratic Services Manager advised that two nominations for Honorary Alderman had been received.

In accordance with the Scheme of Enrolment for Honorary Aldermen and Alderwomen adopted by Council, former members who had rendered 20 years' service or more and had provided 'eminent services' to the Council could be considered for conferment of the title of 'Honorary Alderman or Alderwoman' if nominated by two serving members of the Council.

The Committee was advised that Councillor P Walker, seconded by Councillor K E Morris, had proposed Mr P Watkins and Mr G J Hood for the award of the title of Honorary Alderman.

Mr Watkins had served as a member of Dover District Council for Lower Walmer Ward (1983 – 1995) and St Margaret's-at-Cliffe Ward (1999 – 2017). In total he was a district councillor for 30 years of non-continuous service. He was Chairman of the

Council three times (1989 – 1992) and Leader of the Council under the Executive Model (2003 – 2017).

Mr Hood served as a member of Dover District Council for Town and Pier Ward from 1976 – 2015. In total he was a district councillor for 39 years of continuous service and still remains the Council's longest serving member. He was the Cabinet Member for Transport, Opportunity and Access from 2000-02, Cabinet Member for Opportunity from 2002-03 and a member of the Shadow Cabinet from 2003-4 and 2007 – 2011.

The consensus of opinion amongst members was that the two nominees were worthy for the conferment of the title of Honorary Alderman due to the eminent services that they had provided to the Council.

RESOLVED: That it be recommended to Council that the Mr G J Hood and Mr P A Watkins be conferred the status of Honorary Alderman.

6 EXCLUSION OF THE PRESS AND PUBLIC

It was moved by Councillor M R Eddy, duly seconded and

RESOLVED: That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the remainder of the business on the grounds that the items to be considered involved the likely disclosure of exempt information as defined in paragraph 4 of Part I of Schedule 12A of the Act.

7 CHILDCARE VOUCHER SCHEME AND POLICY

The Director of Governance presented the report on the Childcare Voucher Scheme and Policy.

Members were advised that the Trade Unions had been supportive of the proposals and that both male and female members of staff were eligible for the scheme.

RESOLVED: (a) That the Childcare Voucher Policy Statement is approved.

(b) That the Employee Handbook is amended to add the Childcare Voucher Policy Statement.

The meeting ended at 12.44 pm.

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.

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- 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.
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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	49	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	85	9	£9,000
Housing	Senior Housing/Property Management	4	26-Nov-15	86	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)	HRBP	Spring/Summer 2018	
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>			
<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</p>	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.
<p>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</p>	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	Apprentices are recruited in line with organisational skills needs Public sector duty target of 2.3% of workforce in apprenticeships is met
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

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



**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	I £21,682
J £18,612 - £21,465	J £18,612	J £18,612
K £16,454 - £18,548	K £16,454	K £16,454
L £15,975 – £16,386	L £15,975	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: DRIVING AT WORK AND DRUG AND ALCOHOL POLICIES

Meeting and Date: GENERAL PURPOSES COMMITTEE – 12 MARCH 2018

Report of: NADEEM AZIZ, HEAD OF PAID SERVICE

Classification: UNRESTRICTED

Purpose of the report: This report seeks approval for a change to the Driving at Work and Drug and Alcohol Policies that form part of the Officer Conditions of Service

Recommendation:

1. *The two policies at Appendices A and B are approved for introduction from 12 March 2018.*
2. *The Director of Governance is authorised to make any associated adjustments to the Employee Handbook, Statement of Particulars and any other associated Condition of Service documents.*

1. Summary

1.1 In January 2017, following extensive consultation with both the trade unions and staff, the Council introduced a new Employee Handbook, revised Statement of Particulars and associated policies that together formed the Officers' Conditions of Service. Since then, regular reviews of the handbook and its associated policies have been taking place and have identified that the Drugs and Alcohol Policy was not updated last year as part of the new Conditions of Service and would benefit from a review. It was also identified that the Driving at Work policy introduced in 2017 covered predominantly vehicles that are owned and driven for work by employees, but with the return of Grounds Maintenance to an in-house service in April 2017, the Council also acquired a significant fleet of vehicles whose use and maintenance needed to be addressed in the policy.

