PURPOSE OF REPORT

This report builds on the paper received by Leaders in December 2016, setting a clear direction of travel for the work to maximise the opportunities the Apprenticeship levy brings for the public sector.

It describes the key work streams required to support individual public sector organisations and develop a GM Public Sector Apprenticeship Approach.

SUMMARY

As part of its collective response to the implementation of the Apprenticeship levy, GM’s public sector organisations have been working collaboratively to identify joint mechanisms and activity to add value to the investment each organisation will make individually through the Apprenticeship Levy.

The Vision:

“Our vision is for a GM public sector workforce that is fit for the transformational change that Devolution brings; with Apprenticeships at the heart of employers’ workforce planning, development and talent management strategies; and that offers high quality opportunities for personal and professional development”

Key to achieving the above is the development of a ‘Public Sector Apprenticeship Approach’ which will:

- Support organisations in offering a range of apprenticeship opportunities in varying job roles and at different levels for new and existing staff working towards the 2.3% target
- Opportunity to develop new roles to meet the needs of current & future economic forecasting; for example new model of care workers, ensuring GM has a pipeline of residents with the skills for HS2/3 infrastructure.
- Add value to the apprenticeship training offered by providers through the development of bespoke learning elements focused on the GM Public Sector Landscape, GM Leadership skills, social responsibility and digital literacy.
- Add value to the opportunities for apprentices by offering work shadowing opportunities in different organisations, clear progression routes.
- To support this, the programme will identify and implement common approaches and systems as far as possible across the organisations to include a preferred supplier list of training providers, common recruitment processes (through GreaterJobs), consistent careers information for potential apprentices and existing staff, and work towards a consistent level of terms and conditions
This ambitious approach has been separated in four work streams set out below: these are discussed in more detail within the report.

**Theme One: Workforce planning includes:**
- Work has been underway with all public sector organisations to understand their current range of Apprenticeships and plans to identify how they will spend their vouchers in parallel with meeting the 2.3% target (taking into account staffing and salary cost implications).
- Identify opportunities for new roles and ways of working to meet current and future reform ambitions.

**Theme Two: Consistent & Co-ordinated Approach includes:**
- Development of a MoU for all parties to sign up to.
- Agreement to work towards a GM Apprenticeship Wage
- Agreement to work towards standardising contracts for apprenticeships
- Agree development of an enhanced provider list which will ensure GM values & beliefs are embedded in delivery

**Theme Three: Creating High Quality Apprenticeships**
- Development of bespoke and GM focused learning
- Consistent recruitment & careers advice.
- Target sectoral gaps & opportunities for cross organisational apprenticeships including in the first instance new models for healthcare & supporting transport around HS2/3 infrastructure.

**Theme Four: Integration in wider public service reform**
- Integration with organisations outside of the public sector who provide support for individuals in equipping them with skills and experience to enter sustainable employment will be a key element of the MoU: For example closer working with JCP to recognise and promote apprenticeships.
- Emerging employer engagement strategies will acknowledge the GM Apprenticeship Approach and will be a mechanism for ensuring integration between organisations

**Achievement to date includes:**
- Mapping of apprenticeship T&C’s has highlighted areas of inconsistency and need for further work across organisation.
- Financial planning for the movement to GM Apprenticeship Wage has identified that more in depth work per public sector organisation is required particularly with HR & Finance colleagues to understand impact and timescales.
- Analysis of the amount of levy payments across GM Public Sectors has identified that in the short term, the levy will be underutilised; however the Digital Voucher Scheme has a 2 year lifespan so the intention is to scale up over time.
- Identification of focused approach to apprenticeships in health & transport: Also opportunity to explore key worker roles linked to wider reform.
- Engagement with Northwest Employers around development of a GM element of learning to accompany all apprenticeships.
- GM Apprenticeship Strategy is nearing completion of consultation phase
- Piloting project with TfGM supporting Apprentices with transport costs via bike to work and travel pass schemes
RECOMMENDATIONS

GMCA are asked to:

