



## **Apprenticeships and Local Authorities East Midlands**

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## Terms of Reference

Following an Association of Colleges and LSIS drive at national level to support an increase in public sector apprenticeships, AoC East Midlands and the National Apprenticeship Service held a conference at EMFEC on 8 July 2010 entitled 'Apprenticeships and Local Authorities.' In order to set the scene for improving links with local authorities, learning providers at the conference were asked to agree a set of action points to help them develop capacity for better engagement. The three main action points highlighted a need for research in order to develop a toolkit for learning providers. The toolkit will help learning providers to have a better understanding of local authority environments and the barriers to apprenticeship take-up; and improve the provider market-place.



## 2. Local Authorities and Local Authority Structures

Local authorities, or councils, consist of a combination of elected councillors and permanent staff. Members of the council belong to a political party and are democratically elected by the local community to represent their interests and improve the quality of life in the local area. Each council is made up of a number of wards (a defined administrative area) and each ward is represented by one or more elected councillors. Councillors attend full meetings of the council and may serve on a number of committees.

The chief adviser to the council is the Chief Executive, who leads permanent officers and employees in the day to day management of local area administration. A statutory formal constitution sets out the council's decision making process.

National policy is set by central government and Acts of Parliament give local authorities a wide range of powers and duties to deliver mandatory and discretionary services funded by government grants, Council Tax and business rates. A quarter of public spending in the UK is local government spending.

There have been a number of changes and reorganisations to local government in the last thirty years, resulting in a complex system. Currently, there are two basic models in English local government, the single-tier or unitary model, and the two-tier model. In the unitary model, the majority of local government administration is carried out by one authority; in the two-tier system, responsibilities are divided between a county council and district council.

County councils cover large areas, providing schools, social services and public transportation. Within counties, district councils cover smaller areas and provide local services, including council housing, gyms and leisure, local planning, rubbish collection/recycling. Some district councils with borough or city status are called borough or city councils instead of district, but the role is the same. Large towns and cities and some small counties may have a unitary authority

responsible for all local services. A unitary authority might be known as a metropolitan district council, a borough council, a city council, a county council, or a district council.

Town councils and parish councils are responsible for allotments, public toilets, parks, war memorials and community centres in smaller areas.

Public services such as public transport, the police and Fire and Rescue Service are sometimes shared services over a wider area, rather than the responsibility of one council.

The Local Government Act 2000 changed the way in which authorities were structured in order to speed up the decision-making process. The committee system was replaced by a cabinet system and councils were able to opt for one of the following structures:

- a mayor elected by the electorate, with a cabinet of between 2 and 10 councillors
- a leader elected by the council with a cabinet of between 2 and 10 councillors
- an elected mayor with an officer appointed by the council (council manager)
- a modified committee system for district councils with a population below 85,000.

When a council opts for a leader and cabinet system, the leader and a number of executive councillors are at the heart of the authority's decision-making processes. The cabinet could, quite possibly, consist of councillors from the majority party only.

The executive councillors (appointed by the leader or the full council) each have a portfolio, or responsibility, for an element of a local authority's services, for example, education. Decisions on issues related to the portfolio are made by the executive councillor or the

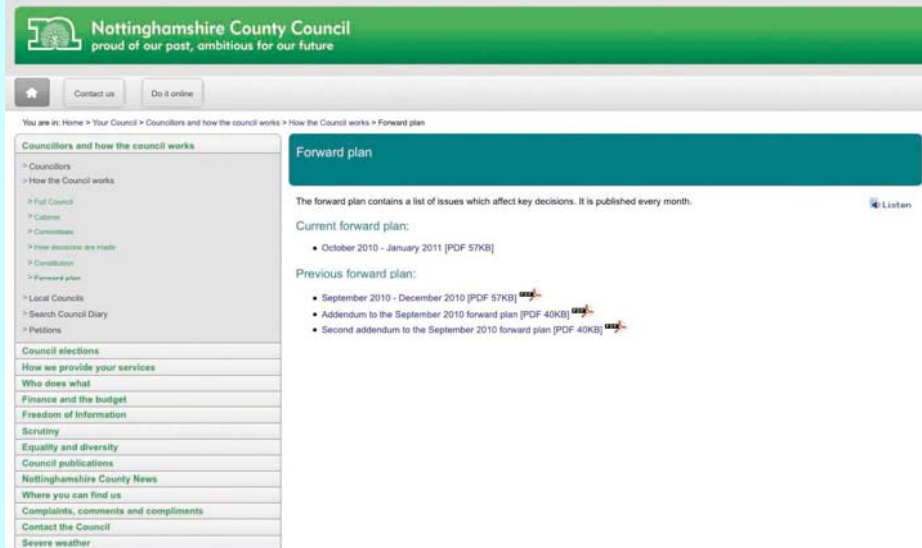
cabinet, depending on the constitution. The leader is elected by fellow councillors and can be removed from office by his/her peers. Authorities with an elected mayor and cabinet system have similar processes. However, an elected mayor might not necessarily be from the majority party and will remain in power for a full term of office.

Some authorities have a leader/cabinet system and a non-elected mayor. A non-elected mayor has a ceremonial role and acts as a figurehead and has no special political powers.

A modified committee system still has a council leader, but decisions are made by executive committees representing key policy areas. Each committee is politically balanced.

Most decisions are debated and voted on at public meetings. Reports are produced by council officers to provide the information and findings to support the debate. These reports are available to the public. Each council must outline the decisions that will be taken over subsequent months.

[www.nottinghamshire.gov.uk](http://www.nottinghamshire.gov.uk)  
Nottinghamshire County Council homepage  
Initial letter index search = F  
+  
Forward Plan



The screenshot shows the Nottinghamshire County Council website. The header features the council's logo and tagline: "Nottinghamshire County Council proud of our past, ambitious for our future". Below the header is a navigation bar with "Contact us" and "Do it online" buttons. The main content area is titled "Forward plan" and includes a sub-header "The forward plan contains a list of issues which affect key decisions. It is published every month." followed by a "Listen" icon. Under "Current forward plan:", there is a link for "October 2010 - January 2011 [PDF 57KB]". Under "Previous forward plan:", there are links for "September 2010 - December 2010 [PDF 57KB]", "Addendum to the September 2010 forward plan [PDF 40KB]", and "Second addendum to the September 2010 forward plan [PDF 40KB]". A left-hand navigation menu lists various council services and information.

Each local authority has a constitution which sets out how the authority operates. It also explains how decisions are made and the procedures followed in order to ensure decisions are transparent and efficient. The constitution is usually available on the authority's website or in the local library.

