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**Manchester City Council  
Report for Resolution**

**Report to:** Economy Scrutiny Committee – 12 December 2012  
**Subject:** Support for Apprenticeship activity in Manchester  
**Report of:** Interim Head of Regeneration

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**Summary**

The purpose of this report is to provide an overview of the activities undertaken by Manchester City Council to support apprenticeships. This includes information on specific initiatives to deliver apprenticeships both directly and indirectly at Manchester and Greater Manchester levels.

Young apprentices from Manchester City Council have been invited to join the meeting to share their personal experiences of finding work and training and the impact and benefits of gaining an apprenticeship.

A representative of the National Apprenticeship Service has also been invited to answer questions. The National Apprenticeship Service supports funds and coordinates the delivery of apprenticeships across England.

**Recommendations**

Members of the Committee are requested to note and comment on this report.

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**Wards Affected: All**

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**Background documents (available for public inspection):**

- The Value of the Manchester People into Construction Scheme, Manchester Construction Framework, Report to Economy, Employment, Skills Overview and Scrutiny Committee, 8 February 2012.
- Youth Employment, Report to Economy Overview and Scrutiny Committee, 23 May 2012
- The Richards Review of Apprenticeships, November 2012 (available on the BIS website)

## **1.0 Introduction**

1.1 Increasing the range and volume of apprenticeship opportunities in Manchester is a key priority of Manchester City Council, with a particular focus on supporting more of our young people to become apprentices. This report provides an update on activities being delivered to encourage more employers to offer apprenticeship opportunities to Manchester residents and activity being delivered to ensure that young Manchester residents in particular are able to take advantage of those opportunities.

## **2.0 Background**

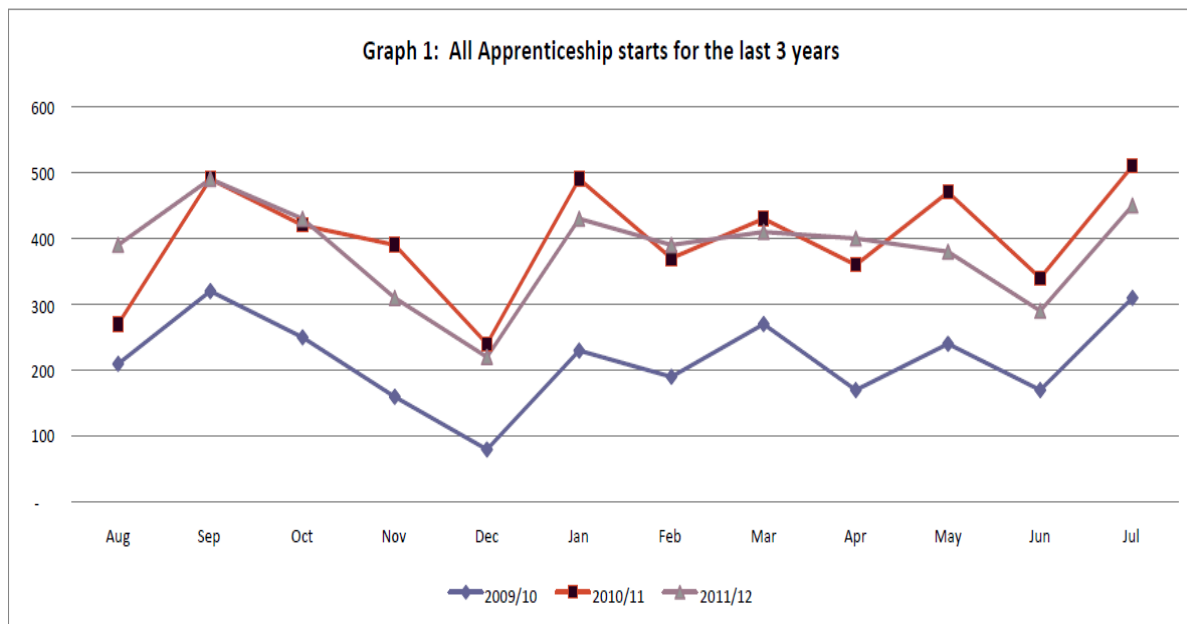
2.1 Manchester City Council has a long track record in developing provision to support young people into training and work and has established a group to take strategic responsibility for apprenticeships and youth employment in Manchester. The Apprenticeships in Manchester group is made up of representatives from the City Council, National Apprenticeship Service (NAS) and training providers. The group leads on testing and developing new models and coordinating the engagement of public and private sector employers with a focus on apprenticeships. The work of the group has supported initiatives which have enabled many Manchester young people to secure employment. However, as a result of the recession, the number of Manchester residents on Jobseekers Allowance (JSA) has risen and as elsewhere in the country this has disproportionately impacted on young people.

