Date: 30 June 2017
Subject: GM Public Sector Apprenticeship Approach
Report of: Councillor Sean Anstee, Portfolio Lead for Skills, Employment & Apprenticeships

PURPOSE OF REPORT
This report builds on the paper received by WLT and GMCA in February which set a clear direction of travel for the work to maximise the opportunities the Apprenticeship levy brings for the public sector. It describes strategic progress and activity under the key work streams supporting individual public sector organisations to work collaboratively to 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 together to identify joint mechanisms and activity to add value to the investment each organisation will make individually through the Apprenticeship Levy.

RECOMMENDATIONS
The CA is asked to:

1. Note the progress made to date across the 4 themes in developing and implementing a GM Public Sector Apprenticeship Approach
2. Note the alignment between the HSC Workforce Strategy and public sector Apprenticeship approach
3. Support discussions by Heads of HR Considering resource organisationally and at a GM level for the ongoing development and long term management and coordination of the public sector Apprenticeship approach.
4. Encourage NHS Organisations to sign up to the public sector approach MoU
5. Support and champion the workforce planning support available to their organisations through the GMCA commissioned activity.
6. Agree the criteria that will be applied to the DPS allowing the work to progress to ITT stage
7. Support work within their organisations to review and move towards adapting pay rates to ensure apprentices are paid at least the minimum wage for their age.

8. Support the AGMA Learning Management System Leads in providing capacity for the development of the bespoke e-learning modules.

9. Note that Heads of HR are considering resources for Apprenticeship recruitment campaigns via greater.jobs.

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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.”

The following table sets out the core principles, purpose and work streams to develop the GM Public Sector 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>Collaboration</td>
<td>Real opportunities to work together to add value over and above what can be achieved working individually</td>
<td>Public sector organisations across GM will work together to:</td>
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<tr>
<td></td>
<td></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>
</tr>
<tr>
<td>Quality</td>
<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>Meet GM’s public sector employers’ individual and collective obligations for apprentices, as</td>
</tr>
<tr>
<td>Impact</td>
<td>Flexible, collective response to the GM public sector’s needs will broaden</td>
<td></td>
</tr>
</tbody>
</table>

Theme 1: Workforce Development - Planning and the creation of new roles to create a public sector workforce fit for the future

Theme 2: Consistent and Coordinated Approach - delivering maximum impact for organisations and apprentices through a shared services approach.
<table>
<thead>
<tr>
<th>Social value</th>
<th>GM Value</th>
</tr>
</thead>
<tbody>
<tr>
<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>Ensuring value for money, social value and the added value GM collaboration will deliver</td>
</tr>
</tbody>
</table>

**Theme 3: Creating high quality Apprenticeship opportunities** - across public sector organisations.

**Theme 4: Integration with wider public sector and reform programmes** - GM’s programmes for the unemployed and creation of Traineeship opportunities as a pre-cursor to Apprenticeships.

In practice this will create a system over the next 2 years that allows Greater Manchester’s Public Sector to maximise its Levy investment whilst delivering high quality, individual organisation and collaborative Apprenticeship programmes. We will have an Apprenticeship approach that is an exemplar to other organisations providing the best possible experience for apprentices at all stages of their Apprenticeship journey whilst maximising the benefits trained and up-skilled staff can bring to Greater Manchester’s public sector landscape.