[www.lincoln.gov.uk](http://www.lincoln.gov.uk)  
Lincoln City Council homepage – site search – ‘constitution’

East Midlands Councils is a representative and consultative forum for all local authorities in the East Midlands. In July 2010, together with the East Midlands Improvement and Efficiency Partnership, they produced the report “Fit for the Future: Local Authorities Supporting Businesses and Communities to Recover from the Recession”. Findings in the report acknowledge that the majority of authorities have a workforce strategy and over 50% have Apprenticeship Schemes. Despite the fact many larger authorities have well developed approaches to support local employment and recruitment, the recession continues to have a negative impact on employment support strategies, particularly in smaller authorities. “Fit for the Future” is a downloadable publication containing useful facts and figures relating to employment in the East Midlands. Appendix 2 contains details of all East Midlands councils’ activities and key contacts.

[www.emcouncils.gov.uk](http://www.emcouncils.gov.uk)

- emcouncils.gov.uk homepage
- + Local Government Services
- + Joint Working
- + Download: Fit for the Future
- + Download: Appendix 2

**3. The Administrative Structure**

The democratic power of local authorities rests with elected councillors, but day-to-day operational responsibilities are carried out by council employees. This structure comprises a Chief Executive, Directors for each service area and council officers. Along with operational responsibilities, council officers also write the reports on which policy decisions are made and give advice to elected councillors.

[www.nottinghamshire.gov.uk](http://www.nottinghamshire.gov.uk)

- Nottinghamshire County Council homepage
- + Your Council
- + Who Does What
- + What each department does/ or/ The Council’s structure chart

The screenshot shows the Nottinghamshire County Council website. The main heading is "Nottinghamshire County Council" with the tagline "proud of our past, ambitious for our future". Below this is a navigation bar with "Home", "Contact us", and "Do it online". The page content is titled "Your Council" and "Structure chart". The structure chart shows a hierarchy starting with the Chief Executive (Mick Burrows) at the top. Below him are five departments: Adult social care and health (Corporate Director: David Pearson), Children and young people's services (Corporate Director: Anthony May), Chief executive's department, Communities (Corporate Director: Tim Malynn), and Corporate services (Corporate Director: Tim Gregory). A legend below the chart lists the names of the corporate directors for each department.

#### 4. The National Apprenticeship Service

The National Apprenticeship Service contributes to the cost of training for all apprenticeships. The size of the contribution for training varies depending on the sector and age of the candidate. For 16-18 yrs, the contribution is 100% of training; for 19-24 yrs, it is up to 50%; and for aged 25 plus, a contribution towards the cost of training is made depending on the sector.

From 1 October 2010, the new minimum wage for apprentices aged 16 to 18, and for 19 year olds in their first year of an apprenticeship, is £2.50 per hour. The recommended minimum weekly wage is £95. Many employers still perceive the cost as prohibitive.

The National Apprenticeship Service has clearly identified priority actions which will raise awareness of the benefits of Apprenticeships and improve quality standards. The NAS has developed an 'Apprenticeship Vacancies System' which has a search facility to make it easier for employers and individuals to search and apply for vacancies.

To ensure the needs of local people and businesses are met, the National Apprenticeship Service has identified local authorities as key partners and pledged to support them, both as employers of apprentices and champions of skills.

On its website, the NAS uses case studies to showcase good practice; make the link between employers, apprentices and learning providers; and highlight role models. The City of Lincoln Council case study describes the benefits of an apprenticeship programme which enabled the Council to increase the number of young people in the workforce:

*"Diversifying its workforce, and offering the young people of Lincolnshire an opportunity to start a career in the public sector are just two of the benefits the Council is enjoying from taking part in the Apprenticeship programme."*

The Director of the School of Business at Lincoln College, which trains the apprentices, states; *"We enjoy a very successful partnership with the Council. We tailored the Apprenticeship scheme to meet the specific needs of the Council."*

*"Having key coordinators here at the College and within the Council who regularly meet has been a key to the success. Any problems have been quickly overcome, and the training has evolved with experience. An unwavering commitment to Apprenticeships comes from the very top of the Council, and the apprentices are actively encouraged to achieve as much as they can. The Council encourages a strong ethos of mentoring and guidance and this comprehensive support network is bolstered by reviews completed by the College."*

The City of Lincoln Council's Chief Executive explains the scheme's success; *"The Apprenticeship scheme has had enormous success, which has allowed us to grow our own talent and achieve our economic ambitions for the Council and for the city. We would recommend other public sector organisations consider Apprenticeships as an effective and innovative method of developing a workforce for now and for the future."*

Nottingham City Homes, working with Stephenson College, has the same ethos in believing the right training is at the heart of maintaining their company mission statement *"to deliver an excellent service"*.

The Director of Property Services states; *"We've had a 100% retention level in our apprentice recruitment for the past two years and up-skilling our workforce has produced well qualified and loyal members of the team."*

## 5. Barriers to Employing Apprentices in the Public Sector

The National Apprenticeship Service recognises the economic and social benefits of public sector apprenticeships; as local people have the opportunity to develop skills in the delivery of local services and the future workforce is developed. However, statistics show that the number of apprentices in the public sector (10%) is disproportionate to the number of people working in the public sector (20% of the national workforce).

NAS research shows that Apprenticeships in the public sector are most likely to be in the following frameworks:

- Health and Social Care
- Advice and Guidance
- Community Development
- Community Justice
- Public Services
- Teaching Assistants
- Youth Work
- Customer Services
- Business Administration
- Team Leading
- Management
- Payroll
- Personnel (support).

If existing frameworks are not suitable for specific job roles, it is possible for employers to work with Sector Skills Councils to develop Apprenticeships in new areas.

However, despite this flexibility, many organisations in both the public and private sectors perceive lack of time and/or money as a barrier to training employees. During times of recession and economic uncertainty, training of any kind, including apprenticeships, becomes a

low priority. It is widely recognised that this is a short term view, as the stagnation of skills development is detrimental to an organisation's competitiveness.

The adult employment rate in the East Midlands is 73.3%, higher than the national rate of 72%. Unemployment amongst those aged 16 or more is 7.3% in the East Midlands, 8% nationally.

The East Midlands is a region made up of approximately 95% small to medium enterprises (SMEs) and 86% of SMEs in the East Midlands employ fewer than 10 people. SMEs tend to rely on 'just in time' training with a direct relevance to the business, prefer 'bite-sized chunks' rather than protracted programmes and prefer employees to stay on-site for training so less work time is lost. SME owner/managers tend to be time poor and focus on the operational concerns of the business rather than the training of staff members; and micro-businesses are less likely to identify training or succession planning as essential to the business.

Whilst it is easy to understand the reservations of small businesses, it does not explain the low number of apprenticeships in local authorities, where succession planning and injecting new skills into the workforce are essential to the continuous cycle of delivering local services.

Some of the reluctance may be built on the negative perceptions held by employers. Past experience of low completion rates and poor quality programmes, coupled with the net cost of employing apprentices, can be off-putting in the extreme. In straightened times when it is likely organisations face the prospect of redundancies, permanent staff would feel threatened by an apprenticeship programme and apprentices may expect permanent jobs which are unlikely to materialise.

Negative perceptions surrounding apprenticeships can arise from previous experience of learning providers. Poor communication and marketing, concern about poor management of apprenticeship schemes and variable quality standards have a significant impact on the willingness of employers to engage in what is, effectively, a joint venture.

