

# Apprenticeship Strategy 2021-2023



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# 1. Foreword

This strategy represents a refresh of the previous Apprenticeship Strategy which covered the period 2018-2021. The strategy is being extended for a 2 year period, following which it will be integrated into the Education & Training Strategy refresh. The primary reason for a separate strategy for apprenticeships is to reflect the status of Lancashire Teaching Hospitals NHS Foundation Trust (LTH) as an Apprentice Training Provider (ATP). Having a separate strategy spanning 5 years enables an enhanced focus on embedding ATP status and thus creating a sustainable infrastructure for delivering apprenticeship training into the future.

This strategy should be read in conjunction with the LTH Education & Training Strategy 2020-2023.



# 2. Introduction

Lancashire Teaching Hospitals NHS Foundation Trust (LTH) is a large teaching hospital serving a local population of around 390,000 and providing a number of specialised services to around 1.5 million people across Lancashire and South Cumbria, with a current staffing complement of approximately 8000 (full time equivalents) as at July 2018. Our overarching strategic aims at Trust level are:

- To provide outstanding and sustainable healthcare to our local communities
- To offer a range of high quality specialist services to patients in Lancashire and South Cumbria
- To drive health innovation through world class education, training and research

Our workforce is our most important asset as it is the people that make delivering our strategic aims a reality. Therefore, we have an organisational responsibility to ensure we develop our workforce effectively to enable us to have the range of skills to deliver safe, effective care to our patients. Apprenticeship delivery provides essential training and development pathways for existing employees to reach their potential and gain qualifications to aid their progression at LTH. Apprenticeships also provide an educational opportunity for newly recruited apprentices to gain their first step on the employment ladder.

The government published its strategy English Apprenticeships: Our 2020 Vision in 2015 setting out key intentions which include:

- Maintaining and consolidating economic recovery
- Raising our nation's productivity
- For young people to get the best start in life, through the opportunity that high quality education and training provides

The government recognises that apprenticeships are high quality and prestigious paths to successful careers, and aims for these opportunities to be available across all sectors of the economy. We believe that developing the workforce of the future is central to delivering high quality healthcare into the future. LTH has made significant progress in maximise opportunities afforded from the development of apprenticeship routes as pathways to careers across our broad range of clinical and non-clinical roles.

This strategy sets out the renewed key strategic objectives, benefits, approach and success measures to continue to deliver a sustainable apprenticeship model that offers modern employment opportunities, underpins our approach to talent management, and contributes to the Trust securing a workforce that is representative of the population it serves.

### 3. Vision

Our vision is *'to ensure apprenticeships are recognised and respected as a highly effective means to deliver a skilled, diverse workforce across the broad range of clinical and non-clinical roles'*.

### 4. Strategic Ambitions

In the current climate, we are facing critical challenges in terms of recruiting to key roles providing direct patient care. Our workforce plan indicates a significant demand for nursing and healthcare assistants in particular and with projections of a growing number of our workforce approaching retirement this demand will increase. In addition, there is a broad range of clinical and non-clinical roles where apprenticeships can offer a sustainable pipeline for securing a skilled workforce into the future.

We are deploying a range of approaches to securing our future workforce alongside developing the skills base across our current workforce. A key component of our plans is to use high quality apprenticeships as entry routes to a broad range of careers, and to further build our skills base.

Nationally we continue to see recruitment challenges across key clinical and non-clinical career pathways that support direct patient care. Our workforce plan indicates growing demand for nursing and senior healthcare assistants that is reflective of the ageing population, growing local population due to significant housing developments and the pandemic. Apprenticeships can offer a sustainable pipeline for securing a skilled workforce into the future across our clinical and non-clinical workforce provision.

The key component of our plans continues that being to use high quality apprenticeships as entry routes to a broad range of careers, and to further build our skills base.

Strategic ambitions for apprenticeships 2021 – 2023 are to:

- Offer a range of high quality apprenticeships through internal delivery and outsourcing models
- Continuously seek opportunities to develop apprenticeship routes into employment
- Maximise the financial return from the apprenticeship levy to increase and improve progression opportunities thus investing in the development of our current and future workforce

- Increase and improve employment prospects across the full breadth of our workforce to provide a pipeline of appropriately trained employees
- Deliver our public sector target to employ a minimum of 2.3% of our staff as new apprentice starts between 1st April 2021 and 31st March 2023
- Achieve a minimum rating of 'good' across the Ofsted standards
- Explore opportunities to extend the standards delivered by LTH in response to organisational demand

## 5. Benefits

Aligned to our Education and Training Strategy, apprenticeships offer a huge range of benefits for our Trust:

- Widening access and participation into our workforce
- Nurturing and growing our own talent
- Harnessing local talent through more flexible career and employment pathways
- Embedding our Trust Values
- Enabling a more diverse workforce
- Addressing skills gaps and supporting skills development
- Providing clear career pathways and provide recognised qualifications to support career development
- Reducing agency costs
- Enhancing employee satisfaction and thus reducing staff turnover
- Delivering our corporate social responsibility
- Enhancing our reputation as a good employer and teaching hospital, and a provider of high quality education and training
- Maximising return on investment from the Apprenticeship Levy

## 6. Approach and 2 Year Plan

To achieve our ambitions for developing and delivering apprenticeships as set out in this strategy, we will align to the Education and Training strategy by recognising its strategic aims and adopt an innovative 3 year plan. To enable delivery of the apprenticeship strategic aims we will:

- Working with colleagues across the Trust to explore opportunities to develop apprenticeship roles
- Promote apprenticeship opportunities both internally and externally
- Provide appropriate materials to enhance understanding across the Trust of apprenticeships and the benefits they offer
- Adopting a continuous improvement model to review and refine our apprenticeship offering
- Rigorously monitoring and quality assuring our performance
- Embed a governance framework to enable compliance and improve LTH training provider status
- Over the period of this strategy, we aim to achieve the key deliverables set out in the figure below.

Our key objectives drawn from our Education & Training Strategy are shown in the following table.

Establish the Health Academy as an Excellence Centre and Apprenticeship Training Provider to external stakeholders, deliver apprenticeship targets and improve our governance framework		
Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)
Achieve Excellence Centre status through the National Skills Academy for Health <b>Status: Achieved</b>	Perform market research to assess demand and opportunities for delivery of apprenticeship programmes to external stakeholders <b>To be extended into Year 3</b>	Commence delivery of apprenticeship pathway/s to external organisations over the lifetime of this strategy <b>Extend as part of strategy refresh</b>
Develop and implement a learner governance framework for apprenticeships to demonstrate effective management of learner progression and breaks in learning <b>Status: In development associated with apprenticeship strategy refresh</b>	Assess impact of learner governance framework in improving progression rates and reducing numbers of breaks in learning towards meeting external regulator minimum tolerance level for qualification achievement rates <b>Continue</b>	Meet external regulator threshold level standard for qualification achievement rates <b>Continue</b>
Achieve public sector target of at least 2.3% of new staff employed as apprentices <b>Status: Achieved</b>	Exceed public sector target and achieve a minimum of 2.4% of new staff employed as apprentices <b>Continue</b>	Exceed public sector target and achieve a minimum of 2.5% of new staff employed as apprentices <b>Continue</b>
Explore potential for the Health Academy to become a functional skills centre <b>Status: Deferred to Year 2</b>	Dependent on Year 1 findings, develop framework for implementing a functional skills centre <b>Deferred to Year 3</b>	Review and evaluate progress on development and/or implementation of functional skills centre <b>Extend as part of strategy refresh</b>

Due to the impact of the Covid pandemic, the objective associated with development of The Health Academy as a functional skills centre has been deferred to 2021-22.

In addition to the above, the Apprenticeship Delivery Teams have sub-objectives aligned to the Strategic Aims detailed in Section 4 and the objectives detailed in the above table, which are:

- Prepare for Ofsted inspections using the Education Outcomes Framework (EOF)
- Submit annual Self-Assessment Returns (SAR) to Ofsted based on the EOF
- Develop, implement and monitor Quality Improvement Plans drawn from the SAR
- Provide regular updates to Education, Training & Research Committee via the Apprenticeships Strategy & Assurance Sub-Committee on progress against QIP, key risks and exception items
- Develop, implement and monitor action plans to address requirements following Ofsted inspections
- Quarterly monitoring of levy investment and expenditure
- Ongoing development of positive reputation as an Apprenticeship Training Provider

## 7. Equality and Diversity

As an inclusive employer the Trust is committed to ensuring it offers equal opportunities into employment. Every employee can access a full range of development opportunities to ensure they can fulfil their potential regardless of age, gender, class, background, sexual orientation, disability, religion or belief. 'Widening Access' or 'Widening Participation' are terms associated with educational processes and programmes aimed at supporting under-represented or under-participating populations with access to learning and development opportunities.

Providing opportunities for all enables the Trust to support a diverse workforce, one which is celebrated and valued.

The Trust and widening participation/apprenticeship team are committed to safety and promoting safeguarding through established Trust policies and teaching within the programme.

We also want to:

- Ensure effective learning takes place in the workplace and in classrooms where all apprentices will show tolerance and mutual respect as set out in the Equality Act 2010
- Comply with the Equality Act preventing discrimination against those with protected characteristics to ensure that all are treated equally and inclusive where learning takes place.

