PURPOSE OF REPORT

The purpose of the report is to outline the following:

1. Provide information on the current reduction in apprenticeship starts as a result of the introduction of the apprenticeship levy and other reforms.
2. Set out 2018 activity to ensure GMS ambitions are met around Apprenticeships
3. Set 4 sets out a specific update from The Growth Company on their Apprenticeship activity.

Background

Apprenticeships are at the heart of Government skills policy as a key vehicle for boosting social justice, economic productivity, and the nation’s skills base. Most recently, they featured strongly in the Industrial Strategy (Nov 2017) in which the Government reiterated its commitment to the target of achieving 3 million Apprenticeship starts in the five years to 2020. Alongside reformed technical education pathways, they will form part of a prestigious and high quality alternative to the academic route and a key tool for whole-workforce development.

For Greater Manchester, our ambition in support of the national target is a cumulative total of approximately 184,000 Apprenticeship starts across the same five year period (approximately 20% growth on current numbers). More broadly, Apprenticeships will contribute directly to delivering priorities 2, 3 and 4 of Our People, Our Place, the updated Greater Manchester Strategy (‘GMS’, October 2017), as well as being an enabling factor across the whole of GMS by ensuring that the skills base in GM supports delivery of the full range of policy priorities, from major infrastructure projects to delivery of reformed public services.

Our work with GM’s public sector employers is moving forwards, with the procurement process carried out in November having now concluded, resulting in a framework of preferred suppliers for public sector employers to use when commissioning apprenticeship training focusing on high quality and social value.

GM also needs to be mindful of National reforms that are underway to both the content of Apprenticeships and to the way in which they are funded. In particular, the apprenticeship levy has been operational from May 2017; the change in the funding regime for both levy-payers and non-levy employers is one of the key reasons being cited for a fall in GM’s Apprenticeship starts during the 2016/17 academic year and into the first few months of 2017/18. This drop reflects the national picture and we will continue monitoring trends and exploring the reasons behind the shift in more detail in order to inform our work supporting levy paying employers, SMEs and providers.

Evidence available to date is based on surveys undertaken with employers and providers and partners, including the ESFA, GM Chamber of Commerce and GM Learning Provider Network. Overall, feedback has varied although it appears that there have been some subtle shifts already in the way that some employers view
Apprenticeships and in the way that providers are working with employers and positioning themselves in the market. Main findings:

- Many providers are not forecasting increased Apprenticeship starts this year or even next year as some levy-payers are pausing apprenticeship recruitment until the value of their vouchers accrues and/or until new apprenticeship standards are available in relevant job roles. Starts may even dip as a result of the new co-investment funding model for non-levy paying organisations/SMEs, so GM’s target for 2020 remains challenging.

- Levels of employer knowledge/awareness are mixed; more work may be needed to ensure that those employers in scope to pay are aware of how to access advice/support about their apprenticeship options, including development of an action plan to support GM levy-payers who will not be pro-actively account-managed by the National Apprenticeship Service.

- Quality will remain a priority; there is an inherent risk in this type of market that some less rigorous providers may look to cut costs in order to compete on price, rather than adding value.

- The provider base must be monitored to ensure an adequate balance and mix of quality provision is available, particularly in the event of providers being removed from the Register of Apprenticeship Training Providers due to quality concerns.

To ensure GMS targets are met and any adverse impact of Apprenticeship reforms are limited, GMCA has identified key areas of focus for 2018/19:

- Maximising levy investment in GM
- Supporting SME (non-levy paying) employers.
- Removing barriers to apprenticeships
- Ensuring a level playing field for Apprenticeship routes
- Developing progression pathways at all levels
- Improving the quality of apprenticeships

RECOMMENDATIONS

- Note the report for information under Matters Arising from previous meeting

CONTACT OFFICERS

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Jayne Worthington- MD for Skills, The Growth Company
1 Apprenticeship Numbers: The Current Position

Apprenticeships are undergoing a period of reform in terms of both content and funding. These reforms, which have been designed to increase both the quality and quantity of Apprenticeships, are part of a raft of measures introduced pursuant to the government’s target of 3 million apprenticeship starts over the five years to 2020.

