

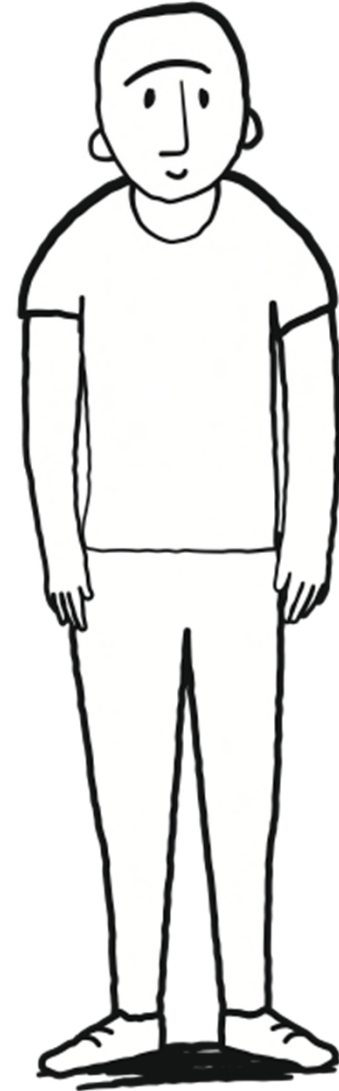


MANCHESTER
CITY COUNCIL



Apprenticeships

**2018/19 Achievements
and
2019/20 Strategy**



Apprenticeship System: A Reminder

- From 2017/18 all employers with a pay bill of more than £3M required to pay 0.5% of pay bill into a central 'levy' account. (MCC = circa. £1.5M per annum)
- Funds drawn down to cover the costs of apprenticeship training (not salary or other costs) - from May 2019 funds not used in 24 months to be clawed back by government
- Public Sector employers set a target for apprenticeship starts of 2.3% of headcount each year (MCC = 314 in 2019/20)
- MCC levy and target includes maintained schools
- Range and level of apprenticeship 'Standards' continues to increase gradually at all levels, from entry level programmes at level 2 up to level 7 (post graduate) for new and existing staff



Apprentice sign ups by Directorate 2018/19

Sign ups against targets	
Public Sector Target for* apprenticeships starts 2018/19 (2.3% of headcount)	318 (159 schools / 165 non schools**)
Internal target set	152
Total number of sign up:	188
Total existing employees signed up	154
Total externally recruited employees signed up	34

* Public Sector target set nationally. We are required to explain any shortfall each September and have a clear rationale for this in 18/19

**Non schools target exceeded

Achievements by Directorate									
	Final Numbers 2017/18			Original Commitment 2018/19			Final Numbers 2018/19		
	External	Internal	Total	External	Internal	Total	External	Internal	Total
Neighbourhoods	17	63	80	5	13	16	4	12	16
Strategic Development	1	10	11	0	2	4	2	6	8
Corporate Core	19	21	40	12	38	48	12	54	66
Children's & Education	0	9	9	3	12	15	0	12	12
Adults	11	32	43	29	28	72	14	59	73
Schools	0	17	17	0	10	10	2	11	13
TOTALS	48	152	200	49	103	152*	34	154	188

External : new recruits to MCC

Internal: existing employees

* Does not take account of direct requests received via About You process. Target adjusted in-year up to 169 to reflect this and move nearer to 2.3% target

Feedback from National Apprenticeship Week case studies

“There have been lots of times where I haven’t known how to do something and I have sat down with the head of service or the leader of the service and they have really supported and helped me. If you just grab the opportunity and run with it people are really happy to give you their time. I would advise anyone to do an apprenticeship. Get all the experience you can and take on any challenges. Just do it”

Associate Project Manager Apprentice, Work and Skills

“There is a lot of room for progression... There is always room to go somewhere else and try something new”

Paralegal Apprenticeship, Legal Services

“I am enjoying the difficulty of the course, other courses that are part of your everyday work can be prescriptive from a book and you don’t learn anything. This is a real challenge”

