

SUBJECT: Cadetship Proposal

MEETING: Cabinet

DATE: 7/11/2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To seek Cabinet endorsement to the proposed cadetship programme outlined in appendix 1 attached.

RECOMMENDATIONS:

Cabinet approve the attached proposed cadetship programme for implementation in December 2018

KEY ISSUES:

Currently Monmouthshire County Council has a rapidly ageing operational workforce, specifically regarding Highways, SWTRA and WSS. As things currently stand there is no formulated succession plan for when these operatives retire, which will lead to a massive skills shortage, recruitment problems and the inevitable use of agency staff until posts can be filled.

Recruitment of suitable staff is also a major problem, this has been highlighted many times by all operational departments who fail to recruit suitably qualified and experienced staff. Recruits who are eventually employed have to undergo further costly training before becoming productive members of staff.

Due to the challenges outlined above, agency staff are employed in all areas of operations and whilst there will always be some need for agency staff, if we address the issue of succession planning we will ultimately be reducing the overall spend on agency staff year on year.

The Cadetship Proposal will address all the above issues, delivering fully qualified and rounded individuals, to be retained by MCC or to become productive and highly skilled members of the local community.

2. OPTIONS APPRAISAL

Option 1 Do nothing

This is not a viable option, it will perpetuate the succession planning issue, and will not address the over use of agency staff and will not address the problem of a lack of suitably qualified recruits.

Option 2 Use external providers to recruit and train staff to MCC operational requirements and standards.

Again, not a viable option due to excessive cost, also an external supplier only offers “one size fits all” training packages that do not fit the requirements of MCC operations.

Option 3 MCC Cadetship Proposal

This is the preferred option as it ensures a quality succession plan, delivering highly trained, fully qualified and experienced staff, trained by our own highly skilled workforce who were themselves the product of a similar scheme operated by Raglan Training Centre in the past.

3. EVALUATION CRITERIA

See appendix A

4. REASONS:

The cadetship programme is a programme that is specific to Operations with the intention of creating a buffer of staff to provide opportunities to young people to undertake training to a high level in a very competitive work industry and additionally start to reduce the dependency on agency staff. Creating a succession platform for an aging workforce whilst offering additional staff to undertake extra work with the potential for income generation. With learners within a specified age group being able to undertake training and assessment for an occupational route covering highways maintenance, landscaping or grounds maintenance.

It addresses the point of succession planning, skills shortage and excessive use of agency staff, also releasing surplus highly qualified individuals into the local jobs market, bolstering the local economy.

5. RESOURCE IMPLICATIONS:

The wage costs of a Cadet will be borne by operational departments and will be in the region of £8190/cadet/year plus on cost.

Training costs will be absorbed by Raglan Training Centre, except for costs falling outside the Cadetship Scheme, e.g. specific licenses etc. which along with future savings from non-use of agency staff, savings on recruitment and “buying in” necessary skills, does not guarantee a cost neutral status on the Cadetship Scheme but does represent remarkable value for money, ensuring a minimum cost succession plan for MCC Operations in the future whilst also helping to bolster the local economy.

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

The Cadetship Scheme actively works on promoting and growing the quality of life, both in and out of the workplace for Future Generations, fostering good work ethics, community spirit, and the benefits of contributing to the whole, engendering empowerment, feelings of self-worth and value.

Equality is a major part of the Cadetship recruitment scheme, with applicants being sought from all areas of the community, regardless of age or gender.

This scheme will be reviewed annually for effectiveness and viability, and whilst financial information will form a part of the review process in the shape of savings achieved, this will not become wholly apparent for some years. Success will also be measured by numbers of Cadets absorbed into the workforce, qualifications achieved and the release and subsequent employment of cadets who do not remain with MCC.

7. CONSULTEES:

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| This proposal has been to SLT | Approved with no amendments. |
| Highways Operations | Approved with no amendments. |
| SWTRA Operations | Approved with no amendments. |
| WSS Operations | Approved with no amendments. |

8. BACKGROUND PAPERS:

Appendix 1 Cadetship Proposal

9. AUTHOR: Edwin Gullick

10. CONTACT DETAILS:

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Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

| | |
|--------------------------------|---------------------------|
| Title of Report: | Cadetship Proposal |
| Date decision was made: | 07/11/2018 |
| Report Author: | Edwin Gullick |

What will happen as a result of this decision being approved by Cabinet or Council?

