
**Manchester City Council
Report for Resolution**

Report to: Economy Scrutiny Committee – 19 November 2014

Subject: Apprentice activities update

Report of: Head of Regeneration

Summary

Promoting apprenticeships to businesses and young people, their parents and schools is a key priority for the Manchester Work and Skills Board. The purpose of this report is to provide an update on activities undertaken and planned by Manchester City Council and partners to support apprenticeships. This includes information on specific initiatives to deliver apprenticeships both at Manchester and Greater Manchester levels. Case studies have been included that highlight the impact of recruiting an apprentice both from an employer and a young persons perspective.

The report provides an update to a paper submitted to Economy Scrutiny Committee on the 13th November 2013.

Recommendations

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

Wards Affected: All

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Explaining Patterns in Apprenticeships New Economy report July 2014
- Traineeships in Greater Manchester, New Economy June 2014
- Future of Apprenticeships in England: Next Steps from the Richard Review, March 2013. (BIS, DfE)
- Economy Scrutiny Committee report on Support for Apprenticeship activity in Manchester, November 2013
- Economy Scrutiny Committee report on Support for Apprenticeship activity in Manchester, December 2012
- Apprenticeships in Manchester, March 2011

1.0 Introduction

- 1.1 The purpose of this report is to provide an update on the current apprenticeships activity, as one of the city's key tools to reduce youth unemployment, increase skills levels and support progression for our young people.
- 1.2 The Apprenticeships in Manchester group which includes representatives from the City Council, the National Apprenticeship Service (NAS), New Economy, The Manchester College and The Manchester Growth Company, is responsible for developing and promoting apprenticeship provision. The group which reports into the Work and Skills Board leads on testing and developing new models of engagement with young people and employers. It coordinates the delivery of apprenticeships and jobs with training through an action plan, maximising the use of national and local funding to support more young people into apprenticeships. The group take into account policy and funding changes to maximise take up of national and local resources by young people and employers. Latterly it has acted as the coordinating group for GM Apprenticeship Hub activities within the city.
- 1.3 Since the last report, there have been national policy changes to improve quality measures. These have been introduced to strengthen key competencies to make sure that they are more relevant for employers and young people alike, to increase sustained employment of apprentices. The changes have also been based on employer feedback to increase their access to skilled workers to support growth. The Richard review of 2013 has led to the introduction of other changes to the funding, quality assurance and delivery of apprenticeships which are considered within the report.

2.0 Background

- 2.1 As previously reported to the committee, an independent report published by Doug Richard in late November 2013 called on the government to improve the quality of apprenticeships to ensure that the needs of employers were met and therefore enhance the credibility and take up of apprenticeships. The 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.
 - The minimum duration for an apprenticeship should be 12 months to ensure that apprentices are able to achieve a qualification and solid work experience.
 - Recognised industry standards should form the basis of every apprenticeship.
 - 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.

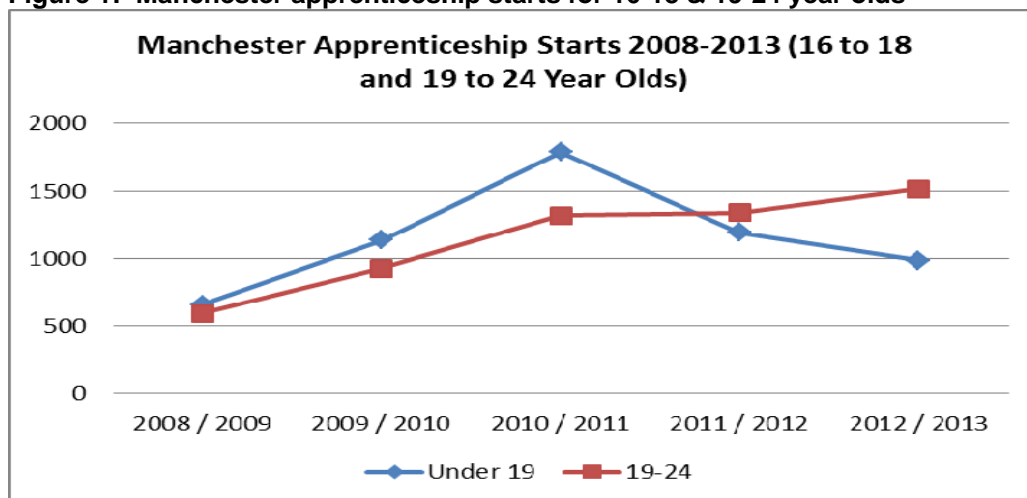
- There should be greater diversity and innovation in training with employers and government safeguarding quality
- Simplification of processes to make it quicker and easier for employers to take on an apprentice.
- The introduction of 'Trailblazers' – sector specific employer-led apprenticeship frameworks.

2.2 It is still early days in terms of the implementation of the above recommendations and previous changes to quality and processes. The time lag on data means that it will take some time before the full impact can be evidenced. However, there have been some positive developments in the city and across Greater Manchester in terms of how apprenticeships are being delivered, particularly in some non traditional sectors which are described in the report.

3.0 Apprenticeships performance in Manchester

3.1 Figure 1 below shows apprenticeship start figures for Manchester for the academic years 2008/09 to 2012/13 for 16-24 year olds, the city's priority group. The number of apprenticeship starts has decreased since the peak in 2010/11, particularly for young people aged 16-18, however starts are still higher than in 2008/09. The total number of 16 to 24 year olds starting an apprenticeship during 2012/13 was 2,368; of whom, 865 were aged 16 to 18 and 1,503 were aged 19 to 24. The number of 16 -18 year old starts has fallen by 45.1% by 2012/13 in the city, compared to a fall of 26% across GM. One of the reasons for this drop is the Government's introduction of new quality standards and programme-led apprenticeships which were not based on the apprentice having a job have ceased. However, increased numbers of young people participating in post-16 education and training, means that NEET 16 year olds are not as big an issue for the City, as they have been in the past. Young people tend to become NEET at an older age; 17 and 18. Employers in key growth sectors including digital, report a preference for slightly older young people, who need less employability support and pastoral care.