1. Agree to the content of the MoU for discussion and sign off.
2. Consider and note the update and the issues raised including difficulty in completing workforce development plans and likely underutilisation of digital vouchers in the first instance
3. Approve the recommendation to invest in additional workforce planning support for the Public Sector.
4. Note the recommendations to the CA to work towards a minimum set of terms and conditions for apprentices (including salary) and support the further financial impacting work required across organisations.
5. Agree the recommendation to explore the development of an enhanced provider supplier list for providers delivering apprenticeship training and assessment to GM’s public sector organisations to ensure GM’s values & beliefs are embedded in all apprenticeships.
6. Note within the MoU the proposed governance alignment between work/skills; H&SC Partnership, Reform Board & Workforce Development Board.

CONTACT OFFICERS:

Gemma Marsh, New Economy (Gemma.Marsh@neweconomymanchester.com)
Why should we create a GM Apprenticeship Approach?

As part of the Government’s programme of Apprenticeship reform, the Apprenticeship Levy will be introduced from April 2017, payable at a rate of 0.5% of pay bill by all organisations with an annual pay bill of more than £3 million, subject to a £15,000 allowance per tax year. This will include the majority of Greater Manchester’s major public sector organisations (Local Authorities, Health Trusts, Police, Fire and TfGM), with an anticipated £20 million being paid per year. Alongside the employer contribution is a 10% top-up from Government, resulting in approximately £25m per year being available to support Apprenticeship training and assessment within Greater Manchester's public sector.

It is crucial that investment on this scale is harnessed to deliver optimum benefits for Greater Manchester’s employers and residents, reflecting the unique role of the public sector in both delivering services and as a major employer in itself, and contributing to the corporate social responsibilities/social value agenda.

In order to achieve that unity of purpose we need to break new ground by reaching agreement to undertake collective planning and implementation around Apprenticeships across Greater Manchester’s public sector. Collaborative work has begun between the organisations to ensure that individual and collective employers’ investment in the Levy creates maximum impact for the organisations involved and for Greater Manchester’s residents and wider employer base.

What is a GM Apprenticeship Approach?

Following the introduction of the Apprenticeship Levy, it was agreed across the public sector of Greater Manchester that this created a unique opportunity for GM to develop and invest in their workforce both current and future.

The following table sets out the core principles, purpose and work streams to develop & the GM Apprenticeship Approach to ensure the creation of a flexible public sector workforce.
<table>
<thead>
<tr>
<th>Core Principles</th>
<th>Common Purpose</th>
<th>How will we achieve this?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COLLABORATION</strong></td>
<td>Public sector organisations across GM will work together to:</td>
<td>Theme 1: Workforce Planning and the creation of new roles to create a public sector workforce fit for the future</td>
</tr>
<tr>
<td>Real opportunities to work together to add value over and above what can be achieved working individually</td>
<td>Maximise use of Apprenticeship levy investment, ensuring all apprentices receive high quality training &amp; development, with elements of bespoke learning relevant to the workplace</td>
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</tr>
<tr>
<td><strong>QUALITY</strong></td>
<td>Meet GM’s public sector employers’ individual and collective obligations for apprentices, as set out in the Enterprise Act</td>
<td>Theme 2: GM Public Sector Apprenticeship Approach. A consistent and coordinated approach to delivering maximum impact for organisations and apprentices through a shared services approach</td>
</tr>
<tr>
<td>Primary focus of activity, enabling us to be an exemplar of apprentice employment, not only within the public sector but more broadly</td>
<td>Provide opportunities for individuals of all levels by maintaining existing programmes that support individuals with additional barriers, as well as creating higher skills programmes to develop the workforce</td>
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<tr>
<td><strong>IMPACT</strong></td>
<td>Support progression into Apprenticeships for long term unemployed and those individuals facing barriers to work</td>
<td>Theme 3: Creating high quality Apprenticeship opportunities across public sector organisations.</td>
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<tr>
<td>Flexible, collective response to the GM public sector’s needs will broaden opportunities for our residents</td>
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<tr>
<td><strong>SOCIAL VALUE</strong></td>
<td>Pro-actively support the CSR agenda and provide opportunities for individuals in need of additional support to secure, sustain and complete an Apprenticeship</td>
<td>Theme 4: Integration with GM’s programmes for the unemployed and creation of Traineeship opportunities as a pre-cursor to Apprenticeships</td>
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<td><strong>GM VALUE</strong></td>
<td>Ensuring value for money, social value and the added value GM collaboration will deliver</td>
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Our vision is for a GM public sector workforce that is fit for the transformational change that Devolution brings; with Apprenticeships at the heart of employers’ workforce planning, development and talent management strategies; and that offers high quality opportunities for personal and professional development