Lack of understanding of funding, particularly variable funding dependent on local and regional priorities, contribute to the barriers raised by employers.

Past experience of poor retention is also a barrier, as young people often leave programmes for a variety of reasons, including poor Information, Advice and Guidance, lack of work-readiness, over-specialised frameworks and low pay.

Perhaps the perception of Apprenticeships as a 'low skill' type of training pervades the population in general. It is interesting to note that national figures show 95% of people with traditional 'A' levels progress to higher education, as do 45% of people with vocational qualifications such as BTEC National Diploma, but only 5% of Advanced Apprentices progress to higher education.

In 2008 the Learning and Skills Council (LSC) commissioned Ipsos MORI and Cambridge Policy Consultants (CPC) to conduct research into how the Apprenticeship programme in England could be expanded across the public sector. The aim of the research was to provide an understanding of the barriers facing the public sector in their use of Apprenticeships.

Researchers conducted interviews with Sector Skills Councils, employer representative organisations, public sector employers and training providers.

Findings showed there was a significant interest in participating in Apprenticeships among public sector organisations, but this interest did not translate into Apprenticeship places. Although the public sector had a high awareness of Apprenticeships, very few of the research

participants were aware of public sector related programmes such as administration. Instead, the perception was that Apprenticeships were confined to manual occupations, or as the researchers named them, "oily rag occupations". Many were unaware of Adult Apprenticeships and thought all apprentices were 16 year old school leavers.

The report concluded that public sector organisations did have a strong interest in participating in Apprenticeships and understood the business and social benefits. The report recognised, however, that take-up of Apprenticeships was inconsistent across different areas of the public sector, different departments within the same organisation and equivalent organisations in different parts of country. The report also concluded that the main barriers were (a) the cost of offering Apprenticeship places and (b) recognising the business case.

## 6. Overcoming the Barriers

Research has shown that employers identify the benefits of training and Apprenticeships as:

- better staff retention
- higher productivity
- increased morale
- higher profitability.

The National Apprenticeship Service developed a Marketing and Communication Strategy to improve awareness of Apprenticeships to enable employers to be more informed. However, to fully engage with apprenticeships, employers need to talk to a key contact from a learning provider who can provide clear advice and guidance on how to set up an Apprenticeship programme. Learning providers must ensure the key contact has specific and detailed knowledge about Apprenticeships.

Key contacts should be fully conversant with the range of relevant Apprenticeship frameworks available and be able to facilitate working with Sector Skills Councils to develop new and more appropriate frameworks; particularly when existing in-house training can be recognised and accredited.

Despite the fact that many learning providers have excellent marketing departments and work-based learning programmes have high-level promotion, all too often it is the content of the training, rather than the benefits and long-term cost-savings for the employer, that are highlighted. Most organisations, particularly in tough economic times, cut the training budget to benefit in the short-term and fail to acknowledge the longer term view of training.

Many young people receive poor Information, Advice and Guidance (IAG) and work-based learning providers need to work with employers to ensure Apprenticeship programmes have a strong matching/recruitment process. The right apprentice brings new blood

and new skills into an organisation and becomes part of the succession planning cycle.

If providers wish to sell the idea of employing Apprentices to local authorities, or of placing existing employees on Apprenticeship schemes, a certain amount of forward planning and preparation is necessary in order to induce a feeling of confidence at the initial point of contact, both for the provider and for the local authority. The easiest way to prepare is to conduct desk research; and the National Apprenticeship Service has identified four key areas of research which potentially offer routes to local authority engagement.

- 1) The local authority as an employer
  - Do they have apprentices?
  - Is the authority growing/shrinking?
  - Who would be the initial contact?
- 2) The local authority's role in economic development
  - Who is in charge of economic development?
  - What does the economic development policy tell the provider?
  - What economic development does the authority carry out?
- 3) Procurement services
  - What information does the website have on procurement services?
  - How can providers align their services to procurement activities?
- 4) Children and Young People's Services
  - What role does the authority have in reducing the number of NEETs?
  - What does the website tell us about NEETs in the area?
  - How can providers evidence and promote their ability to help tackle the NEET issue?

## 7. Conducting Desk Research

Local authorities are keen to support organisations which can help them achieve the outcomes they have prioritised, so it is important to learn about the local authority you intend to target before making contact. Desk research provides an opportunity to learn as much about the local authority as possible. Often, the internet is the easiest way to begin a search, as all local authorities have their own websites; however formats, layout and content vary.

In order to prepare for initial contact, it is beneficial to learn as much as possible about the type of council you are targeting and the responsibilities it has, the council's structure and its aims and priorities. You could also research local plans, documents, local area agreements, community strategies and current service provision, including the authority's procurement policy. All councils publish minutes from their meetings, either available on their websites, or as hard copy in the public library, and have a rolling forward plan of topics for debate. Reports to underpin the debates are also in the public domain. To research local priorities, go to:

[www.localpriorities.communities.gov.uk](http://www.localpriorities.communities.gov.uk)

Local priorities homepage  
+  
Places Analysis Tool  
+  
Select a place  
+  
East Midlands

After conducting your research, it would be productive to consider the services your organisation can offer and map them to the authority's priorities; then identify ways to illustrate the value and impact of your

organisation and how it currently contributes to local priorities and targets. It would be helpful to identify how these positive outcomes can be evidenced before planning how to 'sell' the potential benefits your organisation can bring to the table.

It is important at an initial meeting to be able to build positive relationships with key personnel, so understanding a local authority's structure and being able to ask for an appropriate person or head of department is important, as it creates an impression of understanding the council and its roles and responsibilities. The local authority's website will also give an indication of the types and number of jobs available within the council and the authority's support for apprenticeships by advertising internal and external vacancies.

The screenshot shows the Lincolnshire County Council homepage. At the top, the URL [www.lincolnshire.gov.uk](http://www.lincolnshire.gov.uk) is displayed. Below the header, there is a search bar and a 'My Lincolnshire' section with a postcode input field. The main content area is divided into several columns:

- A-Z of Council Services:** A navigation menu listing services from A to Z.
- Latest News:** A section with several news items, including 'Access all areas as the Usher reopens', 'Audit of Accounts 2009-10', 'Seized goods have a silver lining', 'Don't miss out on a school place', and 'September Inside Lincolnshire now online'.
- Advertisement:** A section for 'Fabric Corner' and 'Ratcliff Land & Engineering Surveys'.
- Do It Online:** A section with links to 'Apply Online for a School Place', 'Blue Badge Scheme', 'Highways Reporting - Defects and General Highways Enquiries', and 'About the Complaints, Compliments, Comments Form'.
- How Do I ...:** A section with links to 'Borrow It', 'Reserve It', 'Renew It', and 'Become a Councillor'.
- Features:** A section with links to 'News Releases', 'Planned Library Closures', 'Weekly List of Planning Applications', 'Minerals and Waste Development Framework', 'What to do in the School Holidays', 'Shaping Care: Tendering opportunity', 'Shaping Central Lincolnshire', 'Overview and Scrutiny DVD', 'When Does The Mobile Library Call?', 'Digital TV Switchover in 2011', and 'School and Children's Centre Closures'.