Figure 1: Manchester apprenticeship starts for 16-18 & 19-24 year olds



Source – SFA Datacube 2012/13

- 3.2 Figure 2 below shows provisional apprenticeship starts for 16-18 and 19-24 years olds for each authority within GM. Historically, Manchester performed at a lower level than, for example, Wigan in terms of apprenticeship starts so there has been an improvement in ranking within GM with Manchester having the highest number of starts for these age groups, despite the decreases since 2010/11. Overall, the work that has been delivered by the Apprenticeships in Manchester group in terms of raising awareness with young people and employers, utilisation of the initiatives described in this report and the Apprentice Revolution campaign, appear to have had a positive impact upon youth apprenticeship starts.
- 3.3 There is anecdotal evidence that suggests that the policy of Raising the Participation Age is being misinterpreted by parents, employers and young people themselves as some are referring to staying in 'formal education' rather than in 'learning' which includes apprenticeships. As Raising the Participation Age started in the 2013/14 academic year and there is a time lag on apprenticeship start information, it is too early to draw any firm conclusions about the impact of this but there is some emerging evidence that there will be an impact upon 16-18 year old starts.

Figure 2: GM Provisional apprenticeship starts for Q3 13/14 (Aug-13 to Apr-14).

Provisional 13/14 Apprenticeship Starts for GM Local Authorities (August to February 2013/14)	19-24	16-18
Greater Manchester	3,618	3,725
Bolton	295	320
Bury	175	156
Manchester	775	819
Oldham	286	245
Rochdale	258	213
Salford	360	392
Stockport	405	485
Tameside	244	264
Trafford	389	381
Wigan	431	450

Source – SFA Datacube 2013/14

- 3.4 Figure 3 below shows all age apprenticeships starts between 2008 and 2012/13, by level in Manchester. Overall, starts have grown from 2,442 in 2008/9 to 6,208 in 2012/13, a rise of 154.2%. There has been a clear trend towards increasing numbers of older apprentices, in line with national trends. In 2012/13, apprentices under the age of 25 accounted for 52% of total apprenticeships. This compares to 65% of apprentices under the age of 24 in 2010/11. The shift in age from under 25s to 25 plus mirrors the GM pattern where there has been an increase in 25 plus apprenticeships of 446% between 2008/09 and 2012/13.
- 3.5 Advanced level apprenticeships have grown consistently over the period, while intermediate level apprenticeships have declined since 2010/11,

following the scrapping of short, programme-led apprenticeships and the changes implemented by the Skills Funding Agency. This is positive and a better fit with the needs of the growth sectors in the economy, where more than 50% of future employment opportunities will require skill levels at level 3 and above.

Figure 3 Apprenticeship starts in Manchester, 2008-2013, all ages, by level

Apprenticeship Qualification Level (Manchester Only)	2008 / 2009	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Advanced level Apprenticeship - level 3	815	1,323	2,192	2,337	2,517
Higher Apprenticeship - level 4				102	114
Higher Apprenticeship - level 5				4	35
Higher Level Apprenticeship (Level Unknown)		63	87	2	1
Intermediate Level Apprenticeship	1,627	2,776	3,980	3,706	3,541
Grand Total	2,442	4,162	6,259	6,151	6,208

Source: SFA Datacube

3.6 The latest available statistics from the Skills Funding Agency show national apprenticeship numbers for the first six months of the 2013/14 academic year (i.e. from July to February 2014). This data suggests that overall apprenticeship starts have fallen across all levels compared with the data available for the previous year at the same point. However, it is important to remember that this data is subject to revisions as further data for 2013/14 becomes available. The most recent data available for apprenticeship starts in Manchester for the same period shows that apprenticeship starts have fallen across all levels. Among advanced level apprenticeships, starts have fallen by 373, higher level apprenticeships have fallen by 29 and intermediate level starts by 266.

3.7 It is important to bear in mind that this is in-year data that may be modified in subsequent revisions. A further important explanation for the fall is the impact of advanced learner loans which originally applied to apprenticeships, although apprenticeships were subsequently excluded. There appears to have been a particularly large drop in apprentices over the age of 24, learning at level 3 (advanced) and above. Further data covering the whole academic year will clarify whether this fall has continued beyond the start of the year.

