Apprenticeship Strategy 2017-20
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 playbill 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

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**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Levy payment</td>
<td>£826,451</td>
</tr>
<tr>
<td>Digital Vouchers received</td>
<td>£892,584</td>
</tr>
<tr>
<td>Government Target</td>
<td>92</td>
</tr>
</tbody>
</table>
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 were 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.

- To address skills gaps by demonstrating clearer career pathways in clinical and non-clinical careers through apprenticeship training.

- Ensure that apprenticeships are accessible to under represented and disadvantaged groups therefore contributing to greater diversity and inclusivity in

- Develop Career Development Programmes for existing staff through apprenticeship training.

- To enhance our reputation as an employer of choice by promoting apprenticeships to partners within the community.

- Prepare our existing supporting workforce to meet their potential through functional skills development and apprenticeship training.

- Achieve a minimum of 75% retention on completion of the apprenticeship.

- To achieve and be able to demonstrate maximum return on investment.
**Key Milestones in Year 1**

**April**
- Publish refreshed Apprentice strategy & Guidance
- Trust Makes first Levy Payment to HMRC

**May**
- Monthly recruitment selection days for business administration and healthcare—recruit 25 per quarter
- Trust receive digital vouchers through the New DAS system

**June**
- Promote Clinical Career Development Programmes for supporting staff i.e. roadshow
- Manager’s Apprenticeship Masterclass

**July**
- Secure Care Assistant Practitioners complete course
- Ongoing Stakeholder engagement

**August**
- Apprenticeships for academic year starts i.e. Pharmacy
- Manager’s Apprenticeship Masterclass

**September**
- Compile Annual apprenticeship Report
- National Apprenticeship week 2018 activities

**October**
- Complete review into becoming an Employer Provider

**November**
- Apprenticeship Graduation Event will include advanced/higher apprenticeships

**December**
- Promote Career Development Programmes for admin staff
- Manager’s Apprenticeship Masterclass

**January**
- Prince Trust Programme.

**February**
- Manager’s Apprenticeship Masterclass

**March**
- 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 Apprentice – 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