## A Young Person

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The screenshot shows the C4YP website homepage. At the top, there is a navigation menu with links for Home, Learning, Careers & Working, My Life, Youth Voice, Contact us, and We R Able. A search bar is located in the top right corner. The main content area features a large blue banner with the text: "No matter how big or small the problem seems we're here to help" and "Starting work Exams EMA Our offer to you Sex & relationships Apprenticeships Minimum wage Crime Volunteering Choices". Below the banner, there are several sections: "Jobs" with a list of vacancies (Boston & Spalding, Gainsborough, Grantham & Sleaford, Lincoln, Louth & Skegness, Stamford & Oakham), "Most Popular" featuring an article about UK Youth Parliament, "Need to talk" with a call center number 060 600 13 2 19, and "Get the facts" with a link to "LEGAL RIGHTS".

## Apprenticeships

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The screenshot shows the C4YP website page for Apprenticeships. The page has a navigation menu and a search bar. The main content area is titled "Apprenticeships" and includes a sub-section "Where?" with text: "Most of your time would be spent in a work place, for example, an engineering firm, with some time at a training centre. Nationally there are around 200 Apprenticeships available across 80 industry sectors. Not all of these will be available locally - your Personal Advisor will be able to tell you about the local picture. In some cases you may have to help find your own employer." Below this, there is a section "What would I do?" with text: "You'd learn the skills of the job and do National Vocational Qualifications (NVQ) to prove what you can do. You will usually also work towards Key Skills qualifications and may work towards a technical certificate such as Edexcel BTEC or City & Guilds Progression Award. Apprenticeships give you the chance to train on the job, get qualified, get paid and get a career all in one go! If you do an Apprenticeship with an employer you should get paid at".

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## Jobs (list of Apprenticeship Vacancies in Lincolnshire)

The screenshot shows the C4YP website page for a list of Apprenticeship Vacancies in Lincolnshire. The page has a navigation menu and a search bar. The main content area is titled "Jobs" and includes a list of vacancies: "Boston & Spalding Vacancies", "Gainsborough Vacancies", "Grantham & Sleaford Vacancies", "Lincoln Vacancies", "Louth & Skegness Vacancies", and "Stamford & Oakham Vacancies". There are also sections for "Need to talk" with a call center number 060 600 13 2 19, "Find your nearest centre", and "Attachments".

[www.northamptonshire.gov.uk](http://www.northamptonshire.gov.uk)

Northamptonshire County Council homepage

+  
Job Search

+  
Jobs & Careers (search for council jobs)

The screenshot shows the Northamptonshire County Council website's 'Jobs and Careers' section. The header includes the council logo and 'my county council' branding. A navigation bar lists various services. The main content area features a 'Jobs and Careers' heading with a 'twinkl Jobs: Lifeguard' listing. A prominent pink banner asks 'Don't let this generation down... children in Northamptonshire are in need of your support and care... could you be the next generation of foster carers?'. Below this are three columns of job search options: 'Search for council jobs, register and apply online.', 'Search for support staff and teaching vacancies.', and 'Current Fire Fighter vacancies, application forms and drill nights.' Further down, there are sections for 'Jobseekers - did you know?' (mentioning a drop-in at Central Library) and 'Meals on Wheels Drivers' (seeking people to become relief drivers). A 'Living in Northamptonshire' section promotes the area's amenities. A 'Contact Us' sidebar provides a phone number (01604 236 236) and options to make enquiries or comments. A 'Useful Links' sidebar lists 'Careers Gateway', 'Connexions', 'LG Careers', and 'Worktrain'.

[www.leics.gov.uk](http://www.leics.gov.uk)

Leicestershire County Council homepage

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Jobs  
+  
Apprenticeship Information

The screenshot displays the Leicestershire County Council website's 'Apprenticeships' page. The header features the council logo and 'Council of the Year 2009' award. A navigation bar lists various council services. The main content area is titled 'Apprenticeships' and states that opportunities are available in Business Administration. A photograph shows a group of people, likely apprentices and staff. The text explains that applicants will be placed or employed in one of the many Council Departments. It details the requirements for the scheme, including being self-motivated, flexible, a good communicator, and willing to undertake a training course. It also mentions the minimum weekly wage of approximately £178.71 and provides a link to the recruitment procedure. A 'Useful Links' section includes 'Business Administration', 'Employment Training Partners in Leicestershire', and 'See what other Apprentices thought of our Apprenticeship Scheme PDF Document'. A note at the bottom indicates that the page is accessible with various formats.

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‘See what other Apprentices thought of our Apprenticeship scheme’ or  
‘Further information about Apprenticeships’

## 8. Councils in the East Midlands

### Derbyshire

<p>Amber Valley Borough Council          Bolsover District Council          Chesterfield Borough Council          Derby City Council          Derbyshire County Council          Derbyshire Dales District Council          Erewash Borough Council          High Peak Borough Council          North East Derbyshire District Council          South Derbyshire District Council</p>	<p><a href="http://www.ambervalley.gov.uk">www.ambervalley.gov.uk</a>  <a href="http://www.bolsover.gov.uk">www.bolsover.gov.uk</a>  <a href="http://www.chesterfield.gov.uk">www.chesterfield.gov.uk</a>  <a href="http://www.derby.gov.uk">www.derby.gov.uk</a>  <a href="http://www.derbyshire.gov.uk">www.derbyshire.gov.uk</a>  <a href="http://www.derbyshiredales.gov.uk">www.derbyshiredales.gov.uk</a>  <a href="http://www.erewash.gov.uk">www.erewash.gov.uk</a>  <a href="http://www.highpeak.gov.uk">www.highpeak.gov.uk</a>  <a href="http://www.ne-derbyshire.gov.uk">www.ne-derbyshire.gov.uk</a>  <a href="http://www.south-derbys.gov.uk">www.south-derbys.gov.uk</a></p>
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### Leicestershire

<p>Blaby District Council          Charnwood Borough Council          Harborough District Council          Hinckley and Bosworth Borough Council          Leicester City Council          Leicestershire County Council          Melton Borough Council          North West Leicestershire District Council          Oadby and Wigston Borough Council</p>	<p><a href="http://www.blaby.gov.uk">www.blaby.gov.uk</a>  <a href="http://www.charnwood.gov.uk">www.charnwood.gov.uk</a>  <a href="http://www.harborough.gov.uk">www.harborough.gov.uk</a>  <a href="http://www.hinckley-bosworth.gov.uk">www.hinckley-bosworth.gov.uk</a>  <a href="http://www.leicester.gov.uk">www.leicester.gov.uk</a>  <a href="http://www.leics.gov.uk">www.leics.gov.uk</a>  <a href="http://www.melton.gov.uk">www.melton.gov.uk</a>  <a href="http://www.nwleics.gov.uk">www.nwleics.gov.uk</a>  <a href="http://www.oadby-wigston.gov.uk">www.oadby-wigston.gov.uk</a></p>
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### Lincolnshire