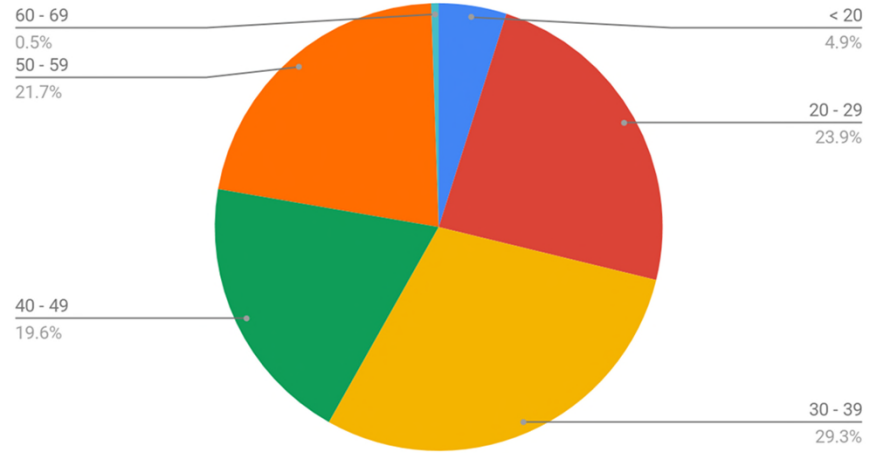
MBA Senior Leadership Apprenticeship, I.C.T.

“I feel as though this is a great opportunity for Manchester City Council and a great opportunity for myself”

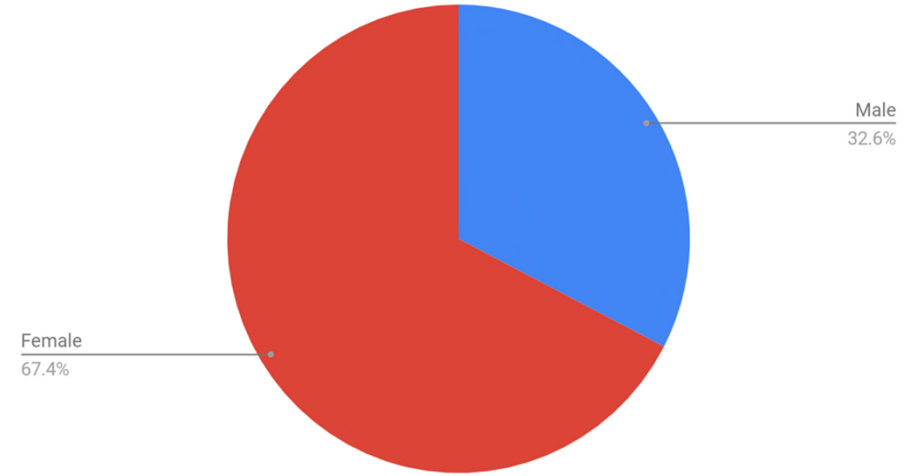
Social Work Apprentice, Children’s Services

Breakdown of 2018/19 sign ups (internal and external)

