

# Southampton City Council

## Apprenticeships Policy Guidance

Apprenticeships Policy Guidance			
<b>Version</b>	1	<b>Approved by</b>	CMT
<b>Date last amended</b>	03/10/2017	<b>Approval date</b>	15/08/2017
<b>Lead officer</b>	Justine Taylor-Knightbridge, Lead Apprenticeships Advisor	<b>Review date</b>	15/08/2017
<b>Contact</b>	Justine.taylor-knightbridge@southampton.gov.uk	<b>Effective date</b>	15/08/2017

# Apprenticeships Policy Guidance

## What is an apprenticeship?

1. An apprenticeship is a work-based training and qualification programme designed to meet the needs of businesses. Apprentices gain experience in a real job and earn an income whilst gaining a role specific and nationally recognised qualification through a recognised and approved training framework. Apprentices spend a minimum of 20% of their work time engaged in learning that is not part of the normal day-to-day working activity, but that is directly relevant to the apprenticeship (this is a minimum requirement of the levy, however there may be occasions when more time needs to be spent engaged in off-the-job training), for example:
  - Day or block release at college, university or training provider
  - Distance learning, webinars, online learning
  - Role playing, manufacturer training, in-house training
  - Job shadowing, mentoring, industry visits, seminars
  - Time spent researching, writing assessments/assignments
  
2. Apprentices must be:
  - In a genuine job. An Apprenticeship Agreement (contract of employment) is fixed term in nature; it lasts for the length of the apprenticeship training. Once an apprenticeship agreement has ended you can either:
    - Confirm the apprentice into a substantive post
    - Support the apprentice to find alternative employment if there is no substantive post – see the Manager’s Guidance for further information
      - OR
    - If the apprentice is an existing member of staff who is accessing an apprenticeship under the Developing Careers programme, then there is no change to the status of their employment
  - Completing a government approved apprenticeship training course, either a standard or framework apprenticeship
  - Training for a minimum of 12 months, however many apprenticeships may take significantly longer
  - Able to gain the knowledge, skills and behaviours to complete the apprenticeship
  - Be able to spend a minimum of 20% of their work time engaged in “off-the-job” training – please refer to the Manager’s Guidance for further information and support
  - Supported by the employer to carry out the role
  - Allocated an appropriate mentor for the length of their apprenticeship
  - Undertaking an apprenticeship that is either of a higher level than the apprentice’s current qualification **or** if of the same or lower level, it must be a materially different qualification, to ensure the apprentice develops a new set of skills.

## Apprenticeship Frameworks and Standards

3. These are as follows:
  - Apprenticeship Frameworks: these are existing qualifications that are nationally recognised and accredited involving:
    - Knowledge based element – commonly referred to as a Technical certificate e.g. BTEC
    - Competency based element – commonly referred to as a National Vocational Qualification (NVQ)
    - Functional skills – including Maths, English and IT
    - Employment – practical work experience
4. New Apprenticeship Standards: the learning element of apprenticeships is currently undergoing significant reforms aimed at simplifying the system and making it more rigorous and responsive to employer's needs. Short, easy to understand standards of competence designed by employers, known as trailblazers, are in the process of replacing the Frameworks. There are some Frameworks still in use, but all will be replaced with Standards by April 2020 – further information can be found in the Manger's guidance on new standards.
5. There are four levels of Apprenticeship Levels:
  - Intermediate Apprenticeship: Level 2 (equivalent to five GCSEs passes)
  - Advanced Apprenticeship: Level 3 (equivalent to two A-levels)
  - Higher Apprenticeship: Level 4 -5 (equivalent to a Foundation Degree)
  - Degree Apprenticeship: level 6-7 (equivalent to a Bachelor's or Master's Degree)

## Eligibility

6. To be eligible for the apprenticeship scheme, apprentices must:
  - Have the right to work in England
  - Spend at least 50% of their working hours in England
  - Either:
    - Be a citizen of a country within the European Economic Area (EEA), or have the right of abode in the UK (e.g. some commonwealth citizens have the right of abode in the UK), and have been ordinarily resident in the EEA for at least the three years before the start of the apprenticeship; or
    - Be a non-EEA citizen with permission from the UK Government to live in the UK and have been ordinarily resident in the UK for at least the three years before the start of the apprenticeship
  - Not start their apprenticeship before the last Friday in June of the academic year in which they have their 16th birthday
  - Be able to complete the apprenticeship within the time they have available
  - Not be enrolled on another apprenticeship at the same time as any new apprenticeship they start
  - Not be asked to contribute financially to the direct cost of learning or assessment
  - Not use a student loan to pay for their apprenticeship
  - Not be in full-time education