<table>
<thead>
<tr>
<th>Aim</th>
<th>Actions</th>
<th>By Whom</th>
<th>By When</th>
</tr>
</thead>
</table>
| Increase the number of entry-level apprenticeships to 100 by 2018.  | • Ensure every area of the Trust offers entry level apprenticeships.  
• Promote apprenticeships vis Connect, attendance at meetings, events and case studies  
• HR to promote apprenticeships as an option to assisting with skills gaps/ workforce & recruitment issues.  
• All band 2 and 3 vacancies to be reviewed regarding suitability to be converted. With an aim to release savings to fund the Levy. | Widening Participation Team      | December 2018          |
| To offer high quality apprenticeships tailored to our needs.        | • To obtain the highest quality and best value provision through the DAS system and robust SLA’s  
• To produce information and guidance for placement supervisors and offer support  
• To evaluate programmes requesting feedback from apprenticeship and managers  
• To address any issues with the quality of provision as quickly and as effective as possible. | Widening Participation & Procurement | May 2017 and ongoing     |
<p>|                                                                     |                                                                                                                                                                                                        | Widening Participation          | April 2017 and ongoing review |
|                                                                     |                                                                                                                                                                                                        | Widening Participation          | Ongoing and reported once a year to Workforce Committee |
|                                                                     |                                                                                                                                                                                                        | Widening participation          | Immediate &amp; ongoing       |</p>
<table>
<thead>
<tr>
<th>Aim</th>
<th>Actions</th>
<th>By Whom</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To scope the potential of becoming an employer Provider and therefore having greater control on the quality of our programmes</td>
<td>Widening Participation and Head of Learning &amp; Development</td>
<td>By April 2018</td>
<td></td>
</tr>
<tr>
<td>• To ensure that apprenticeships are accessible to under represented and disadvantaged groups.</td>
<td>Widening Participation</td>
<td>Continue ongoing work</td>
<td></td>
</tr>
<tr>
<td>• To continue working collaboratively with the Princes Trust and other charities to offer employability and experience opportunities to disadvantaged groups.</td>
<td>Widening Participation &amp; Recovery Teams</td>
<td>September 2018</td>
<td></td>
</tr>
<tr>
<td>• To explore opportunities to develop schemes for service users and carers</td>
<td>Widening Participation &amp; Community Engagement</td>
<td>Immediate &amp; ongoing</td>
<td></td>
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<tr>
<td>• To work with the Community Engagement Team.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• To advertise/promote apprenticeships to disadvantaged groups through contacts within schools, communities and charities including the attendance at events.</td>
<td>Widening Participation</td>
<td>Continue ongoing work</td>
<td></td>
</tr>
<tr>
<td>• To enhance our reputation as an employer of choice by promoting apprenticeships with partners and producing high quality information.</td>
<td>Widening participation</td>
<td>By June 2017</td>
<td></td>
</tr>
<tr>
<td>• Review current information on widening participation schemes incl apprenticeships.</td>
<td>Project Recruitment Officer &amp; Widening Participation</td>
<td>Immediate &amp; ongoing</td>
<td></td>
</tr>
<tr>
<td>• Implement comms strategy including increasing use of social media.</td>
<td>Widening Participation</td>
<td>Continue ongoing work</td>
<td></td>
</tr>
<tr>
<td>• Continue work with schools</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• Offer 150 work experience placements per year</td>
<td>Widening Participation</td>
<td>December 2017</td>
<td></td>
</tr>
<tr>
<td>Aim</td>
<td>Actions</td>
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<tr>
<td>Achieve a minimum of 75% retention on completion of the apprenticeship.</td>
<td>• Meet with managers &amp; apprentices at 9 months to establish if there are any options within the Team.</td>
<td>Widening Participation &amp; Placement supervisors.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>• All apprentices are offered an employability training session @9 months</td>
<td>Widening Participation</td>
<td>From May 2017</td>
</tr>
<tr>
<td></td>
<td>• Restricted access to NHS Jobs and prioritised above external recruits</td>
<td>Widening Participation &amp; Recruitment</td>
<td>Continue with current process</td>
</tr>
<tr>
<td></td>
<td>• Records kept and results reported annually to workforce committee</td>
<td>Widening Participation</td>
<td>From May 2018</td>
</tr>
<tr>
<td>To address skills gaps by demonstrating clearer career pathways in clinical and non-clinical careers through apprenticeship training.</td>
<td>• Work with the workforce Planning team and Learning &amp; Development to link WF planning, Talent Management to apprenticeship strategy</td>
<td>Workforce, Learning &amp; Development, and Widening Participation</td>
<td>By December 2017</td>
</tr>
<tr>
<td></td>
<td>• Use national and produce local materials to demonstrate career pathways.</td>
<td>Widening Participation</td>
<td>By December 2017</td>
</tr>
<tr>
<td></td>
<td>• Create opportunities for apprenticeships at all levels concentrating on areas where there are skill gaps/ barriers to progression.</td>
<td>Widening Participation, Workforce planning &amp; service areas</td>
<td>By December 2017</td>
</tr>
<tr>
<td></td>
<td>• To explore opportunities to use approved standards or trailblazers particularly in areas where skills gaps exist.</td>
<td>Widening participation &amp; Workforce Planning</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Aim</td>
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</tr>
</tbody>
</table>
| Develop Career Development Programmes for existing staff through apprenticeship training and funded by digital vouchers. | • Offer programmes at advanced, higher, degree levels and beyond for existing staff.  
• Ensure that programmes are linked to talent management and succession groups.  
• Promote opportunities utilising Connect and other internal communication routes | Widening Participation | By May 2017 and ongoing |
| Prepare our existing supporting workforce to meet their potential through functional skills development and apprenticeship training. | • Provide ward managers with information and guidance on how their staff can access apprenticeship and support required including a toolkit.  
• Offer HCA’s functional skills training to widen accessibility to apprenticeships  
• Continue to be involved with pilots for new roles and nursing degree apprenticeships. | Widening Participation & Comms Team | By May 2017 |
| To demonstrate maximum return on investment | • Establish a calculation to demonstrate return on investment  
• Report return on investment annually at work force committee  
• Benchmark against other Trusts i.e. Merit, MHTT and Bsol | Widening Participation and Head of Learning & Development  
Widening Participation  
Widening Participation | From May 2017  
May  
From May 2017 |