Central to the success of achieving this vision, we will commit to:

- Maximising GM’s Apprenticeship levy investment alongside strategic and forward-thinking workforce development planning to create new roles and up-skill existing members of staff
- Creating a public sector wide Apprenticeship programme that adds value over and above existing activity and delivers a consistently positive impact for organisations and apprentices, reflecting the GM landscape
- Creating a web portal to advertise all GM public sector Apprenticeship opportunities with information about roles and progression opportunities
- Supporting the progression from Traineeships into Apprenticeships. Study Programmes and employment support programmes will be improved through close liaison with local providers of these activities
- Working towards a common set of apprentice terms and conditions, with minimum standards for salary, eligibility, contract type and support available. Alongside this we will work towards creating standardised job / role descriptions to support transferability between organisations and allow progression routes to be easily identified
- Ensuring apprentices coming to the end of their programme are supported across the Public Sector to progress if they meet agreed criteria for jobs roles: This will include guaranteed interviews for apprentices.
- Supporting apprentices throughout the entirety of their studies, including support on completion of an Apprenticeship to progress to the next step on an individual’s career ladder A procurement process will be undertaken to develop an enhance preferred supplier list of apprentice providers meeting not only national standards but an additional range of GM added value criteria
- Developing new standards for Apprenticeships that are not currently catered for and where roles are identified that would be suitable for an Apprenticeship route
- On-going collaboration to ensure that the Levy investment is maximised and a high quality programme for apprenticeships is developed and delivered
Delivering our commitment

Theme One: Workforce Development

Initial work has been undertaken since November with partner organisations to provide overall workforce numbers including opportunity for new and existing Apprenticeships from May 2017. This has helped to understand workforce development needs across the Public Sector and how Apprenticeships can help meet this and create a flexible, skilled GM public sector workforce.

This work will enable calculations to ascertain how much of the GM public sector levy contribution is likely to be committed alongside understanding the largest areas of demand for particular apprenticeship roles and ensuring our provider base has capacity / capability to deliver. It will also show how close GM is to the 2.3% additional target set for the public sector.

All funds have a 2 year life span so committing all funds early is not necessary at this stage and development of apprenticeship programmes will be evolutionary as demand increases and new apprenticeship standards suitable for the public sector become available.

The NHS Trusts, working with the support of a consultant, have completed initial Apprenticeship plans and have been able to model funding over the initial years of Levy implementation. This supports the wider Workforce Development Strategy that is currently being produced through the Health & Social Care Partnership and presents a huge opportunity in terms of creating a workforce to meet the future needs of GM’s Health & Social Care agenda.

Few of the other partner organisations have been able to provide the workforce information as there are inherent difficulties for them in estimating recruitment numbers for new and existing Apprenticeship roles accurately at this time. This is due to unknown budgets, staffing restructures and service transformation. Alongside this there is an opportunity to understand staff development needs across organisations and how this could map to apprenticeship standards and frameworks. This makes it organisationally difficult to plan spend at this stage and fully map potential apprentice roles and up skilling numbers into the future. We intend to replicate and build on a similar approach as Health within the LA’s to ensure the planning is consistent and reaches the scale required.

To take this forward it is proposed that:

Given the difficulties in forward planning in local authorities & other public sector organisations over the longer term for new and converting existing staff, coupled with the unknowns about the full extent of new apprenticeship standards, there is an option to invest in an external organisation (similar to Health) to assist with this work over the next few months. This would build on the work that organisations have already submitted but add some dedicated specialist workforce planning resource to future proof the full use of the levy in the short & longer term.