2. Introduction and Background

2.1 These policies have been designed and written to provide clarity around the Council's position in respect of driving at work and drugs and alcohol to ensure that the application of these policies is both fair and consistent.

2.2 The policies apply to all Council employees. The proposed new policies can be found at Appendices A and B.

2.3 The consultation process with the recognised trade unions (GMB and Unison) using Dover District Council's Collective Bargaining Agreement commenced on 6 December 2018. Individual responses were also encouraged via a consultation e-mail address. To comply with the Collective Bargaining Agreement, the consultation period initially was for 45 days; until 22 January 2018.

2.4 There wasn't a great deal of feedback, but the feedback from the H&S officer and from an HR Advisor did raise some very valid points which resulted in some slight changes to the policies. However, no formal feedback was received from either

recognised trade union on the original versions of the policies. As the changes were not significant, no further formal consultation was undertaken, but the changes were shared with recognised trade unions, inviting any comments by 22nd February 2018. No further comments were received. Therefore the amended policies were finalised for presentation in this report to the Council's General Purposes Committee.

- 2.5 It is proposed that the two policies, once approved are both implemented from 12 March 2018.

4. Identification of Options

- 4.1 The options for the General Purposes Committee are:

- (a) To support the proposed revised policies that have been negotiated between representatives of Corporate Management Team and the Recognised Trade Unions, supported by the East Kent HR Partnership. This is the preferred option as each policy is now considered to be fit for purpose, is consistent with relevant legislation and will enable the policies to be included as part of the Officers' Conditions of Service.
- (b) Request that Corporate Management Team looks at other options that deliver the desired policies.

5. Evaluation of Options

- 5.1 The successful negotiation of the two policies has taken a number of months of analysis and discussion. There is a belief that the policies are equitable and fair, offering as part of the wider Conditions of Service, good terms for all employees.

6. Resource Implications

- 6.1 There are no additional resource implications from the proposed changes to the two policies.

7. Corporate Implications

- 7.1 Comment from the Director of Finance (linked to the MTFP): Finance have been consulted on this report and have no further comments to add. (HL)
- 7.2 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
- 7.3 Comment from the Equalities Officer: This report does not specifically highlight any equality 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>

8. Appendices

- Appendix A: Driving at Work Policy
Appendix B: Drugs and Alcohol Policy

9. Background Papers

Employee handbook, revised Statement of Particulars and associated policies that together form the Officers' Conditions of Service

Contact Officer: David Randall, extension 2141.

Appendix A



Driving at Work Policy

The Council is committed to the health and safety of its employees and members of the public. This policy outlines the expectations that the Council places upon all employees who drive either their own vehicle or a Council owned vehicle as part of their working day. Any breach of this policy will be investigated and may be dealt with under the Council's Disciplinary and Performance Policy and Procedure.

Employee Responsibilities

If you are required to drive on Council business as part of your job, you must ensure that:

- You have the relevant, valid driving licence and appropriate entitlement to drive the vehicle(s) and are adequately insured for both business and private use
- You provide licence and insurance documents to your manager as and when requested
- Your vehicle is taxed, is roadworthy and has a current MOT certificate (if it is over three years old)
- You drive in accordance with the [Highway Code](#) and any relevant Health and Safety legislation and follow any additional procedures set out by your manager
- You carry out regular basic maintenance checks of your vehicle and/or the agreed default visual inspection for your department, if you are driving a Council owned vehicle
- You are not under the influence of alcohol, drugs or suffering effects from prescribed medication which may affect you whilst driving: if you are in doubt about the impact of prescribed medication you must check with your doctor or pharmacist before driving.
- Your eyesight continues to meet DVLA standards and you wear contact lenses/glasses for driving if necessary
- You inform your manager as soon as practicable if you have an accident, are charged with any motoring offence, incur any penalty points on your licence and/or are disqualified from driving

- You inform your manager if you have any medical condition that may affect your ability to drive or if you do not feel fit enough to drive (including if you feel fatigued) and seek appropriate medical advice
- You secure anything being carried to prevent movement likely to endanger you and/or your passengers

