



**Mark Currie**  
**Chair - GMLPN**  
**Welcome**



# Greater Manchester Skills Update...

- Greater Manchester Work and Skills Strategy & Skills Advisory Panel
- Devolution of Adult Education Budget
- ESF remaining funding and commissioning
- Skills Capital Funding
- Careers Education and Guidance

# Apprenticeships...

- Numbers update – nationally down 31% in January
- EPA debate – learners unable to complete



# GMLPN matters...

- Professional Exchange project
- Growing membership
- New members attending for the first time – welcome!

# Greater Manchester Learning Provider Network

April 2018

Amrez Bhatti and Nina Ketcher  
ESFA provider management team



Education & Skills  
Funding Agency

# Agenda

- Performance Management
- Subcontracting
- Register Update
- Questions



# Business Critical Issues

## Performance Management Points

- **AEB performance management point 3**
  - Growth form published Wednesday 18<sup>th</sup> April 2018. Requests to be received by 2<sup>nd</sup> May 2018.
  - Growth can be requested for 16-18 Traineeships and AEB provision
- **Procured non-levy apprenticeships performance management points**
  - performance management point 2: open for growth 22 Jun – deadline 6 Jul
  - performance management point 3: open for growth 19 Oct – deadline 2 Nov
  - 8% tolerance and £25k minimum threshold for under-performance

# Performance Management Points

- Ensure the learning provision is of high quality.
- We will use your track record including current delivery, Ofsted grades, minimum standards of performance, financial health and your previous delivery against your contract.
- Use of existing MCV?
- Is the Growth case credible? Evidence of demand?
- Confirmation that capping to be released for pre-May and May-to-Dec carry-in values.
  - Payment to be made by 26 April
  - Remittance will be sent out beforehand
  - Variations to be issued before next payment census point



# Policy Update

## Subcontracting

- New guidance document published on Gov.uk
- Covers the questions that most commonly asked us about the funding rules:
  - What is meant by an employer's "apprenticeship programme"?
  - What is included within the definition of "delivering apprenticeship training and/or on-programme assessment"?
  - How much training and/or programme assessment must be delivered by a main provider for it to have some substance and be more than a token amount?

# Policy Update

- Subcontracting
- Guidance document also includes 10 illustrative examples of meeting the rule and of *not* meeting the rule
- In the coming months, review at least two other aspects of the subcontracting funding rules
  - Subcontracting fees and charges
  - Evidence requirements associated with the subcontracting funding rules

# Register Update

- Over 200 additional new providers - RoATP Round 3
  - Signed their agreement
  - Undertake the on-boarding process
  - New providers who have not completed process
- 63 new providers in the North of England
- 23 in North West

# Register Update

- Technical workshop for new providers in January and/or webinars in March/April
- Areas covered:
  - Apprenticeship Service
  - Systems and Data Returns
  - Apprenticeship Policy and Funding Calculations
  - Audit, Compliance and Intervention
- Local Sessions
- Compliance Visits
- PRA controls visits
- ETF support – Future Apprenticeships programme

Questions?



**Gareth Jones**  
**Apprenticeships Programme Manager, Royal Mail**

# Royal Mail Group

- Over 500 years old
- RMG made up of number of subsidiaries incl:
  - Royal Mail
  - Parcelforce Worldwide
  - Global Logistics Solutions (GLS)
- Sole provider of Universal Service Obligation in UK
  - Delivers 'one-price-goes-anywhere' services to **29 million** UK addresses
  - Deliver more than **1 billion parcels**
  - Deliver more than **16 billion letters**



# Royal Mail Group

- Employ 160,000 across Group
  - 140,000 in UK
  - 123,000 post men & women
- One in 185 employed people in UK work for RMG
- 115,500 post boxes!
- 39 Mail Centres
- 6 Regional Distribution centres
- 1400 Delivery Offices
- Largest Fleet in country – 49,000 vehicles





# RMG COMMITMENT TO APPRENTICESHIPS

Royal Mail is developing apprenticeship programmes across the whole Group, including:

- Letters and Network
- Parcels
- Parcelforce Worldwide
- Technology
- Other Professional Functions

**Both** for early careers and existing staff



# What are we doing in RMG?

- Apprenticeship Blueprint Creation
  - CEO consultation and sign off
- New Apprenticeship Team recruited
- Working closely with all parts of the business to increase understanding & establish demand
- Regular Union dialogue & consultation
- Close working with Finance
  - Financial modelling
  - TAS spend
- Fitting apprenticeships into our normal learning process wherever possible
- New Governance Structure
- Prime Provider Procurement