2.2 The Apprenticeships in Manchester Strategy group has identified four key areas requiring focus in order to increase apprenticeship activity in the city during 2012/13;

- Raising awareness of apprenticeships with educational establishments and influencers
- Building upon employer engagement
- Supporting the development of pathways into apprenticeships, progression routes into and from apprenticeships and curriculum development
- Communication with employers, young people and influencers

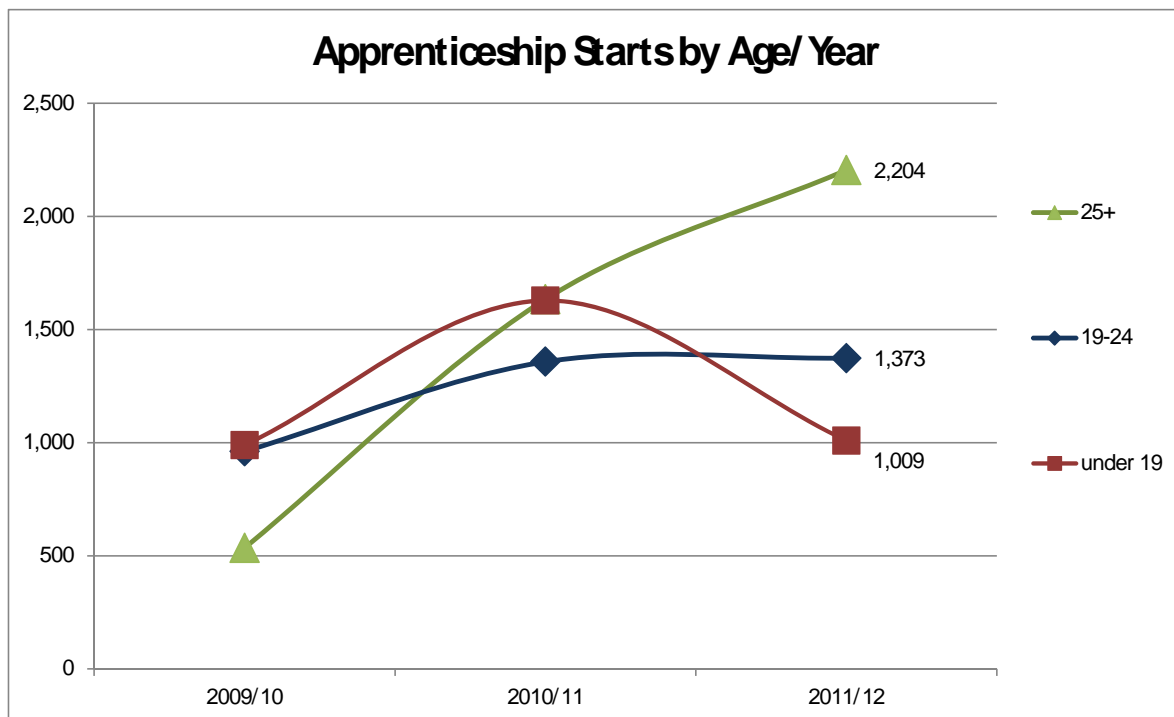
2.3 Figure 1 below shows the latest available figures provided by the National Apprenticeship Service detailing apprenticeship starts for Manchester residents over the previous three years. Please note that there is a time lag for this information which relates to the academic year.

**Figure 1 Source: The Data Service, National Apprenticeship Service**



- 2.4 In 2009/10 the cumulative number of apprenticeship starts was 2,483. This represents an average of 207 new starts per month. In 2010/11 the cumulative number of starts increased by 2,135 (86%) to 4,618, which gave an average of 385 new apprenticeship starts a month. 2011/12 saw a decrease of 32 starts (-0.7%) in total in line with national trends but still a higher start rate than in 2009/10 at 4,586 new starts in Manchester. This gave an average of 382 new starts per month. One of the reasons for the decrease in starts nationally in 2011/12 is thought to be because “programme-led” apprenticeships ended. These were essentially apprenticeship training programmes without the full time job.
- 2.5 As shown in Figure 2, the number of apprenticeship starts for the 16 to 18 year old age category saw an increase of 640 (64.8%) from 2009/2010 to 2010/2011, from 988 to 1,628 starts in Manchester. Figures for 2011/12 show that this number decreased from 1,628 to 1,009 (-38.0%). Over the same period, the age category 19 to 24 year olds saw an increase of 41.2%, from 961 to 1,357 and there has been a large increase in the number of 25+ apprenticeship starts from 534 in 2009/10 to 2,204 in 2011/12. This is positive given the growing numbers of young unemployed people in the 18 to 24 year age group.

**Figure 2 Source. The Data Service, National Apprenticeship Service**



2.6 Whilst there has been a decrease in the number of 16 -18 year old starts, overall Manchester's focus on apprenticeships has started to bear fruit. Based on the latest data available from the National Apprenticeship Service (2011/12) which is still provisional, Figure 3 below highlights Manchester's national ranking of fifth for apprenticeship starts at the end of the 2011/12 academic year.

2.7 The same data shows that Manchester had the largest total number of apprenticeship starts compared with the other GM authorities in 2011/12. This ranking applies to the 19-24 year old and 25+ age groups and Manchester ranks second in GM for the 16-18 age group. Some of this positive impact has been due to the work and campaigns undertaken by the Apprenticeships in Manchester group and the partnership.