The diagram below sets out the organisational journey through an Apprenticeship contextualising the current and future work streams for achievement of the ambition.
<table>
<thead>
<tr>
<th>Journey Stage</th>
<th>By 2019 / 20 the public sector will have</th>
<th>In place by the end of 2017</th>
</tr>
</thead>
</table>
| Identification of Apprentice need | High quality apprenticeship programmes to develop staff  
 collaborated tailored flagship programmes meeting GM needs.  
 Developed new Apprenticeship standards to drive 21st century public sector. | Workforce plans in place at both individual organisational and GM level.  
 5 cross GM flagship programmes under development and / or in delivery |
| Identification of Training Provider | High quality Apprenticeship Training procured by all in a single approach adding value for GM, learners and organisations | DPS for Apprenticeship Training and used by LA’s and GMCA to commission Apprenticeship Providers |
| Recruitment and selection of Apprentice | Programmes of activity to support potential and existing apprentices to access opportunities & progress to higher levels  
 Consistent and accessible recruitment and selection approaches. | greater.jobs will be the prime vehicle for promoting and advertising Apprenticeship opportunities in GM’s public sector developing a GM apprentice talent pipeline. |
| Apprentice employment         | A common template for apprentice role descriptions.  
 Standard contracts of employment for apprentices, and pay at least the minimum wage for age | All LA’s will be working towards paying minimum wage for age.  
 GMCA piloting new role descriptions |
| Apprentice on programme       | Bespoke GM learning and digital literacy programmes to add value to apprentices learning.  
 Opportunities to shadow apprentices in other organisations | Welcome Day piloted and some GM e-learning modules in place  
 Piloted work shadowing opportunities |
| Completion, Achievement and progression | Higher than GM average Apprenticeship achievement rates  
 Guaranteed interview and progression opportunities for all successful apprentices | Benchmarked existing apprentice achievement rate  
 Career and progression plan templates being piloted |
| Monitoring and evaluation     | Effective use of supply chain 10% Levy gifting option  
 6 monthly reporting on Levy spend and achievement rates | Initial Levy and numbers report Evaluation criteria in place |
Update

The public sector working group supporting and inputting in to the work continues to grow with recent representatives from Transport for the North and CCGs joining LAs, GMP, TfGM, GMCA, Health, ESFA and LGA representatives on the steering group adding further insights and opportunities for collaborative working.

The Health and Social Care Partnership is fully part of the Public Sector Apprenticeship Approach and will use it as a key driver to implement their strategy. The HSC Workforce Strategy has clear links to the Public Sector Apprenticeship Approach, with the 4 themes of this work complementing the elements of that strategy. The 5 key strategic priorities within the HSC Workforce Strategy articulate the need to grow our own workforce; ensure flexible integrated teams; co-ordinate action to address specific skills and capacity shortages including the development of new roles and up-skilling the workforce; supporting the development of leaders and talent across the GM public sector and establishing a clear compelling and consistent offer to improve staff well-being, increase retention and attract talent.

Work to date has been presented to the HSC Strategic Workforce Board to ensure alignment across this sector and both reflects and supports the HSC Workforce Strategy. Discussions continue to take 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. Conversations have taken place with Housing Providers about their Apprenticeship plans and parallel work to create a shared and collaborative approach supported by a single procurement framework. Over time, it is anticipated that this work will continue to align more closely with each other with the potential to join up elements for an even stronger GM focus.

Ongoing monitoring and evaluation of the work will need to take place to ensure Levy spend is maximised. Details will be brought to WLT and to the Combined Authority on a 6 monthly basis with recommendations for action where required. Consideration needs to be given to the long term management and coordination of this work ensuring developments and GM added value continues alongside monitoring and evaluating the approach. Many organisations are now beginning to recruit Apprenticeships, with volumes of both new and existing staff beginning programmes planned to accelerate over the next 6 months moving towards the targeted 3000 Apprenticeship starts this year. To ensure momentum is not lost, and the elements under development within the planned approach are fully embedded resource, roles and capacity may need to be identified at both a GM and individual organisational level.

As well as focusing on delivering a high quality public sector Apprenticeship programme for its own needs the public sector needs to be an exemplar employer for the wider business community if we are to maximise the use of the Levy to up-skill the workforce.

Headlines against themes

The paper sets out the ambition and next steps for the development of a GM Apprenticeship Approach. Key areas to note are:
Theme 1: Workforce Planning

1. The workforce planning support for LAs, GMCA / GMFRS, GMP and TfGM is now commissioned, with delivery by Economic Solutions and reporting due in August. This will support organisations to develop their workforce plans for Apprenticeships and create an overarching GM plan, highlighting opportunities for cross organisational programmes and the translation of GM wide development programmes into Apprenticeships.