# Challenges

- Scale of RMG – things take time!
- The Levy itself – £20-22m!
- Funding Rules....
  - UK wide business vs Levy's English percentage
  - 20%
- Lack of knowledge & common misconceptions of Apprenticeships in 2018
- Apprenticeship Standards
  - Availability of suitable standards
  - Approval process
- Unions
  - Ongoing conversations with our Unions (CWU & Unite)
- Training Providers
  - Consistency delivery
  - Some ad hoc delivery
  - Ofsted

# Engaging with Providers

## Example of delivery Pre-Levy

- Business started 50 apprentices in 2016/17
- However over 140 people started an apprenticeship in 2016/17
- Need to consolidate delivery for quality and consistency purposes

## Procurement Process 2018

- Invited providers to respond to procurement document
- Looking for national coverage
- At least Good Ofsted grade
- Ability to develop new programmes
- Aim of selecting one or more new prime providers to deliver managed service



# Apprenticeship Delivery Model

- Procurement Process during Summer 2018

## Delivery

Grouped in 3 towers of subject matter expertise offering a gold service and added value

- Deliver substantial parts of programme
- Manage any subcontractors
- Work collaboratively to develop future strategy
- National presence

## Apprentice Target Operating Model

Small team in Group L&D to manage providers, engage the business and profile and control levy spend

- Manage Providers
- Manage TAS Account
- Management reporting
- Quality Assurance
- Business Engagement and Support

## Support model

Incremental introduction of local support functions

- On boarding & induction
- Pastoral care for apprentices
- Support for managers
- Learning support for apprentices

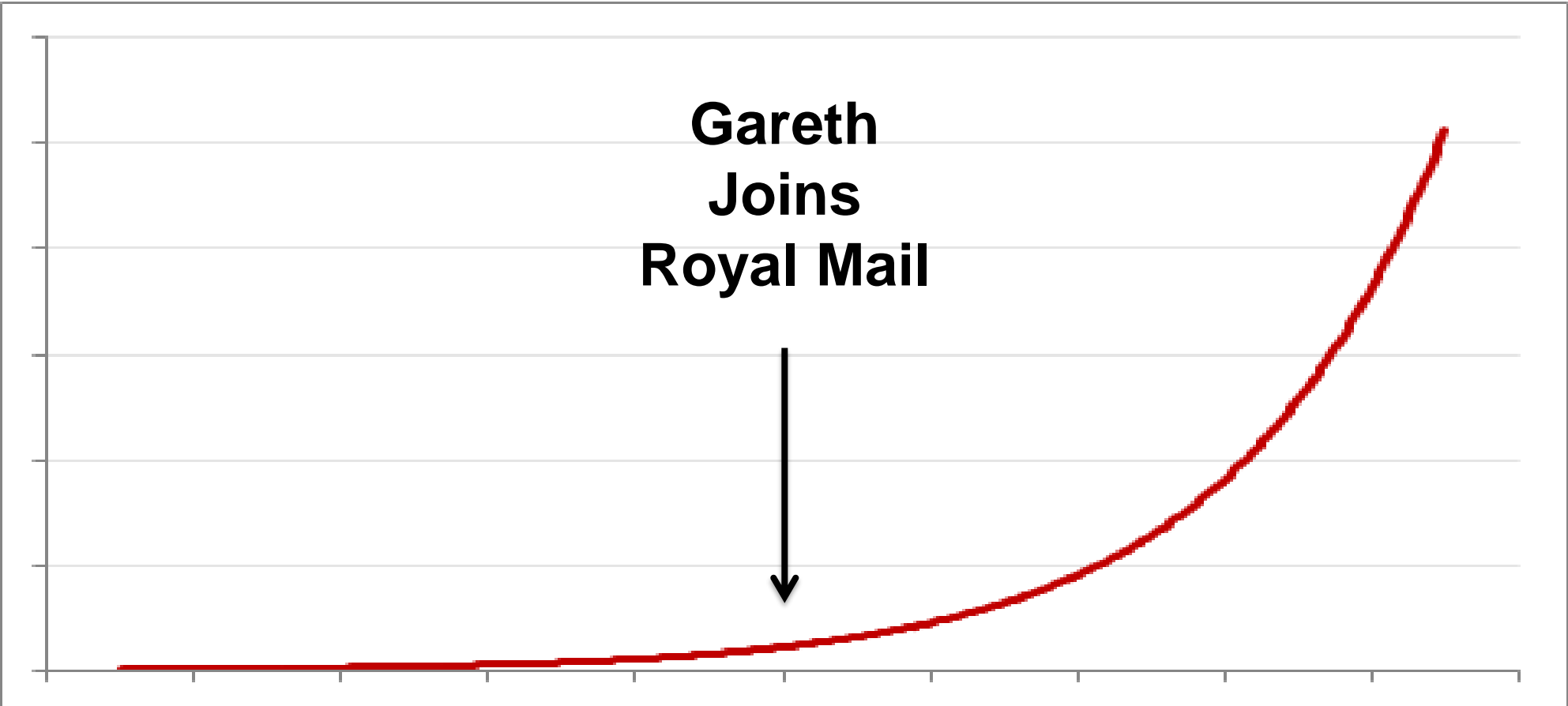
- <sub>21</sub> Future – Employer/Provider?