4.0 Success Rates

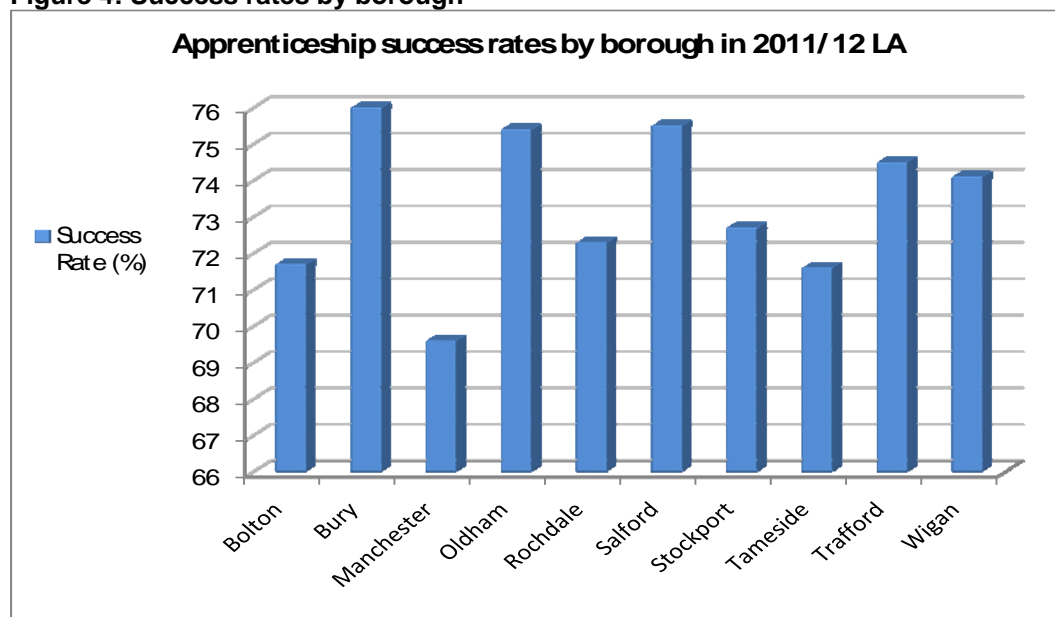
4.1 The overall apprenticeship framework qualification success rate is based on the hybrid end year (the actual end year or the planned end year of an Apprenticeship framework, whichever is later).

4.2 Success rates in apprenticeships vary across the different boroughs of

Greater Manchester. Manchester has the lowest success rate with 69.6% of its residents who start successfully completing an apprenticeship. The best performer is Bury at 76% as shown in figure 4 below. Please note that only percentage figures are currently available at present.

- 4.3 There is no clear evidence for differences in performance by Borough but anecdotal evidence suggests that Bury school leavers predominately leave school with higher academic achievement compared to other areas of GM which may be in part responsible for their high success rates.
- 4.4 The number of young people undertaking apprenticeships in Manchester is much higher than in some other GM areas and there are more sectors and frameworks represented within the city than in some areas, as well as a bigger number of training providers. These include new apprenticeship frameworks such as Financial and Professional Services and Creative & Digital. There is therefore less experience and knowledge around the delivery and achievement of frameworks.

Figure 4: Success rates by borough



- 4.5 All successes and achievements are the responsibility of the training provider and employers supporting the apprentice and all providers are monitored by the Skills Funding Agency in relation to apprentice accounts and finance. Funding is received by the provider in line with achievement and retention therefore it is in the interest of the provider to ensure that the young people they support achieve. Providers are also monitored by Ofsted and graded accordingly.

5.0 Greater Manchester Apprenticeships Hub

- 5.1 The GM Apprenticeship Hub was established under the City Deal to increase the scale, breadth and quality of apprenticeship delivery with the following key objectives;

- Maximising employer take up of apprenticeships across key sectors.
- Improving the preparation for, and recruitment of, young people into apprenticeships and increasing the volume and proportion of advanced and higher apprenticeships.
- Establishing an apprenticeship offer in GM which includes frameworks and levels which are likely to employ young people and meets the needs of the GM economy.
- Monitoring national policy changes and supporting implementation across GM

5.2 Manchester City Council works closely with New Economy and the nine other GM local authorities through the Greater Manchester Apprenticeship Hub to share good practice in terms of developing apprenticeship support mechanisms and responses to national policy and implementation changes such as the Richards review. *The Explaining Patterns in Apprenticeships report* produced by New Economy in July 2014 investigates patterns of apprenticeship starts between 2008/9 and 2012/13 in Greater Manchester to inform this work. The report was based on quantitative and qualitative research, including analysis of the Skills Funding Agency Data cube which contains information on apprenticeship starts by residency and interviews with key stakeholders such as employers, training providers and local authority leads. The interviews with stakeholders have informed some of the recommendations around the barriers that young people face in terms of starting and sustaining an apprenticeship.

5.3 The full report is provided as background information for this report but the key findings suggest that:

- The gap between women and men is far more pronounced at advanced level. In 2012/13, 8,145 women began an advanced apprenticeship compared with 4,907 men.
- The 16-18 year decline in apprenticeships is clearly driven by young men undertaking fewer intermediate level apprenticeships. This group of intermediate level male apprentices accounts for the overall fall in this age group.
- Intermediate level apprenticeships among women over the age of 25 grew very sharply between 2008/9 and 2010/11. After this point, they declined. It appears that this is due to the introduction of the 12 month minimum apprentice regulation that has now stopped large employers such as retailers delivering three month apprenticeships and claiming them as an apprenticeship framework. These organisations tended to recruit higher levels of women. By contrast, advanced apprenticeships grew strongly for women throughout the period and rather more slowly for men.

5.4 Some of the key recommendations are:

- Greater Manchester Apprenticeship Hub to negotiate with Transport for Greater Manchester to introduce half price travel passes for all apprentices

up to the age of 25. As apprentices are usually on low wages, this would be a way of supporting young people in particular to start and sustain an apprenticeship.

- The Greater Manchester Skills and Employment Partnership, Greater Manchester Apprenticeship Hub and the Greater Manchester Chamber of Commerce (via Employer Skills Groups) should extend 'shared apprentice' schemes to new sectors so that if one employer in a sector can no longer sustain an apprentice others may be able to take on the apprentice. This would be similar to the GTA arrangement in place for the construction sector.