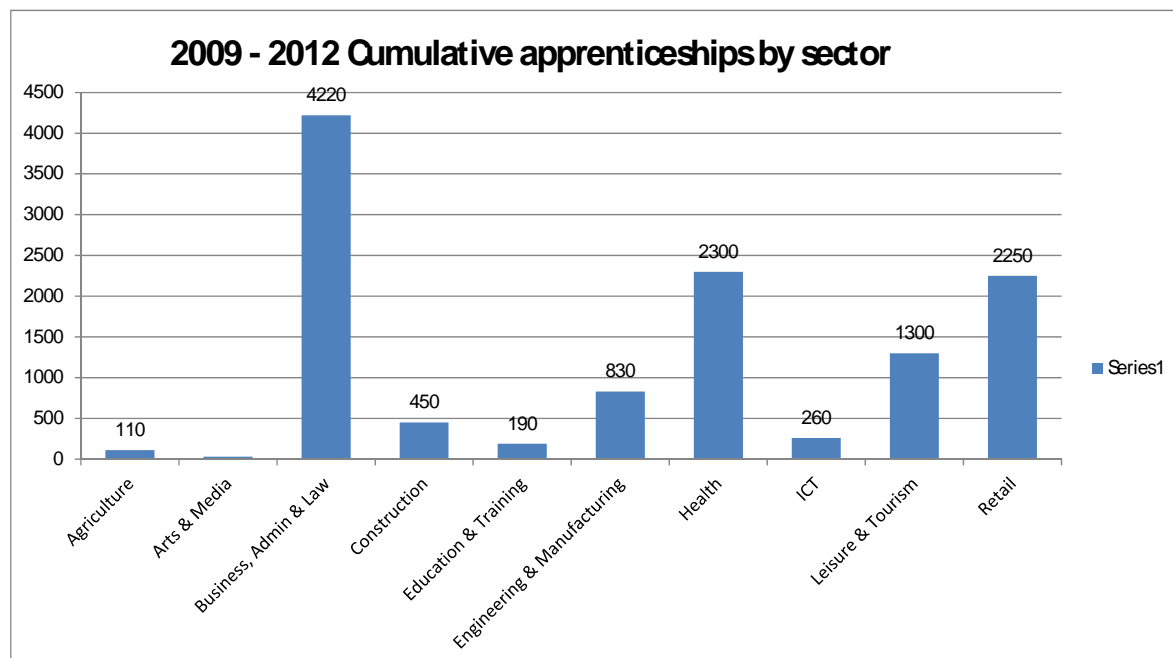
**Figure 3**

<b>Apprenticeship Programme Starts by Region and Local Authority (2009/10 to 2011/12 full year estimates)</b>				
Local Authority	2009/10 Full Year	2010/11 Full Year	2011/12 Full Year (Provisional)	Rank
Birmingham	5,320	9,800	10,090	1st
Leeds	3,650	7,030	7,200	2nd
Liverpool	3,470	6,470	7,140	3rd
Sheffield	3,530	5,350	5,190	4th
<b>Manchester</b>	<b>2,483</b>	<b>4,618</b>	<b>4,586</b>	<b>5th</b>

Bristol	2,100	3,520	3,620	6th
Newcastle upon Tyne	1,650	3,010	3,210	7th
Nottingham	1,700	2,640	2,840	8th

2.8 The top ten sectors with the highest number of starts in Manchester within the last three years are shown in Figure 4. The highest number of starts has been in the Business, Administration and Law sector which represents 35% of the total number of apprenticeship starts. The Retail and Health sectors both accounted for 19% each of the total, Leisure & Tourism amounted to 11% and Engineering & Manufacturing represented 7% of the total. There is a much closer alignment of apprenticeship starts to the City's growth sectors than there would have been 3 years ago.

**Figure 4 Source:** National Apprenticeship Service



2.9 Table 1 below shows the top ten apprenticeship frameworks in Manchester for the 16 to 18 year old age group. Currently, the National Apprenticeship Service offers more than 200 different apprenticeships with options ranging from accounting and plumbing to engineering and media. Apprenticeship frameworks are offered at a variety of learning levels to suit employer needs (intermediate, advanced and higher); and within an apprentice framework learners are given a mixture of on and off-job training to ensure that the apprentice develops the right mix of skills needed.

2.10 Frameworks are linked to the apprenticeship role rather than to the employer's sector e.g. an apprentice taken on to work in an administrative role within a construction company would undertake the training element of their apprenticeship within a business administration rather than construction framework. The framework with the highest volume of apprenticeship starts in Manchester for 2010/11 was Active Leisure & Learning with 361. This is the

latest available breakdown and this information is currently only available for the 16 to 18 year old age group.

**Table 1**

**Top 10 Frameworks**

Framework	16-18 Starts		
	Full year 2009/10	YTD 2010/11	
Child Care Learn & Dev	134	Active Leis & Learning	361
Bus Admin	110	Customer Svce	301
Hairdressing	98	Rail Transport Engin	125
Active Leis & Learning	94	Bus Admin	111
Customer Svce	83	Hairdressing	81
Health & Social Care	75	Child Care Learn & Dev	67
IT & Telecoms Prof	62	Construction	60
Construction	62	Customer Svce	59
Contact Centres	54	Health & Social Care	58
Hospitality & Catering	43	IT & Telecoms Prof	53