# Good Engagement with Providers/Colleges

- Done research into RMG and our programmes
- Approach in honest way
- Responsive
- Willing to listen
- Willing to adapt
- Understand the employers needs – after all they might know about Apprenticeships and the Levy!



# LinkedIn .....



# Dear Gareth.....

We deliver all your X  
Apprenticeships in location  
Y.....

Can we meet up and have a  
coffee to discuss how we  
can help you spend you  
levy?

I am making contact as I would be  
interested to know whether or not you  
would be interested or wanting to up  
skill any of your workforce or  
recruitment of apprentices ?

Could I grab 5 mins of your  
time as one of our ideas may  
be extremely useful to RMG



# Dear Gareth...

Dear Gareth

I hope you are well. I am representing a small training provider which has been successful on the ESFA ROTAP register for Apprenticeship delivery.

They are considering **selling** their company to a large Apprenticeship Levy paying organisation so they can develop their own Apprenticeship programme utilising their own Levy payments.....

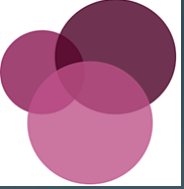


# Thank you

Gareth Jones  
Apprenticeship Programme Manager

[Gareth.d.jones1@royalmail.com](mailto:Gareth.d.jones1@royalmail.com)  
@garethjonesapps

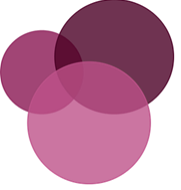




# Provider Support

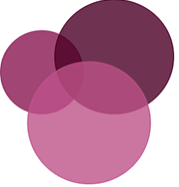
## Richard Nash, GMLPN

[www.gmlpn.co.uk](http://www.gmlpn.co.uk)



## Update

- Description of support available
- Accessing the opportunities
- View from members involved
- How members can contribute
- End Point Assessment - Pearson



# Workshops – last 2 years

## Summary of recent workshops:

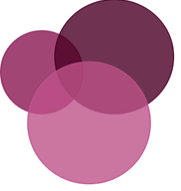
- Quality – Ready for the CIF
- Sales / TNA’s and demonstrating Return On Investment
- Safeguarding / Prevent
- Apprenticeship Reform
  - Preparing for Reforms
  - Delivering Apprenticeship Standards
  - Bidding – Register / non-levy ITT / Public Procurement
- AEB procurement
- Resilience
- GDPR
- VAT

42  
workshops

830  
attendees

90%  
Outstanding  
/ Good

|   |
|---|
| Applying Ofsted 2015: Are you ready for the new Common Inspection Framework?                            |
| How to sell your learning solution to employers   |
| How to Write Effective ESF Applications   |
| How to Demonstrate the Return On Investment of Apprenticeships  |
| How Skills Providers can use Social Media and Digital Marketing to reach new employers and learners     |
| The Prevent Duty  |
| Safeguarding for OFSTED Inspection  |
| Effective TNA's: To Increase Employer Investment In Skills Training. Sales Team Reps                    |
| Apprenticeship Reform & Levy Conference   |
| How to: Manage High Performing Teams During Uncertainty and Change                                      |
| How to: Build Personal & Learner Resilience   |
| How to complete the Register 8 November 2016  |
| How to: Model the Financial Impact of Apprenticeship Standards/Frameworks                               |
| How to Deliver Apprenticeship Standards   |
| How to deliver profitable Apprenticeships   |
| How to secure business from Levy employers  |
| How to prepare for the Register   |
| Improve your organisation's English and maths success rates: A 5 Point Strategy                         |
| How to: Prepare for the Register (Recorded Webinar)   |
| How to complete the register - 10th November  |
| How to: Complete The Register - 16 November   |
| 3 months to go...Are you Ready for the Apprenticeship Reforms?  |
| Webinar: Preparing for the Adult Education Budget Procurement Exercise                                  |
| Recording Webinar: Preparing for the Adult Education Budget Procurement Exercise                        |
| Safeguarding, Prevent and Fundamental British Values: A Practical Approach For FE                       |
| Question Time with the Greater Manchester Mayoral Candidates  |
| Cracking The 20% Off-The-Job Training   |
| Recruiting the right people with the right skills to grow your business                                 |
| Rising to the challenge: The Path to Outstanding, Living the Common Inspection Framework                |
| Apprenticeship and Technical Education Reform Conference  |
| How to complete the non-levy ITT  |
| Audit Requirements of the New Apprenticeship Model  |
| Rising to the challenge: The Path to Outstanding Living the Common Inspection Framework                 |
| Improving Quality Forum   |
| GDPR workshop   |
| Procurement of Public Sector Apprenticeship Provision: How to Write Successful Applications             |
| Employment Law, HR and Health & Safety in Further/Higher Education. Prepare your organisation for 2018. |
| General Data Protection Regulation (GDPR) Workshop for Training Providers                               |
| Information/Cyber Security Strategies for Further/Higher Education leaders                              |
| Designated Safeguarding Officer Foundation programme  |
| Effective Governance for Independent Training Providers (ITPs)  |
| VAT Workshop for GMLPN Members  |