The desired outcome is for the proposal to be approved, this will allow the recruitment and training of a number of Cadets, ensuring effective operational succession planning, reduction of reliance on agency staff and an increased number of highly skilled staff who will reduce the high workload currently shared by a few highly skilled operatives
Approval of this scheme will also deliver highly skilled and motivated individuals into the local economy.

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Benchmarks will include;
Overall cost of the scheme.
Level of reduction in agency use.
Numbers of Cadets retained by MCC.
Numbers of Cadets released into the local labour force.
Achievement levels of all Cadets.
Sickness and absentee levels.

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Planned costs of employing a Cadet is initially £8190/cadet/year plus on cost, this will be borne by the individual department, as will training costs falling outside those required by the Cadetship Programme, i.e. specific licenses etc. Training costs will be absorbed by Raglan Training Centre.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Cadetship Proposal 2018-2020

Outline Proposal

The cadetship programme is an experimental programme that is specific to Operations with the intention of creating a buffer of staff to provide opportunities to young people to undertake training to a high level in a very competitive work industry and additionally start to reduce the dependency on agency staff. Creating a succession platform for an aging workforce whilst offering additional staff to undertake extra work with the potential for income generation. With learners within a specified age group being able to undertake training and assessment for an occupational route covering highways maintenance, landscaping or grounds maintenance.

It must be emphasised that this is not an apprenticeship route nor an internship but a cadetship programme that is openly a scheme aimed at supporting and growing the operational work force, passing on the MCC values, ethos work ethic. These people will be supplementing to workforce with the prospect of keeping 2 out of 20 (for example) cycle upon cycle where possible.

Cadets will be working on an employed basis for a period of approximately 2 years, during which time they will undergo comprehensive on the job training in their chosen occupation as well as completing a portfolio of in-house and nationally recognised qualifications plus awards from City and Guilds and LANTRA. The by-product for cadets, whom we are unable to keep on in employment, is that they will be highly skilled and very employable.

It is hoped the cadetship scheme will form part of MCC's forward plan for WSS, Highways and SWTRA operations, saving money in the short and long term. This is on the understanding that cadets will enter the workforce in place of agency staff who are fast becoming permanent fixtures across the organisation, especially in Waste and Grounds, and whilst being necessary in some areas, they can be replaced by cadets who will eventually enter the MCC workforce or enter the labour force locally as well rounded and highly skilled individuals.

The model will be slightly different for Highways and SWTRA as they do not routinely use agency staff. In these cases the scheme will more than pay dividends as it will lead to a sustainable, well qualified workforce in the long and the short term. Within a very short period, due to a high quality training and mentorship programme, cadets will become valuable, productive members of the operational workforce, relieving pressure at the front line, and giving more flexibility and responsiveness where most needed.

Current colleagues who went through a similar cadetship programme with MCC some 20 plus years ago have predominantly remained within the authority and are currently some of the highest qualified and best-respected operational professionals in the country. Unfortunately, a good proportion of these colleagues will be retiring in the next 5 to 10 years; this cadetship scheme proposal will firstly ensure suitable succession planning for these colleagues and secondly ensure the future sustainability of the operational workforce at a time when it is extremely difficult to recruit suitable staff.

Mentors will be fully supported in their role, initially by undergoing a mentoring and Instructional techniques course as well as having full time access to training and support staff. Mentors and Cadets will be visited on a fortnightly basis by a member of the Training Centre staff who will complete a review and progress report to remain on the Cadets Personal Training File. It is anticipated that the Cadets will be recruited in late September 2018 and complete in September 2020.

Raglan Training Centre

There will possibly be a level of concern over young people in the workplace, especially in an operational role. Safety of young workers in MCC is of paramount importance, each cadet will have undergone a comprehensive induction, including two week's placement at Raglan Training Centre before going to site, and they will be instructed in personal and group safety systems and methodology relevant to their cadetship route. Cadets will be placed with suitable and experienced mentors, very experienced in their field and happy to pass on their skills, experience and good working attitudes. The by-product of the mentoring system is that the mentor is recognised as a highly valued and respected individual, leaving a legacy for the future, ensuring that vital and valuable skills are preserved and passed on.