- Be employed by the employer, or a connected company or connected charity, as defined by HMRC
- Not already hold a qualification at a level the same as, or higher than, the apprenticeship, unless the training content is materially different
- Be willing to complete functional skills English and Maths Level 2 if they have not already achieved an appropriate qualification in one or both of these

### **How long does it take to complete an Apprenticeship?**

7. An apprenticeship must last for a minimum of 12 months to meet levy requirements, however the length of the training will depend on the type and level of apprenticeship being studied. Typically an apprentice who is studying an Intermediate Apprenticeship would usually be a year to 18 months, an Advanced Apprenticeship would usually take two years to complete study, and a Higher Apprenticeship could take up to four years. The time taken to complete the apprenticeship will also depend on the number of contractual hours per week the individual is working, the motivation, enthusiasm and personal circumstance of the apprentice and the personal time they allow for completing their coursework.

### **When can an Apprenticeship Start?**

8. Start dates are dependent on the type of apprenticeship the staff member will be completing. Some apprenticeships have flexible start and finish dates while others may have a set start date if the learning provider is a college (e.g. September, January as the start of the academic year).
9. For new recruits, this does not limit the recruiting manager to specific employment start dates as the apprentice can start the job at any point in time, and begin to gain valuable experience and knowledge ahead of the set start date for the learning.

### **Apprenticeship funding/costs**

10. **Levy funding:** The cost of training will be provided for by the levy, provided it meets the criteria for an apprenticeship.
11. **Employer costs:** Costs not eligible for levy funding include (but are not limited to);
  - Apprentice salary
  - Personal Protective Clothing (PPE)
  - Travel/hotel expenses
  - Additional re-takes for mandatory qualifications
  - Professional fees required to become a member of a chartered body
12. Any requirement for additional re-takes (after the one provided for within the cost of training) will be reviewed on an individual basis. In these instances please contact the HR Advisory team to discuss.
13. In addition to paying the usual salary costs associated with the apprenticeship post, apprentices who are on Apprenticeship Agreement of more than one year will receive

incremental rises in the usual way (e.g. SCP increases, Living Wage and local government pay awards as applicable).

### **Training expectations, examination leave and apprentice support**

14. **Training providers:** The Lead Apprenticeship Advisor will procure all training requirements. Line managers will be unable to appoint a training provider as only training providers who are registered on the council Dynamic Purchasing System (DPS) and the governments approved Register of Training Providers (RoATP) can be appointed.
15. **The Commitment Statement:** The training provider, line manager and apprentice will enter into a Commitment Statement, prepared by the training provider (meeting the council's requirements), which sets out the expectations for all parties. It will be the duty of the line manager to ensure that the apprentice and training provider are fulfilling their requirements and it would be expected that regular meetings are held with both the training provider and the apprentice to review progress.
16. This is an agreement that sets out the expectations of each party for the duration of the training and includes (but is not limited to):
  - How long the apprentice will be employed for
  - The training you will provide the apprentice
  - The apprentices working conditions
  - The qualifications they are working towards
  - The planned content and schedule for training
  - What is expected and offered by the employer, the training provider and the apprentice
  - How to resolve queries or complaints
17. **Time off for apprenticeship training:** The apprentice must spend 20% of their work time engaged in "off-the-job" training that is directly relevant to the apprenticeship. Off-the-job training must teach new knowledge, skills and/or develop behaviours that will contribute to the successful achievement of an apprenticeship.
18. Off-the-job training can include (but is not limited to):
  - The teaching of theory (for example; day or block release at college or university lectures, webinars, online learning, role playing, simulation exercises or manufacturer training)
  - Practical training; Job shadowing, mentoring, industry visits, attendance at competitions
  - Learning support and time spent researching, writing assessments/assignments
19. Off-the-job training does not include:
  - English and maths (up to Level 2) which is funded separately
  - Progress reviews or on programme assessment
  - Training which takes place outside the apprentice's paid working hours
20. Therefore, time also needs to be granted to apprentices to include time away from duties when their assessor visits them. Apprentices should also be permitted to work a

shorter day/be granted time off in lieu should the staff member attend an evening course (as the 20% off-the-job training entitlement relates to their paid work time, not their own time.)

