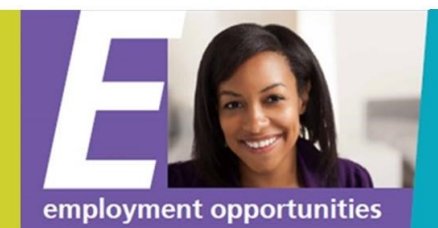




Birmingham and Solihull
Mental Health NHS Foundation Trust



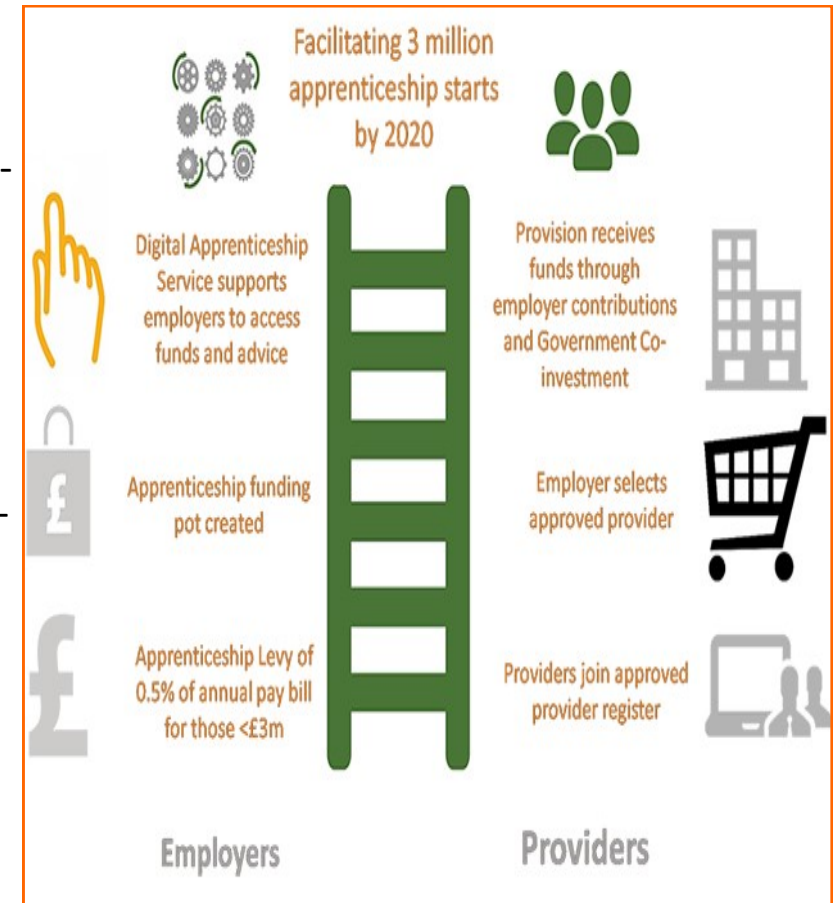
Apprenticeship Strategy 2017-20



Introduction

The Government's manifesto committed to achieve three million apprenticeship starts by 2020 in order to address the UK's skill shortages and stimulate economic growth. The reforms of April 2017 should provide greater numbers of high quality apprenticeships that meet the employer's needs and promote the principles of diversity, inclusion and social mobility.

Public sector organisations have been given a 2.3% target of our total workforce, which will bring us in line with the private sector. All organisations with a paybill over £3 million will pay 0.5% of the pay bill (per month) in tax and in return will receive government funding in the form of digital vouchers to spend on apprenticeship training. Any voucher not spent by organisations within 24 months will be returned. Therefore if you do not use it you lose it!



Further information on reforms and how they affect the NHS can be found

- <https://www.gov.uk/government/publications/apprenticeship-reforms-information-for-employers>
- <https://www.gov.uk/government/publications/apprenticeship-levy-how-it-will-work/apprenticeship-levy-how-it-will-work>

Our commitment

BSMHFT are committed to meeting future workforce demands through the utilisation of digital vouchers by expanding apprenticeship training opportunities for new and existing staff.

We aim to at the very least meet the 2.3% headcount target and maximise government funding and return on investment through the utilisation of digital vouchers (example appendix 1). This strategy is about more than just numbers. It is our commitment to improve social mobility and increase skills through high quality learning opportunities that are embedded in career pathways and accessible to all potential and existing staff. .