The scope of this work will cover the following:

1. Understand current position and thinking of organisation for apprentices – balance of new starts vs. existing staff: Generate scale.
2. Ensure apprenticeships are used to help achieve the sectoral and generic workforce the GM public sector needs.
3. Map job roles against existing frameworks and standards and support organisation to promote opportunities to staff
4. Review hard-to-fill vacancies for alternative Apprenticeship development routes
5. Map and promote progression pathways for existing apprentices and other low / entry level staff
6. Highlight gaps where Apprenticeships are currently not described and make proposals for the development of new standards
7. Support GM wide project work with consistent messaging and materials to support individual organisations communications
8. Develop proposals for each organisation on how they could achieve their 2.3% headcount target and maximise their Levy investment

What this will lead to is:

This work would then give the team the tools to be able to fully plan for the future leading to the following:

- Development of a GM Apprenticeship Talent Pipeline plan with a focus on progression and mobility.
- Identification of sectoral requirements and opportunities for generic roles across the public sector.
- Identification of occupational gaps in apprenticeship standards can be identified and an opportunity highlighted for partners across GM to propose and subsequently develop new Apprenticeship Standards for these roles leading the way for the public sector more widely.
- Identifying opportunities to converting some of GM’s existing public sector training programmes (cross organisational as well as internal) to Apprenticeships as new Apprenticeship Standards emerge (or are developed) to create a professional workforce but with training and development costs funded through the Levy Vouchers.
- As workforce development plans are completed, all organisations need to understand the implications of managing the Levy and subsequent Apprenticeship programmes both internally and linking in with the GM programme
- Develop links with the Unions to ensure buy in and support for development plans.

Theme Two: Consistent & Co-ordinated Approach

Memorandum of Understanding

A MoU has been created for public sector organisations to sign up to, to highlight the shared commitment and approaches that have been discussed across GM. A shared agreement is essential to ensure support and commitment from all organisations and their employees across the local authorities, health trusts, blue light services and TfGM. It will set out clear messages and common goals for the work and give a clear understanding of the desired outcome.

The MoU is presented in Annex 1 for final agreement and sign off by Leaders. Following this, the partnership will continue to work on developing the fundamental work streams to support the MoU.

Governance will be supported through Work & Skills structures with alignment with Reform Board, H&SC Partnership & Workforce Develop Board.
Minimum set of Terms & Conditions

As part of Theme One there is an ambition to develop and agree a minimum set of terms & conditions for Apprenticeships across all public sector organisations over the next 6 months.

Inconsistencies in current apprentice contracts, such as variations in contract type/length and salary levels, lead to an unequal approach to employment across the sector. This can make it challenging for apprentices to progress to other organisations in a higher level role as the salary level may be reduced.

Enhanced requirement for providers to deliver in GM: Promoting GM Values & Social responsibility

Procurement of apprenticeship providers is also a big consideration for organisations, and although the SFA are creating a Register Of Apprenticeship Training Providers (for which initial quality, financial and due diligence appraisals will take place), public sector organisations will still need to adhere to public sector procurement regulations when deciding which providers to work with.

To support this at a GM level, and ensure consistent added value from the providers, it is proposed to develop an enhanced approved provider list that supports the GM values and beliefs over and above SFA requirements. It will over time be an opportunity for providers to deliver the added value elements around induction, social responsibility & the GM public sector as outline under

There are tangible benefits of using a collaborative approach which include increased value for money & scale, reduced duplication of effort for both procuring organisations and providers, and an increased ability to drive Social Value. It will not limit public sectors wish to spot purchase to meet unique need in the first instance.

To take this forward it is proposed that:

Salaries

It is proposed that organisations develop and implement a minimum hourly salary level for new Apprenticeship starters based on National Minimum Wage (NMW) for age, rather than the Apprenticeship minimum wage. The Workforce Development planning described in Theme One will be crucial in enabling individual organisations to understand any payroll implications before implementing changes.

A future ambition will be to also recognise the level of Apprenticeship (and therefore more complex job role) an individual is completing through salary levels. Naturally, this will have financial implications on those public sector organisations that currently pay below the NNW for age for apprentices.