<p>Boston Borough Council          East Lindsey District Council          Lincoln City Council          Lincolnshire County Council          North Kesteven District Council          South Holland District Council          South Kesteven District Council          West Lindsey District Council</p>	<p><a href="http://www.boston.gov.uk">www.boston.gov.uk</a>  <a href="http://www.e-lindsey.gov.uk">www.e-lindsey.gov.uk</a>  <a href="http://www.lincoln.gov.uk">www.lincoln.gov.uk</a>  <a href="http://www.lincolnshire.gov.uk">www.lincolnshire.gov.uk</a>  <a href="http://www.n-kesteven.gov.uk">www.n-kesteven.gov.uk</a>  <a href="http://www.sholland.gov.uk">www.sholland.gov.uk</a>  <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>  <a href="http://www.west-lindsey.gov.uk">www.west-lindsey.gov.uk</a></p>
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### Northamptonshire

<p>Corby Borough Council          Daventry District Council          East Northamptonshire District          Wellingborough Borough Council          Kettering Borough Council          Northampton Borough Council          Northamptonshire County Council          South Northamptonshire Council</p>	<p><a href="http://www.corby.gov.uk">www.corby.gov.uk</a>  <a href="http://www.daventrydc.gov.uk">www.daventrydc.gov.uk</a>  <a href="http://www.east-northamptonshire.gov.uk">www.east-northamptonshire.gov.uk</a>  <a href="http://www.wellingborough.gov.uk">www.wellingborough.gov.uk</a>  <a href="http://www.kettering.gov.uk">www.kettering.gov.uk</a>  <a href="http://www.northampton.gov.uk">www.northampton.gov.uk</a>  <a href="http://www.northamptonshire.gov.uk">www.northamptonshire.gov.uk</a>  <a href="http://www.southnorthants.gov.uk">www.southnorthants.gov.uk</a></p>
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### Nottinghamshire

<p>Ashfield District Council          Bassetlaw District Council          Broxtowe Borough Council          Gedling Borough Council          Mansfield District Council          Newark and Sherwood District Council          Nottingham City Council          Nottinghamshire County Council          Rushcliffe Borough Council</p>	<p><a href="http://www.ashfield-dc.gov.uk">www.ashfield-dc.gov.uk</a>  <a href="http://www.bassetlaw.gov.uk">www.bassetlaw.gov.uk</a>  <a href="http://www.broxtowe.gov.uk">www.broxtowe.gov.uk</a>  <a href="http://www.gedling.gov.uk">www.gedling.gov.uk</a>  <a href="http://www.mansfield.gov.uk">www.mansfield.gov.uk</a>  <a href="http://www.newark-sherwooddc.gov.uk">www.newark-sherwooddc.gov.uk</a>  <a href="http://www.nottingham.gov.uk">www.nottingham.gov.uk</a>  <a href="http://www.nottinghamshire.gov.uk">www.nottinghamshire.gov.uk</a>  <a href="http://www.rushcliffe.gov.uk">www.rushcliffe.gov.uk</a></p>
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### Rutland

<p>Rutland County Council</p>	<p><a href="http://www.rutland.gov.uk">www.rutland.gov.uk</a></p>
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### East Midlands Councils

East Midlands Councils was established in April 2010 in order to enable councils to work together on strategic issues in the region. East Midlands Councils is made up of 92 local authority members, 2 Fire and Rescue Authority members, 2 Police Authority members and 2 Parish Council members. EMC meets twice a year and meetings are open to the public.

## 9. Roles and Responsibilities of Local Authorities

### *County councils:*

- Education
- Emergency planning
- Highways and traffic
- Libraries and Heritage
- Planning and development
- Public transport
- Social Services
- Trading Standards
- Economic Development

### *District councils:*

- Cemeteries and crematoria
- Education
- Environmental Health
- Housing
- Planning and Development
- Recreation and Amenities
- Refuse Collection
- Registration of Electors
- Registration of Births, Deaths and Marriages
- Tax and Council Tax Collection

### *Unitary Authorities:*

- Cemeteries and crematoria
- Education
- Emergency Planning
- Environmental Health
- Highways and traffic
- Housing
- Libraries
- Planning and Development
- Public Transport

- Recreation and Amenities
- Refuse Collection
- Refuse Disposal
- Registration of Births, Deaths and Marriages
- Registration of Electors
- Social Services
- Tax and Council Tax Collection
- Trading Standards

### *Parish/town councils:*

- Allotments
- Cemeteries
- Public clocks
- Recreation Grounds
- Rights of Way
- Seating and Shelters
- Street Lighting
- Tourist Information Centres
- Transport and Traffic Services (local)
- Village halls
- War Memorials

## 10. Local Authorities as Employers

Often, a local authority is one of the largest employers in an area, for example, Derby City Council employs 12,000 people. Departmental structures within councils may vary and management/executive structures shown on local authority websites may not give a true picture of the range of job roles within a local authority.

Any department(s) relating to children or education may have personnel working with or in for example; schools, early years, fostering and adoption, disabled children's services, learning and inclusion, special teaching and educational psychology. Larger councils may have personnel working in economic regeneration, climate change, energy management, environmental health and Trading Standards.

Amongst a local authority's many employees, there will be teachers, social workers, engineers, surveyors, town planners and environmental health officers. It is important for would-be apprentices and learning providers to recognise the possibilities and broad range of opportunities available in a large public sector organisation, particularly when choosing an appropriate framework.

Derby City Council – Organisational Structure  
Chief Executive's Office - Tiers 1 – 3



[www.derby.gov.uk](http://www.derby.gov.uk)

Derby City Council homepage + Council Services (left tab)  
+  
Council, Government and Democracy + Councils (left tab)  
+  
Council Structure  
+  
Structure chart for Chief Executive's Office

[www.leicester.gov.uk](http://www.leicester.gov.uk)

Leicester City Council homepage  
 +  
 Council and Democracy  
 +  
 Council Structure  
 +  
 Organisation Chart - Corporate

## 11. Economic Development

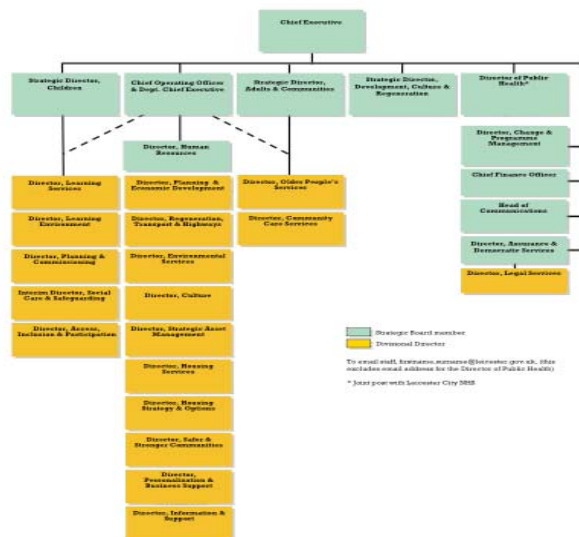
Economic development is a key activity for all local authorities, as it is clearly linked to economic well-being. In the Local Government Act 2000, local authorities were tasked with actively promoting economic well-being. A firm remit to undertake economic development and/or regeneration activities resulted from the Sub-National Economic and Development Regeneration Review (2007). The economic well-being of residents, businesses and communities strengthens and enhances the social and environmental welfare of all.