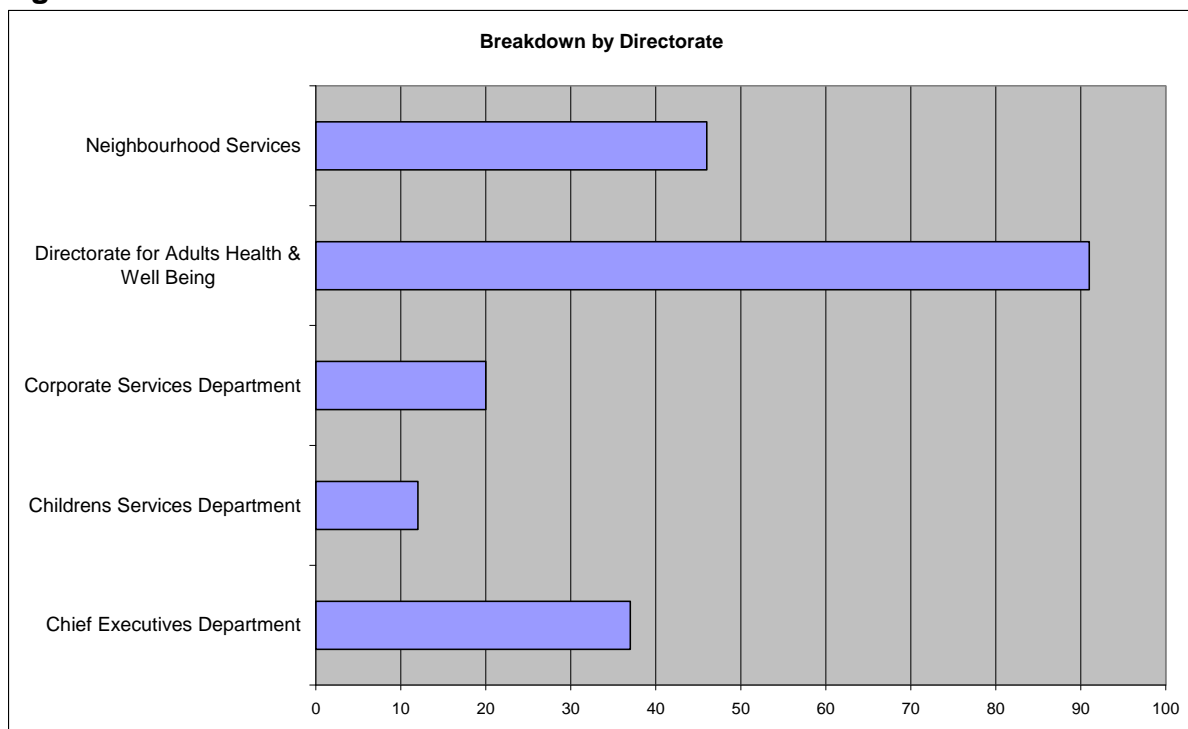
- 2.11 The National Apprenticeship Service is not able to provide any other information on the type and size of businesses taking on apprentices. Demand from employers for higher level apprenticeship vacancies e.g. engineering has increased, however finding high quality suitable candidates to fill these vacancies this year has been a challenge.

**3.0 Manchester City Council as an Apprenticeship Employer**

- 3.1 Manchester City Council as an employer has a strong track record in supporting the work & skills and young peoples agendas. In November 2011, the City Council committed to recruiting apprentices that would not only meet the entry level resourcing needs but would also develop talent within the organisation.
- 3.2.1 To date, the development and delivery of the ‘M Futures’ Apprenticeship programme has successfully resulted in the council appointing 206 Manchester residents/young people into Apprentice positions. Recruitment events took place in November 2011, April 2012 and September 2012.
- 3.3 In consultation with the unions, it was agreed that all apprentices undertake a probation period of 26 weeks to ensure that the apprentice has sufficient time to develop into their role and meet the required targets. Once the probationary period has been successfully completed, permanent employment is confirmed.
- 3.4 Apprentices are further supported through a structured development programme that includes:
- Working towards a nationally recognised apprenticeship qualification (Level 2 or 3)

