

**Greater Manchester Apprenticeship Hub
Delivery Plan
July 2014**

1. Background

Growing the market for apprenticeships in Greater Manchester is a key priority for the Skills and Employment Partnership as part of a programme of activity to respond to the priority in the Greater Manchester Strategy of 'preventing and reducing youth unemployment'. Partners across Greater Manchester regard apprenticeships as providing an important route through which; young people gain a job in a skilled occupation with sustained and substantial training and employers ensure that they have the highly trained staff they need to secure the success of their business.

In May 2014 the Skills and Employment Partnership set a stretching target for Greater Manchester of increasing the number of 16-24 apprenticeship starts by 10% a year every year until 2017/18. Activity to meet this target is led by the Greater Manchester Apprenticeship Hub; a partnership approach to develop the market for apprenticeships supported by £6m of City Deal investment to address identified market failures.

In July 2012, the Skills and Employment Partnership agreed a delivery plan for the Greater Manchester Apprenticeship Hub, which set out the actions that would be taken by a range of partners to establish apprenticeships as a high quality vocational route for young people. Over the last two years, partners have worked together to deliver a wide range of activity - however given the changing funding and policy environment and the new challenge that the partnership have set for GM around increasing the number and quality of apprenticeships we have taken the opportunity to refresh the delivery plan, refocusing our key strategic priorities.

This process has involved extensive engagement with a wide range of GM partners which started with a workshop with the Apprenticeship Hub. The delivery plan has been fully co-designed and is jointly owned with stakeholders right across the partnership committing to leading a broad range of projects. Set out below are Greater Manchester's strategic priorities for apprenticeships and the actions that will be taken to deliver them during 2014/15.

2. Greater Manchester's Strategic Objectives for Apprenticeships

- Maximise employer take up of apprenticeships in GM's key sectors
- Improve information, advice and guidance services for young people
- Develop the capacity of providers ensuring supply is matched to demand

Each of the strategic objectives will be supported by themed priorities and specific projects which will see partners undertake a range of activity to deliver our ambitions.

Strategic Objective 1

Maximise employer take up of apprenticeships in GM's key sectors

The success of the apprenticeship programme is dependent on demand from employers and ongoing reforms to areas such as funding and standards place employers firmly in the driving seat. However, employers particularly SMEs are not fully engaged with the skills system, often perceiving it as complex and disjointed.

In order to meet our objectives the following priorities will be progressed;

- Deliver city-wide collaborative activities to stimulate demand for apprenticeships and increase the number of vacancies and traineeship work placements.
- Deliver targeted marketing and communications activities.
- Support the public sector to provide civic leadership on apprenticeship recruitment in Greater Manchester.
- Build and support the capacity of employers to recruit and employ apprentices including those progressing from traineeships.

Strategic Objective 2

Improve information, advice and guidance services for young people

The Greater Manchester Strategy highlights good quality advice and guidance as central to the task of preventing youth unemployment. However, the current picture in GM is somewhat patchy and fragmented; of particular concern is the lack of high quality information, advice and guidance for young people about the apprenticeship route. In response a CEIAG strategy has been developed for GM with the vision that; *'all young people develop into effective, informed decision makers about their education, training and employment, helping them to secure the skills and experience that employers seek now and in the future'*.

In order to meet our objectives the following priorities will be progressed;

- Increase the proportion of 16-18 year olds that participate in learning through apprenticeships and traineeships with a focus on delivering better IAG.
- Increase the number of NEET and unemployed young people starting apprenticeships and traineeships.
- Tackle wider barriers to the take up of apprenticeships and traineeships in GM with a specific focus on transport.

Strategic Objective 3

Develop the capacity of providers ensuring supply is matched to demand

Apprenticeships are key to growing Greater Manchester's economy; however penetration is low in the key sectors that are critical to the future job growth and few young people currently learn at level 3+ via an apprenticeship which is where the bulk of future labour demand. It is critical that the apprenticeship offer includes frameworks and levels that meet the needs of young people and our local economy.