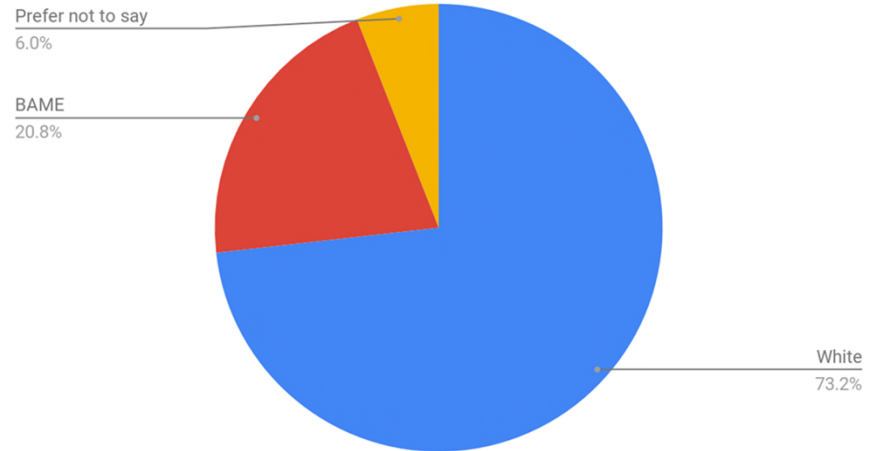
Age Ranges



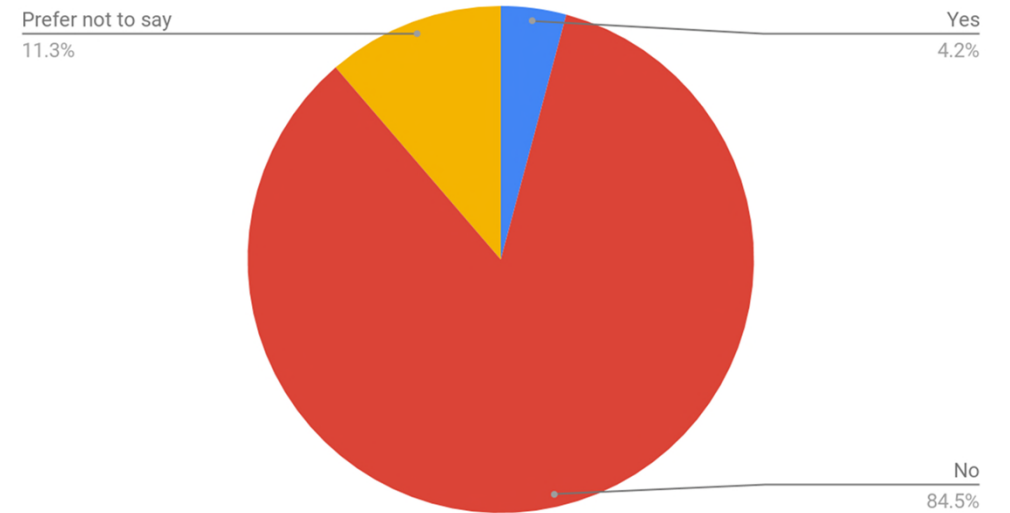
Gender



Ethnic Origin



Disability



Levy expenditure to date

- Amount of levy paid in financial year 18/19: £1,585,370
- Total Paid since April 2017: £3,305,693
- Actual and committed expenditure as of end of June, 2019: £2,511,707*

*Actual expenditure to end of June 2019: £1,066,089, payments are made monthly at a % of the full cost. This equates to 32% of total levy funds. - A recent survey by the LGA reports that most authorities have spent between 12% and 15% of their total levy funds to date

Unspent levy funds over two years old will be retained by the government from May 2019 - Our current estimates are that we will not have funds retained until August 2020 at earliest, with this date pushed back further by additional apprentice starts.



Year Two of the Levy - continuous improvement

- General improvement in understanding about apprenticeships
- Apprenticeships as a development tool becoming more embedded in the organisation
- Improved provider relations resulting in speedier sign up processes and retention levels remaining high
- Procurement of providers collaboratively using the GM DPS
- Monitoring when new standards become available and acting quickly to identify a provider (i.e. Social Worker)



Highlights from Year Two

- One of the first cohorts of Social Worker apprentices in the country commence on programme only 3 months after approval of the standard
- Early adoption of the Senior Leader Apprenticeship facilitates 8 managers to enrol on a programme to complete an internationally recognised MBA qualification
- First time sign ups to 8 newly approved apprenticeship standards
- Recognition of the Council's positive contribution in the first year of the levy by the ESFA and the Minister for Skills



Improved Understanding

There has been a general improvement in understanding about apprenticeships and what they can and can't offer. A great deal of work has been put into improving the information available to managers and employees.