Management Responsibilities

If any members of your team drive on Council business as part of their job, you must ensure that:

- Employees driving their own vehicles for business use, have appropriate insurance and, when applicable, an MOT for the vehicle
- Employees have sufficient and relevant licences, training and experience to operate the vehicles or trailers they have been requested to operate
- Only employees who have received appropriate instruction are able to tow trailers
- Work practices do not pressurise employees into using a mobile phone when driving or to drive in an unsafe manner
- Any accident that occurs whilst on Council business is reported via the accident/incident online form
- Act on information provided on medical conditions/illnesses that might affect someone's ability to drive
- Carry out relevant risk assessments for all drivers

Vehicle Suitability

You must ensure that any vehicle you use as part of your work is suitable for its intended use. Your manager can provide help and guidance if you are in any doubt about this.

When using either your own vehicle or one owned by the Council, you should consider the following:

- The weight and size of any items likely to be carried
- Distance to be travelled
- Passengers who will be carried
- Frequency of loading/unloading

Trailers

Comprehensive guidance for towing trailers is available from the National Trailer and Towing Association website, DVLA website or from the Health and Safety Advisor. Employees should ensure that they adhere to this guidance at all times.

Minibuses

As with towing trailers, the regulations for minibuses are extensive and you may require a special PCV licence to be able to drive one. Further guidance is available from the Health and Safety Advisor and the DVLA website. Employees should ensure that they adhere to this guidance at all times.

Further Information

There are many sources of information regarding safe driving and road safety. The following links provide information on matters such as:

Motorway driving

Driving when tired

Cyclists

Car fires
Towing

Winter driving
Child road safety

Tyre safety
Child seats

<https://www.gov.uk/government/organisations/driver-and-vehicle-licensing-agency> Driving and
Vehicle Licensing Agency
<http://think.direct.gov.uk/> Department for Transport
<http://www.ntta.co.uk/> National Trailer and Towing Association
<http://www.rosipa.com/> Royal Society for the Prevention of Accidents
<http://www.fireservice.co.uk/safety/car-fires> UK Fire and Rescue Service

Appendix One

Accidents

If you drive your own vehicle or a lease vehicle on Council business or drive a Council owned vehicle you should take the following actions in the event of an accident:

- Always stop following an accident. Failure to stop is an offence.
- Ensure your own safety first.
- If the accident is serious i.e. someone is injured or the road is blocked, dial 999 to request the appropriate emergency services.
- Try to obtain the following information:
 - Details of the other vehicle(s) and registration number(s);
 - Name and address of the other vehicle owner(s) and driver(s);
 - Name and address of any witness(es);
 - Name of insurer(s).
- Make a note of the date, time and location of the accident, along with a description of events; diagrams and any other important information i.e. weather conditions and damage sustained to vehicle(s).
- Do not admit liability and do not get drawn into an argument as to whose fault it was.
- Do not comment about the accident on social media or discuss any details of it with the press.
- Assist the relevant authorities with their investigations
- Report the incident to your line manager as soon as you can. You should also contact the Corporate Services Officer and provide them with details of the accident
- At an appropriate time following the accident, the line manager should discuss the circumstances of the accident with the employee. Depending on the cause there may be actions that will mitigate the risk of further accidents from happening in future. This discussion must be documented.
- All accidents that occur whilst on Council business must be reported via the accident/incident online form.



Drug and Alcohol Policy

Introduction

Dover District Council is committed to the health, safety and wellbeing of the general public, its customers and its employees and acts in accordance with its obligations under the Health and Safety at Work etc Act 1974.

This policy is designed to ensure that employees are aware of the health risks associated with drug or alcohol or substance misuse, outline the help and support available for staff and managers, and set out the consequences for those who are misusing drugs, alcohol or other substances at work.

We recognise that the use of drugs¹ and alcohol can cause both physical and psychological impairment and the effect of alcohol, drug or substance misuse is likely to have a detrimental effect on the Council's reputation and on its ability to deliver efficient services. Therefore, no employee should be adversely under the influence of drugs or alcohol whilst at work or on call. If you take prescription medication that could affect your ability to safely carry out your role, you should tell your line manager immediately so that appropriate risk assessments and adjustments, where practicable, can be made to your role for the duration of your prescription.