21. The apprentice will also be entitled to time off to sit an approved examination, please refer to the Conditions of Service – Hours and Leave Policy for further details.
22. When an Apprentice requests annual leave, it is important to ask them how this fits into their attendance time with their training provider as they should not be taking annual leave on training days; it is a requirement that their attendance is 100% wherever possible.
23. **Workplace assessors:** Once the apprentice has enrolled on their studies, the training provider will assign a work place assessor, this will be the main link person with the training provider. They will meet the apprentice whilst they undertake their studies and they will also visit the apprentice at work. It is anticipated between three and six visits per year will be carried out. The purpose of the visit would be to monitor the apprentice's attendance and progress with their studies and to provide pastoral care to ensure the apprentice can complete their studies. The apprentice's line manager should attend these meetings and it is likely the line manager would be asked to provide expert witness testimonies on the apprentices' work performance. These are used as evidence in the apprentices' NVQ/qualification portfolio. The Lead Apprenticeships Advisor/Workplace Assessor can provide further guidance as to providing witness testimonies.
24. **Mentors:** The line manager will appoint a mentor for the duration of the apprenticeship. This would normally be a person other than the line manager and may be someone from another team or service area if required. Staff wishing to be mentors to apprentices will need to complete the internal mentoring training.

### **Health and Safety for under 18s**

25. A Young Person's Risk Assessment must be completed by the line manager for all apprentices under the age of 18.

### **Recruiting apprentices**

26. Generic apprenticeship job descriptions and performance contracts are available. Please refer to the HR intranet pages on Apprenticeships.
27. When recruiting for an apprentice, please consider whether the vacancy will be temporary (i.e. fixed term for the length of the apprenticeship) or whether there is a substantive post which the apprentice will be appointed to at the end of the apprenticeship.
28. Advertising vacancies for apprenticeships will follow the standard recruitment process. Please refer to the recruitment pages on the HR intranet for further guidance.

29. All Apprenticeships First vacancies will be advertised via;
- The council intranet
  - The council Pathways Team. As part of our commitment to support care leavers and looked after children in the city, it has been agreed that we will guarantee an interview to any care leaver/looked after child who applies for an apprenticeship via the Pathways team
  - The Apprenticeship and Jobs webpages on the council internet
  - The National Apprenticeship Service (NAS) website
  - The Job Centre
  - The training provider
  - Should there be any other specific advertising routes required please speak to the Recruitment team and/or Lead Apprenticeships Advisor.

### **Guaranteed consideration for care leavers and looked after children**

30. All apprenticeship vacancies will be advertised to the Pathways Team, applications will be referred directly to the Lead Apprenticeships Advisor and we will guarantee to interview all care leavers and looked after young people who apply for an apprenticeship position.

### **'Apprenticeships First' – pay and benefits**

31. The council is committed to ensuring that all staff receive a rate of pay at least equal to the Foundation Living Wage and this will apply to all apprentices on the Apprenticeships First scheme with effect from 1<sup>st</sup> September 2017.
32. The Apprenticeship Agreement (a written statement of employment particulars) creates a contract of service (under the Apprenticeship, Skills, Children and Learning Act, 2009) for the time period it takes to complete the apprenticeship. This differs from the council's standard written statement of particulars as the focus is on completing the apprenticeship whilst undertaking work for the organisation.
33. On successful completion of the apprenticeship they will be paid in accordance with the first SCP within the grade of the post, provided there is a substantive post available, or they will be supported to find an alternative role either in the council or with a new employer.
34. Apprentices are entitled to the same terms and conditions (T&Cs) as other staff such as annual leave, sick pay, maternity/paternity and pension.
35. Except for salary, all other terms and conditions of employment will be those set out in the apprentice's Apprenticeship Agreement. Grade related benefits, such as annual leave, will be those associated with the grade of the substantive role.

### **'Developing Careers' Programme – pay and benefits**

36. In order for us to develop our current and future workforce, existing staff may also be eligible to access learning and development via higher or degree apprenticeships. Learning and development needs would normally be identified at the Annual

Performance Review and any requests to access an apprenticeship will be managed by the line manager.