The impact of this change will only be on new Apprenticeships coming into an organisation (and therefore likely to be younger people). Existing members of staff starting an Apprenticeship will be on existing salary bands, and unless these are lower than the above recommendations will be unaffected. Individual organisations may choose (due to local policies or priorities) to pay above the minimum rates.

Contract Types

Following analysis of terms and conditions in the 10 local authorities and fire service, and conversations with Health Trusts and Police it has been recognised that there is variation in terms of salary level, type of contract, eligibility criteria and pastoral type support available.

It is proposed that all new entrant apprentices are employed on a contract of employment, regardless of whether that contract is permanent or fixed term, allowing for probationary
reviews and the same contractual requirements of both employer and employee. This will allow for contracts to be easily extended allowing for further time to complete, identification of progression opportunities and entry into an apprentice talent pool without a break in employment. The impact of this will be worked through with each organisation over the next 6 months.

**Procurement**

This will offer GM the ability to set specific quality thresholds over and above those set nationally by the Register of Apprenticeship Training Providers with the capacity to lever in bespoke GM elements. It also offers the public sector a more flexible and managed approach in terms of purchasing apprenticeship training in line with OJEU requirements.

**To take this forward:**

Development of a set of principles the enhanced preferred supplier list would sign up to:

- Have an understanding of the GM landscape
- Have an Ofsted rating of Good or Outstanding for apprenticeships or evidence progression towards this: (customer satisfaction grading also taken into account)
- Offer additional programmes like Traineeships to support a wider progression ladder into and through apprenticeships
- Be working towards or have achieved an Inspiring IAG standard (and have Matrix accreditation)
- Be willing to deliver the GM bespoke elements and digital literacy as part of an apprentices learning

In the first instance, and prior to the lists development (target for completion is September 2017), it is likely that the public sector will continue to use their own internal procurement process in line with their financial regulations to purchase apprenticeship training. Current guidance states that public sector bodies will need to comply with Public Contract Regulation 2015 when selecting apprenticeship training providers.

**We are currently working with Legal & Procurement to ensure LA’s and other public sector organisations meet the requirements.**

**Theme Three: Creating high quality apprenticeship opportunities**

There are three elements to this strand of work to embed and promote high quality in apprenticeships:

1. Development of bespoke and GM focused learning
2. Consistent recruitment & careers advice.
3. Target sectoral gaps & opportunities for cross organisational apprenticeships.

*Firstly*, the development of bespoke and GM focused learning around Induction, digital literacy, the GM public sector landscape, social responsibility that all apprentices will undertake to support the achievement of their apprenticeship. An element of job swaps and work experience between organisations has also been proposed to broaden an apprentices understanding and experience of the public sector as a whole. The approach is set out below:

**The GM Public Sector** – The unique position of GM’s public sector, its Devolution deals and collaborative approach to work needs specific knowledge and experience to create the 21st Century workforce it aspires to have. The GM Public Sector Apprenticeship Approach gives
an unprecedented opportunity for this learning to be embedded early in new starters careers and reinforced for the existing workforce members undertaking an apprenticeship: this will include the following elements: **Induction** - A common Induction programme for all apprentices setting out behaviours and expectations for apprentices, explaining the GM context and giving a full and broad introduction to the public sector in Greater Manchester and the role they will play in its future. **Social Responsibility** - A key part of the role of any public sector worker is to demonstrate a level of social responsibility to the communities they serve, whether this is directly through a place based / locality role or in a more general support function. Learning delivery around this and the development of a set of standard behaviour expectations will ensure this a future workforce with a clear understanding of this element of their role.

**Digital Literacy** – This is a common theme and requirement for the public sector so specific units of learning will be developed around this creating a digitally literate workforce.

**Work experience / Job swaps** - To further enhance the Apprenticeship experience, and building on the North West Employers Interchange programme, it will add value to allow apprentices to experience other departments or organisations through job swaps or work shadowing opportunities. The expectation that this will take place should be built into the programme from the start.