5.5 The Apprenticeships in Manchester Strategy Group is currently reviewing the recommendations highlighted in the report to incorporate those that are relevant to Manchester within the Manchester Action Plan. This approach is also being undertaken with the recommendations within the appended *Traineeships in Greater Manchester* report of June 2014 where traineeships act as a pathway to apprenticeships. This report has also been provided as background information.

5.6 Traineeships are an education and training programme which provide work experience element attached to it. They have been designed to focus on providing young people with the skills and experience they require to progress into an apprenticeship or full time employment. To date there has not been a huge take up in delivery of traineeships in Manchester although some organisations in Manchester such as Greater Manchester Fire Service are delivering successful models.

5.7 It appears that there is still some uncertainty around the delivery models and providers still appear reluctant to deliver in Manchester. Discussions have taken place with providers, MCC and New Economy to ensure that young people are able to take advantage of traineeships where they are the most appropriate pathway to an apprenticeship.

6.0 Apprenticeships in Manchester (AIM) Strategy Group

6.1 As reported to the previous committee, The Apprenticeships in Manchester Strategy Group continues to work alongside the Apprenticeship Hub, New Economy, and The Manchester College to ensure that any national changes, delivery and initiatives are appropriately aligned to meet the needs of Manchester.

6.2 To ensure that the AIM action plan is delivered within all five Strategic Regeneration Framework areas, a youth employment sub group has been established to support the Apprenticeships in Manchester group. This group focuses on specific actions to address local priorities within each specific area, including events, support for schools and pupils to understand how to access apprenticeships by utilising existing delivery models such as the GM Apprentice Ambassador scheme. For example Wythenshawe Regeneration Team held a breakfast event for employers in September 2014 that included information on support for employers and businesses to take on apprentices.

- 6.3 The GM Commitment wage incentive mentioned in the previous report to this committee ended in March 2014. Manchester City Council has developed a new grant funding programme for businesses taking on apprentices who are aged 16-24 and are Manchester residents. This 'Manchester Offer' allows businesses to claim up to £3,000 for recruiting a 16 to 18 year old or £1,500 for a 19-24 year old. To be eligible the young people need to live in the city of Manchester and not be in education, employment or training (NEET), live in a NEET hotspot area, be a looked after child (LAC) or member of a troubled family.
- 6.4 As detailed in the previous report to this committee, the Creative Employment Programme (CEP) is a national initiative in England supporting the creation of new entry-level jobs and apprenticeships for young unemployed people. Manchester City Council's Culture Team secured funds from the national CEP to provide partial wage subsidies to a consortium of 24 Manchester based employers to create 64 jobs for young unemployed Manchester residents.
- 6.5 To date, eight employers have engaged and created seventeen apprenticeship posts for young people from the following wards: Gorton North, Ancoats & Clayton, Old Moat, Chorlton, Didsbury West, Burnage, Hulme, Charlestown and Fallowfield.
- 6.6 The 'Manchester Offer' wage subsidies described in 6.3 are enabling employers to create new roles that they would otherwise be unable to fund. Working with a Consortium Coordinator, Jobcentre Plus, the Employer Suite and The Manchester College, the Culture Team is providing additional support to organisations creating apprenticeships, from help with recruitment and selection and mentoring for employers.
- 6.7 Case Studies have been provided by the Royal Exchange Theatre and Future Everything. **See appendices 1 and 2.**

7.0 MCC and GM awareness raising and aspiration events

- 7.1 This year's Manchester **Have A Go activity event** is currently being planned in partnership with the Greater Manchester Learning Provider Network. It will take place on March 9th 2015 at the Manchester Central Convention Centre with the aim of assisting young people to develop aspirations and make informed decisions around career opportunities, including apprenticeships.
- 7.2 The **Apprentice Ambassador** Scheme which MCC established in 2012 continues to engage schools, young people and employers. This year a total of 16 Manchester Ambassadors have been trained and 23 schools have been engaged by the programme. Across GM, 120 ambassadors have been trained and 80 schools engaged.
- 7.3 Greater Manchester Provider Learner Network who manage the scheme on behalf of MCC have developed an **Employer Ambassador** Scheme. This is

for employers who believe in the benefits of training through apprenticeships and are prepared to take that message to other employers. Manchester City Council has representation on this scheme.

- 7.4 Demand for level 4 qualifications is increasing in the Financial and Professional sector and there is currently a skills shortage exists. Between 2013 and 2023, it is estimated that an additional 100,000 jobs will be created in Greater Manchester, of which 39,000 will be in Manchester. Of this, an estimated 53% of jobs will be made up from the professional / scientific, administrative and financial services. MCC's Economic Development Unit is holding a **Financial & Professional Services Event** on Tuesday 25th November in partnership with Pro Manchester and the GM Chamber to highlight these issues and promote apprenticeships as a solution. Key speakers from The Bank of New York Mellon, Barclays and MCC will be in attendance.

8.0 Employer Ownership of Skills (EOS)

- 8.1 Employer Ownership of Skills pilots were designed to put employers at the centre of the skills system. Led by MAN Diesel in Stockport, the Greater Manchester Chamber was successful in securing round 1 funding in 2013. The EOS is heavily focused on creating new apprenticeship opportunities and qualifications to employees in businesses. The Chamber set up a number of Employer Sector Skills groups which are focused on areas of high growth and potential for apprenticeship expansion. Although the Employer Ownerships of Skills (EOS) phase 1 has come to an end, MCC continues to work closely with the GM Chamber to develop new apprenticeship opportunities in sectors where there have not traditionally been opportunities or appropriate frameworks to support progression.