The Trust already has a successful apprenticeship programme (case studies at appendix 2) this strategy identifies how we are going to build on this to meet the demands of the new reforms and benefit our workforce and service provision (action plan appendix 3).

BSMHFT Stats

Annual Levy payment	£826,451
Digital Vouchers received	£892,584
Government Target	92



What are apprenticeships?

An apprenticeship provides opportunity to gain a recognised vocational qualification, whilst acquiring valuable on the job work experience and developing key skills whilst earning a salary. Although many people associate apprenticeships with young people there is no **upper age limit** and apprenticeship training can be for **new and existing** staff.

BSMHFT currently offer apprenticeship training in

- Healthcare
- Business Admin both Corporate and clinical areas
- Customer Services
- ICT
- Facilities Management
- Pharmacy
- Leadership & Management

We offer apprenticeships at all levels for existing staff. New entrant apprentices usually start on a level 2 and occasionally level 3.

Apprenticeship training for existing staff can range from level 3 (advanced) to level 7/8 (post-graduate). So despite what people think you are never too old or too qualified for an apprenticeship.



The Benefits of apprenticeships

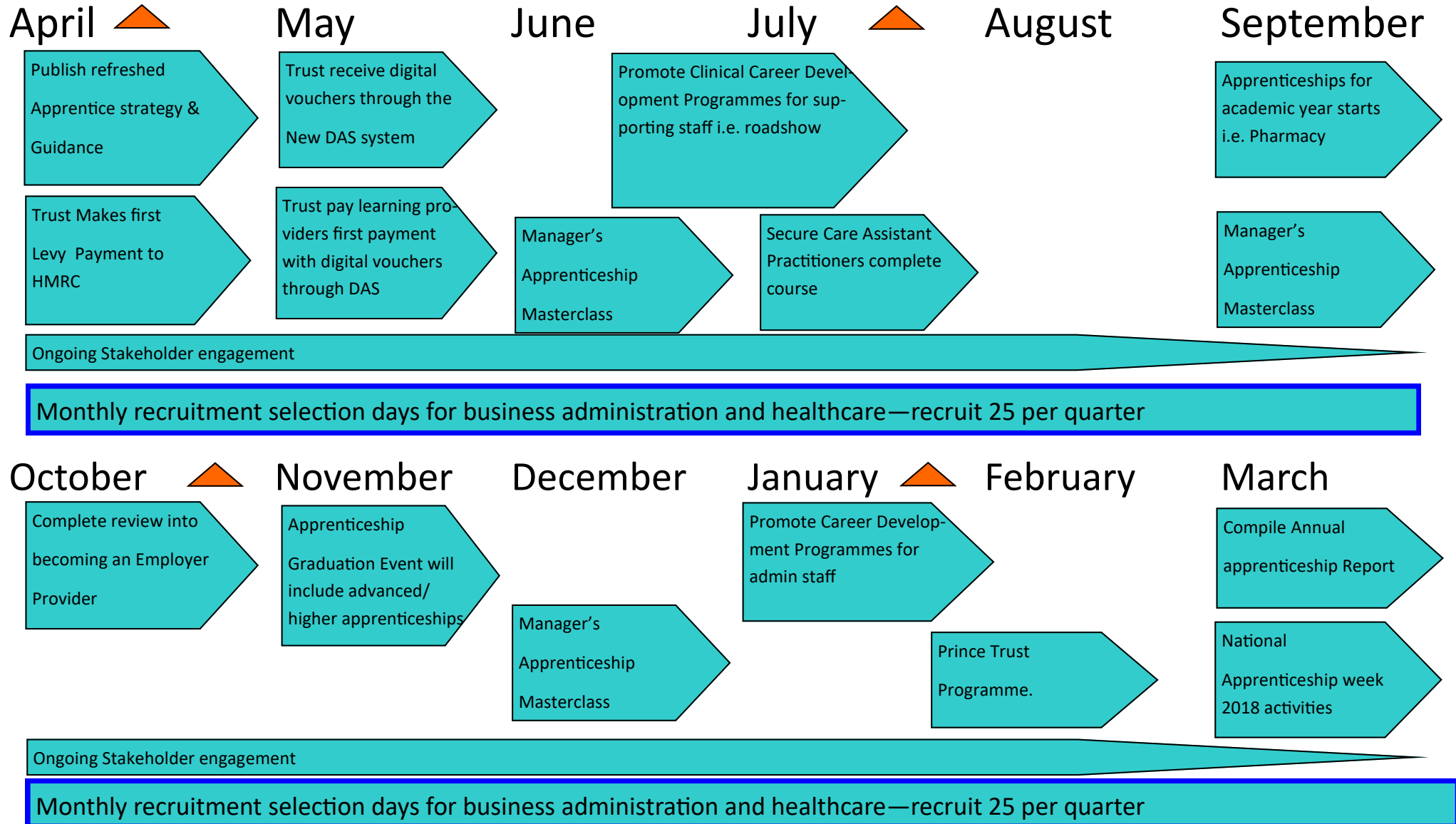
There are huge benefits for organisations who offer both apprenticeship programmes for new entrants and as career development for existing staff. Expanding our apprenticeship programme will provide BSMHFT with the ability to:

- ◆ Nurture and grow our own workforce with embedded trust values and the skills to deliver high quality care.
- ◆ Increase staff morale and engagement due to the clearer career pathways and the opportunities apprenticeships offer.
- ◆ Widening access and participation into the workforce and professional roles.
- ◆ Have a more diverse workforce.
- ◆ Attract talent with new skills and fresh ideas.
- ◆ Provide other staff with the opportunities to develop management skills by supervising/ supporting new apprentices.
- ◆ Demonstrate a good return on investment against the apprenticeship levy payment.
- ◆ Tackle potential skills gaps
- ◆ Reducing recruitment costs and reliance of bank and agency.
- ◆ Reduce staff turnover, by increasing employee satisfaction and loyalty
- ◆ Enhances the Trust's reputation as an employer as we are fulfilling our corporate social responsibility as apprenticeships offer opportunities to those further away from the labour market and encourage social mobility.

Our Aims

- Increase the number of entry-level apprenticeships to 100 by 2018. Released savings will reduce the cost pressure incurred by the levy.
- To offer high quality apprenticeships tailored to our needs.
- Ensure that apprenticeships are accessible to under represented and disadvantaged groups therefore contributing to greater diversity and inclusivity in
- To enhance our reputation as an employer of choice by promoting apprenticeships to partners within the community.
- Achieve a minimum of 75% retention on completion of the apprenticeship.
- To address skills gaps by demonstrating clearer career pathways in clinical and non-clinical careers through apprenticeship training.
- Develop Career Development Programmes for existing staff through apprenticeship training .
- Prepare our existing supporting workforce to meet their potential through functional skills development and apprenticeship training.
- To achieve and be able to demonstrate maximum return on investment.

Key Milestones in Year 1



▲ Quarterly Returns to HEE

An example of how we can utilise digital vouchers

The spending of digital vouchers is capped depending on the apprenticeship. Lower level apprenticeships therefore receive less funding than higher apprenticeships. To utilise the circa £892k digital vouchers that BSMHFT will receive per year, we would have to recruit circa 400 entry level apprentices per year. Therefore to receive maximum return on investment we would need to offer a range of apprenticeships at all levels. Please see an example below :

50 level 2 Business Admin apprenticeships = £100, 000

50 level 2 Healthcare apprenticeships= £150,000

25 level 3 HCA Apprenticeships =£75,000

18 level 3 business administration = £54, 000

15 band 4 Assistant Practitioner/ Nursing Associate = £108,000

10 nursing degree apprenticeships = £270,000

5 Chartered Leadership & Management = £135,000

Total digital voucher spend= £892, 000

Clinical Apprenticeship – Case Study

Apprentice— Amy Robotham

Type of apprenticeship - Level 2 Healthcare

Location—Oleaster

Previous experience—Volunteer at BSMHFT

Achievements— Finalist in the Regional NHS Apprenticeship Awards for Apprentice of the Year



Finally aged 30 I am in a profession that I love. Seeing people get better and grow in self-esteem, confidence, communication and social interaction is very rewarding, priceless and humbling to know that I helped in their mental health recovery journey.

I meet some incredible people who despite their mental illness inspire me as a person to also grow and who don't let their diagnosis define them. Seeing the difference in patients from admission to discharge is amazing, like they have a new lease of life, with a positive mind-set.