In order to meet our objectives the following priorities will be progressed;

- Development of market intelligence to influence provider activity.
- Develop provider capacity to deliver apprenticeships at level 3+ in key sectors.
- Improve the quality of apprenticeship provision across GM.
- Build the capacity of the provider base to present an integrated offer to employers and young people across GM, e.g. workforce development, employer engagement and progressing young people into apprenticeships

Objective 1: Maximise employer take up of apprenticeships in GM's key sectors					
Key priority	Activity	Lead	Funding Source	Monitoring Indicator	By when
(1.1) Deliver city- wide collaborative activities to stimulate demand for apprenticeships and increase the number of vacancies and traineeship work placements that are available.	(EXISTING PROJECT) Facilitate sector based partnerships building on practice from ESGs and NAS – support collaboration between groups of SME's enabling them to work more effectively with providers.	GMCC	EOS	ESGs operational in GM's priority economic sectors	Ongoing
	(PROPOSED PROJECT) Commission a piece of work to explore options for an Apprenticeship Training Association in GM	<i>TBC through grant agreement</i>	City Deal	Options appraisal completed	December 2014
(1.2) Deliver targeted marketing and communications activities to deliver apprenticeship growth.	(EXISTING PROJECT) Skills reviews for small businesses, previously known as tax incentives pilot)	GMCC	City Deal	800 skills reviews completed	September 2015
	(EXISTING PROJECT) Employer Ambassadors – peer to peer model utilising employers already engaged in adult apprenticeships to encourage other employers that aren't currently engaging	GMLPN	ESF SSW	75 employer ambassadors recruited and trained	September 2015
	(EXISTING PROJECT) Delivery of marketing and communications activity via the Skills Gateway service to promote/grow market demand for an upskilled workforce	GMCC/GMLPN	ESF SSW	No of businesses referred to apprenticeship provision	July 2015
(1.3) Support the public sector to provide civic leadership on apprenticeship recruitment in Greater Manchester.	(PROPOSED PROJECT) Gain GMCA/LEP agreement for a consistent GM public sector approach to procurement, recruitment and planning ensuring that commitments are in place to support apprenticeship recruitment.	NE/LA leads	New Economy	Agreement in place and utilised across GM's public sector	March 2015
(1.4) Build and support the capacity of employers to recruit and employ apprentices including those progressing from traineeships.	(EXISTING PROJECT) Support employers with a focus on SMEs to engage in the apprenticeship process by implementing the Skills Gateway service, providing a referral service for employers and access to a catalogue of high quality training provision.	GMCC/GMLPN	ESF SSW	No of businesses referred to apprenticeship provision	July 2015
	(PROPOSED PROJECT) Deliver CPD to HR and training staff in GM businesses to help them understand what they need to do to recruit and employ an apprentice. E.g. myth busting, legal	<i>TBC through call for proposals</i>	City Deal	<i>TBC through grant agreement</i>	September 2015

	advice, mentoring etc.				
Objective 2: Improve information, advice and guidance services for young people					
Key priority	Activity	Lead	Funding Source	Indicator	By when
(2.1) Within the context of RPA, increase the proportion of 16-18 year olds that participate in learning through apprenticeships and traineeships with a focus on delivering better IAG, ensuring the strategic involvement of schools and post 16-providers.	(EXISTING PROJECT) Programme of information and support to develop the capacity in CEIAG leadership and management in schools. The programme will join the education sector with the skills agenda/apprenticeships.	Centre for Educational Leadership	14-19 Funding	270 schools engaged in phase 2 of the programme <i>Target number of participants for phase 3 to be confirmed at design stage</i>	October 2014 September 2015
	(EXISTING PROJECT) Have a Go – enhancement of careers fairs by incorporating interactive exhibits which promote apprenticeships through a bite sized fun activity. (Consider feasibility of using City Deal funding to extend).	GMLPN	NCS	10,000 young people engaged	December 2014
	(EXISTING PROJECT) The Dream Job – GM training providers will work collaboratively to deliver a substantial campaign to raise the profile of apprenticeships across GM with a focus on young people, parents and carers and schools and colleges.	GMCG	City Deal	20 apprenticeship week events held 50 schools and 6 th forms engaged 400 15-18 GM residents newly registering on AV 150 19-24 GM residents newly registering on AV Delivery of 11 additional events utilising City Deal funding	September 2014
	(EXISTING PROJECT) GM Apprenticeships	<i>TBC through call for</i>	City Deal	<i>TBC once funding has</i>	March 2015