Initial work looking at vacancies across LAs in 2016 highlighted the potential number of these that could have been Apprenticeships across the full range of roles and departments. Future vacancies should be considered as Apprenticeship opportunities to maximise the development opportunities available. GMCA has commissioned expertise from the Manchester Growth Company to provide consultancy support for workforce planning in the 10 LAs, GMP, GMCA and TfGM.

2. The Health Economy Apprenticeship Strategy is in its final draft stage, setting out the ambition and objectives within NHS Organisations in line with the wider GM public sector approach to promote and grow Apprenticeship numbers at all levels across organisations, and work continues to align this with both the HSC Workforce Strategy and the wider GM public sector Apprenticeship approach. A paper will be taken to the HSC Strategic Workforce Board in July to recommend sign-up to the public sector approach MoU and ensure further alignment across all elements of the work.

3. A number of GM’s public sector organisations - 2 LAs, GMCA (as GMFRS) and 5 Health Trusts - have been successful in applying to be on the Register of Apprenticeship Training Providers, enabling them to deliver Apprenticeship training to their own staff and reinvest the Levy back in to their organisations where appropriate learning and development programmes exist.

4. GMCA is currently working on an Apprenticeship Framework for GMCA as an employer which will build on best practice and lead the way in implementing policies and procedures for apprentices within the CA building on the experience of GMFRS in delivering Apprenticeship programmes for operational fire staff and embedding Apprenticeships as a development route within all teams. This will include the Fire Service Academy delivering as an ‘employer provider’ for operational fire staff.

Theme 2: Consistent and Coordinated Approach

5. Development of a new, fit for purpose Dynamic Purchasing System (DPS) for procurement of Apprenticeship training from providers on the Register of Apprenticeship Training Providers is underway to ensure that the public sector is compliant with OJEU and financial regulations whilst ensuring that all participating public sector organisations can be assured that providers they commission have been through due diligence, quality checks and stated the added and social value they will bring to the Apprenticeship landscape in GM.
This is building on the experience of developing and using the Learning Interventions DPS whilst tailoring criteria and process to fit the Apprenticeship landscape and funding rules.

This work is being supported by the AGMA Procurement Hub and we aim to release the initial tender in July with applicant evaluation by representatives from the partner organisations in late August creating the list. This will be available for use via The Chest in September 2017.

All Local Authorities will automatically have access to the list, ensuring high quality and consistency in Apprenticeship provision. Investigations are underway around how to provide access for organisations that do not currently use The Chest (GMP, GMCA / GMFRS and the NHS Organisations) and whether there will be any cost implications to allow them to commission activity from the list.

Draft criteria for successful applicants to the DPS are set out below, alongside the decision making process for a successful application. A soft market testing event has been held with providers to gain their feedback on the process.

Quality checks take a balanced approach and will be based on Ofsted Grades, Employer and Learner Satisfaction and Achievement Rates. Benchmarks will be set for these based on current performance across GM. Where potential providers do not have these available (e.g. HEIs), they will be able to set out an evidenced business case outlining their quality track record.

GM added value will focus on contributions to the GM Apprenticeship Strategy, Social Value policy and support for the collaborative approach.

Individual lots will be based on the occupational areas described within the new Technical Routes set out by Government. Current and planned delivery, alongside delivery models, learning accessibility and support for additional learning needs will be considered before a provider is successful for a particular lot.
Mini competitions, led by individual organisations, will be run to commission delivery. This will be either for individual organisations where they have a large cohort of learners on a particular Apprenticeship standards or as cross organisational collaborations where multiple organisations require delivery creating a single cohort or a GM flagship programme is developed. Template contracts between employer and provider will be developed highlighting elements of the Public Sector Apprenticeship Approach.

6. As in the Memorandum of Understanding agreed by the Combined Authority, and recently reinforced by the Mayor, the GM public sector has a commitment to create 10,000 Apprenticeship starts over a 3 year period meeting the 2.3% target for GM’s public sector.