Taken on a "whole authority" basis this scheme offers affordable operational succession planning at a time when resources are stretched. It gives the authority the opportunity to select the best cadets for employment and to release well rounded and highly trained individuals into the local labour market, where they (as experience has shown) usually find employment with partners who work in and around Monmouthshire, increasing local employment levels, boosting the economy and improving the local infrastructure.

Recruitment will be a three part process with potential Cadets undergoing an initial interview with a team consisting of at least one manager from the service area where the Cadet will be working, a member of the HR team and one other, either a service area manager or a member of Raglan Training Centre staff. Following the initial interview candidates will attend a short classroom session, given an induction and specific Health and Safety information following which they will be evaluated on behaviour and knowledge retention. The final session will be a practical scenario, where following a short period of instruction they will be expected to perform a supervised task relevant to their chosen Cadetship route.

The three parts of the recruitment process will be used to evaluate the suitability of the candidate for a Cadetship route, avoiding the potential pitfalls of a purely academic and office based interview process for an operational position.

Raglan Training Centre

Appendix 1

Cost Comparison, Cadet Vs Agency

Wages quoted are official 2018-19 figures

National minimum wage under 18 £4.20/hour

National minimum wage 18 – 20 £5.90/hour

Agency costs currently £9-11/hour, average of £10 used for calculations

If MCC employ 3 cadets at 17 years old on commencement.

1st year costs @ £4.20/hour = £8190, **for 3 Cadets = £24,570 (plus oncost)**

2nd year costs @£5.90/hour = £11,507 **for 3 Cadets = £34,523 (plus oncost)**

Added to this will be £2000/year for each cadet to cover awarding body registration and exam costs and administration.

There will be no extra cost to departments for training as Cadets will be enrolled on existing courses.

The total cost for employing and training 3 Cadets for 2 years will be £71,093 (plus oncost)

Costs for agency workers over a 2 year timespan

Year 1 = £19500/person, **for 3 agency staff =£58,500**

Year 2 = £19500/person, **for 3 agency staff = £58,500**

Total cost for employing 3 agency staff for 2 years (does not include training costs, see below), is £117,000

NB. Average training cost for an agency workers in first two years:

Highways c£5000

Grounds c£4000

Waste c£3500

Please note we have one case of an agency worker undergoing at least £10,000 worth of Highways training over a period of three to four years and this is probably not an isolated case.

Raglan Training Centre

Appendix 1

Highways/SWTRA Training Plan

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|-------------------------------|--|
| Late September/October 2018 | Two week induction, introduction and familiarisation, based at Raglan Training Centre. Introduction to MCC Pathways. Introduction to mentor. Induction, personal site safety, Manual Handling, EFAW, abrasive wheels, introduction and instruction in basic tools and machinery associated with job. Site visits to become accustomed to the type of work the Cadet can expect to see and be part of. |
| November – January 2019 | On the job training along with fortnightly review and progress meetings. |
| February 2019 | 5 day City & Guilds Streetworks Course |
| March – September 2019 | On site, gaining experience, mentored and reviewed. |
| October 2019 | 12 month progress review, future goals, aims and objectives discussed. |
| November 2019 | LANTRA Awards T1 / T2 training day |
| December – February 2020 | Practical assessments (3 separate days) leading to achievement of LANTRA Awards M1 / M2 and subsequent registration with LANTRA. |
| February – end September 2020 | Work and work experience, training and help with career advice, interview techniques and practice. Any other courses deemed necessary following discussion between line manager, mentor and RTC. |

Following this there will be a final review and discussion covering progress, achievement and either progression into the MCC workforce, or release into the wider workplace with the help and support of RTC.

Each Cadet will complete a two week (10 day) block session at RTC where they will undergo initial inductions and training required before they are released into the workplace, they will also be introduced to their Mentors, who will have undergone specific training to allow them to effectively mentor and bring out the best in the Cadet.

The total amount of training will vary to some extent but for a Highways /SWTRA Cadet will involve approximately 20 days away from the workplace which equates to approximately £730 per Cadet wage cost whilst away from the workplace along with associated productivity.