The Council will usually treat alcohol, drug or substance misuse as a medical issue in the first instance but may engage the disciplinary policy where:

- The employee is assessed by Occupational Health as not having a dependency
- There is a refusal to accept an assessed dependency or there is no co-operation with treatment,
- improvement in work or behaviours is unsatisfactory
- an employee tests positive for drugs or alcohol or refuses to agree to a test
- the circumstances are so serious they demand immediate disciplinary action.

The possession, sale or donation of drugs and/or illegal substances to others during working hours will be classed as gross misconduct and may also be reported to the police.

If you are under the influence of drugs, alcohol or other substances you should not come to work and should call your manager to explain the reasons for your absence. If you attend work and your manager is of the opinion that you are unfit to carry out your duties, due to the effects of alcohol or drug misuse you will be sent home. If this happens repeatedly, the Council may take disciplinary action. Your manager will determine the safest way for you to

¹ By 'drugs' we mean all controlled substances as categorised by The Misuse of Drugs Act 1971 and subsequent modification orders as well as other substances with stimulant or mood altering properties (also known as 'legal highs')

travel home should you be unfit to drive yourself. If you refuse to go home, you will be suspended in line with the disciplinary and performance policy and procedure.

Seeking help

If you are aware that you have a drug or alcohol problem you should, in the interests of yourself, your family and your job, seek help through either your manager, EKHR or an appropriate organisation outside of work. Equally, if you believe one of your colleagues has a problem with alcohol, drug or substance misuse you should encourage them to seek help. Appendix Three has contact details for some places that can offer help and support outside of work. Where managers suspect this of one of their team members, they should seek advice from EKHR. A list of possible signs of drug or alcohol misuse is detailed in Appendix One.

The Council reserves the right to refer employees to Occupational Health if there is a concern or suspicion of an alcohol, drug or substance misuse problem. Support will be given to those who need it, provided that it is not sought only as a result of the formal disciplinary procedure being invoked. Employees who know or suspect that they have a drug or alcohol problem are encouraged to come forward. The matter will be treated as confidential.

Testing

We may carry out unannounced searches for drugs and alcohol in Council owned or controlled vehicles and buildings.

We may also ask you to attend an appointment with Occupational Health or to undertake an alcohol or drugs test where reasonable cause exists to suspect alcohol or drug use or misuse, including following workplace incidents or accidents.

The Council is concerned to ensure that employees' rights are protected, including their human rights. The Council has considered the impact of this testing policy on employees' rights, including, for example, the right to respect for private life and family life.

In relation to data protection law, medical screening of the type set out in this Policy is permitted. All data collected will be processed in accordance with the requirements relating to sensitive personal data under the Data Protection Act 1998.

In accordance with the Council's obligations in respect of the Human Rights Act 1998, unannounced testing may be carried out:

- 1) if you have or have had a drug, alcohol or substance misuse problem,
- 2) if your actions or an omission contributed to an accident or near miss,
- 3) if your behaviour indicates that you are under the influence of drugs or alcohol
- 4) if you work in a safety critical role².

Employees will always be asked for consent before testing is undertaken and an employee has the right to refuse to give consent. If consent is not given, your manager will make a decision about your ability to carry out your role safely based upon the information that they have. Details of the testing procedure can be found at Appendix two.

² Jobs that involve activities or tasks that can place employees or others at risk unless the person undertaking them has full, unimpaired control of their physical and mental capabilities including but not limited to awareness, concentration, balance and co-ordination. These roles may include driving vehicles, working with machinery or tools, caring for vulnerable members of the community or working at height.

Any refusal to consent to a test may be considered to be misconduct, up to and including gross misconduct and may be dealt with in accordance with the relevant policy.

It is recognised that drug and alcohol testing is by its nature an intrusive process and managers will be expected to respect the privacy of an employee when requesting such a test.

Any information held or obtained in relation to testing will be dealt with in the strictest confidence.