Most local authorities, including smaller district councils, have an economic development or regeneration policy. Regeneration generally encourages inward investment to strengthen the local economy and create wealth by tackling worklessness and promoting job creation. Economic development seeks to strengthen the local economy and improve living standards by supporting local businesses and creating jobs for local people. Both seek to make the economy more competitive and sustainable.

Economic Development Officers within local authorities work to improve the economy of their local area by increasing the number of jobs in the area, helping unemployed people back into work, supporting local businesses to become more competitive and attracting new businesses to the area. Their role is to build partnerships with businesses and communities and organisations such as Regional Development Agencies, Chambers of Commerce, Business Link and Jobcentre Plus. They give advice to businesses and community groups on available grants and funding; and to Councillors in order for them to help promote investment.

Following the General Election in May 2010, the new Government announced the creation of Local Enterprise Partnerships to replace Regional Development Agencies. By removing a tier of regional government, local authorities (working jointly with businesses) will be responsible for decision-making and promoting economic development.

Leicester City Council Organisational Structure



Successful Local Enterprise Partnerships (LEPs) will bid for funding from the BIS Regional Growth Fund (not the Department of Communities and Local Government) before the end of 2010, however no clear direction will be given to LEPs until after the Comprehensive Spending Review in October 2010.

[www.rutland.gov.uk](http://www.rutland.gov.uk)

Rutland County Council homepage  
+  
Jobs and Careers (click on Key Targets picture)  
+  
Our Key Targets  
+  
Strategic Aim 4 – Maintaining High Levels of Employment and a Thriving Economy

[www.derbyshire.gov.uk](http://www.derbyshire.gov.uk)

Derbyshire County Council homepage  
+  
Business & Economy  
+  
Economic Development (creation of jobs)

Finding out who to contact:

[www.derbyshire.gov.uk](http://www.derbyshire.gov.uk)

Derbyshire County Council homepage  
+  
Your Council  
+  
How the Council Works (click on departments)  
+  
Council Departments – Chief Executive's Office

To find useful contact numbers:

[www.derbyshire.gov.uk](http://www.derbyshire.gov.uk)

Derbyshire County Council homepage  
+  
Your Council  
+  
Your Pocket Guide to Derbyshire County Council Services (Listing all county, district and borough services with contact numbers, including 'working for us').

Smaller district councils, for example Ashfield District Council (a ward district within Nottinghamshire County Council) also publish policies and strategies relating to economic development/regeneration on their websites.

[www.ashfield-dc.gov.uk](http://www.ashfield-dc.gov.uk)

Ashfield District Council homepage  
+  
Business  
+  
Regeneration

## 12. Procurement

Public sector procurement is governed in the UK by the regulations that implement the EU Procurement Directives when the total value of the procurement is over a particular sum. However, all public procurement activities are required to adhere to strategic principles including value for money, quality and service to meet business needs, appropriate governance, environmental sustainability, social concerns, innovation and collaboration; in short, procurement processes should contribute to the economic, social and environmental well-being of an area.

Commissioning is the process by which local authorities assess need and decide how to spend money to get the best possible services for local communities, improving outcomes in the process. Local Authorities have Commissioning Managers who plan and commission services from in-house, private, public and voluntary providers.

Procurement is the process of purchasing goods, works or services from third parties and in-house providers. Local authorities have procurement policies which set out the overall aims and how the delivery of commissioning plans will be supported. Procurement policies also include details of authorised decision-makers and the type of procurement methods used for different levels of spending. The procurement process begins when a need is identified and ends when a contract reaches its end-date. Contracts are awarded on the basis that they are value for money in terms of costs and benefits (not necessarily the cheapest). The benefits are the added value contracts bring to support strategic objectives, for example, social, economic or environmental priorities. Benefits will also include the public's perception of the council in terms of ethical values.

Value for money is especially pertinent in today's economy. Local authorities have been subject to central government spending cuts and must make efficiencies. As a large proportion of local authority expenditure is used for external spending, the onus is on providers to show they offer best value.

The key decision-makers in procurement are elected council leaders and members with responsibility for procurement, Chief Executives and senior officers, and council officers involved in procurement and delivery services.

In order to learn about your local authority's procurement services, first find out if the local authority publishes lists of current and future contracts and ascertain where contracts are advertised. The website will tell you who is responsible for procurement and the procurement policy will explain how contracts are managed. You should also check equality, health and safety and environmental factors which may affect your ability to work with a council.

Map your suitability as a supplier of services to the local authority's needs and decide how best you can support the procurement policy in providing value for money.

[www.nottinghamshire.gov.uk](http://www.nottinghamshire.gov.uk)

Nottinghamshire County Council homepage

+

Business & Economy

+

Doing Business With Us

+

Procurement and Community Benefits

[www.leics.gov.uk](http://www.leics.gov.uk)

Leicestershire County Council homepage

+

Business

+

Business with Leicestershire County Council

+

Strategy and Policy and “What it Means to be a Council Supplier”

[www.rutland.gov.uk](http://www.rutland.gov.uk)

Rutland County Council homepage

+

Business

+

Tenders & Contracts

+

Procurement Policy

The Regional Improvement and Efficiency Partnership report on efficiencies in procurement:

[www.idea.gov.uk](http://www.idea.gov.uk)

Local Government Improvement and Development homepage

+

Services (tab)

+

Regional Improvement and Efficiency Partnership (report on efficiencies in procurement)

### 13. Children and Young People's Services

Every Child Matters is a national framework which supports the joining up of children's services, including education, health, social care, justice and culture. It is the responsibility of local authority Children's and Young People's Services Departments to ensure commissioned services improve and protect the lives of children. The Every Child Matters website is a useful source of information providing the names and contact details (addresses) of Local Authority Chief Executives and Directors of Children's Services.

[www.everychildmatters.gov.uk](http://www.everychildmatters.gov.uk)

everychildmatters homepage

+

Local Authorities (Search for council by initial letter index - names of Chief Executive and Director of Children's Services)

For many local authorities, worklessness is a major concern; consequently the holistic approach to the welfare of young people puts the NEET agenda at the forefront of local authority priorities. 9% of 16 to 18 year olds are defined as NEET (not in education, employment or training). In March 2010, Ofsted produced a report "Reducing the number of young people not in education, employment or training: what works and why" which highlights the impact local authorities can have on reducing the number of young people in the NEET category. The report explains strategies, partnerships and activities which local authorities have employed to attract young people into employment or training, particularly young people classed as 'difficult to reach'. Successful local authorities, working in partnership with schools, community and voluntary groups, set up interview and curriculum vitae workshops, organised opportunities for voluntary work, training programmes and work placements.