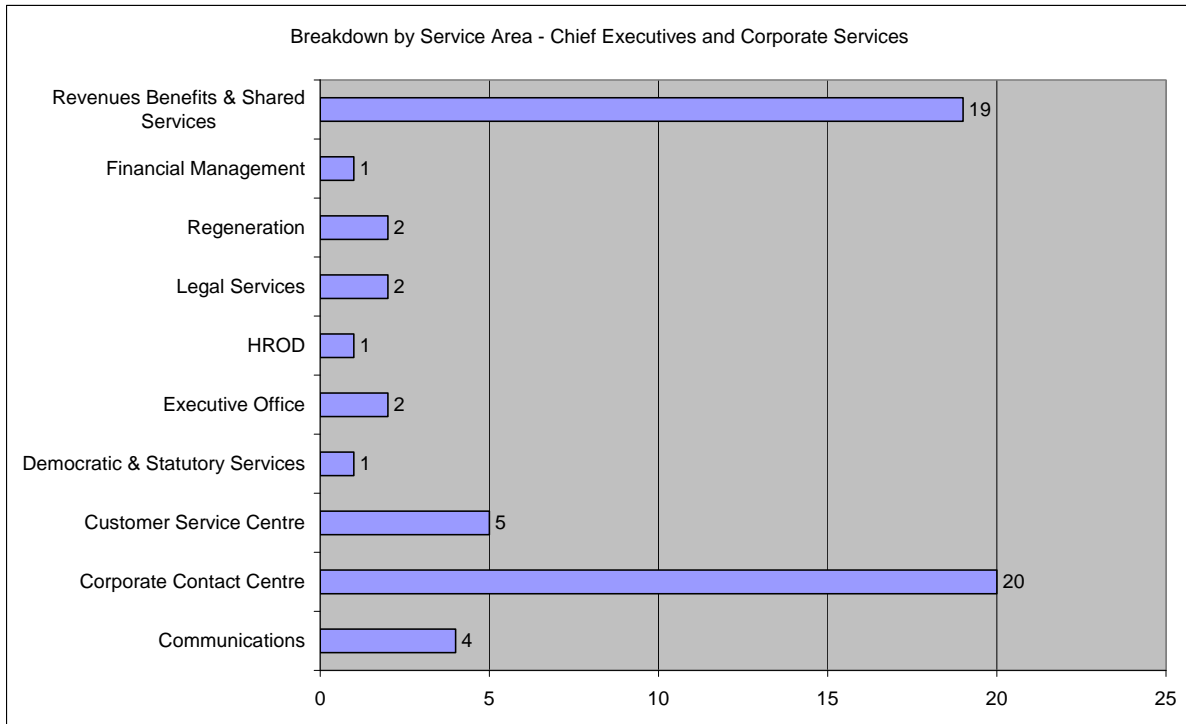
- Access to a 'buddy' - a member of the team who can help and support them in the initial stages.
  - Corporate and Directorate inductions
  - Work based training relating to their role
  - Networking events with Apprentice peers
- 3.6 Upon successful completion of the apprenticeship qualification, participation in all relevant training, development and learning opportunities and, subject to satisfactory probation and assessment, the apprentice then progresses into the standard job description for the role.
- 3.7 Figure 5 a breakdown of directorate apprenticeship starts informs us that the majority of starts within MCC have been within Adults, Health & Well Being, this due to number of vacancies for Reablement Support workers and Assistant Network Support Workers.

**Figure 5**

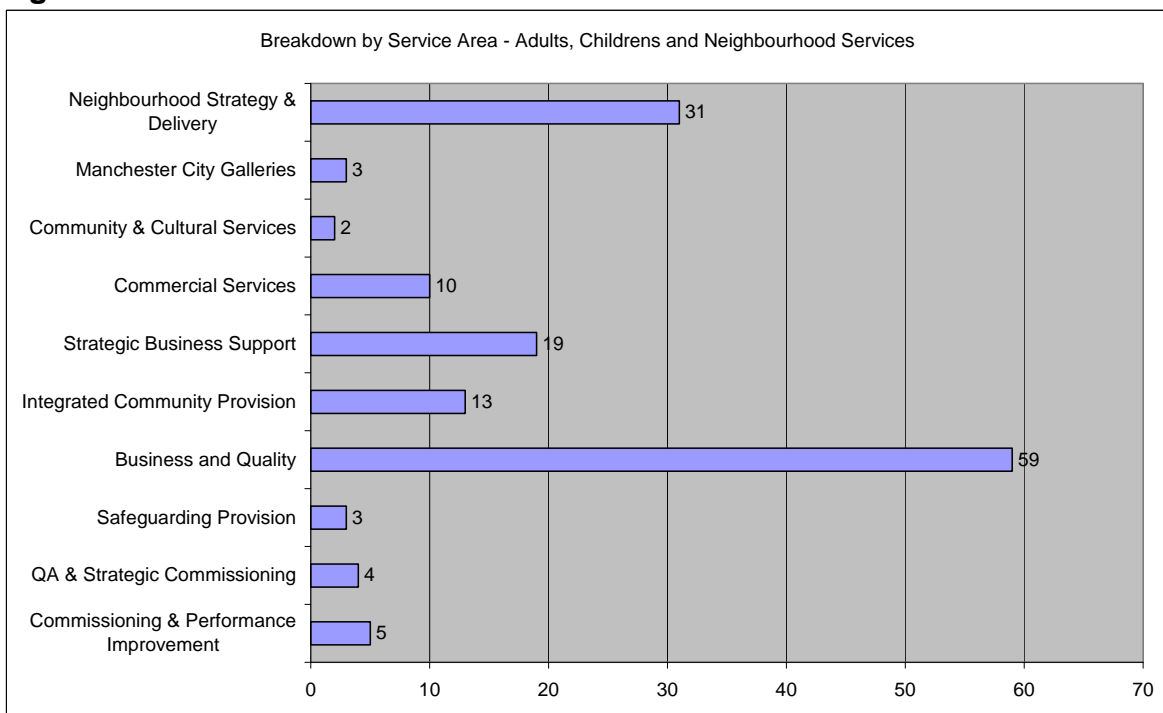




**Figure 6**



**Figure 7**



**4 Indirect employment of apprentices through Manchester City Council contracts.**

- 4.1 In addition to the in-house apprenticeship scheme, Manchester City Council has a well established mechanism for supporting the recruitment of apprentices through its Capital Works Framework. The report presented to the February 2012 Economy, Employment and Skills Overview Scrutiny Committee provided a detailed overview of the Manchester People into Construction Shared Apprenticeship scheme.
- 4.2 Manchester People into Construction (MPiC) is a Manchester City Council scheme, developed to create apprenticeship opportunities for local people in the construction industry. It uses a shared apprenticeship approach to move apprentices between Council projects, making for a sustainable apprenticeship utilising work packages that would not normally be able to support a full apprenticeship due to time constraints.
- 4.3 As the scheme developed over the years, it has also been able to support directly employed apprenticeships with City Council contractors and their supply chains, through larger schemes of work procured through the Council.
- 4.4 In February 2012, MPiC amalgamated with the Greater Manchester Construction Group Training Association (GTA). The GTA is also a shared apprenticeship scheme led by AGMA and includes clients from housing associations, developers and private organisations operating across Greater Manchester.
- 4.5 The table below maps illustrates apprenticeship numbers and progression for four schemes. All of the apprentices are Manchester residents.