This scheme is flexible enough to allow a Cadet to learn at their own pace whilst being supported by the organisation and robust enough to deliver a well-rounded individual with nationally recognised qualifications able to become part of MCC operations or a valued member of the wider working community.

Raglan Training Centre

Appendix 2

Grounds / Landscapes Training Plan

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| Late September/October 2018 | Two week induction, introduction and familiarisation, based at Raglan Training Centre. Introduction to MCC Pathways. Introduction to mentor. Induction, personal site safety, Manual Handling, EFAW, abrasive wheels, introduction and instruction in basic tools and machinery associated with job. Site visits to become accustomed to the type of work the Cadet can expect to see and be part of. |
| November – January 2019 | On the job training along with fortnightly review and progress meetings. Instruction and training in the use of grounds specific plant and machinery, e.g. mowers, strimmers/brushcutters etc. |
| February 2019 | Enrol on L2 NVQ in Grounds Maintenance |
| March – September 2019 | On site, gaining experience, mentored and reviewed. Cadet to attend City and Guilds PA1 and PA6 spraying courses. |
| October 2019 | 12 month progress review, future goals, aims and objectives discussed. |
| November 2019 | LANTRA Awards T1 / T2 training day |
| December – February 2020 | Practical assessments (3 separate days) leading to achievement of LANTRA Awards M1 / M2 and subsequent registration with LANTRA. |
| March 2020 | Depending on progress and aptitude Cadet will attend a 5 day chainsaw crosscutting and felling course. |
| March – end September 2020 | Work and work experience, training and help with career advice, interview techniques and practice. Any other courses deemed necessary following discussion between line manager, mentor and RTC. |

Following this there will be a final review and discussion covering progress, achievement and either progression into the MCC workforce, or release into the wider workplace with the help and support of RTC.

Each Cadet will complete a two week (10 day) block session at RTC where they will undergo initial inductions and training required before they are released into the workplace, they will also be introduced to their Mentors, who will have undergone specific training to allow them to effectively mentor and bring out the best in the Cadet.

The total amount of training will vary to some extent but for a Grounds/Landscape Cadet will involve approximately 20 days away from the workplace which equates to approximately £730 per Cadet wage cost whilst away from the workplace along with associated productivity.

This scheme is flexible enough to allow a Cadet to learn at their own pace whilst being supported by the organisation and robust enough to deliver a well-rounded individual with nationally recognised qualifications able to become part of MCC operations or a valued member of the wider working community.

Raglan Training Centre

Appendix 3

Waste Operative Training Plan

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| Late September/October 2018 | Two week induction, introduction and familiarisation, based at Raglan Training Centre. Introduction to MCC Pathways. Introduction to mentor. Induction, personal site safety, Manual Handling, EFAW, introduction and instruction in vehicles and machinery associated with job. Site visits to become accustomed to the type of work the Cadet can expect to see and be part of. |
| November – January 2019 | On the job training along with fortnightly review and progress meetings. Instruction and training coupled with site visits to understand the MCC Waste Management and Recycling Strategy. |
| February 2019 | Enrol on L2 NVQ in Waste Management and Recycling |
| March – September 2019 | On site, gaining experience, mentored and reviewed. |
| October 2019 | 12 month progress review, future goals, aims and objectives discussed. |
| November 2019 | LANTRA Awards T1 training day |
| December – February 2020 | Progress to L3 NVQ depending on progress and aptitude |
| March – end September 2020 | Work and work experience, training and help with career advice, interview techniques and practice. Any other courses deemed necessary following discussion between line manager, mentor and RTC. |

Following this there will be a final review and discussion covering progress, achievement and either progression into the MCC workforce, or release into the wider workplace with the help and support of RTC.

Each Cadet will complete a two week (10 day) block session at RTC where they will undergo initial inductions and training required before they are released into the workplace, they will also be introduced to their Mentors, who will have undergone specific training to allow them to effectively mentor and bring out the best in the Cadet.

The total amount of training will vary to some extent but for a Waste Operative Cadet will involve approximately 20 days away from the workplace which equates to approximately £730 per Cadet wage cost whilst away from the workplace along with associated productivity.

This scheme is flexible enough to allow a Cadet to learn at their own pace whilst being supported by the organisation and robust enough to deliver a well-rounded individual with nationally recognised qualifications able to become part of MCC operations or a valued member of the wider working community.