[www.ofsted.gov.uk](http://www.ofsted.gov.uk)

Ofsted homepage

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News

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News Archive

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2010

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Tackling the NEET Problem – how local authorities are getting young people back into education, training and employment.

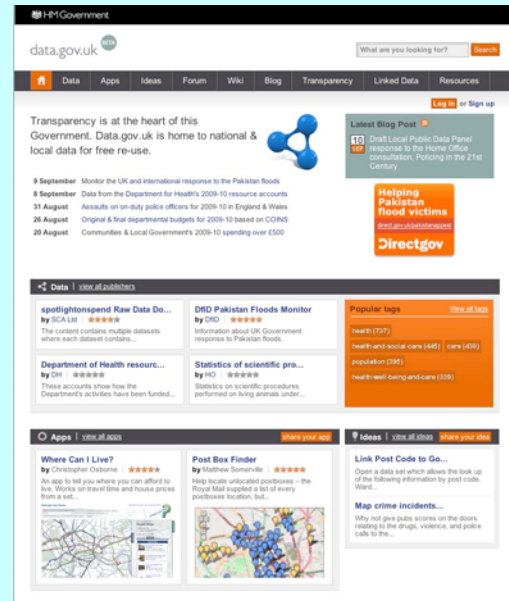
In an Ofsted report on local authority Children's Services published in 2009, ten local authorities were considered outstanding. The ten authorities judged to be 'performing excellently' shared common characteristics – consistency and ambition leading to improved outcomes; 'aspiration and tenacity' in the way the services were managed; and excellent use of information monitoring performance and progress.

Local authorities have been responsible for commissioning and delivering the Connexions Service since April 2008 (2008 Education and Skills Act) and work closely with the Connexions service to help young people into work or training. In April 2009, fast tracking to the New Deal Gateway for 18 year old NEETs (NEET for 26 weeks or more) became mandatory. The "Early Entry to New Deal for 18 Year Olds not in Education, Employment or Training: Guidance for Local Authorities and Connexions Providers" was published in June 2010.

NEET statistics can be found at:

[www.data.gov.uk](http://www.data.gov.uk)

Datagov homepage



+  
NEET statistics by area – choose from initial letter index

[www.nottinghamshire.gov.uk](http://www.nottinghamshire.gov.uk)

Nottinghamshire County Council homepage

- + Children & Young People
- + Nottinghamshire Children's Trust
- + Children & Young People's Plan
- + Section One: Related Strategies & Plans
- + Section 2: The situation in Nottinghamshire
- + What is Life like for Children & Young People in Nottinghamshire?
- + Section 5: Achieving our Improvement Priorities – (Increase proportion of 16-18 year olds who are learning or working)

[www.lincolnshire.gov.uk](http://www.lincolnshire.gov.uk)

Lincolnshire County Council homepage

- + Search -Type in NEETS
- + Children's Services – Teenage Services Summary Service Plan and Children and Young People's Plan

Providers can engage with local authorities by 'selling' the benefits of Apprenticeships to help tackle the NEET issue.

## 14. The TUC and Unionlearn

An ATA (Apprenticeship Training Agency) is in effect a government-funded employment agency for Apprentices. ATAs place apprentices with host employers. ATAs also provide support for apprentices seeking new employment if the host employer cannot offer a continuing placement or employment. The ATA recruits and employs the apprentice, then invoices the host employer for the apprentice's services.

ATAs provide easier, more cost effective and responsive access to apprentices. The TUC has worked closely with the NAS to ensure the rights of apprentices are protected, particularly apprentices from ATAs, as there is a danger the host employer perceives the apprentice as temporary additional help. Unionlearn has published answers to many questions and concerns on its website.

[www.unionlearn.org.uk](http://www.unionlearn.org.uk)

unionlearn homepage

+

Search (left side homepage)

+

ATAs (or)

What Do I Need to Know about Apprenticeship pay? 2/9/10

Unions are seeking to protect the rights of apprentices and to ensure good quality standards and fairness in terms of pay and conditions. Unionlearn urges its members to ensure that apprenticeships offer a high quality experience and should include sufficient time off for training, adequate workplace supervision and mentoring; and meet the minimum requirements of the Specification for Apprenticeship Standards in England (SASE).

[www.apprenticeships.org.uk](http://www.apprenticeships.org.uk)

National Apprenticeship homepage

+Search + SASE

Specification for Apprenticeship Standards in England

Unions are also concerned about appropriate rates of pay for apprentices. The current minimum for apprentices who are not eligible for the minimum wage is £95 per week. Unions are urged to seek higher rates of pay for apprentices, as someone receiving only £95 per week is not eligible to make National Insurance contributions, or receive Statutory Sick Pay or Statutory Maternity Pay. The TUC/Unionlearn stress that ATAs should also honour collective pay agreements when placing apprentices in sectors with existing rates of pay for specific jobs.

## 15. Exemplar: Lincolnshire County Council

Lincolnshire County Council has run various trainee and apprenticeship programmes for some time. They currently run two schemes, directly employed apprentices and Apprenticeship Training Agency (ATA) apprentices.

Lincolnshire County Council and their training partner Mouchel, a consulting and business services group, were the sixteenth scheme in the National Apprentice Service ATA pilot programme. Mouchel are the only non-college provider involved.

Mouchel recruits and employs the ATA apprentices who are then placed with the council. The council is invoiced for the salary costs.

Angela Seal is the Strategic Lead for Apprenticeships within Organisational Learning and Development at Lincolnshire County Council and is responsible for establishing and managing the Apprenticeship partnership scheme with Mouchel.

Lincolnshire County Council has adopted a strategic whole organisational approach to apprenticeships embedding them into workforce planning, procurement, progression routes, vacancy management and union partnership work.

Lincolnshire County Council's website is vibrant and easy to navigate. The young person's section lists Apprenticeship vacancies available in Lincolnshire; however, although the Apprenticeship logo is included on the site, apprenticeship vacancies are advertised on the National Apprentice Service website. This avoids the complication of ineligible applications due to age.



Most of the apprentices at Lincolnshire County Council are enrolled on a level 2 Apprenticeship, which generally lasts for six months. If an opportunity to progress to a level 3 Advanced Apprenticeship arises, the apprentice will spend a further year to eighteen months with the council. However, in the current climate, opportunities to progress to permanent employment are limited.

In the present economic environment, there are fewer opportunities for apprentices to find permanent work in the county and Lincolnshire County Council, despite its support for the Apprenticeship scheme, has seen the number of permanent job opportunities it can offer drastically reduced.