The apprenticeship is an amazing opportunity for anyone wishing to study a recognised qualification in Health and Social Care, as well as real life hands on experience within the Trust.

As an apprentice within the Trust I have gained real insight into the workings of the NHS, the Venue Activities/Occupational Therapy team and ward based work. I have an appreciation for the benefit of providing meaningful activities to service users with mental health struggles, and how I can truly make a positive impact on someone's recovery journey. This opportunity has made me more confident as a person, I am able to build rapport with service users and my work colleagues, and I am more assertive. I have learnt how to separate personal feelings from my professional role, making me overall far more resilient and able to deal with challenging situations and behaviours. I have learnt how to effectively support, guide and empathise with service user's recovery journey. I have gained valuable knowledge of putting theory into practice for example legislation, policies and procedures and best practice.

I am very grateful for this chance to find a career that I am passionate about and I know that I will always continue to learn and grow in this field. I feel humbled by the experiences which I have gained. I am already looking into studying the Health and Social Care Level 3 qualification, and I am optimistic that I will be permanently based at the Oleaster as a qualified staff member in the near future as a result of the apprenticeship opportunity given to me.

I would like to say a special thank you to my Manager Taryn Volante and all of the Venue Team, who have welcomed me with open arms to the team. Their knowledge, support, guidance and friendly nature has helped me to not only grow as a person, but also within my job role.

Managers Case Study—Mandy Jinks

Nicholas John-O'Donnell started working in the Programme Management office back in August 2015. During his time with us he has learnt so much and provided support, ideas and enthusiasm to the team.

Nick has really evolved the role and taken on much more responsibility. He is providing support for the savings projects across the organisation which involves liaising with the executive team (no mean feat when young and new into an organisation, however Nick conducts himself with professionalism and organisation.

He has also really enhanced his skills in the use of SharePoint and now developed an internal and external website to support the work the trust is doing for veterans. Skills that we are sure he will take with him way into the future as he career moves forward.

We feel it is really important to bring apprentices into the organisation as they bring a new perspective. Nick has provided views as a fresh pair of eyes that may not have been thought of before. We are so impressed with Nick as an individual and the new dynamic that he has brought to the team that we are now offering him a full time position.

The creation of this new substantive role will enable us to open up another opportunity for another apprentice in the very near future, someone Nick will be able to share his wisdom with.



Action Plan

Aim	Actions	By Whom	By When
<p>Increase the number of entry-level apprenticeships to 100 by 2018. Released savings will reduce the cost pressure incurred by the levy.</p>	<ul style="list-style-type: none"> • Ensure every area of the Trust offers entry level apprenticeships. 	Widening Participation Team	December 2018
	<ul style="list-style-type: none"> • Promote apprenticeships vis Connect, attendance at meetings, events and case studies 	Widening Participation Team	Immediate & ongoing
	<ul style="list-style-type: none"> • HR to promote apprenticeships as an option to assisting with skills gaps/ workforce & recruitment issues. 	HRBP's/ Workforce Information and Recruitment Team	By September 2017
	<ul style="list-style-type: none"> • All band 2 and 3 vacancies to be reviewed regarding suitability to be converted. With an aim to release savings to fund the Levy. 	Recruitment Team	Immediate & ongoing
<p>To offer high quality apprenticeships tailored to our needs.</p>	<ul style="list-style-type: none"> • To obtain the highest quality and best value provision through the DAS system and robust SLA's 	Widening Participation & Procurement	May 2017 and ongoing
	<ul style="list-style-type: none"> • To produce information and guidance for placement supervisors and offer support 	Widening Participation	April 2017 and ongoing review
	<ul style="list-style-type: none"> • To evaluate programmes requesting feedback from apprenticeship and managers 	Widening Participation	Ongoing and reported once a year to Workforce Committee
	<ul style="list-style-type: none"> • To address any issues with the quality of provision as quickly and as effective as possible. 	Widening participation	Immediate & ongoing