## 8. Governance & Assurance

As an ESFA-registered Apprenticeship Training Provider (ATP), LTH must apply appropriate governance and sound business approaches to:

- Ensure financial viability and sustainability as a training provider
- Enable effective deployment of resources to manage and deliver training
- Demonstrate proper accountability
- Operate as one integrated team under the umbrella of training provider
- Apply consistent standards and equity for apprentice learners
- Enable effective decision-making processes and support programme leads and tutors to make consistent decisions
- Facilitate an end-to-end planning model
- Enhance links between activity and resources
- Enable a clear distinction between LTH responsibilities as an employer of apprentices and a provider of apprenticeship training

A Governance & Assurance Framework is in development based on the above approaches and will be implemented by end of June 2021 when approved by the Apprenticeship Strategy & Assurance Sub-Committee. This will then form an integral part of how LTH conducts its role as an ATP and deliver this strategy.

### 8.1 Our assurance model

As a levy-paying employer and an apprenticeship training provider, LTH is subject to external scrutiny from approved agencies. Fundamentally, there are two purposes:

- To ensure we as a Trust are using apprenticeship funding within the governing rules

- To ensure the training we provide meets the required quality teaching standards

The Education and Skills Funding Agency (ESFA) monitors data from the Individualised Learner Record (ILR) and other sources. ESFA uses the data to review how the funding system and funding rules are operating to allow identification of possible errors in the funding claimed for apprenticeships.

The Office for Standards in Education, Children's Services and Skills (Ofsted) inspect and regulate services that care for children and young people, and services providing education and skills for learners of all ages. Thus Ofsted are ultimately responsible for assuring the quality of teaching for the apprenticeship programmes we deliver.

In addition to the above, LTH has also achieved the **matrix** and **Quality Mark** standards and in addition was awarded Excellence Centre status in November 2019. **Matrix** is the unique quality framework for organisations to assess and measure their information, advice and/or guidance services, which ultimately supports individuals in their choice of carer, learning, work and life goals. **Quality Mark** is the health sector's independent quality benchmark, and provides a framework that defines and endorses superior learning and education. **Excellence Centre** is an additional standard as part of the Quality Mark framework that recognises the activities which support workforce transformation combined with development of the workforce with skills and experience to provide the highest quality care.

LTH governs all apprenticeship activity through three primary groups:

- Apprenticeship Strategy and Assurance Sub-Committee (ASAC)
- Apprenticeship Risk Management Group
- Apprenticeship Operational Group

ASAC is a sub-committee of ETR and provides overarching governance for all internal and external components associated with delivery. This group is also responsible for:

- Agreeing strategic direction and planning of Apprenticeship Training Provider (ATP) developments
- Monitoring financial tracking of pertinent reports, incoming claims and outgoing expenditure
- Assessing quality assurance compliance against relevant monitoring body standards
- Reviewing applicable progress audits and dashboard reporting against agreed parameters
- Establishing a sound evidence base to ensure readiness for external monitoring body inspections
- Maintaining an ongoing Risk Register to be incorporated into a multi-professional education risk report to Divisional Workforce Committees and Education, Training & Research Committee

The Apprenticeship Risk Management Group and Operational Group report into ASAC and focuses on the detail of delivery, primarily associated with those programmes delivered internally. The group's key responsibilities include:

- Agreeing operational processes, roles and responsibilities to co-ordinate progress and consistency
- Supporting operational queries or concerns, sharing knowledge and good practice
- Establishing compliance of evidence against quality standards for all Apprenticeship Training Provider programmes
- Troubleshooting applicable progress audits and dashboard reporting against agreed parameters
- Signing-off mutually agreed documentation and operational processes
- Highlighting risks, shortfalls or operational discrepancies for escalation to the Strategy and Assurance Group



## 9. Further Information & Resources

Useful resources:

[Apprenticeships | Lancashire Teaching Hospitals \(lancsteachinghospitals.nhs.uk\)](https://www.lancsteachinghospitals.nhs.uk)

[Apprenticeships - The Health Academy \(lancsteachinghospitals.nhs.uk\)](https://www.lancsteachinghospitals.nhs.uk)

[Library and Information Service - The Health Academy \(lancsteachinghospitals.nhs.uk\)](https://www.lancsteachinghospitals.nhs.uk)

[NHS Apprenticeships - NHS Employers](https://www.nhs.uk)

[Healthcare Apprenticeship Standards, Frameworks, Resources & support \(skillsforhealth.org.uk\)](https://www.skillsforhealth.org.uk)

[Apprenticeships | Health Education England \(hee.nhs.uk\)](https://www.hee.nhs.uk)

[Further education and skills: Apprenticeships - detailed information - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Key contacts:

Any queries regarding apprenticeships should be directed, in the first instance, to:  
[apprenticeships@lthtr.nhs.uk](mailto:apprenticeships@lthtr.nhs.uk) or telephone 01257 247205.