## Upcoming workshops

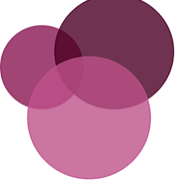
- 21/05 – Mental Health, Wellbeing and Resilience
- 29/06 – Governance for Independent Training Providers
  
- Social Value
- Safeguarding



## Bespoke, in-house support delivered by individuals with recognised experience:

|                        |   |
|------------------------|---|
| Safeguarding / Prevent | <ul style="list-style-type: none"><li>• i.e. Prevent Health Check</li><li>• Safeguarding Audit</li></ul>  |
| Quality                | <ul style="list-style-type: none"><li>• i.e. Observations of Teaching and Learning</li><li>• Ofsted readiness &amp; systems</li><li>• SAR and QIP development</li></ul>                           |
| Audit / Compliance     | <ul style="list-style-type: none"><li>• i.e. Apprenticeship audit check</li><li>• GDPR / Accountancy (VAT) / Employment Law /</li><li>• HR / Health and Safety</li><li>• Cyber security</li></ul> |
| Strategy               | <ul style="list-style-type: none"><li>• i.e. Business Development</li><li>• Bidding</li><li>• Apprenticeship Reform planning</li></ul>  |

Complete and return the **Support Services Request Form** and we will be in touch

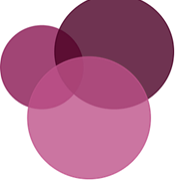


# Introducing GMLPN Data Support Service

## Data Service for GMLPN Members

- **Full data service** – GMLPN to provide data input, upload and reporting back to the providers
- **Partial data service** could include:
  - GMLPN data input / providers data upload & reporting
  - GMLPN data upload / providers data input
  - GMLPN reporting