**To take this forward:**

1. Work has begun with North West Employers to develop the bespoke elements building on their knowledge of the GM landscape and experience of developing leadership and higher skills programmes for organisations across the public sector.
2. Development of an induction process that all new apprentices will undertake has begun: this will require the public sector organisations in the first instance to deliver a common induction process for new apprentices; with a view over the coming 6-12 months that providers will embed the induction into the start of the apprenticeship training through the procurement activity outlined below.

**Secondly**, Greater.Jobs will provide the recruitment vehicle for apprentices across the public sector (alongside other local routes), allow for a talent pool to be developed and recruitment campaigns to be launched. The opportunity that the new portal brings needs to be maximised, promoting the opportunities for apprenticeships and career pathways across the public sector as well as (when fully developed) promoting the GM Public Sector Apprenticeship Programme.

As part of the overall programme approach, better Careers, Education, Information, Advice & Guidance (CEIAG) needs to exist about the range of public sector careers and the opportunities there are for new entrants, re-skilling and up-skilling of existing staff.

Work is continuing with Wigan Council as the lead on Greater.Jobs to ensure apprenticeships are promoted and clearly monitored in line with the GM Apprenticeship Approach.

**Finally**, following the workforce development activity there is an aim to create a managed programme of cross-organisational (flagship) apprenticeships to assist in the recruitment of generic roles that span the public sector whilst also reaching some scale with the approach. Initially, this will also allow for the piloting of the bespoke GM elements alongside the added value elements such as work shadowing and shared recruitment campaigns / approaches.
Discussions have identified some roles/apprenticeships within the Public Sector where there is an early opportunity to create some of the volumes needed and show that the GM Public Sector are an exemplar employer of apprentices. These have included Leadership and Management, digital/IT roles; schools based apprenticeships, waste management, health & social care and business admin/customer service type roles.

Discussions are taking place around the Health and Social Care workforce plans at a LA and GM wide level, and the role apprenticeships will play in the future creation of required workforce. This will lead to opportunities for future GM wide/flagship programmes supporting the achievement and success of Health Devolution.

Schools also provide a key opportunity to create a GM approach to apprenticeship opportunities whether for teaching staff (particularly with the likely implementation of a Teacher Apprenticeship route) or admin, facilities or catering staff.

Work is also currently being aligned with GM Highways & TfGM to look at a programme to support the engineering pipeline across GM. The scale and timing of this is just for noting at this stage as it is still in development stages but offers a quick win if all parties are signed up.

**Theme 4: Integration with wider Public Sector & reform**

This theme will work towards encompassing the entirety of the GM Apprenticeship Approach in the wider public sector reform agenda. It will ensure that the workstreams proactively encourage collaborative working between all public service organisations.

This cohesive, joined up approach will be critical in embedding Apprenticeships in the heart of workforce development of wider organisations such as JCP, enabling investment in high quality skills and training for young people and adults, and maximising the investment of the levy in GM. In addition to this, it will put in place the foundations to build a more effective and integrated pathway from education to sustainable employment that could be replicated in other sectors.

By taking a whole-system approach and working collaboratively with programmes such as Working Well, and other DWP provision, The Apprenticeship Approach can open up opportunities and support progression into Apprenticeships for long-term unemployed and those individuals facing more complex barriers to work.

**To take this forward:**

1. Integration with organisations outside of the public sector who provide support for individuals in equipping them with skills and experience to enter sustainable employment will be a key element of the MoU: For example closer working with JCP to recognise and promote apprenticeships.

2. Emerging employer engagement strategies will acknowledge the GM Apprenticeship Approach and will be a mechanism for ensuring integration between organisations
Annex 1 – Memorandum of Understanding

Greater Manchester Public Sector Apprenticeships

Memorandum of Understanding

Context and Aims

1.1 Background

The purpose of this Memorandum of Understanding (MoU) is to set out the rationale and arrangements for joint working between Greater Manchester’s public sector employers in order to maximise the impact of the Apprenticeship Levy, and to establish a set of common values and principles for those organisations as apprentice employers with Greater Manchester.