- 8.2 Within the digital and media sector there has been an increasing focus on apprenticeships, particularly as a supply source of industry relevant intermediate technical skills. In the 2012 GM business survey, only 20% of businesses within the sector reported employing an apprentice but initial findings from other research with the Digital & Creative Sector in Greater Manchester found that 95% of firms within the sector said that apprenticeships were suitable for their industry.

- 8.3 Examples of EOS supported Manchester activity are provided within Appendix 3.

9.0 Other Greater Manchester Employer engagement support

- 9.1 **The Skills Gateway** Greater Manchester Chamber of Commerce and the Greater Manchester Learning Provider Network recently launched a new service, The Skills Gateway.
- 9.2 The service is a collaborative project between the two organisations with initial funding provided through the European Social Fund (ESF) under the Skills Support for the Workforce programme. The Skills Gateway will provide an

information service directing employers to relevant, high quality training from local providers with the key focus being on apprenticeships. This includes access to information on funding and government changes to funding. The Skills Gateway Service supports the delivery of the Greater Manchester Skills Strategy and its mission is to promote the benefits that employers can gain from up-skilling their staff.

- 9.3 The service aims to address the findings from the Employer Ownership of Skills programme which highlighted that businesses, especially SMEs, need to be able to find the right provider to meet their training needs to encourage economic growth. The service will link investment in skills to business growth with employers as the driving force. Critically, this is an independent brokerage and support service which will ensure that employers are matched to the best providers.
- 9.4 **MCC Employer Engagement** - Manchester City Council and the Economic Development Unit (EDU) continues to support the recruitment of apprenticeships through awareness-raising of the support and advice available, this information is available via the Council's website.
- 9.5 A number of employers have been provided with advice and support to enable them to recruit an apprentice such as Greater Manchester Police, a local construction company Sudlows, The Big Yellow Taxi Company and many more. Recently EDU offered support and guidance to FC United in relation to the recruitment of apprentices which has produced positive outcomes for both the club and local residents. A case study has been provided. **See appendix 4.**

10.0 National Employer initiatives – Trailblazers

- 10.1 Trailblazers are a continuation of the Employer Ownership of Skills approach to involving employers in designing and delivering new apprenticeship frameworks. As previously reported, more than 60 Groups of employers (Trailblazers) such as BAE Systems, Rolls Royce and CISCO have been leading the way in carrying out the changes to apprenticeships based on recommendations within the Richard Review. They have been working together to design apprenticeship standards and assessment approaches to make them world class.
- 10.2 The new apprenticeships, once designed and approved, will commence delivery as early as the end of 2014. The impact for Manchester is that this will not only improve the quality/ relevance of apprenticeship delivery but enable employers to choose the apprenticeship model best suited to their business. It will also enable them to choose who delivers the framework and training for them. Phase 3 of the Trailblazers was announced in October 2014 covering a further 37 sectors and involving the development of more than 75 newly designed apprenticeship delivery and qualification standards.
- 10.3 Companies from across the country are being invited to submit proposals as part of Phase 3 to develop new apprenticeship qualification standards by

October 2015.

11 Conclusion

- 11.1 Strong partnerships continue to flourish throughout the city and across Greater Manchester to increase apprenticeship activity through analysis of trends and implementation of new and tested approaches. It remains a key priority for the city to ensure that apprenticeships are used to up skill Manchester residents and support them to benefit from projected employment growth arising from regeneration across the city and in the city centre in particular. The Apprenticeships in Manchester group has acted as a focus for activity in the City with a strong focus on raising awareness and debunking some of the myths around apprenticeships. It is clear that whatever the outcome of the General elections in 2015, Government policy will be to continue to support growth in apprenticeships.
- 11.2 Financial incentives have been under-spent both at GM level and nationally. Anecdotal feedback from employers is that a young person with the right attributes is the key to them employing more apprentices rather than a financial incentive. Employers in some sectors have a strong preference for apprentices who are 18 plus and do have issues with the different levels of funding for 16-18 year old apprentices (training is fully funded) and 19+ (training is only 50% funded).
- 11.3 The implementation of the Richard Review has started and will continue to make an impact on minimum standards and quality of apprenticeships. This will put employers in a central delivery position. The Chamber's EOS pilot has started this process with employers in key growth sectors in Greater Manchester and this engagement will continue through its Employer Sector Groups. However, the Chamber's bid for Round 2 EOS was unsuccessful as were other place based bids, which means that employer engagement at scale will most likely be through national skills sector organisations and Trailblazers.
- 11.4 Traineeships should provide a positive progression route for young people in the City who need some additional support before starting an apprenticeship, however traineeships are not yet being delivered at scale in the city and there are many young people who would not be ready for a traineeship without additional support. We will therefore continue to ensure that pathways are in place for young people to start and sustain an apprenticeship, whatever their starting point. We will also continue to work with employers, particularly in growth sectors to support them to use apprenticeships and traineeships as a means of developing a skilled and successful workforce.

Appendix 1

CREATIVE EMPLOYMENT PROGRAMME (CEP) AT THE ROYAL EXCHANGE THEATRE

The Royal Exchange Theatre joined the Manchester CEP consortium because training for young people is at the heart of our creative industry experience offer. We are passionately committed to engaging with and developing employees of the future that live in central Manchester. In 2013, the CEP funding allowed us to create three apprenticeships in Digital Marketing, Wardrobe and Lighting and we were delighted to welcome Ashley, Annabeth, and Alex to our organisation.