It was generally recognised that a transitional period would follow the levy’s launch, during which some employers would pause Apprenticeship activity until funding reforms are embedded and their impact is better understood and that, for SMEs and non-levy payers, the new co-investment requirement would discourage some employers from recruiting Apprentices, given that they would not previously have been required to contribute to the costs of apprenticeship training.

Nationally, it has been reported that apprenticeship starts in the final quarter of the last academic year (May-July 2017) may have dropped by as much as 61% following the introduction of the levy, and that almost half of eligible employers have still not yet set up their online accounts.

The chart below shows the pattern of Apprenticeship starts for different levels of apprenticeship and apprentice age groups since 2011 in Greater Manchester.

Apprenticeship starts dropped in GM during the 16/17 academic year following a period of growth over previous years. There has been a 7.2% reduction in Apprenticeship Starts between 15/16 and 16/17; all of this occurring in the final quarter coinciding with the implementation of Apprenticeship Levy. This was expected following the introduction of the Apprenticeship levy and new funding rules in May 2017 and reflects the national picture. Anecdotal evidence from GMLPN shows that this reduction has continued into the first few months of 2017/18 – this will be closely monitored as official data from DfE is released.

Whilst there has been a decrease in the number of starts overall, we have seen an increase in the actual number of starts that are at Higher levels and the proportion of people starting an apprenticeship over the age of 25. This is a positive story as individuals and employers see the value in apprenticeships at all stages in a career journey and at all levels, however this is counterbalanced by the drop in the number of young people (up to 25) starting an apprenticeship. During 2018 (and as set out above), work will be delivered with schools / colleges, youth employment programmes and
employers to ensure that new opportunities for young people continue to be created as they start their careers, alongside continuing to encourage upskilling and development opportunities for ‘older’ apprentices.

Data shared by the National Apprenticeship Service has seen a downward trajectory in apprenticeship vacancies being advertised weekly since July. Further analysis is underway to better understand the range of vacancies being advertised by sector, level and salary although we still have on average over 1000 apprenticeship vacancies advertised in GM every week.

Apprenticeship Achievement Rates (based on the % of apprentices expected to achieve that actually did) for GM’s 50 largest providers stood at 66% in 2015/16 slightly below the national average of 67%. We have an ambition for this to increase to 75% by 2020. 36 of the top 50 providers in that year were rated Good or Outstanding by OFSTED. GMCA will work alongside providers to continue to support quality improvements within apprenticeship delivery.

To ensure GM continues to have a successful and growing range of apprenticeship opportunities, we need to ensure that the impacts of apprenticeship funding changes are minimised and the declining trend in starts is reversed whilst quality for both employers and potential apprentices is not lost. Set out in the remainder of this report is progress to date and key priorities for 2018.

2 GM Apprenticeship Strategy: Delivering the Ambition

Our ambition as set out in the Greater Manchester Strategy is that:

‘All residents (in and out of work) will have the opportunity to progress into all levels of technical & academic skills provision, ensuring our people are life-ready, and employers will offer high quality employment with clear progression routes’

In order to achieve this GM has set itself some stretching targets that sit under the GMS in the GM Apprenticeship Strategy. The strategy identifies a series of cross-cutting themes which are central to achieving Greater Manchester’s Apprenticeship ambitions. The following sections set out progress in 2017 and key priorities for 2018. A summary table is provided in Annex 1.

3 Summary of GM Apprenticeship Strategy themes, progress and 2018 activity.

To ensure the declining trend in the number of apprenticeship opportunities is reversed whilst continuing to improve quality and meet employer’s needs, the following key priorities for action have been identified.

Realising the ambition set out in this strategy will require partnership working across Greater Manchester’s education, skills and employment sector alongside employer bodies. **We look to the full range of partners to bring their expertise and commitment to the table.**