**Table 2**

<b>Manchester People Into Construction Apprentices 2008 - 2012</b>						
	<b>MPiC</b>	<b>GTA</b>	<b>MCMA</b>	<b>Town Hall Complex Transformation Programme</b>	<b>MW L</b>	<b>Total</b>
Live on scheme	18	3	11	49	31	<b>112</b>
Left to Permanent Employment or Education	38	-	-	-	19	<b>57</b>
Left to Unknown Progression	25	-	-	-	19	<b>44</b>
Secured placements for Recruitment	-	-	3	17	-	<b>20</b>
					Total :	<b>233</b>

**Key:**

**MPiC = Manchester People into Construction**

**GTA = Greater Manchester Group Training Association**

**MCMA = Manchester Creative Media Academy**

**MWL = Manchester Working Limited**

## **5 MCC Influencing Role to maximise Apprenticeships.**

- 5.1 One of the key objectives of the Apprenticeships in Manchester Group has been to increase the number of apprenticeship jobs offered by Manchester employers. In response to the 2011 Manchester business survey which highlighted that nearly 70% of employers said they would not recruit apprentices. The Economic Development Unit and the National Apprenticeship Service organised three apprenticeship road shows for employers in early 2012 as part of the Apprenticeships in Manchester action plan. Survey respondents that requested information about apprenticeships were invited to these events.

5.2 The group also developed an apprenticeships communications campaign with the aim of raising awareness of the value that apprenticeships can add to business and to bust myths around what apprenticeships are. In February this year, in partnership with the National Apprenticeship Service and Manchester Evening News Business Week, the apprenticeship strategy group launched the 'Join the Apprenticeship Revolution' campaign. The aim of the campaign was to generate 300 new apprenticeship opportunities across the City of Manchester in 100 days. During this period, a total of 309 new apprenticeship opportunities were registered with the National Apprenticeship Service by Manchester employers.

5.3 Whilst the 100 days campaign has ended, the branding and marketing for the Apprenticeship Revolution continues, with a digital campaign, direct marketing to employers, schools and young people.

5.4 As the '300 in 100' campaign was focussed mainly on business, the latest stage of the campaign has shifted towards young people themselves with the similar aim of awareness raising and challenging the misconceptions of what an apprenticeship can mean to a young person. This phase of the campaign which included digital media and the use of the large plasma screens around the Mancunian Way as well as radio promotion, targeted engagement activity in areas of the city with a high percentage young people who are not in education, employment or training. Examples of the creative work and press coverage generated are below:



### The face of the apprentice revolution

AN apprentice has helped launch a campaign to encourage other school and college leavers to follow in her footsteps. Muchano Banda, 23, organised a photoshoot to help Manchester council encourage other young people to take up apprenticeships. She works as a design apprentice at the council and helped orchestrate the shoot for posters with the slogan 'Join The Apprentice Revolution'. It will now appear on billboards across the city and stars Muchano herself. Muchano, from Withington,



**FLAG BEARERS** The picture organised by Muchano Banda

said: "By getting an apprenticeship, I'm earning money while I get trained and the experience of being in work is totally invaluable." Within the past year, Man-

chester council has offered apprenticeships to 200 people and is continuing to create more apprenticeship opportunities in a wide variety of job roles.



- 5.5 All of the people who appear in the imagery are real Manchester apprentices (both from the Council and external employers) with the photo shoot and the campaign in general having the input of three City Council apprentices who are working in the Communications Team.
- 5.6 In terms of results of the campaign, between the start of September and the start of November 2012, there have been over 16,000 visits to the apprenticeships page on the MCC website and over 1,000 people have clicked through to the National Apprenticeship Service website to look at specific apprenticeship vacancies in Manchester. In addition, the MCC website signposts young people to other organisations that can provide advice and guidance on apprenticeships and careers in general.
- 5.7 Ultimately, the campaign was created to increase the number of young people finding out about, applying and actually starting an apprenticeship. The latest set of data on Apprentice starts in Manchester will be available in the New Year which will enable us to see if there has been a subsequent uplift in young people entering an apprenticeship during the period of the campaign.
- 5.8 There is still significant work to do on communicating with employers around apprenticeships. MCC is working with the New Economy and other AGMA authorities on a unified communication approach to the promotion of apprenticeships across Greater Manchester. In addition, a particular need has emerged in terms of schools and their lack of engagement with apprenticeships. The next phase of the communications plan will therefore target schools alongside continued communication with business and young people themselves.