37. Existing staff can undertake apprenticeships at a higher level, the same or a lower level than the qualifications they already hold, as long as the apprenticeship will allow the individual to acquire substantial new skills and the content of the training is materially different from any prior training or previous apprenticeship.
38. There will be four opportunities in March, June, September and December each year for staff to apply for a Developing Careers Programme apprenticeship. Applications will require the support and approval of the line manager prior to submission and must be relevant to their role. Applications will be reviewed and approved quarterly by a panel of Service Directors. The Lead Apprenticeships Advisor will work with managers and individuals to ensure the learning & development is appropriate. Please refer to the 'Developing Careers' guidance for further details and application form.
39. Where appropriate, professional and management roles can be recruited to with a planned training and career pathway (e.g. Civil Engineering; Social Worker; Accountant; Human Resources; Legal etc.) under an apprenticeship scheme.
40. Existing staff who are accessing an apprenticeship through the Developing Careers Programme will be required to sign a contract variation to incorporate an Apprenticeship Agreement detailing the particulars of their training. There will be no other changes to the standard terms and conditions of the written statement of particulars, including pay.
41. Existing staff already in post who undertake an apprenticeship in the form of a development pathway towards a higher level role (including managed succession planning) will continue to be paid at the grade/SCP associated with their substantive post.
42. On successful completion of the apprenticeship/development pathway staff can apply for higher levels roles as they become available. There is no guarantee of a higher level or alternative role at the end of the apprenticeship.
43. **Note:** existing staff who undertake an apprenticeship will be subject to the same learning expectations as a newly recruited apprentice, i.e. they must also be allowed to spend 20% of their work time undertaking off-the-job training activities (see below), which is a requirement of the new Apprenticeship Levy.

#### **Ending Apprenticeships ('Apprenticeships First')**

44. Apprenticeship Agreements by nature are fixed-term contracts, although at the end of the fixed-term the council has no legal obligation to offer the apprentice a job. If there is a substantive post that the apprentice can be confirmed into then the apprentice will revert to full pay for the relevant Grade/SCP. However, if the post is set up as an apprenticeship vacancy then the council will endeavour to place the apprentice in a permanent role wherever possible. If a suitable role is not available the apprentice will be supported to identify opportunities elsewhere. If the apprentice has at least two years'



service, managers will need to be mindful of the risk of unfair dismissal when the contract comes to an end. For further information regarding ending apprenticeships please refer to the Manager's Guidance and for support with ending fixed term contracts please contact the HR Advisory team.

45. Apprentices are expected to complete the apprenticeship within the defined period of the Apprenticeship Agreement. However, in some circumstances e.g. maternity leave, and/or sitting an examination re-take, it may be necessary to proportionately extend the contract to enable the full training programme to be completed.
46. Should the apprentice complete their apprenticeship satisfactorily and on time there are three options open to the manager and apprentice;
  - The job will continue post apprenticeship. In this instance the line manager will appoint the individual;
    - Inform HR Pay to confirm into a permanent post, increase the apprentice's pay to 100% of the first SCP for the Grade of the substantive role
    - Complete the council's 'contract amendment' form which will issue a new written statement of particulars that are appropriate for the role.
  - Where there is no substantive post for the apprentice at the end of their Apprenticeship and it is expected that their employment will cease (in accordance with council policy), the council will support the apprentice with finding alternative employment. In this instance the line manager will contact HR Advisory **three months prior to the Apprenticeship end date** so that the relevant support can be implemented. This will include (but is not limited to);
    - Redeployment in accordance with the council's Redeployment Policy and Procedure. Redeployment could be into alternative apprenticeship (if appropriate) or a position within the council's establishment
    - Helping the apprentice to register onto "Find an Apprenticeship" on the GOV.UK website
    - Helping the apprentice identify suitable opportunities elsewhere, i.e. providing support with CV writing, interview techniques and conducting job searches.
47. The apprentice could remain as an apprentice continuing to study at the next level. In these circumstances the manager would need to complete a 'contracts amendment' form to ensure the apprentice is issued a new Apprenticeship Agreement which is relevant for the next level of apprenticeship. For example; a Level 2 Apprentice commences a new Apprenticeship Agreement to complete an advanced apprenticeship at Level 3.
48. **Note:** Apprenticeship Agreements need to be ended appropriately to ensure the council adopts a fair and consistent process, as the expiry of a fixed-term contract constitutes a dismissal under the law. Furthermore, an apprentice who has a minimum of 2 years continuous service will be entitled to a redundancy payment at the end of their fixed term contract. Please ensure you contact HR Advisory in advance of ending any Apprenticeship Agreement for support and to discuss the relevant options.