<table>
<thead>
<tr>
<th>1. Maximising the Levy investment made in Greater Manchester</th>
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<tbody>
<tr>
<td>We must ensure that the Levy paid by GM’s large employers, both in the public and private sectors, delivers maximum impact through planned workforce development to create Apprenticeship opportunities.</td>
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<table>
<thead>
<tr>
<th>During 2017:</th>
<th>2018 priorities:</th>
<th>Strategy Aim:</th>
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<tbody>
<tr>
<td><strong>GM Public Sector Apprenticeship Approach</strong> including:</td>
<td>• Continue to develop the Public Sector Apprenticeship Approach</td>
<td>That all the Levy paid by employers in GM will be used within the GM apprenticeship</td>
</tr>
</tbody>
</table>
• First commissioning round of 1,137 new apprenticeship starts across the public sector
• First commissioning round of the Public Sector Apprenticeship Provider DPS complete
• Workforce planning for apprenticeships undertaken with LA’s GMCA and TiGM
• £120,000 funding agreed from the HSCP to support a project manager resource
• 10 flagship programmes across a range of public sector roles in development.
• Discussions underway with the Duke of York’s office around embedding iDEA (digital literacy programme) for all apprentices

Provided **bespoke support to large levy paying employers** as they developed their apprenticeship plans.

**2. Supporting SME (non-levy paying) employers**

We must help non-Levy paying employers to navigate apprenticeship reforms and funding changes, recognising the value apprentices can bring to the growth of their business and supporting them to engage with apprenticeship providers

**During 2017:**
The devolved **GM Apprenticeship Grant for Employers (GM AGE)** finished at the end of July 2017. Over the 2 1/4 year lifespan of this grant programme over 4700 employers have been supported with grants to create 6095 apprenticeship and traineeship opportunities.

The **SEDA (Stimulating Employer Demand for Apprenticeships)** project has

**2018 Priority:**
• Facilitate an event for key organisations and intermediary bodies such as GM Chamber of Commerce, FSB, The Growth Hub and GMLPN to promote best practice in employer engagement and workforce planning for apprenticeships building on the lessons learnt through the SEDA project and defining a GM approach that leads to an increase in start numbers.

**Strategy Aim:**
Significant growth in the number of high quality Apprenticeship opportunities being offered by GM’s non-Levy paying employers, particularly within our priority sectors.
supported 700 SME’s to create workforce plans and creating over 100 apprenticeship opportunities to date

Supported **Sector based projects** to bring together employers, providers and future apprentices across digital, engineering and science sectors.

- Initially within the public sector, define a set of GM criteria that will be applied when making decisions about Levy transfers to other employers embedding social value and corporate social responsibility principles with a focus of additional apprenticeship opportunities in SME’s and the voluntary sector. This will enable more SME’s to access apprenticeships without the need to make a funding contribution.
- Ensure the outcomes of the MMU-led SME GAP Erasmus project add value to GM’s apprenticeship landscape

3. Removing Barriers

We must tackle barriers to Apprenticeships – both real and perceived – for individuals and employers alike. Positive action is needed to understand and remove barriers, simplify processes, and continue the overall shift in perceptions of Apprenticeships.

**During 2017:**
Launched the **Apprentice Travel Offer** with TfGM providing approx. 200 travel cards and 50 bikes to apprentices.

**2018 Priority:**
- Establish the GM Apprenticeship Diversity project to increase BAME apprenticeship starts
- Develop and pilot supported apprenticeship programmes for people with additional needs
- Develop and pilot flexible apprenticeships for care leavers (Life Ready)
- Working closely with employment programme providers and National Careers Service to promote apprenticeships for older unemployed people.

**Strategy Aim:**
That the GM Apprenticeship workforce is proportionally representative of our whole community

4. Ensuring a level playing field for Apprenticeship routes

We must help all GM residents, particularly young people, understand how a high quality Apprenticeship could help them to achieve their career goals, and equip them with the information, advice, guidance and work-related experiences to make informed decisions about the part an Apprenticeship could play.

**During 2017:**

**2018 Priority:**

**Strategy Aim:**
The **Pathways to Productivity** project launched and provided the This is Me careers portal to over 15,000 users within colleges / The Skills Company and promoted apprentices creating 282 new apprentice starts.

The GM Apprenticeship communications project - **#SeeDifferent** – www.theapprenticeshiphub.co.uk – continued to gain followers and increase social media engagements.

GM’s **Apprentice Ambassadors** engaged with 137 schools highlighting the benefits of apprenticeships.

140 school leaders and careers co-ordinators took part in **Better Choices**, a bespoke leadership programme designed to improve the strategic direction of careers education, information advice and guidance to ensure that the apprenticeship route was given the priority and esteem deserved as part of a young person’s careers programme.