## **6 Support, Advice and Training for Apprentices.**

- 6.1 In the main, training providers delivering the apprenticeship framework provide pastoral support to apprentices, to ensure that they meet learning aims and deal with any employment related issues. Apprenticeships are promoted to young and older residents through the National Career Service, Jobcentre Plus and the Connexions targeted information, advice and guidance contract for young people. However, with schools now responsible for commissioning their own careers advice, the Apprenticeships in Manchester group has undertaken a number of other initiatives to support young people in particular to find out more about apprenticeships.
- 6.2 Manchester City Council has commissioned the Greater Manchester Learner Provider Network to design, deliver and develop an Apprenticeship Ambassador Programme. A handbook for the Ambassadors and a set of materials for pupils and their parents has been produced. A cohort of young people who have or are about to complete their apprenticeship have undertaken a one day training programme that will enable them to go into Manchester Schools and deliver a presentation on apprenticeships. The presentations explain what an apprenticeship is the range of apprenticeships available and the Ambassador also talks about their own positive personal experience as an apprentice. The aim is to promote apprenticeships as an exciting pathway into a range of careers.
- 6.3 Twelve Manchester based apprentices have been trained as Apprenticeship Ambassadors and the programme is currently being promoted to schools with a view to delivering the first presentations in early January 2013. The pilot programme aims to deliver 25 presentations and also promote apprenticeships at a number of events.
- 6.4 One of the City's apprenticeship targets is to increase 16 -18 Participation in apprenticeships to 25% by 2020. The Apprenticeship Action Plan sets out the need to increase the number of Manchester school leavers taking an apprenticeship route post 16 by working with pre and post 16 training and employment support providers to ensure that more young people are apprenticeship ready.
- 6.5 Manchester City Council has therefore worked in partnership with Careers Solutions to deliver an event aimed at raising awareness of the hospitality industry to young people in Manchester's priority wards with the highest levels of young people not in employment, education or training. Careers Solutions worked closely with a group of young people to ensure that they attended the event with an up to date CV and interview clothes.
- 6.6 The event held at the Free Trade Hall Hotel in November 2012 saw presentations from Springboard – a charity that promotes the industry and provides specialist careers and advice guidance, Careers Solutions and the Sales Director of the Free Trade Hall Hotel. This was followed by a series of

activities over the morning that included a tour of the hotel, a Ready Steady Cook challenge, a housekeeping challenge and bed making competitions. In the afternoon the young people took part in a speed dating session where they had the opportunity to meet and put questions to representatives from Springboard, the hotel industry and Careers Solutions. Twelve employers attended the final session of the day bringing with them a number of hospitality and catering vacancies. Twenty six young people attended on the day and as a direct result of the event one young person attended a Work Trial and the employers are interested in interviewing four young people in for apprenticeship / job opportunities. Further outcomes from this event will be monitored and similar events are being planned to match young people to apprenticeship opportunities in other sectors.

- 6.7 Manchester City Council is also working in partnership with the Greater Manchester Learner Provider Network to co-ordinate a Careers Aspiration event at the Etihad Stadium in January 2013. The event is aimed at Year 9 and Year 11 pupils in Manchester schools who will be given an insight into a range of employment sectors. Local Apprentice training providers and employers have been invited to deliver short 'Have a Go' sessions where the pupils will have hands on experience of vocational activities.
- 6.8 Support agencies such as Careers Solutions and the National Careers Service will be offering advice and guidance. The Apprenticeship Ambassadors will be promoting apprenticeships as an exciting pathway into employment and also promoting the Ambassador scheme to schools.
- 6.9 MCC has recognized the need to support the development of apprenticeship opportunities across new and more diverse sectors and roles. A recent example supported by MCC is the Sharp Futures apprenticeship model. The Sharp Project has seen a multi-million pound investment by Manchester City Council, Northwest Regional Development Agency (NWDA) and the European Regional Development Fund (ERDF). It was designed specifically to help grow and build on the creative and digital sector that will create job and career opportunities in the area. It is home to digital entrepreneurs and production companies. Occupants at The Sharp Project make manipulate or move digital content around the world
- 6.10 The Creative and Digital sector is a rapidly growing area but one that many young people find hard to gain employment within. To address this issue, Sharp Futures, an independent social enterprise has recently received seed funding to develop a sustainable organisation focused on developing and creating employment opportunities within Sharp and the wider creative and digital sector. Sharp Futures' mission statement is to 'seed, nurture and grow talent and skills for the Creative Digital sector to create economic impact'.
- 6.11 The pilot is currently six weeks into delivery and to date five apprenticeships have been created; it is worth stating that the model is at its inception and will continually be developed as it progresses.

6.12 The model has been set up as follows:

- To employ a minimum of five Manchester residents as apprentices for 12 – 18 months
- To create a Talent Development Programme and explore sustainable opportunities to enable delivery of the programme
- To engage with and educate schools, Further and Higher Education providers about the sector
- To support a minimum of 20 residents into volunteering opportunities, work experience or internships.
- To explore the sustainability of a work experience delivery for local schools and colleges
- To support to people wishing to enter into self employment within the Creative Digital Sector.
- To deliver 10 sector awareness sessions to local partners for example; local schools; the Connexions Service and Jobcentre Plus staff.