The council has adopted union recommendations around apprentice pay, conditions of service and quality of placement. From the outset, the council agreed a minimum rate of pay in line with their base grade rather than the apprentice rate of £95 per week. This rate equates to £145 per week. The higher rate allows for future aspirations beyond the apprenticeship such as funding of further studies, or driving lessons to increase the catchment area for future employment.

Angela suggests providers should, when first establishing contact with a local authority, speak to Recruitment and Retention who will pass them to the Apprenticeship Lead (if there is one) or another appropriate contact. Providers need a direct link to workforce planning, particularly as many local authorities have an ageing workforce. In some instances, it may be easier for providers to find the contact details of the Human Resources' department. The department has overall responsibility for workforce planning and apprentices are a cost effective way to fill lower grade vacancies.

Strategically, councils have NEETs high on the agenda, but the Children's Services Department is not necessarily an appropriate contact for 'selling' Apprenticeship services.

When 'selling' services, providers should ensure Apprenticeships are embedded in their own organisation in order to align with the local authority procurement agenda. When bidding for contracts, providers with their own Apprenticeship schemes are more likely to be successful. NAS research shows that 80% of people are more likely to use a business if it offers Apprenticeships to young people.

Central government efficiency and cost-cutting drives have produced changes in the approach to local authority procurement. Councils now seek value for money and must behave more like the private sector. As a consequence, providers need to become more commercial in terms of cost, value and efficiencies.

Preparation before initial contact is crucial and the onus is on providers to conduct desk research to discover the types of training local

authorities offer/need. Angela also suggests providers conduct field research through social contacts and networking.

It is essential that providers understand the challenges faced by the local authority and are able to offer flexible student support. Employers welcome flexibility so there is minimum disruption to the working week, for example, college attendance on different days, or at different hours, or one-to-one on site.

Online NVQ portfolios are also a strong selling-point, as cumbersome paper portfolios are a hindrance to students, trainers, assessors and employers. Providers need to be able to offer a modern system with easy access for everyone associated with the apprentice's training and development.

Providers should also be able to guarantee there will be continuity in terms of key contact(s). To build a strong positive relationship, key contact availability is essential in order to answer questions and address issues. It is also essential to ensure the key contact role continues throughout the college summer closure period, as apprenticeship schemes are year-round programmes.

Despite the fact that providers may be well prepared and offer value for money and a quality apprenticeship scheme, it may be that more than one provider is making a sales pitch to a local authority. In order to be competitive, providers should ascertain other training provision within the local authority and be prepared to offer a total training package, for example, ILM training or NVQ assessing.

Providers should also ensure they are able to stay abreast of the need for assessors in new frameworks; for example, the Public Sector Technical units, which went live in August 2010. The National Apprenticeship website has a Framework Search which allows stakeholders to search the frameworks available. Searches can be made via Sector Skills Council, qualification or work area; and providers can develop capacity accordingly.

Apprenticeship homepage + Partners (top row tab)



+ Framework Search

It is essential that providers demonstrate how they can offer an excellent working partnership with the local authority.

## 16. Selling Apprenticeships to Local Authorities

### Key Questions

- What is the age profile of the local authority?
- How is this addressed in workforce planning?
- What organisational outcomes link to this?
- Is there a clear business case and strategy for apprenticeships?

### Engaging with Local Authorities

- Do your homework
- Know and practise your pitch
- Anticipate barriers
- Make sure you engage at the right level
- Keep ahead of the game
- Be prepared to be flexible
- Give something for free.

### The 'Dragons' Den' Experience

- Know in detail the product/service to sell
- Make your pitch
- Sell an attractive package
- Explain why your product/service is commercially viable.
  
- Answer tough questions about your product/service
- Expect challenge on commercial viability.
  
- Shake hands on a partnership.

### What do Local Authorities expect from a provider?

- Account Management - one point of contact with a detailed knowledge of Apprenticeships and the frameworks available
- Key contact(s) must be available throughout the year
- NVQ e-portfolios
- An understanding of the local authority and its challenges
- Ability to offer flexible student support with minimum disruption to the working week
- Unconventional, innovative approaches
- Quality advice and guidance
- A proven track record
- Outcome focused
- Exceeds expectations
- Expertise on funding and National Apprenticeship Services
- Can sell the business case linked to organisational outcomes
- A complete product package to sell
- Good quality, accurate MI
- Values the local authority's business
- Commercial acumen – knows the market

- Demonstrates partnership working
- Saves time, effort and costs
- Takes no for an answer.

*The preceding points are taken from a presentation by Angela Seal, Strategic Lead for Apprenticeships, Lincolnshire County Council, at the East Midlands NAS and AoC Apprenticeships and Local Authorities Conference on 8 July 2010.*

## 17. Useful Websites

Every Child Matters

[www.everychildmatters.gov.uk](http://www.everychildmatters.gov.uk)

Directgov

[www.direct.gov.uk](http://www.direct.gov.uk)

East Midlands Improvement and Efficiency Partnership

[www.eastmidlandsiep.gov.uk](http://www.eastmidlandsiep.gov.uk)

Local Government Improvement and Development

[www.idea.gov.uk](http://www.idea.gov.uk)

The Children's Plan, Building Brighter Futures

[www.dfes.gov.uk](http://www.dfes.gov.uk)

Local Government Association

[www.lga.uk](http://www.lga.uk)

NEET Statistics by area

[Data.gov.uk](http://Data.gov.uk)

Ofsted

[www.Ofsted.gov.uk](http://www.Ofsted.gov.uk)

Department for Children, Families and Schools (pre-election)

[www.dcf.gov.uk](http://www.dcf.gov.uk)

Department for Education (post-election)

[www.education.gov.uk](http://www.education.gov.uk)

National Apprenticeship Service

[www.apprenticeships.org.uk](http://www.apprenticeships.org.uk)

Local Authority Procurement in Lincolnshire

[www.procurementlincolnshire.co.uk](http://www.procurementlincolnshire.co.uk)

Unionlearn

[www.unionlearn.org.uk](http://www.unionlearn.org.uk)

## References

Early Entry to New Deal for 18 year Olds Not in Education, Employment or Training (DCFS)

Tackling the NEET problem - how Local Authorities are getting young people back into education, employment and training (Ofsted)

Outstanding local authority's children's services (2009) (Ofsted)

Fit for the Future (East Midlands Councils and EMIEP)

Economic well-being: Guidance for Local Authorities  
([www.ruralcommunities.gov.uk](http://www.ruralcommunities.gov.uk))

The Job and what's involved, Economic Development Officer  
([www.inputyouth.co.uk](http://www.inputyouth.co.uk))

What do I need to know about Apprenticeship Training Agencies?  
([www.unionlearn.org.uk](http://www.unionlearn.org.uk))

[www.direct.gov.uk](http://www.direct.gov.uk)

[www.apprenticeships.org.uk](http://www.apprenticeships.org.uk)

[www.tuc.org.uk](http://www.tuc.org.uk)