Over 80 schools and colleges were involved with **Search and Apply**, a project delivered by collaborative partnerships to assist young people aged 16 to make choices about post-16 destinations and apply for post-16 courses, including expressing interest in applying for apprenticeships. Through the UCAS-Progress system, over 15,000 applications were made in the final year of the project, 2,000 of which were expressions of interest for an apprenticeship.

### 5. Developing progression pathways at all levels

- Develop a Career Portal to include a UCAS Progress Style application process for GM
- Bridge GM to support schools and colleges to have multiple encounters with employers with targeted emphasis on those employers who recruit apprentices. This will be supported via www.Bridgegm.co.uk in collaboration with #SeeDifferent
- Identify a mechanism to enable continuation of key promotional activity.

Apprenticeships will be considered on an equal footing as all other routes for post 16 / 18 education and professional development, and GM will have the resources in place to ensure high quality IAG is available to all to inform decisions.
Ensure clear pathways into and through Apprenticeship job roles, from pre-Apprenticeships for those entering Greater Manchester’s labour market, to Higher / Degree Apprenticeships for those wishing to progress within it.

<table>
<thead>
<tr>
<th>During 2017:</th>
<th>2018 Priority:</th>
<th>Strategy Aim:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developed the <strong>Traineeship Toolkit</strong> and providers training sessions to encourage delivery of Traineeships - <a href="http://www.traineeshiptoolkit.co.uk/">http://www.traineeshiptoolkit.co.uk/</a></td>
<td>- Identify sector based opportunities to build partnerships between employers and providers for the delivery of pre-apprenticeship pilots, particularly in Digital linked to the Digital Strategy</td>
<td>The gap between employer expectations and potential apprentice’s skills and experience will have been minimised and employers will see the value of progressing staff to higher levels of apprenticeships.</td>
</tr>
<tr>
<td>Research project with LWI to model the potential and need for <strong>Traineeships within the Digital sector</strong>.</td>
<td>- Work with HE partners to embed progression routes from lower level to Degree apprenticeships as part of their entry requirements and student recruitment practice.</td>
<td></td>
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<tr>
<td></td>
<td>- Ensure apprenticeship pathways are considered and factored into GM Routes Readiness project as we move towards the implementation of T-levels</td>
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### 6. Improving quality and achievements

Quality is key to all Apprenticeship activity, for employers, providers and apprentices to ensure achievement rates and an apprentices experience continue to improve.

<table>
<thead>
<tr>
<th>During 2017:</th>
<th>2018 Priority:</th>
<th>Strategy Aim:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launched the <strong>public sector DPS</strong> to create a list of high quality apprenticeship providers that add value to the GM landscape.</td>
<td>- Pilot the GM Apprentice Employer Quality criteria ensuring clear links with the consultation of the Mayors Employer Charter</td>
<td>All apprenticeship provision within GM will meet employers needs and be delivered by Good or Outstanding providers with achievement rates at 75%</td>
</tr>
<tr>
<td>Developed and piloted the <strong>GM Apprentice Employer Quality Mark</strong> criteria (Annex 3)</td>
<td>- Utilise the network of providers in GM and GMLPN’s professional exchange programmes to ensure consistent quality messaging about apprenticeships is available to all employers, and encourage those advising employers to promote GM priorities</td>
<td></td>
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<tr>
<td></td>
<td>- Use the GM values and quality criteria identified through the public sector procurement exercise to promote GM expectations</td>
<td></td>
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</tbody>
</table>
4. The Growth Company

Growth Company as an Apprenticeship Provider

The Growth Co is one of the largest Apprenticeship providers in GM with 2156 Apprenticeship starts in 16/17 (circa 8% share of the total 28,210) and an Apprenticeship learner role of circa 4500.

The Growth Company works as a provider, but also as a strategic enabler developing and delivering partnership activity with the 10 GMFE Colleges (including Total People as part of the LTE Group), 4 Universities and industry partners like Manchester Digital.