Appendix One

Possible signs of drug or alcohol misuse

The following may indicate drug or alcohol misuse. It is important that other causes are always considered, i.e. illness, stress, domestic problems and/or financial worries:

1. Work performance – evidence of deterioration;
2. Increase in frequent short term absence
3. Types and trends of reported sickness;
4. Accident record – liability to cause accidents;
5. Lateness and casual absenteeism;
6. Slower in completing tasks – not meeting deadlines;
7. Making regular mistakes;
8. Previously unnoticed unreliability;
9. Irritability with colleagues or customers;
10. Slurred speech;
11. Tremors;
12. Impaired concentration and memory;
13. Deterioration in personal hygiene;
14. Deterioration in physical appearance;
15. Anxiety;
16. Depression;
17. Asking for loans of money from colleagues;
18. Asking for short term small loans from the employers;
19. Tiredness;
20. Significant changes between high and low activity;
21. Comments from work colleagues or customers;
22. Smelling of alcohol.
23. Possessing drugs paraphernalia.

Further advice can be obtained from EKHR.

Appendix Two

Testing for drug and alcohol misuse

Pre-employment checks

Any offer of employment is subject to satisfactory pre-employment checks, which include a routine health questionnaire as detailed in the Council's Recruitment Policy. Should an applicant disclose a health issue, which may include a history of drug or alcohol dependency, they will be requested to complete a more detailed assessment form.

This detailed assessment form is sent directly to Occupational Health who will carry out a full assessment of the applicants fitness for work.

Existing employees

The council reserves the right to undertake individual testing. Samples would be obtained by an accredited collection officer using a suitable chain of custody process.

- The type and level of testing required will be dictated by the Council and may, from time to time, change in line with technical and/or organisational developments
- The test used will be suitable for the workplace, and certified as accurate by an approved testing body
- Testing will be conducted in a private area
- The testing method and criteria will be explained to the individual prior to the test being undertaken
- The individual being tested will be asked to sign a Consent Form
- The test will be undertaken by a manager (who will have received appropriate training) or other suitably qualified/trained person
- There will be a Council witness present at all testing
- The employee will be informed of the tests results (alcohol or drugs).

When an employee is asked to take a test they will be asked to provide a written authority for the results to be passed to their line manager(s). A report detailing the result of the drug or alcohol test will be issued to the appropriate manager(s) and the employee.

If the employee tests positive with an alcohol or drug level above the legal driving limit as set out in the Road Traffic Act 1988, or refuses to be tested or to undergo appropriate treatment, an investigation will be commenced and they may be subject to disciplinary action.

Appendix Three

Information/Advice

The Dover Counselling Service

Telephone: 01304 204123

Website: www.dovercc.org.uk

East Kent Community Drug and Alcohol Service

Telephone: 0300 123 1186

Email: eastkent@rapt.org.uk

Turning Point Out There Everywhere – Dover

Telephone: 01304 248290

Email: eastkentenquiries@turning-point.co.uk

Alcoholics Anonymous UK

National Helpline: 0845 769 7555

Website: www.alcoholics-anonymous.org.uk

Narcotics Anonymous

National Helpline: 0845 3733366

Website: www.ukna.org



Driving at Work Policy

The Council is committed to the health and safety of its employees and members of the public. This policy outlines the expectations that the Council places upon all employees who drive either their own vehicle or a Council owned vehicle as part of their working day.

Any breach of this policy will be investigated and may be dealt with under the Council's Disciplinary and Performance Policy and Procedure.

Employee Responsibilities

If you are required to drive on Council business as part of your job, you must ensure that:

- You have the relevant, valid driving licence and appropriate entitlement to drive the vehicle(s) and are adequately insured for both business and private use
- You provide licence and insurance documents to your manager as and when requested
- Your vehicle is taxed, is roadworthy and has a current MOT certificate (if it is over three years old)
- You drive in accordance with the [Highway Code](#) and any relevant Health and Safety legislation and follow any additional procedures set out by your manager
- You carry out regular basic maintenance checks of your vehicle and/or the agreed default visual inspection for your department, if you are driving a Council owned vehicle
- You are not under the influence of alcohol, drugs or suffering effects from prescribed medication which may affect you whilst driving: if you are in doubt about the impact of prescribed medication you must check with your doctor or pharmacist before driving.
- Your eyesight continues to meet DVLA standards and you wear contact lenses/glasses for driving if necessary
- You inform your manager as soon as practicable if you have an accident, are charged with any motoring offence, incur any penalty points on your licence and/or are disqualified from driving
- You inform your manager if you have any medical condition that may affect your ability to drive or if you do not feel fit enough to drive (including if you feel fatigued) and seek appropriate medical advice
- You secure anything being carried to prevent movement likely to endanger you and/or your passengers

Management Responsibilities

If any members of your team drive on Council business as part of their job, you must ensure that:

- Employees driving their own vehicles for business use, have appropriate insurance and, when applicable, an MOT for the vehicle
- Employees have sufficient and relevant licences, training and experience to operate the vehicles or trailers they have been requested to operate
- Only employees who have received appropriate instruction are able to tow trailers
- Work practices do not pressurise employees into using a mobile phone when driving or to drive in an unsafe manner
- Any accident that occurs whilst on Council business is reported via the accident/incident online form
- Act on information provided on medical conditions/illnesses that might affect someone's ability to drive
- Carry out relevant risk assessments for all drivers

Vehicle Suitability

You must ensure that any vehicle you use as part of your work is suitable for its intended use. Your manager can provide help and guidance if you are in any doubt about this.

When using either your own vehicle or one owned by the Council, you should consider the following:

- The weight and size of any items likely to be carried
- Distance to be travelled
- Passengers who will be carried
- Frequency of loading/unloading

Trailers

Comprehensive guidance for towing trailers is available from the National Trailer and Towing Association website, DVLA website or from the Health and Safety Advisor. Employees should ensure that they adhere to this guidance at all times.

Minibuses

As with towing trailers, the regulations for minibuses are extensive and you may require a special PCV licence to be able to drive one. Further guidance is available from the Health and Safety Advisor and the DVLA website. Employees should ensure that they adhere to this guidance at all times.

Further Information

There are many sources of information regarding safe driving and road safety. The following links provide information on matters such as:

Motorway driving	Driving when tired	Cyclists
Car fires	Winter driving	Tyre safety
Towing	Child road safety	Child seats

<https://www.gov.uk/government/organisations/driver-and-vehicle-licensing-agency> Driving and Vehicle Licensing Agency

<http://think.direct.gov.uk/> Department for Transport

<http://www.ntta.co.uk/> National Trailer and Towing Association

<http://www.rospa.com/> Royal Society for the Prevention of Accidents

<http://www.fireservice.co.uk/safety/car-fires> UK Fire and Rescue Service

Appendix One

Accidents

If you drive your own vehicle or a lease vehicle on Council business or drive a Council owned vehicle you should take the following actions in the event of an accident:

- Always stop following an accident. Failure to stop is an offence.
- Ensure your own safety first.
- If the accident is serious i.e. someone is injured or the road is blocked, dial 999 to request the appropriate emergency services.
- Try to obtain the following information:
 - Details of the other vehicle(s) and registration number(s);
 - Name and address of the other vehicle owner(s) and driver(s);
 - Name and address of any witness(es);
 - Name of insurer(s).
- Make a note of the date, time and location of the accident, along with a description of events; diagrams and any other important information i.e. weather conditions and damage sustained to vehicle(s).
- Do not admit liability and do not get drawn into an argument as to whose fault it was.
- Do not comment about the accident on social media or discuss any details of it with the press.
- Assist the relevant authorities with their investigations
- Report the incident to your line manager as soon as you can. You should also contact the Corporate Services Officer and provide them with details of the accident
- At an appropriate time following the accident, the line manager should discuss the circumstances of the accident with the employee. Depending on the cause there may be actions that will mitigate the risk of further accidents from happening in future. This discussion must be documented.
- All accidents that occur whilst on Council business must be reported via the accident/incident online form.



Drug and Alcohol Policy

Introduction

Dover District Council is committed to the health, safety and wellbeing of the general public, its customers and its employees and acts in accordance with its obligations under the Health and Safety at Work etc Act 1974.