	Marketing & Communications Campaign	<i>proposals</i>		<i>been awarded</i>	
	(EXISTING PROJECT) GM Apprentice Ambassadors Campaign promoting the benefits of apprenticeships to young people in schools.	GMLPN	City Deal	<p>20 apprenticeship week events supported by ambassadors</p> <p>180 schools and 6th forms engaged</p> <p>190 teacher packs presented to schools</p> <p>14 teacher packs presented to frontline workers</p> <p>10 events/activities delivered in schools to promote advanced and higher apprenticeships</p> <p>10 events/activities delivered to stimulate demand for apprenticeships from NEET/Unemployed young people</p> <p>14 events/activities delivered to promote apprenticeships to frontline workers</p> <p>6 events/activities delivered to promote the benefits of apprenticeships to GM</p>	September 2015

				based SMEs 288 apprenticeship ambassadors recruited and trained	
	(PROPOSED PROJECT) Consider the feasibility of developing a programme of activity to inspire young people moving from Y6 into Y7 to become 'secondary ready' introducing young people to apprenticeships in a way that is age relevant, allowing them to explore the world of work & their aspirations.	<i>TBC through call for proposals</i>	City Deal	<i>TBC once funding has been awarded</i>	May 2015
	(EXISTING PROJECT) GM Apprenticeships Mobile IAG Service – a 'superteam' of IAG experts co-ordinating all available resource to support schools, young people, parents and other frontline staff to deliver high impact in terms of apprenticeships registrations and starts.	Positive Steps (GM IAG provider group)	City Deal	<i>TBC through grant agreement</i>	August 2016
	(EXISTING PROJECT) Labour market information and apprenticeships and frontline worker CPD – A programme of tiered CPD activity to introduce regularly updated GM specific labour market information to staff, parents and young people as part of a tiered approach to all frontline staff.	Economic Solutions	City Deal	<i>TBC through grant agreement</i>	April 2015
	(PROPOSED PROJECT) Specific recruitment and training programme for Inspiring IAG mentors in information and data related to the skills agenda and apprenticeships specifically.	Inspiring IAG Management Group, NE	City Deal	At least 1 mentor in each local authority area attends an LMI workshop Change in evidence requirements of schools when being assessed for Inspiring IAG.	June 2014
	(PROPOSED PROJECT) Consider the feasibility of developing a GM UCAS style application system	<i>TBC through call for proposals</i>	City Deal	<i>TBC once funding has been awarded</i>	September 2016

	for young people to use in school to apply online to all post-16 learning and training destinations including vocational routes and apprenticeships.				
	(EXISTING PROJECT) Embedding employability skills in the school curriculum – a GM programme of activity for all young people to incrementally develop their employability skills from Y7-Y14 related to employment opportunities particularly apprenticeships.	Skilled and Ready Greater Manchester	City Deal	<i>TBC through grant agreement</i>	March 2015
	(PROPOSED PROJECT) Develop a GM wide strategy to work experience requirements as part of study programmes – linked to apprenticeships	NE, GMCC, GMCG	City Deal GM Commitment	Gaps in the number of external work experience placements identified and shared with NE and GMCC GMCG to produce a clearly defined ‘ask’ of what they need from employers GMCC and GMCG to work together to plus gap in placements and support young people and employers to maximise the work experience opportunity.	March 2015
(2.2) Increase the number of NEET and unemployed young people starting apprenticeships and traineeships.	(EXISTING PROJECT) Develop a GM RPA/NEET strategy which will identify specific gaps in the ability of the NEET cohort to access apprenticeships. Once this process is completed identify whether any activity needs to be commissioned by the Apprenticeship Hub.	NE/LA leads	NE	GM RPA/NEET Strategy completed	September 2014
	(PROPOSED PROJECT) Undertake a marketing campaign working with a wide range of	<i>TBC through call for proposals</i>	City Deal	<i>TBC once funding has been awarded</i>	September 2015

	stakeholders to raise awareness of traineeships including; employers, providers, jobcentre plus, young people, parents, youth services, voluntary sector and local authorities.				
	(PROPOSED PROJECT) Co-ordinate work with referral agencies, building the understanding that frontline staff have of the purpose of traineeships and eligibility criteria and improving their capacity to make appropriate referrals.	<i>TBC through call for proposals</i>	City Deal	<i>TBC once funding has been awarded</i>	September 2015
	(EXISTING PROJECT) Undertake analysis to understand the impact of whether taking on an apprenticeship affects young people's family benefits. Follow up with lobbying/work with referral agencies and influencers of young people.	NE	NE	Impact understood and shared with partners, lobbying undertaken with government if necessary.	November 2014
	(PROPOSED PROJECT) Undertake analysis to understand the potential to better support low waged young apprentices with the payments of their council tax. Gain agreement for a GM wide approach if needs based case.	NE/LA leads	NE	Evidence understood and shared with LA leads, GM wide approach agreed by WLT if necessary.	November 2014
(2.3) Tackle wider barriers to the take up of apprenticeships and traineeships in GM with a specific focus on transport.	(EXISTING PROJECT) Obtain agreement that 16-18s undertaking apprenticeships in GM are eligible for the discounted travel products currently only open to students within Greater Manchester.	NE/TFGM	TFGM / GMTL / Bus Operators	Agreement that 16-18s undertaking apprenticeships are eligible for the discounted travel products currently only open to students within Greater Manchester.	Agreement by September 2014
	(EXISTING PROJECT) Development of a broader travel offer for young people accessing traineeships and apprenticeships in GM. Options for consideration include: <ul style="list-style-type: none"> travel training for advisers so they a better prepared to provide travel information; travel advice to apprentices; 	TFGM	TFGM	Broader travel offer defined by NE / GMLPN and TfGM Travel offer developed and implemented	September 2015