- A new simplified and easy to read document '[Apprenticeships explained](#)' has been made available via the Intranet which explains in straightforward terms both the opportunities apprenticeships present and the process to be undertaken to take advantage of them
- Further explanation of the 20% off-the-job training requirements have been sourced and are available to employees and managers.
- Case studies featuring both newly recruited apprentices and existing employees at all levels and all ages undertaking apprenticeships for development have appeared on the intranet and via other communication channels such as The Buzz.
- Promotion of apprenticeships as part of HR Drop ins and Roadshows organised across a variety of venues to try and reach areas of the Council outside of the corporate centre and help change perceptions of apprenticeships. ie Hooper St Depot, Alex House, Universal Square.
- A Google+ group to encourage networking between apprentices and allow direct communication route through which to share information about apprenticeship offers and opportunities
- Training providers support this process by being given access to directly discuss the suitability of a programme with employees and managers before proceeding with the sign up.

Embedding Apprenticeships as a development tool

The number of direct approaches from managers and employees has increased, we believe because of factors such as:

- Improvements in communication and information about apprenticeships being available to managers and employees
- Inclusion of a question on the About You form about considering apprenticeships as a development opportunity
- Peer influence from employees already undertaking an apprenticeship and encouraging others to view apprenticeships as a legitimate choice for development and qualification,
- Greater challenge by HR of managers requesting external recruitment for their vacancies, particularly entry level posts such as Business Support Level 1 vacancies
- The introduction of a 'talent pool' process for entry level apprentice posts which managers can access to fill their posts quickly
- Success of work placement schemes in some services which feed directly into apprenticeship opportunities i.e. DWP scheme in Networks

Improved Training Provider Relationships

We currently have over 300 employees signed up with 18 different apprenticeship training providers and managing these relationships is key to streamlining sign up processes, ensuring quality delivery, maximising retention and achieving high success levels. Increases in contract size and number of Training Providers used can create quality assurance monitoring issues unless action is taken.

In the last year we have addressed this by:

Continuing to build effective relationships with providers and alongside our already established requirements for quarterly progress reports and formal annual review meetings have introduced a number of KPI's in each contract to be agreed from April 2019 including:

- Enrolment to take place within a pre agreed set number of days (reducing sign up times)
- Clear where prior learning has been assessed and account taken in determining length and cost of apprenticeships
- Detailed breakdown of the 20% off the Job (OTJ) element for each learner
- Results of providers self-assessment reviews to be shared

We will continue to proactively monitor the performance of all suppliers and address any issues swiftly on a case-by-case basis and if necessary pause payment until issues are rectified.

Introduction of the GM Dynamic Purchasing System (DPS)

The GM DPS is now fully operational and has been used to procure training providers in a number of cases this year. Two procurement exercises have been carried out using this mechanism - both collaboration exercises with other GM authorities. Most recently in collaboration with Wigan to procure a provider for the Regulatory Compliance Officer standard. However we have continued to use our own Preferred Supplier Framework to procure services solely for Manchester. In the coming year we will:

- Continue to seek opportunities to collaborate with other GM authorities to procure services and potentially create shared cohorts ie for the Revenue and Benefits Practitioner, Learning and Development Practitioner and Payroll Administrator
- Where we currently have no existing contract in place use the GM DPS to procure a supplier of apprenticeship training services even for Manchester only cohorts
- Cease to use our Preferred Supplier list after it expires in June 2019 and move to using the GM DPS
- Maintain our use of the waiver facility under our procurement rules when circumstances meet the criteria (i.e. where there is only one provider) while working with GM partners to stimulate the market and encourage local providers to offer those programmes not available locally.
- Work with GMCA to improve and enhance the GM DPS to make it a less time consuming process and support further opening up of the DPS to improve coverage across all occupational areas