Aim	Actions	By Whom	By When
	<ul style="list-style-type: none"> To scope the potential of becoming an employer Provider and therefore having greater control on the quality of our programmes 	Widening Participation and Head of Learning & Development	By April 2018
Ensure that apprenticeships are accessible to under represented and disadvantaged groups.	<ul style="list-style-type: none"> To continue working collaboratively with the Princes Trust and other charities to offer employability and experience opportunities to disadvantaged groups. To explore opportunities to develop schemes for service users and carers To work with the Community Engagement Team . To advertise/ promote apprenticeships to disadvantaged groups through contacts within schools, communities and charities including the attendance at events. 	<p>Widening Participation</p> <p>Widening Participation & Recovery Teams</p> <p>Widening Participation & Community Engagement</p> <p>Widening Participation</p>	<p>Continue ongoing work</p> <p>September 2018</p> <p>Immediate & ongoing</p> <p>Continue ongoing work</p>
To enhance our reputation as an employer of choice by promoting apprenticeships with partners and producing high quality information.	<ul style="list-style-type: none"> Review current information on widening participation schemes incl apprenticeships. Implement comms strategy including increasing use of social media. Continue work with schools Offer 150 work experience placements per year 	<p>Widening participation</p> <p>Project Recruitment Officer & Widening Participation</p> <p>Widening Participation</p> <p>Widening Participation</p>	<p>By June 2017</p> <p>Immediate & ongoing</p> <p>Continue ongoing work</p> <p>December 2017</p>

Aim	Actions	By Whom	By When
Achieve a minimum of 75% re-tention on completion of the apprenticeship.	<ul style="list-style-type: none"> • Meet with managers & apprentices at 9 months to establish if there are any options within the Team. • All apprentices are offered an employability training session @9 months • Restricted access to NHS Jobs and prioritised above external recruits • Records kept and results reported annually to workforce committee 	<p>Widening Participation & Placement supervisors.</p> <p>Widening Participation</p> <p>Widening Participation & Recruitment</p> <p>Widening Participation</p>	<p>Ongoing</p> <p>From May 2017</p> <p>Continue with current process</p> <p>From May 2018</p>
To address skills gaps by demonstrating clearer career pathways in clinical and non-clinical careers through apprenticeship training.	<ul style="list-style-type: none"> • Work with the workforce Planning team and Learning & Development to link WF planning, Talent Management to apprenticeship strategy • Use national and produce local materials to demonstrate career pathways. • Create opportunities for apprenticeships at all levels concentrating on areas where there are skill gaps/ barriers to progression. • To explore opportunities to use approved standards or trailblazers particularly in areas where skills gaps exist. 	<p>Workforce, Learning & Development, and Widening Participation</p> <p>Widening Participation</p> <p>Widening Participation, Workforce planning & service areas</p> <p>Widening participation & Workforce Planning</p>	<p>By December 2017</p> <p>By December 2017</p> <p>By December 2017</p> <p>Ongoing</p>

Aim	Actions	By Whom	By When
Develop Career Development Programmes for existing staff through apprenticeship training and funded by digital vouchers.	<ul style="list-style-type: none"> Offer programmes at advanced, higher, degree levels and beyond for existing staff. 	Widening Participation	By May 2017 and ongoing
	<ul style="list-style-type: none"> Ensure that programmes are linked to talent management and succession groups. 	Workforce planning, Widening Participation and service areas	By December 2017
	<ul style="list-style-type: none"> Promote opportunities utilising Connect and other internal communication routes 	Widening Participation and comms Team	Immediate & ongoing
Prepare our existing supporting workforce to meet their potential through functional skills development and apprenticeship training.	<ul style="list-style-type: none"> Provide ward managers with information and guidance on how their staff can access apprenticeship and support required including a toolkit. 	Widening Participation & Comms Team	By May 2017
	<ul style="list-style-type: none"> Offer HCA's functional skills training to widen accessibility to apprenticeships 	Widening Participation	Continue
	<ul style="list-style-type: none"> Continue to be involved with pilots for new roles and nursing degree apprenticeships. 	Widening Participation , Corporate Nursing and service areas	Continue
To demonstrate maximum return on investment	<ul style="list-style-type: none"> Establish a calculation to demonstrate return on investment 	Widening Participation and Head of Learning & Development	From May 2017
	<ul style="list-style-type: none"> Report return on investment annually at work force committee 	Widening Participation	May
	<ul style="list-style-type: none"> Benchmark against other Trusts i.e. Merit, MHTT and Bsol 	Widening Participation	From May 2017