For two of our apprentices, it was their first engagement with the arts in an employment context and we were particularly excited about all three as they had not taken the traditional route of university education as a pathway to working in the theatre. I am confident that without the CEP all three apprentices would not have considered a career in the arts. As their twelve months with us draw to a close, it is clear that their jobs have had a significant impact on their skills levels, confidence and scope of vision and ambition for their future employment. In particular, Alex, who had never been near a lighting board previously is now hugely competent in programming and operating lighting hardware and software. It was his curiosity and honesty in his interview that led the Head of Lighting, Richard Owen, to employ him, “Alex was possibly the least experienced of all the candidates but he displayed modesty and a genuine desire to learn that swayed us. I am happy to confirm that we definitely made the right choice”.

All three apprentices have made an impression on the organisation as a whole. Their presence in the building has helped to reinforce a culture of training and learning and has afforded staff the opportunity to develop their mentoring and facilitation skills. As an organisation, we operate a parallel ‘training’ for our staff to manage the apprentices as it is critical that they feel equipped and confident to take on an apprentice. This dual pathway provides an authentic journey for both the apprentice and mentor.

I am delighted to confirm that Annabeth and Ashley will be staying on with us once their apprenticeship is complete. Annabeth will commence a six-month contract in Wardrobe whilst also progressing onto the Level 3 qualification with The Manchester College. Ashley successfully interviewed for the Marketing Assistant position and will stay with us for a further twelve months. Whilst Alex in Lighting, is moving on, as part of our exit strategy for him we are creating links with venues across Greater Manchester and he has already completed several ‘casual’ shifts for the Royal Northern College of Music. We will continue to support Alex in this way until he moves on to the next stage of his career.

All three apprentices are a credit to themselves and a testimony to the impact of the Creative Employment Programme.

Chris Wright
Producer
(Creative Industry Experience)

Royal Exchange Theatre

24/10/14

At FutureEverything, we have always been passionate about creating new opportunities. On occasions however, we have found ourselves in the difficult position of not having the budget or capacity to support a young person in a longer term role. A situation this is not uncommon in the arts and creative sectors. That's why we were keen to join the Creative Employment Programme.

Through the CEP we had the good fortune of meeting and recruiting our apprentice Communications Assistant, Lauren Gratty. When we first met Lauren, she told us about her enjoyment of using various creative mediums and her overall appreciation of the arts. Like other unemployed young people, she was struggling to find a pathway into the sector and hadn't enjoyed college. Lauren's enthusiasm and desire to gain a foot in the door of the arts and creative sector demonstrated real potential, and we were delighted to take her on board.

Having been unsure about returning to education, Lauren is now enjoying her apprenticeship with FutureEverything and we are delighted to have been able to support her.

Soon after joining the team in January 2014, Lauren was featured in the [Telegraph](#), for an article on the successes of well designed apprenticeship programmes:

"Although I've only been doing the apprenticeship for a couple of weeks, I'm enjoying the work and I am getting support with my theory as well. It's a very supportive environment."

We believe the CEP has successfully created a supportive environment and given new opportunities for young people seeking work, as well as organisations like ours who are now able to provide new employment opportunities.

Surrounding the core programme is also a network of like-minded and passionate individuals and organisations, and FutureEverything is proud to be a part of it.

SKILLS FOR EMPLOYERS



INTRODUCTION:

Having a properly trained work force can be the difference between success and failure for many businesses. Most business recognise the importance of training, however, at the Greater Manchester Chamber, we recognise that navigating what seems like a maze of skills provision to purchase training which meets the complex needs of your business, can often be extremely daunting. Far too often this means much-needed training gets placed in the “too difficult” box by senior managers.

At the Greater Manchester the Chamber of Commerce we're uniquely placed, with our strong connections to both skills providers and business and can therefore operate as a valuable conduit between the two. This is the role we have taken on for our Employer Ownership of Skills programme which began in 2013.

As Louise Timperley, the Greater Manchester Chamber of Commerce's Head of Skills, says: “The whole ethos is about employers talking to one another within their sector – deciding what the skill gaps are – then working out how to provide a solution. The Chamber has been pivotal in making this happen.”

Over the past year or so, we have been working with local employers to form a diverse range of Employer Sector Groups (ESGs) to address some of the issues which a range of businesses have faced. This document gives a flavour of some of the practical things the Chamber has done to bring employers and training providers together and broker effective skills solutions.

The work we have produced at the Chamber has received recognition both across the city region and nationally. As John Myers, representing the National Apprenticeship Service, said: “Greater Manchester Chamber has to be applauded for leading the way with the type of innovation which is going to be necessary to make a difference to the skills base both locally and nationally. This is answering a real need. It is a national leading programme”.



PUBS:

Stockport brewer Robinsons is working in partnership with the Chamber and training provider Charnwood to deliver a series of hospitality apprenticeships. Robinsons aims to have 130 candidates on the programme in 2014.

“The first thing we did was ask licensees what sort of staff development would be most useful to them,” said Director of Marketing, David Bremner, “and the response was consistent; bar staff service skills, chef development and assistant managers. We then met with the Greater Manchester Chamber of Commerce and their support has been overwhelming including them funding a consultant for 18 months to get the whole programme up and running and cost neutral. When I meet with colleagues in other regional brewers they are amazed at the support we have had and the way the rules have been adapted to meet the needs of our sector. The Bill too, could not have been more supportive and we are jointly developing plans for the next phase.”

“Too often hospitality is overlooked as an industry with progression possibilities,” explains David, “these new apprenticeship schemes will help young people learn skills and responsibilities that will facilitate their next step up the career ladder.”

Initially a two level two cooking apprenticeships is being offered - a level 2 for front of House (BII licensed hospitality) and a level 3 for management who wish to progress. All courses will take 12 months to complete - fully funded through the Chamber’s Employer Ownership of Skills programme for participating licensees and candidates. Licensees will play a mentoring role with the on-site training being delivered by Charnwood via monthly visits to the pubs.