Standards availability

- **There has been an improvement this year in the speed at which apprenticeship standards are being approved which we have taken advantage of in the last 12 months eg:**
 - Social Worker
 - Regulatory Compliance Officer
 - Senior Leader (MBA) apprenticeships
 - MSc Digital and Technology Solutions
 - Regulatory Compliance Officer
- **There are a number of standards very recently approved that we have plans in progress to explore in the coming year eg:**
 - Occupational Therapist,
 - Chartered Town Planner
 - Childrens, Young People and Families Practitioner
 - Learning and Development Consultant/Business partner
- **In addition we are aware of standards in development which once approved will be of potential benefit so we continue to monitor their progress eg**
 - HR Professional Level 7
 - Building Control Surveyor
 - Environmental Health Practitioner

However there are still several standards outstanding which we have been awaiting for over 12 months and have employees ready to enrol, most noticeably the Level 4 and Level 5 in Adult Social Care. We continue to lobby locally and nationally to expedite the move to final approval. In addition a lack of local providers for some newly approved standards has impacted on our ability to sign people up - for example Pest Control. We continue to work with our partners in GM to stimulate the local provider market

Headlines for 2019/20

- 314 apprentice starts required (public sector target): schools 148, non-schools 166 (total down from 318 last year)
- Further levy contribution of circa £1.5million
- Potential claw-back of unspent levy commences
- Amount of levy that can be transferred to supply chain from May 2018 is increased to 25% (£380,000)
- Second report on progress towards Public Sector target due in Sept 2019
- Schools remain a challenge (budget pressures and lack of relevant standards)
- Support to first time apprentice managers and new entry apprentices to be improved
- Many learners reach the End Point Assessment (EPA) stage of their apprenticeship
- Programme of review of apprenticeship standards resulting in re-banding downwards may mean providers need to adjust their delivery model or leave the market (Associate Project Management this year being re-banded from £9K to £6K)
- Rumoured restrictions on levy payers using their levy to fund apprenticeships at Level 6 and Level 7
- All existing Frameworks 'switched off' finally in 2020 so only standards will be available. No new standard available for some key occupations ie Business Admin Level 6



Principles agreed in 2017/18 and Proposed for continued endorsement

- **Every new post and arising vacancy will be considered as an opportunity for an apprenticeship, either as a direct fill or backfill.**
The electronic form that is completed by managers and submitted to the Resourcing Team to request a vacancy to be filled now includes a question about whether the post presents an opportunity for an apprenticeship. Entry level posts (Grades 1 to 3) are now automatically deemed suitable for apprenticeships but members of the Resourcing Team and Workforce Change Team proactively challenge managers on whether other higher level posts are also suitable. Direct marketing of higher level posts to those in entry level roles not only establish development routes for employees but free up vacancies at a lower level that can be recruited to as an apprenticeship. All new entry level posts created as part of a service re-design should be apprenticeships.
- **Apprenticeships are the preferred vehicle for all accredited learning.**
£145,000 has been saved from workforce development budgets in 2018/19 by utilising apprenticeship standards to deliver professional accreditation, for example CIPFA in Financial Services. CILEX in Legal and MBA's across services.
- **Any delivery costs (i.e. backfill or management support) will be met from within existing funds.**
This is being considered in a number of services where release of frontline staff for off the job training is proving a potential barrier to apprenticeship sign up. We will continue to promote this option in 2019/20
- **Every opportunity will be taken to provide opportunities for those further from the employment market**
We continue to work with colleagues from Work and Skills, the Virtual School and organisations such as The Big Life, Breakthrough UK and Barnardos to reach out to target groups of residents to fill our apprenticeship vacancies. This has resulted in 33 Manchester residents being offered apprenticeship roles within the organisation. We have been working with the GMCA on a project to increase BAME take up of apprenticeships across GM.(currently standing at 20% in Manchester) Of our externally recruited 2018/19 apprentices 14 joined the organisation through one of our supported pre-apprenticeship programmes and we will continue to utilise such programmes this year.
- **Plans will, on the whole, continue to be delivered within existing available apprentice standards. - We will, however continue and strengthen our influence on a range of priority developing new standards and consider taking a lead role in Standard Development if and where this is necessary.**
We have already been proactive in this area having worked in collaboration with MMU to launch the Social Worker apprenticeship (the first in the country) and continue to co-chair the Environmental Practitioner standard Trailblazer group and are considering involvement in the newly formed Highways Engineer Trailblazer. Also work is continuing with colleagues from the NHS,LCO,MHCC and GMCA to develop an integrated career pathway for health and social care using apprenticeships. We continue to horizon scan for other opportunities to influence standard development.

