Local Government Association

Apprenticeships in Local Government:
LGA Apprenticeship Support Programme

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National Picture: Scale of the Challenge

- Levy estimated c.£207m p.a. for councils in England, plus £400m in extra costs
- Approx. £83m of that is maintained schools' levy funds
- Targets equate to around 31,500 new apprentice starts p.a. across all councils in England (we employed c.6,000 in 2016)
- Lots of part-time workers in local government so headcount-based target is much larger than FTE-based target would be
- For the purposes of both the Levy and Target, LAs are deemed to be the employer for maintained schools.
- Maintained schools account for around 40% of the local government payroll/workforce (varies by region) – adding around 12,000 starts per year

National Picture: Problems and Barriers

- Resources
- Lack of standards in place
- Procurement
- 20% Off the Job Training
- Providers
- Target doesn’t reflect capacity
- Schools

National Picture: Performance so far

- An analysis of the 105 councils that responded to the LGA's most recent apprenticeships survey of the sector shows:
  - 11,000 starts projected for 17/18 in local govt – almost double the 6,000 delivered in 16/17
  - Many LAs have struggled to meet the challenging targets – just six large LAs and around 12 District Councils have met the 2.3% target in the first year so far.
  - Top performers include Brent, Medway, Portsmouth, Redcar and Cleveland, Rochdale, and Walsall – all mid-range councils.
  - County councils struggled more due to large numbers of schools resulting in huge targets.
  - On average, LAs have met approximately 36% of their PS Target
  - Big discrepancy between performance on starts within the council workforce vs starts in schools – for every apprenticeship start delivered in a school, councils were delivering four.
  - Risk of losing large amounts of Levy from the sector – currently only spending around 10% of levy. Unless this improves, could be looking at £10-12m lost from June 2019

National Picture: Support Needs

- Capacity building
- Schools
- Workforce Development
- Procurement
- Understanding Public Sector Target Reporting
- Building apprenticeship knowledge base
- Sharing best practice and improving processes
- Increasing Levy Spend

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How is the LGA Supporting the sector on apprenticeships?

Part Lobbying…

- **Transfers** – Successfully lobbied for cap on number of transfers to be lifted and for an increase in how much could be transferred
- **Increased priority of schools apprenticeships in government** – lobbied DfE to put a greater emphasis on driving apprenticeship starts in schools, securing a roundtable for the sector, permanent DfE schools apprenticeship leads and regular meetings with DfE and ESFA replacing previous ad-hoc approach
- **Schools guidance relaunched** – LGA worked with government to revamp and relaunch schools guidance in June
- Ensured **apprenticeships remained one of three main priorities** in MHCLG MoU with LGA
- **Secured funding** from MHCLG and ESFA for two sector support programmes

… Part Sector Support

- Working with Spark & Associates, our main support offer is designed to provide advice and guidance, share best practice and develop toolkits for the sector via our online Knowledge Hub Portal. It includes:
  - Fortnightly webinars on topics ranging from using the apprenticeship service and understanding the funding rules, to workforce development and working with schools;
  - Guidance notes on procurement, completing the public sector reporting process and using the 10% Transfer function
  - A regional apprenticeship event in all nine English regions
  - Developing the Maturity Model – a self-assessment tool for the sector
  - Toolkits for the sector sharing best practice, templates and practical advice – one based around the Maturity Model, the other on schools

What is the Maturity Model?

- The maturity model is a self-assessment tool to help you shape and improve your apprenticeship programme.
- It is based on a similar tool that was developed to help councils improve their troubled families programmes.
- There are five key ‘strands’ – Leadership and Culture; Procurement; Workforce Development; Planning, Delivery Structures and Processes and Engagement.
- Each strand contains four stages of assessment – Early, Developing, Maturing and Mature to highlight key outcomes and milestones as your apprenticeship programme progresses.