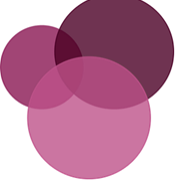




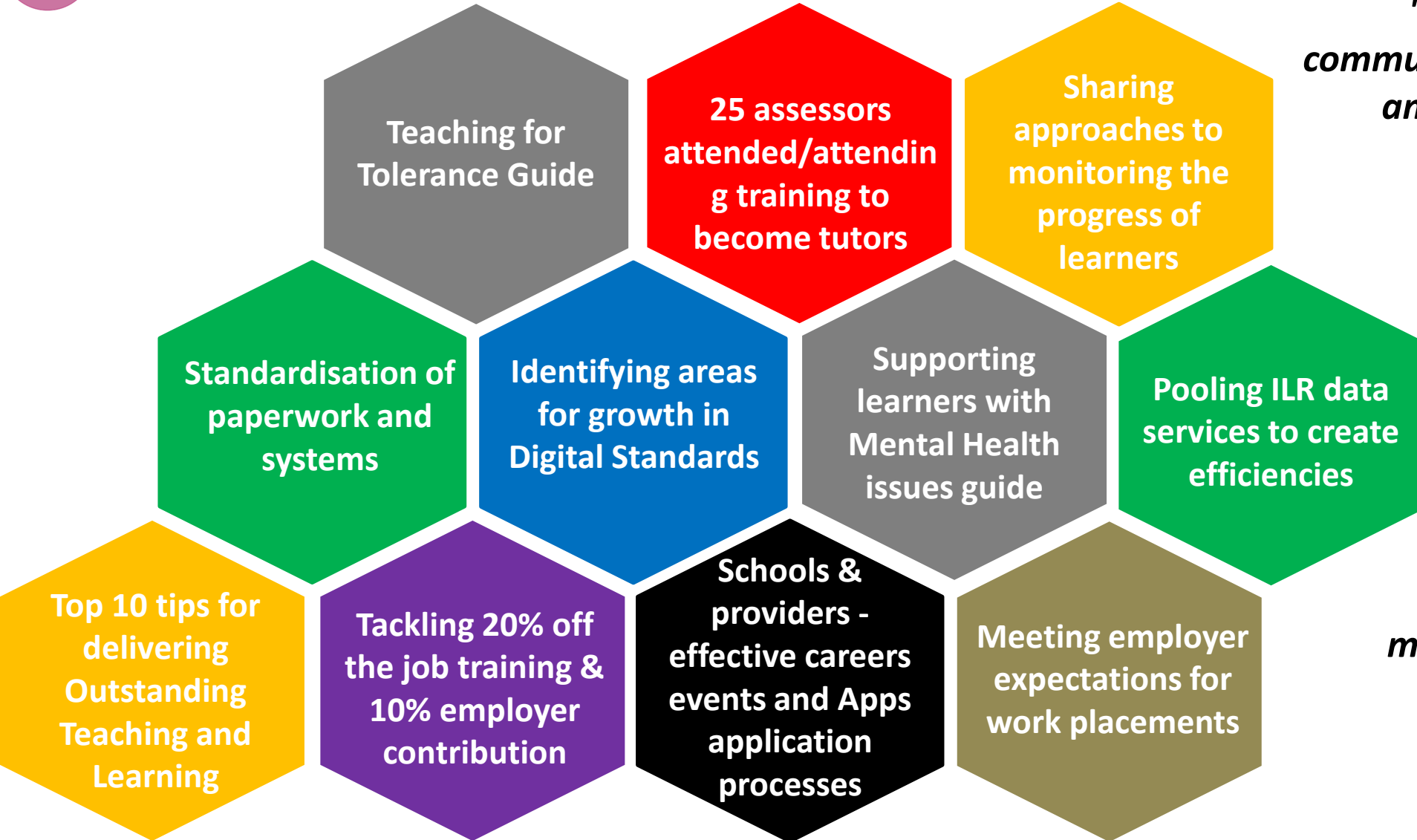
# Greater Manchester & Cheshire Vocational Education and Training (VET) Professional Exchange

- A free to attend opportunity for FE practitioners to meet face to face, work together and share effective practice.
- Complements the workshops and in-house support
- 9 groups currently:
  - Equality and diversity in FE
  - **Improving Quality**
  - **Delivering Digital Standards**
  - **Transition from Assessment to Training**
  - **Effective Employer Involvement in Curriculum**
  - **Recruiting Learners and Managing Progression**
  - **New and growing training providers**
  - **Work placements that work**





# Practitioner Outputs – Achievements To Date



*"Enables me to communicate with others in and outside of our organisation"*

*"Helps us to continue to develop other Standards"*

*"Gave a platform to discussing progress monitoring and exploring new tools/ideas"*

# Professional Exchange for Excellence Conference – 23<sup>rd</sup> May



The conference will celebrate and demonstrate the work that has taken place within the Professional Exchange project and be an opportunity to:

- **Network, exchange ideas, resources and knowledge with peers across the Professional Exchange groups**
- **Access latest sector information, knowledge and updates**

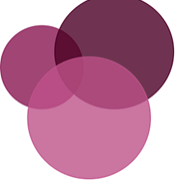
**Will include all 9 Professional exchange Groups**

## **Who this conference is for:**

This conference is for all those who have attended a Professional Exchange meeting.

We would also encourage individuals who may not have attended a previous meeting to join us to find out more about the project.

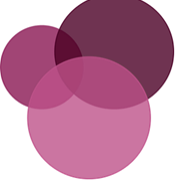
[REGISTER HERE](#)



## Professional Exchange - Sustainability

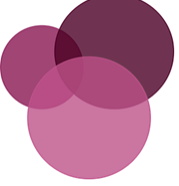
- The Professional Exchange is a key feature of our support to members
- Works well within our broader framework of support – complements the workshops and in-house support
- Practitioner led
- Responds to need
- Accessible and welcoming to all members

Get involved – complete the **Professional Exchange Expression of Interest Form**



## L3 Award in Education and Training

- To support the transition from delivering assessment to delivering substantive programmes of learning
- For assessors looking to increase their skills and educators/trainers and tutors
- 25 assessors have completed / enrolled on the programme
- Demand from members going forward?