“There are so many apprenticeships it can be quite confusing,” David explained, “we have started with five to simplify things but we see this as a real career in hospitality and we hope to eventually take some apprentices through to degree level.”

This approach has also attracted the interest of local MPs and David has explained to them the historical difficulties in becoming involved due to the mass of red tape. “We really think we have something here which could be taken to other regions of the country and prove equally successful. Those involved love what we do - running pubs and bars and we want to see the next generation viewing this as a career decision with clear development opportunities and not just a temporary position.”



PIPELINES:

In November 2013 the Chamber launched the Construction Sector Pipeline Analysis, a first in the UK, which brought together information on projects within the planning system and mapped it against the sector skills needs for the whole of Greater Manchester up until 2017.

This detail, which has never before been published at a city-region level, mapped the skills requirements for the future against the current provision of skills within our education and training system, giving training providers tangible evidence of the qualifications they need to deliver to give sustainable employment opportunities to our own population in this important sector as the economic recovery gains ground.

The report highlighted the significant levels of construction output in planning for the coming years with over £11bn of new project starts currently planned and a total of over £15bn of value to be delivered before 2017. And, with only confirmed projects included, the total is likely to rise still further. This rise in output will require an increase of over 10,000 additional construction workers in GM, more than 20% more than worked in the sector in 2013.

Gary Wintersgill, Managing Director, Kier Construction – Northern explains the report’s importance: “One of the key challenges with managing any business is firstly understanding your pipeline of opportunities and then aligning your resources to bid for and deliver them. This report is a huge step forward in allowing contractors that operate in the Greater Manchester area the chance to do both.”

Looking more deeply at the specific skills data, many trades are set to see a 200% increase in demand from the construction sector’s weak period in 2008-2012. Large rises in specific trades such as steel erectors, cladding and building envelope specialists bring additional concerns as there is currently no formal qualification training in these trades and the latter is barely yet recognised as a career path within the industry despite its rapidly growing importance.

Another highlight is the lack of on-site competency training: fewer than one-third of all construction qualifications delivered in GM last year had this important aspect included, without which many employers in the industry do not consider someone on a competent path to employability. There must now be a drive within both training providers and construction industry employers to increase the availability of on-site training to help deliver these critical skills required for the sector to grow and create sustainable career paths.

The opportunities within the report are manifold and the Chamber has been working closely with the Cabinet Office and Infrastructure UK to identify both how the methodology can be refined and deployed for greater intelligence both at a city region level for Manchester but also for other areas and the country as a whole. There is considerable demand for greater and timelier information about market intelligence as a whole, particularly for overall output demand and for skills provision, and the Chamber is keen to be front and centre in this area over the coming years.

Project Name	Value (£m)
Manchester Airport	1000
Manchester City Centre	500
Manchester Victoria Station	300
Manchester Piccadilly Station	200
Manchester Royal Infirmary	150
Manchester Royal Free Hospital	100
Manchester Royal Victoria Hospital	100
Manchester Royal Victoria Hospital Extension	100
Manchester Royal Victoria Hospital Refurbishment	100
Manchester Royal Victoria Hospital Renovation	100
Manchester Royal Victoria Hospital Upgrade	100
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PLAYGROUNDSQUAD:

(Extract from 53 Degrees Magazine, April 2014)

A few weeks ago, a new tenant took up residence at the Sharp Project in Newton Heath, Manchester. Under normal circumstances for a building which has seen a lot of creative sector businesses move in since it opened its doors in June 2011, this might not constitute big news.

However the company which is currently unpacking its boxes is PlaygroundSquad – one of the world’s most influential companies training the computer games sector. Founded and headquartered in Sweden, the company has received recognition from the likes of Sony PlayStation and Electronic Arts as a training ground for employees over recent years.

Magnus Bjorkman, PlaygroundSquad’s Managing Director, took time out of his busy diary to talk to us about the major new joint venture he is delivering with the Chamber, Manchester College, Manchester City Council and The Sharp Project, to train between 60 and 120 paid apprentices over the next year in game design, game programming and game art.

The apprenticeships will give young people aged 16 years and above hands-on, industry-relevant training in the digital gaming industry. Interestingly the first wave of applications has seen around 30% come from women - a disproportionately high figure for a sector which has historically attracted very low percentages of women.