Transfer of 25% of levy

How it works

- Our transfer allowance has increased from April 2019 from £152,000 to £380,000 as the percentage that can be transferred increases from 10% to 25%
- Transfers can be made to any number of organisations, either levy payers or non levy payers.
- If a levy paying employer receives transferred funds it can not itself transfer funds to another organisation
- Receiving employer can only receive funding for a named individual undertaking an apprenticeship standard to pay for their apprenticeship training and assessment (transferred on an individual not bulk basis)
- Any employer can receive and use transferred funds, but they have to be registered on the apprenticeship service.

Progress on our Our Transfer plans

- More detailed conversations are planned with our Homecare providers about the potential transfer of funds to try and identify a way around their concerns about the cost implication of the 20% off the job training which is currently seen as a barrier to engaging.
- We will seek guidance from senior colleagues to help us identify other employment hotspots in the city where we could focus our transfer offer
- Working with one of our training providers we have been able to engage positively with a provider of day care services to Manchester residents and discussions are underway on how we can potentially transfer funds to them to cover the cost of apprenticeship training and assessment for those employees who themselves are Manchester residents.
- Our GM partners are in a similar position with only one so far authorising a transfer. In response a project has been launched, led by the GMCA, to establish a levy transfer 'matchmaking' service. (Due to launch on 2nd August 2019) This will link GM employers who are levy payers wanting to transfer funds with small and medium non-levy paying GM employers in need of funds. Each employer will be able to set it's own criteria in terms of preferred occupational area, pay rates and social value and drive the GM priority to support the aim to provide high quality apprentice opportunities.
- Work and Skills have recently launched a grant scheme for SME's which offers a one-off payment of £3,000 to eligible employers to put towards an apprentice salary. We are looking into linking potential levy funds transfer to those Manchester based SME's in receipt of a grant.

Proposed strategy for achieving the target in 2018/19

1. Target those employees on apprenticeships which end during 2019 to encourage a move on to next level and also those who committed in 2018 but haven't been able to take up an apprenticeship for some reason
2. Top down identification via workforce development plans to support directorate objectives (both through recruitment and the development of existing staff)
3. Support from HR during service re-designs to explore and develop opportunities to create new apprenticeship posts*
4. Increase the number of vacant posts offered as apprenticeship opportunities at all levels by supportive challenge by HR of manager's decisions on recruitment. To be monitored and reported on a quarterly basis*
5. Encouraging self identification via the 'About you' process

*HR colleagues in Workforce Change and Resourcing to receive additional support and training to assist them in this objective

Actions proposed to ensure we continue to improve this year

- Identify those services where uptake has been limited or non-existent and carry out 'Hot spot' analysis in those areas (ie retention rates and age profiles) to help persuade management teams of the way apprenticeship can be used to tackle these issues and utilise the LGA role-mapping tool to help identify which roles match to current apprenticeship standards.
- Generally strengthen our approach to the identification of roles suitable for apprenticeships and continue to challenge managers who have not identified their vacancy as suitable for an apprentice. In particular take positive steps to encourage via the **m people** process more employees in entry level posts to apply for higher graded roles so the resulting vacancies can be used for recruiting of apprentices
- Identify Champion managers - to provide 'peer to peer' support to other managers considering apprenticeships for themselves or their employees
- Be more proactive with schools to encourage greater take up
- Include apprenticeship standards in Required Training matrix for Directorates
- Create an expression of interest Google form available on the intranet for employees to complete
- Work with internal comms to identify how to further promote apprenticeships to employees. Already launched an apprenticeship myth busting exercise on the HR intranet site (similar to 12 Golden rules on data protection) which will be developed and expanded. Also add to our store of case studies and utilise the blog facility on the greater.jobs website to promote and inform about apprenticeships
- Provide additional support to apprentice managers via an intranet based learning package similar to that developed for the induction process that will sit along existing guidance (available from June 2019)
- Explore possible funding for the creation of a pre-apprenticeship/traineeship aimed at Our Children with a link into apprenticeship roles (discussions currently underway with Independent Living Service)
- Proactively engage in GM work around promoting part-time and flexible apprenticeships with a particular focus on single parent families affected by the introduction of Universal Credit as well as others with caring responsibilities or disabilities that make full time employment problematic.