## Jonathan Wetherby - Alliance Learning

- Background and Alliance Learning's involvement in the network and the Professional Exchange
  - The link between the Professional Exchange and workshops
    - Mental Health Professional Exchange meeting
    - Mental Health workshop – 21<sup>st</sup> May



[Book Now](#)

### Mental Health, Wellbeing & Resilience

**Date:** 21 May 13.30-16.30. Arrival from 13.15

**Location:** Alliance Learning, Horwich. Free parking available on-site.

**Fee:** £75+VAT & Booking Fee

Delivered by GMLPN Member, Alliance Learning.



## End Point Assessment Update

- Update on EPA Pilot
- Support to deliver Apprenticeship Standards



Pearson

A night-time photograph of the London Gateway Bridge, a cable-stayed bridge with a prominent white arch. The bridge's structure is illuminated with blue and white lights. In the background, a city skyline is visible, including a building with a distinctive blue and white facade. The sky is a deep blue, and the water in the foreground reflects the lights from the bridge and the city.

# Andy Fawcett - GMLPN

## Skills and Policy Update



# GMCA Skills Update

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GMLPN Advisory Board, 18 April 2018

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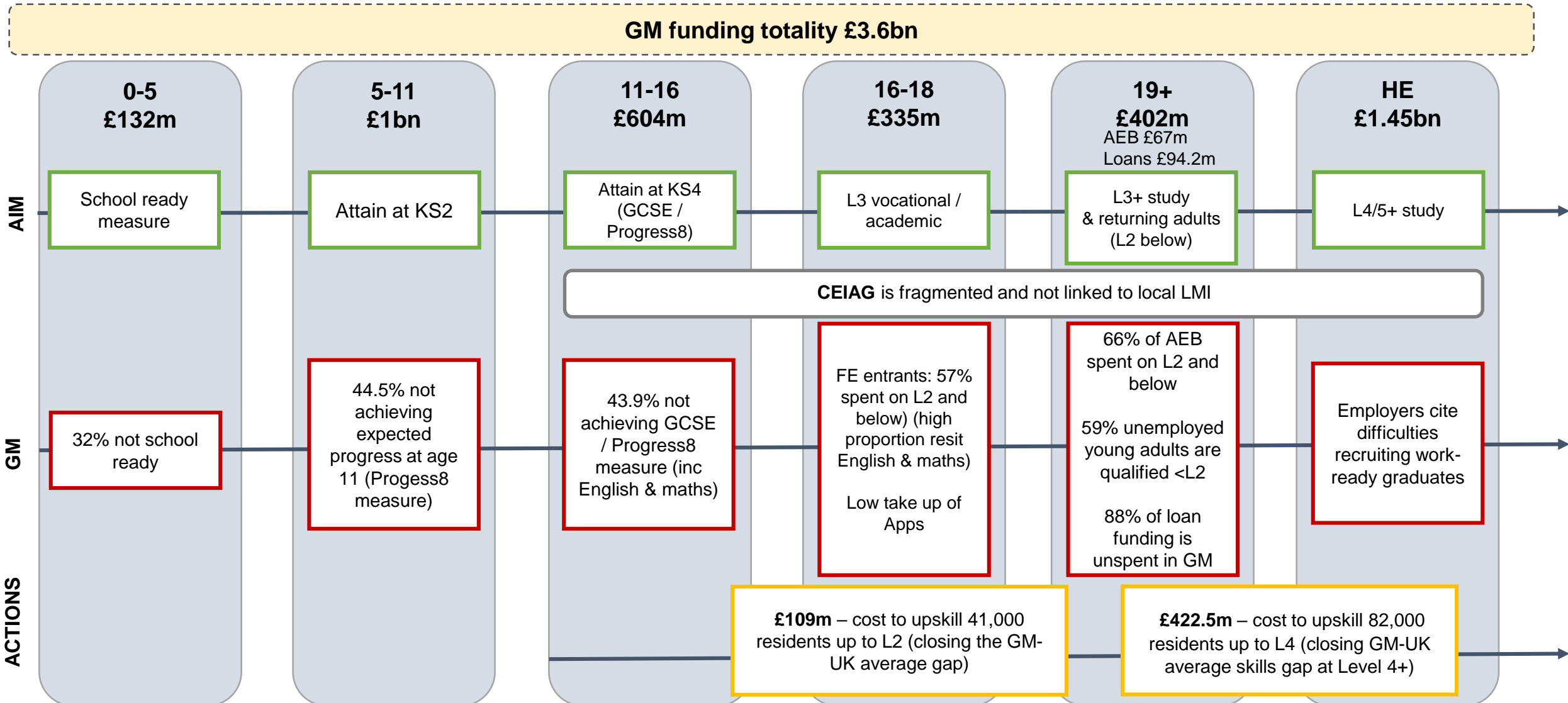
# Issues discussed