## Ending apprenticeships ('Developing Careers' Programme)

49. As the contractual status for existing staff does not change whilst undertaking an apprenticeship via the Developing Careers programme, upon successful completion of an apprenticeship the staff member will continue in their current post as they did before they commenced the apprenticeship (i.e. they will be required to work their full contractual hours). Whilst there is no guarantee of a promotion/new role at the end of an apprenticeship, an individual seeking to move on within the council post-apprenticeship should be supported to do so by their line manager.
50. **Resignation:** It is imperative for the line manager to inform the Lead Apprenticeships Advisor about any imminent resignations to access advice regarding this decision, as there are implications for the apprentice and for funding.
51. **Redundancy:** In broad terms, in a reorganisation or redundancy situation, employers should treat apprentices in the same way as they treat other staff. Apprentices who have two years qualifying service will have the right to claim unfair dismissal and will be entitled to a statutory redundancy payment.
52. For advice and guidance concerning a restructure and potential redundancies please contact HR Advisory for support.
53. **Changing roles during the apprenticeship:** Apprentices are free to apply for another job with the council whilst undertaking their apprenticeship, however we seek to ensure they can finish their apprenticeship study programme in any new job they start.
54. If an apprentice attains a different job before they complete their Apprenticeship Agreement, every effort should be made to ensure their training programme is completed in their new role if applicable. Please seek guidance from the Lead Apprenticeships Advisor if there are any queries regarding an apprentice changing roles under an Apprenticeship First scheme.
55. **Conduct and performance:** Apprentices are expected to comply with and undertake all aspects of the apprenticeship to a satisfactory standard (including training and assessment), and are also expected to make a valuable contribution to the service in which they work. Any failure to do so for apprentices will result in the employment and Apprenticeship Agreement with the council being reviewed in accordance with the appropriate council policy and may in certain circumstances lead to dismissal.
56. If you have concerns with the apprentices performance, conduct, attendance or failure to pass their qualification/s please contact the relevant HR Advisor for further support and guidance.
57. **Extending the length of the apprenticeship:** There may be occasions where the training commitment needs to be reviewed; e.g. workloads change, the role changes, personal circumstances alter. In this instance line managers should;
  - Speak to HR Advisory to ensure that the appropriate support can be offered where applicable

- Notify the Lead Apprenticeships Advisor about extending the apprenticeship to enable the training to be completed

### **Roles and Responsibilities (Managers)**

58. Managers will:

- Identify Apprenticeships First opportunities for any Grade 1-5 vacancies
- Identify Developing Careers opportunities for existing staff via the Performance Management Framework
- Inform and work with the Lead Apprenticeship Advisor to identify and establish suitable opportunities for Apprenticeships First and Developing Careers
- Follow the correct recruitment procedure for apprenticeships and actively support recruitment by ensuring the council's interview and selection process is followed
- Ensure a successful applicant form is sent to HR Pay who will check work eligibility, medical declarations and arrange for DBS checks if appropriate
- Sign off and adhere to the Commitment Statement that is made with the Apprentice, the Training Provider, and the Employer and ensure that the agreed commitments are met
- Ensure that apprentices receive the appropriate induction and complete all relevant mandatory training requirements
- Provide a safe working environment including health and safety induction, and if the apprentice is under 18, follow the Safe Working Procedure – Young Persons at Work Risk Assessment
- Ensure the apprentice understands all relevant council policies
- Agree the individual's training plan and arrange all apprenticeship training needs in addition to the apprenticeship
- Ensure apprentices are released to spend 20% (as a minimum) of their time engaged in off-the-job learning and development activities
- Monitor and manage apprentice performance and core behaviours via the Performance Management Framework and highlight any areas of concern with the HR Advisory team
- Meet on a regular basis with the relevant training provider to monitor attendance and progress of the apprentice.
- Manage apprentices within their teams and meet on a regular basis with apprentices to discuss and assess progress and identify any additional support that may be required
- Ensure adequate and competent supervision of the apprentice, conduct all necessary 121s/supervisions, team meetings, reviews etc.
- Record and monitor the apprentice's workplace attendance
- Appoint a mentor to the apprentice for the duration of the apprenticeship – this would normally be someone other than the line manager and may be someone from another team or service area as required
- Inform Lead Apprenticeships Advisor three months in advance of the Apprenticeship Agreement ending to discuss options and relevant support.