6.13 The progress of this model will be monitored and successful elements will be applied to other sectors with no long-term history of employing apprentices, for example, the emerging Arts Council England creative employment programme. This is being supported and developed in partnership with MCC's Culture Team.

## **7. Development of Apprenticeships in Greater Manchester.**

7.1 In addition to the work that MCC leads within the City, officers are also working closely with New Economy and the other AGMA authorities on a GM approach to increasing apprenticeships. This aims to maximise the use of national and regional funding to drive up the quantity and quality of apprenticeship activity in the city region.

7.2 As part of the Greater Manchester City Deal, a GM Apprenticeship and Skills Hub will be created to place apprentices with Small and Medium sized Enterprises (SME's) and deliver an additional 6,000 new apprenticeships.

7.3 The key priorities of the hub are to address the low volume of level 3+ apprenticeships and to increase the number of young unemployed people in Greater Manchester accessing apprenticeships. The Apprenticeship Hub will do this by:

- Stimulating employer and learner demand for provision of Level 3+ apprenticeships via improved Information Advice and Guidance (IAG) and simplified employer incentives
- Working with providers, partners and employers to increase access to Apprenticeships for young people Not in Education Employment or Training and unemployed. Examples of activities to be delivered include:

- work to develop clear pre-apprenticeship routes (within the current system);
- incentivising employers to recruit unemployed young people as apprentices
- mentoring for young job seekers
- events and promotional activities to engage employers and job seekers such as fairs and milk rounds
- briefing events and materials for front line workers such as those working for the National Careers Service and Jobcentre Plus

7.4 This activity will be aligned with the Employer Ownership of Skills whereby employers are invited to develop proposals that raise skills, create jobs, and drive enterprise and economic growth. Government will invest in projects in which employers are also prepared to commit their own funds in order to make better use of our combined resources. The Greater Manchester Chamber of Commerce has bid for £8.5m of Employer Ownership of Skills funding to deliver an Employer Ownership of Skills pilot on behalf of GM employers. They expect to have the funding confirmed shortly. Apprenticeships will be a key delivery mechanism within this model.

7.5 There is currently a complex offer of employer grant incentives for apprenticeships. The work being delivered at GM level will support greater clarity of message for employers and it will enable providers to penetrate greater numbers of SME's. This will create more opportunities, particularly for young unemployed people and jobs at Level 3 and above.

## **8. The Richards Review of Apprenticeships**

8.1 Earlier this year Doug Richard, entrepreneur and founder of the School for Startups led an independent review into the future of apprenticeships for Government. His independent report, released on the 27<sup>th</sup> November 2012 has set out a comprehensive vision for the future of apprenticeships. The Review calls on the Government to improve the quality of apprenticeships and to make them more focused on the needs of employers.

8.2 Key themes and recommendations include:

- **Redefining apprenticeships**

Apprenticeships should be targeted only at those who are new to a job or role that requires sustained and substantial training.

- **Focusing with greater rigor on the outcome of an apprenticeship** what the apprentice can do when they complete their training – and freeing up the process by which they get there. Trusted, independent assessment is key

- **Recognised industry standards should form the basis of every**



apprenticeship.

Employers and other organisations with relevant industry expertise should be invited to design and develop new apprenticeship qualifications for their sectors.

- All apprentices should reach a good level in English and maths before they can complete their apprenticeship.

- Government funding must create the right incentives for apprenticeship training.

The purchasing power for investing in apprenticeship training should lie with the employer.

- Far greater diversity and innovation in training should be encouraged – With employers and government taking a more active role in safeguarding quality.

8.3 Government is likely to respond to this review within the next month but many of the recommendations made in the review have already been incorporated within the design of the GM apprenticeship hub.

## **9. Procurement**

9.1 The considerable progress that has been made in recent years on construction-related Apprenticeships assisted by the North West Construction Hub is now being applied to the supply chain as a whole. Corporate Procurement has worked closely with the Centre for Local Economic Strategies (CLES) to update an analysis of the Manchester supply chain. They have developed a Local Outcomes Framework and a set of associated indicators designed to monitor the performance of suppliers against corporate priorities.

9.2 Three of these indicators relate to Apprenticeships:

- Number of Apprenticeships offered in last financial year to Under 19 year olds.
- Number of Apprenticeships offered in last financial year to 19-24 year olds.
- Number of apprentices moving into sustainable employment.

9.3 The intention is that these indicators will voluntarily form part of contract management arrangements with suppliers. The indicators are currently being trialled with a number of suppliers prior to being incorporated into contract management processes early next year.

9.4 Results from the initial trialling are giving helpful information on companies highlighting those that are employing apprentices and those that are not. In some cases this may be due to lack of awareness of the benefits of apprenticeships but in others there may be other barriers for example lack of a business plan or workforce strategy. Where there is a lack of information or

awareness, the performance and contract management process can be used to flag this as an issue and Economic Development Unit can help broker in support for the business. For other issues appropriate support could also be found locally.

## **10. Conclusion**

- 10.1 Strong partnerships exist throughout the city and across Greater Manchester to increase apprenticeship activity. It remains a key priority for the city to ensure that apprenticeships are used to upskill Manchester residents and support them to benefit from projected employment growth arising from regeneration across the city and in the city centre in particular. This will require continued focus, time and resources and tracking of progress to ensure that our interventions deliver this activity and make an impact.