Apprenticeship Reforms

Sweeping Apprenticeship reforms planned for implementation in 2017/18 meant it was likely to be a challenging year for Apprenticeships. These reforms included;

- Employers with a pay bill of over £3m paying the Apprenticeship levy;
- Mandatory investment of 10% from SMEs towards Apprenticeship training;
- A shift from Apprenticeship Frameworks to employer developed Apprenticeship Standards that can only be achieved with a successful pass at End Point Assessment;
- Government lowering prices for some Frameworks / Standards (up to a 40% cut in some instances);
- Significant system change for levy employers who have to contract individually with each provider and use the Digital Apprenticeship Service to ensure the funding flows;
- A new register for providers to apply for (ROATP);
- The procurement of non-levy Apprenticeships (previously included in SFA allocations); and
- The ESFA stopping the ability to fully sub-contract – where many small providers relied on this in order to deliver Apprenticeships.

<table>
<thead>
<tr>
<th>16/17 Starts</th>
<th>Q1</th>
<th>Q2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-18 Apprenticeship</td>
<td>176</td>
<td>470</td>
<td>646</td>
</tr>
<tr>
<td>19+ Apprenticeship</td>
<td>324</td>
<td>448</td>
<td>772</td>
</tr>
<tr>
<td>Grand Total</td>
<td>500</td>
<td>918</td>
<td>1418</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>17/18 Starts @ Jan 2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-18 Apprenticeship</td>
<td>125</td>
<td>364</td>
<td>489</td>
</tr>
<tr>
<td>19+ Apprenticeship</td>
<td>218</td>
<td>458</td>
<td>676</td>
</tr>
<tr>
<td>Grand Total</td>
<td>343</td>
<td>822</td>
<td>1165</td>
</tr>
</tbody>
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Growth Company Trend

| 16-18 % diff between 16/17 and 17/18 | -29% | -23% | -24% |
| 19+ % diff between 16/17 and 17/18 | -33% | 2% | -12% |
| Total % diff between 16/17 and 17/18 | -31% | -10% | -18% |
| GM | -36% | TBC | TBC |
| National | -61% | -20%* | TBC |

*Provisional data TBC due to data realise.
Therefore, nationally there has been a reduction in Apprenticeship starts, with a 61% drop reported in the first quarter, with GM and GC also having been impacted by these factors, albeit with a lesser impact than that seen nationally, with a clear reduction in SME starts and a slow levy take up.

This has arisen though a number of factors;

- The 10% contribution for SMEs combined with lack of understanding of Apprenticeship reforms has caused many SMEs to not participate. This is especially prevalent in the Health & Care Sector.
- The 20% off the job training requirement is causing previously committed employers to withdraw from Apprenticeship training.
- Contract negotiations with Levy paying employers have become protracted and have delayed starts.
- Issues with the operation of the DAS/submission of data and employer understanding of their role in this.

The Growth Company has seen that the Health & Social Care sector has seen a disproportionate drop in starts and the movement of schools to the local authority levy pot has resulted in reduced starts in this sector (particularly Teaching Assistants).

Also, whilst the reduction in Apprenticeship starts is in itself a critical factor to address, it masks some underlying issues that could have economic consequences unless reversed.

Growth Co has seen almost a 25% reduction in our 16-18 vacancy based starts by Q2, with 19+ starts showing only a 12% reduction. Analysis has shown that this is mainly levy paying companies using the levy as a re-training tool for current staff.

Whilst this is to be encouraged if used correctly, there is a need to work with both levy paying companies and SMEs to still realise the value of on boarding young talent and seeing Apprenticeships as a key way to do so. Failure to do this could result in more youth unemployment / NEET as those young people who do not wish to continue in education find less options open to them.

To ameliorate the effect of the Apprenticeship reforms and ensure GM sees Apprenticeships as essential to the growth of the economy, the Growth Co have developed a number of initiatives / activities, some in partnership with GMCA and other key partners. These include;

**Reaching Young People (Life Readiness)**
A Growth Co schools engagement team is actively engaged with a large number of schools across GM, promoting the benefit of Apprenticeships and helping young people apply if they want to.

We currently have over 2,200 registrations of interest from young people in their final year of school or college. Of these, 403 have already attended one of our events and have been made an offer of an apprenticeship or pre-apprenticeship course with us.