We have a vision that, by 2035, Greater Manchester will be one of the world’s leading city-regions, driving sustainable growth across a thriving North of England. It will be ever more productive, innovative, creative, and known for the excellent quality of life enjoyed by our residents who are able to contribute to and benefit from the prosperity that growth brings. Key to delivering that vision is the Greater Manchester Work and Skills Strategy and its ten underpinning priorities, one of which is Apprenticeships.

As part of the Government’s programme of Apprenticeship reform, the Apprenticeship Levy will be introduced from April 2017, payable at a rate of 0.5% of pay bill by all organisations with an annual pay bill of more than £3 million, subject to a £15,000 allowance per tax year. This will include the majority of Greater Manchester’s major public sector organisations (Local Authorities, Health Trusts, Police, Fire and TfGM), with an anticipated £20 million being paid per year. Alongside the employer contribution is a 10% top-up from Government, resulting in approximately £25m per year being available to support Apprenticeship training and assessment within Greater Manchester’s public sector.

It is crucial that investment on this scale is harnessed to deliver optimum benefits for Greater Manchester’s employers and residents, reflecting the unique role of the public sector in both delivering services and as a major employer in itself, and contributing to the corporate social responsibilities/social value agenda.

In order to achieve that unity of purpose we need to break new ground by reaching agreement to undertake collective planning and implementation around Apprenticeships across Greater Manchester’s public sector. Collaborative work has begun between the organisations to ensure that individual and collective employers’ investment in the Levy creates maximum impact for the organisations involved and for Greater Manchester’s residents and wider employer base. This MoU sets out the vision and common purpose for that work, and signifies a collective commitment from parties to this MoU to a set of core principles as Greater Manchester public sector employers of apprentices.

1.2 Parties

This MOU sets out the terms upon which the parties will undertake this partnership. The parties do not intend that this MOU be legally binding, save for the areas covered under Terms and Conditions below.

This Memorandum of Understanding is made on [date] between the following organisations:

- The ten Greater Manchester Local Authorities
- Greater Manchester Fire and Rescue Service
- Greater Manchester Police
- Transport for Greater Manchester
- Greater Manchester’s Health Trusts
This list of parties is not intended to be exhaustive and can be revised as appropriate to encompass additional organisations and, following the mayoral elections in Spring 2017, to reflect the establishment of the Combined Authority as an employer in its own right and the transfer of various organisations into the CA’s employ.

All parties agree to act in good faith to support the objectives and principles of this MoU for the benefit of Greater Manchester’s residents and employers, supported by the colleges and training providers which deliver apprenticeship provision within Greater Manchester and other key strategic partners.

2 The Vision

We have a vision of a public sector workforce in Greater Manchester that is fit for the transformational change that Devolution brings, with apprenticeships at the heart of employers’ workforce planning, development and talent management strategies, and offering high quality opportunities for personal and professional development for individuals.

2.1 Common Purpose and Objectives

Our objective is for the public sector to work together across Greater Manchester to:

1. Maximise use of its apprenticeship levy investment

2. Create and deliver added value through a collaborative Apprenticeship Programme

3. Ensure that all apprentices employed within GM’s public sector, regardless of level and encompassing both new and existing employees, will receive a high quality programme of learning and development supported by elements of bespoke learning which ensures that they form an outstanding public sector workforce for the future

4. Continue to provide opportunities within the public sector workforce for individuals of all levels, both maintaining existing programmes that support individuals with additional barriers (such as Looked After Children) into initial job opportunities as well as creating higher skills programmes to develop the workforce

5. Meet Greater Manchester’s public sector employers’ individual and collective obligations for apprentices within the public sector workforce, as set out in the Enterprise Act

6. Support progression into Apprenticeships for long term unemployed and those individuals facing barriers to work

This will be achieved through:

- Workforce planning and the creation of new roles to create a public sector workforce fit for the future
- Development of a consistent and coordinated GM public sector apprenticeship programme delivering maximum impact for organisations and apprentices through a shared services approach
- Creation of more apprenticeship opportunities of consistently high quality within and across the organisations.
- Close working with GM’s programmes for the unemployed and creation of Traineeship opportunities as a pre-cursor to Apprenticeships

2.2 Core Principles

In delivering those objectives, parties to the MoU will be guided by and will adhere to a set of common core principles:
- **Collaboration: Stronger Together**
  Collaboration across the full range of Greater Manchester’s public sector activity offers real opportunities to work together to add value over and above what can be achieved working individually.