## **Roles and Responsibilities (Apprentices)**

59. Apprentices will:

- Provide the required certificates to prove attainment of GCSE grade A\* to C (or 4 to 9) (or equivalent qualification) in English and Maths, as well as other relevant qualifications where required
- Sign off and adhere to the Commitment Statement that is made with the Apprentice, the Training Provider, and the Employer and ensure that the commitments agreed to are met
- Abide by the council's code of conduct and relevant policies and follow all council rules and procedures relating to their Apprenticeship Agreement
- Attend college/training provider and work as required and to undertake assignments and course work in a timely manner
- Complete all assignments/tasks to the best of their ability and in accordance with the course structure/timetable
- Undertake all mandatory training required by the council
- Undertake all the requirements that are necessary to complete their role in a satisfactory manner
- Be committed to succeed their apprenticeship training scheme
- Accept responsibility for their learning and to ask for support when needed
- Be motivated and willing to develop their job skills and to do well
- Follow reasonable instruction and tasks set by their manager

## **Roles and Responsibilities (Apprentice Mentor) will:**

60. The Apprentice Mentor will:

- Provide guidance and pastoral support for all apprentices
- Meet regularly with the apprentice. It is advised that in the first three months of employment the mentor should meet with their apprentice at least weekly and thereafter bi-weekly or monthly as necessary
- Highlight/discuss any issues with the Line Manager

## **Roles and Responsibilities (Lead Apprenticeships Advisor)**

61. The Lead Apprenticeship Advisor will:

- Develop an apprenticeships programme in line with council needs
- Ensure the accuracy of this policy and associated documents
- Ensure all apprenticeships meet the requirements as set out in the Apprenticeships Levy
- Support managers in identifying potential Apprenticeships First and Developing Careers opportunities
- Support managers in recruiting, managing and ending apprenticeships
- Ensure that the Commitment Agreement between the Apprentice, the Training Provider, and the Employer (recruiting manager in this instance) is signed and adhered to by all parties and that the commitments agreed to are met

- Keep an up-to-date list of training providers registered on the council's procurement system and check that all providers are registered on the government Register of Apprenticeship Training Providers (RoATP)
- Record all council apprenticeships on the government Digital Apprenticeship System and report as required against agreed targets
- Monitor the suitability and quality of training providers to ensure adequate return on investment
- Manage the levy funding and ensure regular reports are included in the Monthly Operating Performance report to the Council Management Team.

### **Roles and Responsibilities (HR)**

62. The HR team will:

- Provide advice, support and guidance on all aspects of the apprentice's performance
- Advertise all apprenticeship vacancies both internally and externally
- Ensure that all the council's recruitment procedures are adhered to
- Provide advice, support and guidance on all aspects of recruiting apprentices
- Generate the offer letter and employment contract
- Undertake referencing and any DBS checks that are required
- Provide advice, support and guidance on ending apprenticeships

### **Roles and Responsibilities (Finance)**

63. The Finance team will:

- Manage the funding access and draw down using the Digital Apprentice Service
- Monitor the Apprenticeship Levy draw back
- Generate levy funding and update reports

### **Key information**

64. The Lead Apprenticeships Advisor should be contacted in respect of any queries for apprenticeship opportunities, pay or T&Cs queries.

65. The Recruitment team should be contacted in respect of any recruitment queries.

66. The HR Advisory team should be contacted by any manager in respect of any restructure, ending apprenticeships, attendance, performance, conduct or capability issues with apprentices

### **Other relevant policies and documents**

- Apprenticeships Policy
- Developing Careers Apprenticeships Guidance
- Developing Careers Apprenticeships Application Flow Chart
- Attendance Management Policy and Procedure - periods of sickness absence will be managed under this policy and procedure where the appropriate trigger points are met for frequent short term or long term absence

- Capability Policy and Procedure - where the failure to adequately undertake ones duties relates to a lack of skill, knowledge, experience or appropriate behaviours
- Disciplinary Policy and Procedure - where the apprentice's behaviour falls short of the expected behaviour as outlined in the code of conduct
- Grievance and Dignity at Work Policy and Procedure – where a staff member raises concerns about their work
- Redeployment Procedure
- Managing Change
- Risk Assessment Young Persons Checklist