The Pathways to Productivity project is funded by GMCA with Growth Co as accountable body and strategic lead. During the 2 year project span all GM Colleges have been involved (although Bury & Tameside have now exited) alongside Growth Company and Total People (the 2 largest providers in GM). The project has reached 2097 young people in FE in 17/18 and provides robust CEIAG through a 24/7 Apprenticeship Career portal, combined with staff development that will develop FE staff knowledge and capability in this area. To date it has generated 400 apprenticeship starts from young people progressing with FE.

**Maximising Non-Levy Apprenticeship Investment / Reaching SMEs**
The Stimulating Employer Demand for Apprenticeships project is funded by GMCA with the Growth Co as accountable body and strategic lead. It is delivered in partnership with GM Chamber and is targeted at SMEs who have not taken an Apprenticeship on board in
the last 3 years. It is supporting SMEs in GM to look at their work force development planning and understand where Apprenticeships would fit into this. It has generated 980 Plans to date and 180 Apprenticeship starts across a range of providers including Higher Education Institutions.

The SEDA project also generates market research and has worked with employers to understand the appetite for an Apprenticeship Kite Mark.

The Growth Co is currently redeveloping the Education & Skills central sales team who will be targeting SMEs, this will be combined with a robust marketing campaign in order to re-balance the current shift to levy paying Apprentices.

**Maximising Apprenticeship Levy Investment / Reaching Levy Paying Organisations**

In 2016 the Growth Co made an investment in a Work Force Development Team. This team is targeted at working with levy paying employers to help them prepare, plan and use their levy. This activity includes;

- work force development planning (public & private sector)
- Preparation for the Digital Apprenticeship Service
- Helping employers understand the range of occupations covered
- Levy calculator
- Feeding through policy announcements and changes
- Market research to feed back into new product development (this directly led to Project Management L4 being developed & delivered)

To date this team has worked with 364 and Growth Co has 700 engaged at levy paying employers.

This team are also just starting to work with levy companies that may not spend all their levy on where they could support their supply chain with gifting 10% of their total pot – in line with the new policy from April. This should support maximising the investment within GM and will work alongside GMCA and partners.

**Career Pathways / Key Sectors / Higher Level Apprenticeships**

Growth Company have been early to market with new Standards, especially those at a higher level. In January 2018 Growth Co had the first successful cohort of 15 Apprentices pass the gateway and go to End Point Assessment in Financial Services.

There is continued work with employers to develop the Standards that they need, this has included;

- Banking L4
- Insurance L3 /4
- HR L5
- Project Management L4
- L4 Software Developer (delivered in partnership with Manchester Digital)
- CMI Degree Apprenticeship in Management
- The Manufacturing Institute / GC will be one of the first organisations to deliver a Masters level Apprenticeships with the first cohort of 20 people starting L7 Leadership & Management in Manufacturing in April 2018.

Growth Company will continue its concentration on key sectors / career pathways and ensure that these and will link into Sector Deals & local industrial strategy.

Currently Growth Company works with Trafford and Tameside College to run Engineering Study Programmes which are aimed to lead seamlessly into Engineering Apprenticeships. Other sectors are being explored to see if this model can be utilised. Currently there is work underway to explore the Visitor Economy sector, working with Marketing Manchester, The Hoteliers Association and the GM VE Board;

**The Works / Construction Academy**
The Works is a partnership project funded by the Growth Company, hosted by ONE Manchester and led and delivered in partnership with the University of Manchester.

The project is predicated on a commitment from the University to open up as many of its vacancies as possible to local labour, using Adult Education Budget to retrain for job readiness, job trialling through using Aspire as a recruitment / temp agency and then and converting as many successful recruits as possible onto Apprenticeships. This has worked especially well in facilities, hospitality and business admin staff and is currently scoping higher level roles to see what may be appropriate and provide effective use of the University’s levy.

The initiative has placed over 4,000 local, unemployed individuals into employment over the last 8 years, many working for the University but also other local employers. At the same time, the University has started over 50 Apprentices per year for the last three years, within its own workforce. The introduction of the Levy has seen the University develop a plan for increasing the number of Apprentices it employs – the plan covers entry level jobs but also higher level jobs in Digital, HR and Management.

The successful delivery of The Works has also led to the development of the Construction Academy, with the University forcing delivery of its local labour social value objectives from construction activity through The Works and using North West Apprenticeship Company (part of the Growth Company) to enable shared Apprenticeship schemes where needed.