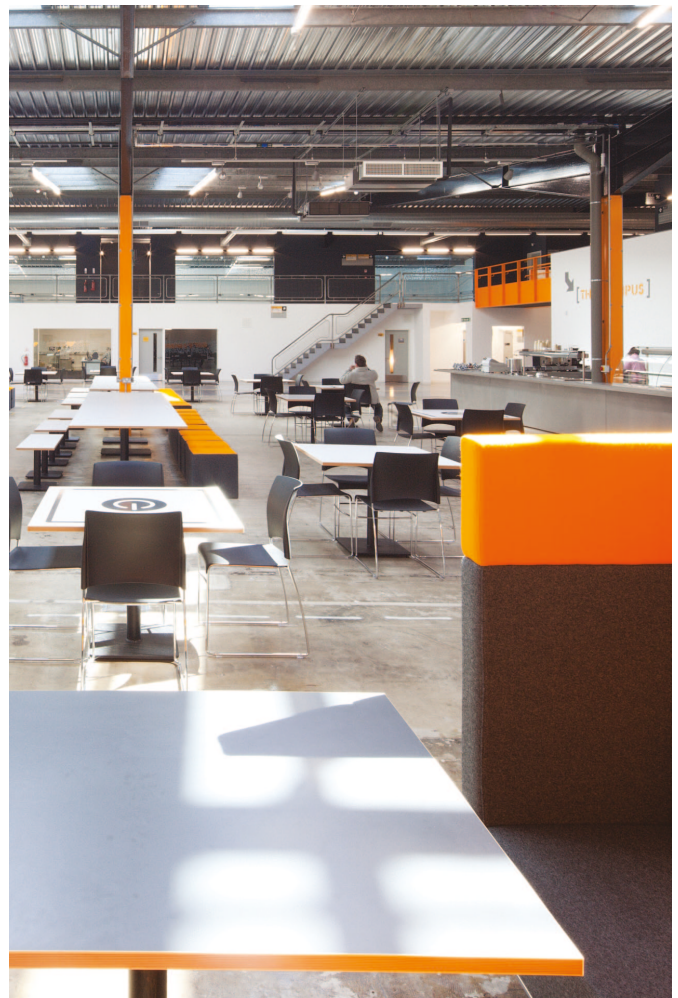
PlaygroundSquad already has a pretty impressive international track record, with over 85 per cent of those completing the two year course finding employment post training. As PlaygroundSquad’s first venture of its type in the UK, the setting may be different from other such international projects, but Magnus is adamant that the quality of training which sits at the heart of the project remains exactly the same: “In the end we want to get exactly the same results as we have in Sweden ... that’s the goal,” he explains. The first free course is just about to start and includes a total of 800 hours of training together with work on live industry projects. After 18 months the aim is that the apprentices will spend the final six months working for one of the gaming companies such as Firesprite, Electronic Arts, Sony Computer Entertainment and Rockstar Games.

Magnus is relatively new to Greater Manchester, but nonetheless acknowledges: “all of the other European countries are looking towards Britain when it comes to game developers.” He acknowledges that the commute backwards and forwards to Stockholm is relatively painless thanks to Manchester Airport’s flight schedule with direct flights from Sweden to Manchester with either Norwegian Air or SAS.

When I visit, it’s all go as Magnus has flown in to oversee the setting up of the training centre before the students arrive. He is very clear that the Sharp Project location is a key component: “It’s all about meeting other people” he explains. “The mixture here with the other digital companies TV set-ups and the mixture of other people coming around - this is a perfect place, we like this place a lot.” He is also clear that this project wouldn’t happen if it wasn’t for the extensive help from the Chamber and other key partners: “You need good support to be able to set up something like this” he remarks.

Impressively The Sharp Project is already home to over 50 digital entrepreneurs and production companies who specialise in digital content production, digital media and TV and film production. The 200,000 square foot site, which was previously occupied by electronics company Sharp offers flexible office, production and event space at affordable rates.

The issue for the creative industries is also that there is now a greater cross-fertilisation of content. As Magnus explains: “The television and the film industry and the games industry - they will connect more and more.” A number of companies have also remarked that the close proximity of other creative companies is already having a much more dramatic effect than if the companies were based further away. This is just one example of the recent trend towards what economists call agglomeration. As the digital industries continue to grow and grow - hopefully creating a strong and sustainable cluster in Greater Manchester - future PlaygroundSquad apprentices could, play a game-changing part.



Appendix 4 FC United Gavin Healey – Case Study

Summer Youth Project

Gavin is 19 years old. He grew up in Newton Heath but now lives in Blackley, in Charlestown ward. Gavin was first referred to FC United of Manchester in the summer of 2012 by a youth worker on a project in Newton Heath in response to publicity about our summer youth project. The summer youth project was funded partly through the Manchester Council Youth Fund and partly by the Manchester College. It offered young people accredited training as sports coaches coupled with structured volunteering opportunities helping our community coaches deliver sports based play schemes for local children at All Saints Community Centre in Newton Heath.

Training and Job Search

From 2012 to 2013 Gavin completed a level 2 qualification in uniformed services. Then, from 2013 to 2014, Gavin kept looking for work giving FC United of Manchester as one of his references. During this time, Gavin kept in touch with the club asking if there were any openings at the club to work as a community sports coach.

Job Centre Plus supported Work Experience

In spring 2014, FC United were contacted by Newton Heath Job Centre Plus asking if we could provide an 8 week work experience placement for Gavin. They agreed to continue to pay his benefits and cover transport costs. On this basis Gavin began to accompany FC United community coaches as they went about their work.

Casual paid work

This then led to Gavin covering some sessions when community coaches were not available due to sickness or annual leave so the club agreed to pay Gavin for these sessions. He effectively became a casually-employed part-time coach for the club.

Apprenticeship

In the autumn of 2014, FC United were approached by Manchester Council staff who were encouraging the club to employ apprentices. The club agreed to employ two apprentices, one of them being Gavin. This involved increasing Gavin's hours from a casual contract of 8-10 hours per week to a regular 30 hours per week. This means that as well as leading his own coaching sessions sometimes, Gavin will be able to spend more time working alongside experienced coaches as well as have paid time working on assignments for his qualification in coaching children in sport.

Benefit to FC United

Being able to spend a year working with Gavin on improving his skills means that the club can be confident that he will become a good community coach whose work will enhance the reputation of the club and help build partnerships with local schools and community organisations.

Benefit to Gavin

Instead of having a part-time casual job with no security, Gavin now has a full-time job guaranteed for one year with a very realistic chance of his employment being extended beyond that as FC United's community work expands on the back of the new stadium development. In addition to that, considerable resource both in terms of formal accredited training and management time is going into Gavin's training giving him a sound basis upon which to develop a career in sport and/or education.

Robin Pye, FC United