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- Greater Manchester Industrial Strategy - Work and Skills Strategy
- Skills Advisory Panel
- Devolution of Adult Education Budget and other GMCA asks
- Arrangements for commissioning, procuring and managing AEB from 2019/20
- ESF remaining funding and commissioning
- Skills Capital Funding
- Careers Education and Guidance

# GM Education & Skills: the challenge

Complex and fragmented system with challenges at every stage of the learner journey which impact upon future life chances. There are many levers in this system but at present they all work to different outcomes and on different funding regimes. This is unhelpful and does not support the journey into higher learning or employment for many residents, which inevitably impacts upon individual and GM productivity.



# What will this mean?



## Individuals

- Clear line of sight into occupations and opportunities within the local labour market
- Co-ordinated careers inspiration and education from an early age
- Social mobility: better opportunities and support for career/pay progression via higher skills
- Reduction in worklessness and benefit reliance



## Institutions

- Strategic, co-ordinated discussion with key funding bodies about the totality of provision on offer
- Funding streams aligned in terms of outcomes and processes
- Reduced risk of destabilising piecemeal financial decisions



## Greater Manchester

- Higher productivity and a skilled workforce which meets the needs of employers, particularly in priority sectors
- Inclusive growth, rich with opportunities for residents
- Reduction in worklessness and improvements to health, wellbeing and social integration of the GM population
- Net contributor to UK GDP
- An effective, integrated skills system capable of responding to the skills challenges of BREXIT



## Government

- Productive GM at the heart of a thriving Northern Powerhouse
- Increased economic activity and pay progression, with a reduction in reliance on in-work benefits
- Reduced risk of institutional financial failure
- Step-change in tackling imbalances between opportunities and attainment

# Skills Advisory Panel.....one part

- Whilst we await further details of what is envisaged for SAPs nationally with interest, we envisage the greatest value from Greater Manchester's SAP will arise from its role in shaping the skills and employment elements of our local Industrial Strategy and associated activity.
- This strategic governance function could sensibly evolve from the existing GM Skills and Employment Partnership - albeit with reviewed membership and terms of reference - which currently provides a forum for consultation, challenge and oversight. However, in order to fulfil that function and to drive forward the strategic agenda as discussed with Government colleagues prior to November's Budget, we consider it crucial that we have the right senior people at the table. In particular we believe it is crucial that DfE has a senior strategic presence.
- The SAP has to be more than just a data function, it is an opportunity to oversee the post 16 skills landscape to ensure planning, influence and intervention are managed between DfE & GMCA along with partners.
- We would welcome conversations around the role of the SAP but simply put, the SAP should own the Post 16 Strategic Skills Plan and plan & manage provision accordingly. It will be use the data to ensure provision is responding to the needs of learners & business across GM in terms of the post 16 landscape.
- It will respond to new policy that is shared and consulted on with GMCA before it is implemented to ensure it adds value to a MCA and looks at how it will 'land'
- Data will be timely and not lagged so that changes can be made in year and show agility in a changing skills landscape.

# AEB Activity to date

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## Engagement with Government:

- Several changes of direction/emphasis/ministers and delays since Spring 2016
- Lobbying government around GM ambition for post-16 skills system (DfE, HMT)
- Work with DfE/ESFA to head off delegation proposal (Autumn 17)
- Supporting development of legislation, statutory guidance, MoUs and other key principles/documents - ongoing
- Successful business cases for implementation funding
- Strategic Leads Group, MI/Data Governance Group, MCAs/GLA network and others

## Local activity:

- GM AEB Task Group (external stakeholders) and internal working groups established
- AEB Outcomes Framework developed: shifting focus towards outcomes rather than outputs
- Modelling and monitoring projects delivered by RCU and Think Trinity: will inform development of funding policy, commissioning, performance management principles/mechanisms, etc
- Practical readiness preparations with Finance, Legal, Research, Info/data Governance, Procurement, Contract & Programme Management and others
- Commissioning / procurement strategy – in development ahead of market engagement

# Skills Capital Programme 2017 – 2020

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- £71m in Local Growth Fund for 2017 – 2020
- Industry-standard learning facilities have a major role in delivering GMs ambition
- Skills Capital is one of a number of financial tools now available to support the Greater Manchester plans for devolution
- Impact positively on skills development, NEET and unemployment, Apprenticeships and development of centres of excellence for higher level skills in sectors critical to the growth and productivity of the GM economy.