	<ul style="list-style-type: none"> travel surgeries; and advice and guidance to young people at 'apprenticeship events'; 				
Objective 3: Develop the capacity of providers ensuring supply is matched to demand					
Key priority	Activity	Lead	Funding Source	Indicator	By when
(3.1) Development of market intelligence to influence provider business development activity.	(PROPOSED PROJECT) Pilot the development of market intelligence 'product' for providers utilising; skills analysis, sector deep dives, labour insight tool, provider data and employer data derived through skills gateway service.	NE, GMLPN, GM Chamber	City Deal	Increase in apprenticeship starts in priority sectors at L3+	September 2015
	(PROPOSED PROJECT) Regular dissemination of market intelligence to providers – launched through a conference for provider business development staff	LA leads, GMLPN	City Deal	Increase in apprenticeship starts in priority sectors at L3+	September 2015
(3.2) Develop the capacity of providers to deliver apprenticeships at level 3+ in key sectors – including in sectors and occupations where apprenticeships are currently not a common pathway.	(EXISTING PROJECT) Higher Level Apprenticeships – programme of targeted investment to support providers to develop their capacity to deliver higher level apprenticeships in line with the skills needs of GM employers.	NE	City Deal	20 providers supported to deliver existing frameworks at L4+ 120 apprenticeship starts at L4+	December 2014
	(EXISTING PROJECT) Engage with SFA procurement of higher level apprenticeships and ensure synergy with City Deal	NE	NE/SFA	Procurement reflective of GM's skills needs and sector requirements	December 2014
	(PROPOSED PROJECT) Trailblazer Apprenticeships – programme to support providers to develop and increase apprenticeship provision in line with GM's current and future skill needs.	NE	City Deal	15 providers supported to help deliver new trailblazer frameworks	September 2015
	(PROPOSED PROJECT) Apprenticeship expansion – activity to stimulate demand for apprenticeships at L3+ in key sectors aiming to maximise the size of the market.	NE	City Deal	TBC through grant agreements	December 2014
(3.3) Improve the quality of apprenticeship provision across GM.	(PROPOSED PROJECT) 'Business Angels' – impartial business assessment and development	TBC through call for proposals	City Deal	25 providers supported	September 2015

	programme to support colleges and training providers, ensuring that all GM providers offering apprenticeships are rated by Ofsted as grade 1 or 2.				
	(EXISTING PROJECT) Skills Competitions to drive up levels of expertise amongst learner and providers in apprenticeships, skills and further education. Exploring feasibility of a NW skills show.	NE, GMLPN, GMCG, GMCC, NW LEPs, Find a Future	City Deal/Find a Future	TBC after feasibility workshop	September 2015
(3.4) Build the capacity of the provider base to present an integrated offer to employers and young people across GM focusing on workforce development, employer engagement, and progression into apprenticeships including from traineeships and through to higher levels.	(EXISTING PROJECT) Improve the quality of bids for City Deal funding from providers – hold an open briefing session once each call for proposals is launched	NE	City Deal	Increase in the number of bids submitted and the % approved	March 2015
	(EXISTING PROJECT) IMPACT Provider Development – a programme of support for providers to create demand from employers and meet subsequent need. To incorporate an assessment of organisational need and a bespoke package of capacity building.	GMLPN	ESF SSW	35 providers engaged	July 2015
	(PROPOSED PROJECT) Pre Apprenticeship activity – creation of a series of guides for providers that demonstrate best practice across GM in delivering traineeships and provide a central point of information.	TBC through call for proposals	City Deal	Guides distributed and disseminated to GMLPN/GMCG	September 2015
	(PROPOSED PROJECT) Initial assessment – review of current tools and practices / exploration of the possibility of introducing a more streamlined offer for young people	NE, GMLPN	City Deal	Production of report illustrating GM picture of initial assessment practices carried out by providers	December 2014