Strengthening our approach in schools

- Production of an updated guide for school Heads and Business Managers that will for the first time also contain information for staff
- Commission our Internal Communications Team to develop a positive message about apprenticeships in schools to include posters, leaflets and Social Media messaging
- Encouraging providers who already deliver in schools to undertake mapping exercises, on a no obligation basis, with individual schools to highlight apprentice opportunities
- Working with a local GM provider to map the modules of the NPQH (National Professional Qualification in Headship) DfE course for aspiring school leaders across to an existing leadership standard
- Promoting proactively targeted cohorts for Manchester schools only tailored to local needs - for example Teaching Assistant with specific SEND input.
- Initiate discussions with One Education to promote apprenticeships to schools to whom they offer support

Keeping our apprentices on programme

- Intelligence from meetings with our apprenticeship providers and feedback from managers indicates that only a small number of staff have requested to pause or withdraw from their apprenticeship. Since April 2017 we have had requests for 12 people to withdraw which equates to 3.2%* of apprentice starts.
- An additional 12 people have left the Council since starting their apprenticeship which when added to the withdrawal numbers equates to 6.4%* of all apprentice starts since April 2017 who will not complete.
- Again this year we need not only to focus on future sign ups but to ensure the retention of apprentices already on programme. Currently we have 374 'live' apprentices who will complete on a sliding scale between April 2019 and December 2021.
- While some withdrawals can not be avoided, often because of changes in personal circumstances or moving roles/employers, we have devised a strategy and a protocol to hopefully reduce the number of staff who make this request. This requires apprentice managers to ensure that there is nothing lacking in terms of support for the apprentice, especially in terms of ensuring sufficient protected learning time, and to give that assurance to HR. Apprentices are encouraged to consider a 'pause' in learning to try to resolve any issues before requesting to withdraw. We currently have 3 employees who have 'paused' their learning
- The collapse of the Training Provider 3aaa did result in a small number of apprentices (10) having to move provider in order to complete their apprenticeship leading to a slight delay in completion rates and some withdrawal requests.

*The Learners and Apprentices Survey 2018 commissioned by the Department of Education show an withdrawal rate among apprentices of 10% and a non-completion rate of 28%

Targets for 2019/20 by Directorate

Directorate	Movement to next level	Agreed in 2018/19 but not yet commenced	Workforce planning - external starts	Workforce planning - existing staff*	Total Projected new apprentices for 19/20	18/19 sign ups achieved	2019/20 Public Sector target by Directorate
Corporate Core	11	10	7	16	44	65	41
Neighbourhoods	7	1	1	45	54	18	37
Strategic Development	1	0	1	0	1	7	17
Adults	7	32	2	10	51	71	38
Children's	0	1	4	26	30	13	33
Schools	0	6	2	23	31	13	148
Totals	26	44	17	120	211	187	314

- The above does not include interest generated through 'bottom up' communications
- The above projection is being profiled by month and will be tracked monthly within the SMT Integrated Assurance Report and within the Quarterly HR Dashboard against both the overall commitment and expected progress. The first report will be based on the position at the end of June . **The number of sign ups at this point stands at 44.**