## Leaders agreed

- An offer that meets each area's educational and economic needs
- Sufficient access to high quality and relevant education training for all
- Providers with strong reputations and greater specialisation
- Provision which reflects changes in government funding priorities and future demand
- Institutions which are financially viable, sustainable, resilient and efficient, and deliver maximum value for public investment

# Skills Capital Investment Strands

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STRAND 1: Large redevelopment of FE  
Minimum total project cost: £6m

STRAND 2: Large projects – priority sectors.  
Minimum total project cost: £1.5m

STRAND 3: Smaller investment projects.  
Maximum total project cost: £1m  
3a – Up to date industry standard equipment  
3b – Pilot Projects and refurbishments



## Future ESF

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- £69m ESF remaining to be drawn down
- General delay in Government response to Brexit
- More clear now..... so full steam ahead
- Delays in AEB devolution also not helped caused by DfE
- Match will be tricky
- Timeline for CFO application is May/June for DWP MA to appraise.
- Activity will support ESIF Plan as well as GMS.

# Greater Manchester's Ambition for Life and Work Ready young people

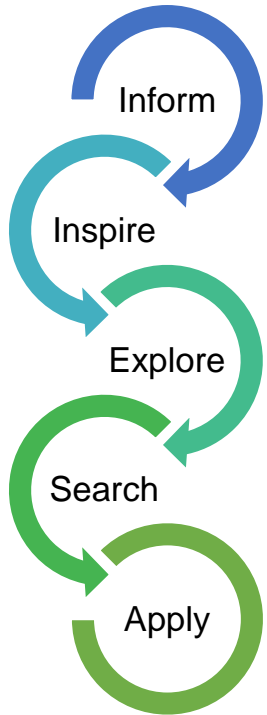
Bridge GM - A career platform fit for the 21<sup>st</sup> century and beyond.

There are three key principles underpinning our vision for young people:

Young people have access to search and apply for GM opportunities to study, train and work on **one single platform** to achieve **parity of esteem** between academic & technical routes

We have a single **digital solution** that supports young people from year 9 onwards to make decisions about their future.

Colleges, training providers & employers can upload high quality learning & training opportunities - to achieve **closer alignment between young people's opportunities and aspirations**



- We want to ensure that all young people are supported to be able to access a level of **high quality careers information, advice and support** through the decision making journey to their next steps in learning, training or employment.
- As part of this wider careers ambition there needs to be **clear mechanisms** and **tools** for anyone to be able to **search** and **apply** for the plethora of opportunities across Greater Manchester, putting all pathways on an equal footing.
- In the future this will give open access to everyone, from the young at the start of their journey to the in work career changers and career returners, **a line of sight to the best route available** to them in the simplest way possible.
- The tool that we want for our young people is a central component to **better align the demands** we know we have from employers to the **ambitions, aspirations** and **abilities** of our young people
- Sitting under the Bridge GM banner, this system will result in **over 180,000** young people having access to **high quality information, inspiration** and the ability to **explore all opportunities** across GM.
- This will be built for young people, with young people at the heart of the design.
- However a system alone is not sufficient to deliver change. It must have built in components and a support network of professionals to ensure that young people have everything available to help them get it right first time.

# IAG/Bridge

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- Bridge GM is the work and skills approach to careers and governed by the Careers and Employability Advisory Group.
- As part of Bridge we are using match funded investment from the Careers and Enterprise Company to roll out the EAN to all schools and colleges in GM which strategically supports them to work through the 8 Gatsby Benchmarks for good careers provision. This includes specifically developing benchmarks 5 and 6 which is matching a school or college to an Enterprise Adviser, a volunteer from business.
- We have 77 schools and colleges currently engaged and five ECs. By May we will have eight ECs in post funded in various ways (LA contribution, GMCA contribution and Opportunity Area full match and the Growth Company match) This means by July 2018 we will have at least 160 secondary schools and colleges involved in the EAN.
- By December 2018 we will have matched them to a senior EA ensuring the majority of schools and colleges have a strategic careers plan.

# Career Hub

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- We were encouraged by the Careers Strategy launched in December and the subsequent implementation plan.
- As part of this we will be submitting a bid for a careers Hub (deadline 25<sup>th</sup> May) so that we can develop the capacity of careers leaders across GM building on Better Choices. The long-term goal is that schools and colleges accelerate through the benchmarks and build careers hubs in each local authority area, serving local need and supported by specialists such as IAG guidance practitioners, STEM ambassadors.
- Early thinking on this is these hubs will go deeper into best practice communities focusing on digital, STEM and maths and English connected to Benchmarks 3, 4 and 5 which is where we have identified most need.