This policy is designed to ensure that employees are aware of the health risks associated with drug or alcohol or substance misuse, outline the help and support available for staff and managers, and set out the consequences for those who are misusing drugs, alcohol or other substances at work.

We recognise that the use of drugs¹ and alcohol can cause both physical and psychological impairment and the effect of alcohol, drug or substance misuse is likely to have a detrimental effect on the Council's reputation and on its ability to deliver efficient services. Therefore, no employee should be adversely under the influence of drugs or alcohol whilst at work or on call. If you take prescription medication that could affect your ability to safely carry out your role, you should tell your line manager immediately so that appropriate risk assessments and adjustments, where practicable, can be made to your role for the duration of your prescription.

The Council will usually treat alcohol, drug or substance misuse as a medical issue in the first instance but may engage the disciplinary policy where:

- The employee is assessed by Occupational Health as not having a dependency
- There is a refusal to accept an assessed dependency or there is no co-operation with treatment,
- improvement in work or behaviours is unsatisfactory
- an employee tests positive for drugs or alcohol or refuses to agree to a test
- the circumstances are so serious they demand immediate disciplinary action.

The possession, sale or donation of drugs and/or illegal substances to others during working hours will be classed as gross misconduct and may also be reported to the police.

If you are under the influence of drugs, alcohol or other substances you should not come to work and should call your manager to explain the reasons for your absence. If you attend

¹ By 'drugs' we mean all controlled substances as categorised by The Misuse of Drugs Act 1971 and subsequent modification orders as well as other substances with stimulant or mood altering properties (also known as 'legal highs')

work and your manager is of the opinion that you are unfit to carry out your duties, due to the effects of alcohol or drug misuse you will be sent home. If this happens repeatedly, the Council may take disciplinary action. Your manager will determine the safest way for you to travel home should you be unfit to drive yourself. If you refuse to go home, you will be suspended in line with the disciplinary and performance policy and procedure.

Seeking help

If you are aware that you have a drug or alcohol problem you should, in the interests of yourself, your family and your job, seek help through either your manager, EKHR or an appropriate organisation outside of work. Equally, if you believe one of your colleagues has a problem with alcohol, drug or substance misuse you should encourage them to seek help. Appendix Three has contact details for some places that can offer help and support outside of work. Where managers suspect this of one of their team members, they should seek advice from EKHR. A list of possible signs of drug or alcohol misuse is detailed in Appendix One.

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Testing

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4) if you work in a safety critical role².

Employees will always be asked for consent before testing is undertaken and an employee has the right to refuse to give consent. If consent is not given, your manager will make a decision about your ability to carry out your role safely based upon the information that they have. Details of the testing procedure can be found at Appendix two.

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It is recognised that drug and alcohol testing is by its nature an intrusive process and managers will be expected to respect the privacy of an employee when requesting such a test.

Any information held or obtained in relation to testing will be dealt with in the strictest confidence.

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Pre-employment checks

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- The individual being tested will be asked to sign a Consent Form
- The test will be undertaken by a manager (who will have received appropriate training) or other suitably qualified/trained person
- There will be a Council witness present at all testing
- The employee will be informed of the tests results (alcohol or drugs).

When an employee is asked to take a test they will be asked to provide a written authority for the results to be passed to their line manager(s). A report detailing the result of the drug or alcohol test will be issued to the appropriate manager(s) and the employee.

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Turning Point Out There Everywhere – Dover

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Alcoholics Anonymous UK

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Website: www.alcoholics-anonymous.org.uk

Narcotics Anonymous

National Helpline: 0845 3733366

Website: www.ukna.org

DOVER DISTRICT COUNCIL

GENERAL PURPOSES COMMITTEE – 12 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 meeting for the remainder of the business on the grounds that the items to be considered involve the likely disclosure of exempt information as defined in the paragraph of Part I of Schedule 12A of the Act set out below:

<u>Item Report</u>	<u>Paragraph Exempt</u>	<u>Reason</u>
Pay Award 2018	4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority, or a Minister of the Crown and employees of, or office holders under, the authority.