Opportunities across Health and Social Care

Combined Levy of circa. £4.76M and public sector target of circa. 750 apprentices across the System (MFT, MCC & MHCC)

Opportunities explored and progressed in 18/19

- Second joint cohort of MMU Health & Social Care degree apprentices in-place
- Generation programme: Intensive pre-apprenticeship support into health & social care roles piloted with MFT
- Provider Engagement: Provider event held to ensure understanding of H&SC context and explore opportunities to co-design how apprenticeship standards support new integrated roles
- Mapping L2 & 3 Health and Social Care Standards to enable option of joint cohorts and / work swaps

Emerging Actions for 19/20

- Explore opportunities to roll-out Generation across the system
- Develop opportunity for joint cohorts / work swaps in L2 & 3 roles
- Launch Social Worker Apprenticeship in Adults (9 starts confirmed for September 19)
- Develop approach to utilising levy transfer to grow entry level skills in the commissioned sector to stimulate career pathways

Using apprenticeships to create opportunities for Our Children

Existing Strategy

- Any of Our Children applying for an apprenticeship role with the City Council is guaranteed an interview
- Apprenticeship vacancies are proactively promoted via organisations who work with and support Our Children (ie the Virtual School)
- Any of Our Children who are successfully appointed to an apprentices role are offered a mentor to support them
- Suitable posts have been identified and ring fenced to applications from Our Children (ie in ICT)
- Since the introduction of the Apprenticeship Levy a total of 9 of Our Children have been found appointable to apprentice roles

Despite this approach application and recruitment levels have been modest so the following improvements have been made in the last 12 months

- Changes have been made to the online application form (ATS) to ensure Our Children who are not resident in Manchester can still apply for apprenticeship vacancies which are subject to the Manchester Residency requirement
- Changes have been made to the Equality Monitoring form for apprentice applications to enable apprentices to identify themselves (if they wish) as one of Our Children so appropriate support can be put in place

Plans for the coming year

- Discussions are underway with managers from Manchester Services for Independent Living (MSIL) to create entry level posts in the service to be 'ring-fenced' to Our Children
- Work is on-going across GM to identify Good Practice in this area and learn from other authorities approaches which we will support.

Using apprenticeships to deliver our wider workforce development needs

- We will continue to use the Team Leader/Supervisor (Level 3) apprenticeship and Operational Manager (Level 5) apprenticeship standards to deliver nationally recognised ILM qualifications to existing managers with the option to embed our core Leadership & Management modules (Raising the Bar and Our Manchester Leadership) as part of the learning
- Design our Aspiring Leadership programme so that it will give those who complete entry on the Level 3 Team Leader apprenticeship when appropriate
- This year we have recruited 4 Graduate Management Trainees for the first time since 2016 and will be looking to utilise an appropriate apprenticeship standard to provide a development offer.
- Work with a local provider to develop additional modules to the Children's, Young People and Families (Community based) standard to cover knowledge and skills required by those working with Our Children and care leavers.

Claw back of unspent apprenticeship levy & Progress reporting

- From April 2019 any funds unspent for 24 months in levy payers accounts will be retained by HMRC
- This will be calculated on actual spend not on committed spend.
- Our current projection based on actual spend by this date is that no funds will be retained until after August 2020. 64% of local authorities surveyed by the LGA are predicting clawback will commence for them by September 2019.
- Retained funds will be used by the Education and Skills Funding Agency (ESFA) to fund apprenticeship training for non levy paying employers anywhere in England
- We will continue to attempt to maintain and expand our level of spend to keep pushing back on this date while continuing to lobby the ESFA to review the length of time funds are 'live' and consider ring fencing levy clawback on a locality basis. (ie so funds not spent by levy payers in Greater Manchester would be used to fund SME's in this locality)
- In September 2019 we will need to report on our 2018/19 progress against the Public Sector Apprenticeship Target. We continue to face many of the same challenges as during the first year of the levy but still have a strong story to tell around our achievements and the rationale for the continuing 'gap'