7. Also as agreed previously, and recently reinforced by the GM Mayor, public sector organisations are working towards paying the minimum wage for age (particularly for young people) rather than the Apprenticeship minimum wage. This will provide greater parity between apprentices in different organisations whilst recognising the value apprentices can bring to an organisation, Organisations that don’t currently meet this are having internal conversations to review their pay scales and GMCA as it develops its Apprenticeship framework will ensure this is embedded for all new posts.

Theme 3: Creating High Quality Apprenticeship Opportunities

8. Apprenticeship vacancies from LAs and GMCA are being advertised on the greater.jobs website which will become the prime recruitment route for new apprenticeship roles. Information is being developed to provide advice and guidance for potential apprentices considering a public sector career.

A summer low-key social media campaign is planned around GCSE and A-level results days to highlight public sector Apprenticeships, raising awareness of the portal and encouraging (particularly) young people to consider a public sector career. AGMA Heads of HR are considering longer term opportunities for the promotion of Apprenticeships within their organisations via greater.jobs. Moving forwards, we anticipate using the tools within greater.jobs to create a pipeline of potential apprentices and promote progression opportunities across organisations.

9. Flagship programmes (taking a collaborative approach between organisations) are under development across a range of sectors and will provide early opportunities to test many of the bespoke elements of the GM Approach. These include:

   a. A HSC Management Degree Apprenticeship (led by MCC with delivery starting January 2018) with further developments planned around the Social Work standard and a new generic Level 3 standard.

   b. TfGM are supporting the GM Heads of Highways Group in developing a collaborative programme to recruit and develop highways/construction apprentices to support infrastructure work across GM. Recruitment to these new roles will take place over the summer with apprentices starting in September.
c. North West Employers are coordinating a group of LAs to develop the learning required from an Operational Delivery Officer Apprenticeship. This new Level 3 standard will be targeted at staff working in front line services and communities and provide a development opportunity for existing staff embedding place based working and GM values and behaviours.

d. Work has begun to look at the potential to use Apprenticeships to support the school improvement agenda and develop tailored leadership programmes for school staff. Approximately 50% of LA levy and headcounts comes from staff employed in maintained schools and this will provide an opportunity for focused development programmes. Head teachers and DCS will be engaged in the work as it develops further.

e. There are a number of new apprentice standards in development nationally that will have a public sector focus including Revenues and Benefits Officers and Regulatory Services that will have the potential to develop as flagship programmes once available.

10. A range of **bespoke learning elements** are under development. Early discussions are underway with the AGMA Learning Management Systems group, with support from North West Employers, to develop a series of bespoke GM focused and added value online learning modules for all apprentices to give them a better understanding of the GM public sector landscape and values, Devolution and the role of a 21st Century public sector worker. Support and capacity from organisations will be required to develop and then implement these across their organisations.

As part of the bespoke learning packages, we are also exploring options for a digital literacy package that will be available for all apprentices.

A Welcome Day – Be Part of Something Greater – will be developed and piloted for all new apprentices in the autumn. This will provide an introduction to GM and its public sector organisations bringing apprentices together from different employers and at all levels. The workshop will also allow peer to peer relationships to be developed with a view to job shadowing opportunities during the Apprenticeship period and the creation of networks and support beyond an apprentices own organisation.

**Theme 4: Integration with wider public sector and reform programmes**

11. Work is ongoing to **support existing pre-Apprenticeship programmes** across the public sector and promote public sector opportunities across GM’s employment programmes delivered by other partners. Emerging employer engagement strategies acknowledge the GM Apprenticeship Approach and will be a mechanism for ensuring integration between organisations

12. GMCA is currently **exploring investment opportunities** to support flexible and supported Apprenticeship programmes for vulnerable groups.

13. When funding rules are available, recommendations will be brought forward to create a GM approach and **agreement on the 10% gifting of Levy to supply chain** members to ensure maximum social value can be achieved through this option.
RECOMMENDATIONS
The Combined Authority is asked to:

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