Apprenticeships Performance Improvement Benchmark

Name _____ Organisation _____

	Leadership and Culture	Procurement	Workforce Development	Planning, Delivery Structures and Processes	Engagement
Mature	Active support and engagement from political and senior leadership. Apprenticeships Delivery Board in place and steered by a politician or senior member of SLT Apprenticeships highlighted in Corporate Plan and separate Apprenticeships Policy Secured support from managers and department heads Have considered role as an employer in the local economy and aligned apprenticeships with council's strategic priorities Have apprenticeship champions within organisation and apprenticeship lead in post	Developed agreed approach to procurement of training Regular active working with other councils/public sector orgs to procure joint training where appropriate	Wide communication of approach to the workforce Focus on key skill shortage areas by developing talent and succession plans: use apprenticeship standards to build pathways to grow your own future workforce Involved in multiple Trailblazers Mapped Apprenticeship Standards to key roles and identified skills gaps	Know levy and targets and set realistic 'needs based' goals over a three-year cycle (forecasting) Resources and internal 'delivery' team identified and in place Long-term spending plan in place (five years or more)	Regular meetings with ESFA Account Manager Responded to LGA Sector Mapping, attended workshop at Large Employer Roadshow and LGA January Workshop Part of a local authority apprenticeship network and engage in regular partnership working on specific projects across sectors Developed a strategic approach with local FE and HE providers Engaged with all maintained schools and process in place to spend schools levy
Maturing	Strong support and engagement from political and senior leadership. Regular reports to SLT and/or cabinet Apprenticeships highlighted in Corporate Plan or separate Apprenticeships Policy Secured support from managers and department heads Considered council's role as an employer in the local economy and aligned apprenticeships with some strategic priorities Apprenticeship lead in post and champions apprentices across organisation	Procurement approach agreed and in development Some joint working on procurement with other councils where appropriate	Good communication of approach to workforce Focus on most key skill shortage areas, developing succession plans and career pathways Involved in at least one Trailblazer In process of Mapping Apprenticeship Standards and identifying skills gaps and/or mapped specific roles/pathways	Know levy and targets and set a realistic 'needs based' goal for the first year (forecasting) Limited resources and internal 'delivery' team identified and in place Multi-year spending plan in place	One-off meeting with ESFA Account Manager held Responded to LGA Sector Mapping and attended either Large Employer Roadshow or LGA January Workshop Part of a local authority apprenticeship network and engaged in some further partnership working on specific projects Developing a strategic approach with local FE and HE providers Good engagement with maintained schools and plan to spend schools levy in development
Developing	Secured political and senior leadership support Developing an Apprenticeship Policy or refreshing Corporate Plan Engagement underway with managers to secure support for apprenticeships Exploring how to link role as employer in the local economy and align apprenticeships with council's strategic priorities In process of identifying lead officer for programme	Limited procurement provisions in place, exploring developing an agreed approach In early discussions with other councils about options for joint procurement	Basic communication of approach to workforce Some focus on specific skills shortage areas but not all Will consider engaging in future Trailblazers depending on capacity Planning to carry out skills mapping exercise in the future	Aware of levy and target. Working towards target but no forecast made In process of identifying resources and internal 'delivery' team One-year plan in place	In process of setting up a meeting or phone call with ESFA Account Manager Responded to LGA Sector Mapping Part of a local authority apprenticeship network Work with a small number of local providers. No strategic approach in place Basic engagement with Schools to raise awareness
Early	Working to secure support from politicians and senior leaders No Apprenticeship Policy in place and no mention in Corporate Plan Little to no support from managers across the organisation No linkage of apprenticeships to council's strategic priorities or role as employer in local economy No apprenticeship lead in place or champions across the organisation	No agreed approach to procurement No joint working on procurement	Limited to no communication of approach to the workforce Limited focus on skills shortage areas, apprenticeship recruitment limited and ad hoc Not involved in Trailblazer Not carried out skills mapping exercise	No forecasting or target set No internal delivery plan developed or delivery team identified No plan in place - Levy is spent ad hoc	No contact with ESFA Account Manager Not responded to LGA Sector Mapping No partnership working with other councils or public-sector organisations Not yet developed a strategic approach with local FE and HE providers Limited to no engagement with Schools

Bespoke Support Offer

- Fully-funded via MHCLG grant
- The offer is two days of free consultancy support per council provided by apprenticeship experts
- Priority given to councils that assessed themselves as ‘Developing’ in any strand of the Maturity Model
- Support can cover anything related to the council’s apprenticeship work – from targeted support on workforce development, processes and governance to workshops for senior management, help with comms or developing an offer for schools.
- We are supporting 34 councils through the programme between June and December 2018

Apprenticeship Accelerator Programme

- Fully-funded by ESFA grant
- Designed to help councils increase starts by taking a strategic approach to apprenticeship planning
- Focus is primarily on skills mapping, workforce development and securing senior-level buy-in
- Councils required to develop/update multi-year apprenticeships plan
- Two-phase support programme:
  - Phase 1: Sept 18 – Feb 19 pilot phase for 25 LAs
  - Phase 2: April 19 – onwards main phase for around 40 LAs

Innovation in the face of adversity

- **Schools** – Rochdale and Kent have used brokerage role to secure specialist TA apprenticeship training for their schools
- **Social Care** – Bexley and Norfolk have already used Transfers function to support apprenticeships in their care homes; 12 NE LAs are collaborating with LGA to map social care career pathway
- **Supporting people back into work** – Camden has piloted part-time flexible apprenticeships to help parents return to workplace
- **Supporting SMEs** – Southwark developed the Southwark Apprenticeship Standard for quality local apprenticeships in the borough – 35 registered supporters including Barclays and TfL
- **Procurement** – Greater Manchester CA, Nottingham City Council, YPO, ESPO and LB Tower Hamlets all developed DPSs used across sector
- **Cross-sector collaboration** – Greater Manchester CA and Hertfordshire Apprenticeship Alliance set up cross-public sector apprenticeship networks

What do we want to see change?

- Extend the two-year expiry date for an extra year to reflect lack of key standards in place
- Local areas to retain their underspend to reinvest in local apprenticeship priorities rather than handing it over to Whitehall.
- Use upcoming Levy review to introduce more flexibilities, including:
  - Allowing levy transfers to be pooled
  - Allowing employers to top-slice their levy contributions to pay for a post to administer the programme