- **Quality**
  Quality must be the primary focus of GM public sector apprenticeship activity, enabling us to be an exemplar of apprentice employment, not only within the public sector but more broadly.

- **Impact**
  As well as meeting the needs of residents, this activity will provide a flexible, collective response to the GM public sector’s needs as employers, will broaden opportunities for our residents, and will be a key vehicle for helping to meet the target of 2.3% of the public sector workforce being apprentices.

- **Social Value**
  Looking at ways to pro-actively support the corporate social responsibility agenda as well as providing opportunities for individuals who may need additional support to secure, sustain and complete an apprenticeship.

- **Getting the best value for GM**
  This will apply not only to value for money which may be increased by working in partnership, but also to social value for GM and to the added value GM collaboration will deliver for apprentices and parties to this activity.

3 **Our Commitment**

All parties to this MoU commit to working towards the following:

1. The public sector will use the Apprenticeship levy alongside strategic and forward-thinking workforce development planning to create new roles and upskill existing members of staff creating a workforce fit for the future delivery of public services across Greater Manchester.

2. The above will be achieved through the creation of a public sector wide apprenticeship programme that adds value over and above existing activity (for example, by only working with the highest quality providers and by achieving efficiency savings through collective activity), and which delivers a consistent and positive impact for organisations and apprentices, reflecting the GM landscape.

3. Recruitment of apprentices will remain an individual organisation’s responsibility; however all opportunities will be advertised through the new Greater.Jobs web portal with information about roles and progression opportunities.

4. Progression in to Apprenticeships from Traineeships, the Study Programme and employment support programmes will be improved through close liaison with local providers of these activities.

5. Organisations will work towards **(over the next 6 months)** agreeing and adopting a common set of apprentice terms and conditions, with minimum standards for salary, eligibility, contract type and support available. Those minimum standards, which would not preclude LAs from offering more favourable terms and conditions to their apprentices should they be wish to do so.

6. Alongside common terms and conditions, there is an opportunity to work towards standardised job / role descriptions – particularly for entry level posts supporting transferability between organisations, allow progression routes to be easily identified and provide a simply understood tool for potential applicants.

7. Whilst it is recognised that not all apprentice roles will be permanent contracts within organisations, there is a need to ensure that the support invested and resource committed to
any programme is available for the long term benefit of individuals and organisations. Therefore, at the end of an apprenticeship, support needs to be provided to ensure the next step on an individual’s career ladder with support to apply for vacancies, mapped progression opportunities (potentially across organisations) and a system of priority interviews for suitable vacancies across all public sector organisations.

8. A procurement process will be undertaken to develop an enhance provider list of apprentice providers meeting not only national standards but an additional range of GM added value criteria.

9. All GM public sector apprentices will undertake some bespoke common elements of learning tailored to the GM landscape and including the opportunity for apprentices to undertake work placements within other parties to this MoU.

10. If through workforce development planning, roles are identified across GM’s public sector organisations which sensibly lend themselves to an apprenticeship yet no appropriate standard currently exists, parties will commit to working together to develop a new standard and recruit apprentices into the identified roles.

11. All parties commit to working together on an ongoing basis to ensure that the Levy investment is maximised and a high quality programme for apprenticeships is developed and delivered.

Implementation of Partnership Arrangements

Each partner will support this MoU by:

- Participating in partnership meetings and maintaining full engagement
- Committing to collaborative working and facilitating collective activity
- Disseminating information within their own organisations to facilitate progress

Governance, Management and Reporting

The reporting of this work will be through the Work & Skills Governance Structure whilst also ensuring connection with the GM Workforce & Leadership Development Group, Reform Board & H&SC Partnership through which key measures with be identified and reported on.

Sign up

Signatures