

# Maturity Model: An Apprenticeships Performance Improvement Benchmark

Appendix 2

Name  Organisation

	Leadership and Culture	Procurement	Workforce Development	Planning, Delivery Structures and Processes	Engagement
Mature	<p>Active support and engagement from political and senior leadership.</p> <p>Apprenticeships Delivery Board in place and steered by a politician or senior member of SLT</p> <p>Apprenticeships highlighted in Corporate Plan and separate Apprenticeships Policy</p> <p>Secured support from managers and department heads</p> <p>Have considered role as an employer in the local economy and aligned apprenticeships with council's strategic priorities</p> <p>Have apprenticeship champions within organisation and apprenticeship lead in post</p>	<p>Developed agreed approach to procurement of training</p> <p>Regular active working with other councils/public sector orgs to procure joint training where appropriate</p>	<p>Wide communication of approach to the workforce</p> <p>Focus on key skill shortage areas by developing talent and succession plans: use apprenticeship standards to build pathways to grow your own future workforce</p> <p>Involved in multiple Trailblazers</p> <p>Mapped Apprenticeship Standards to key roles and identified skills gaps</p>	<p>Know levy and targets and set realistic "needs based" goals over a three-year cycle (forecasting)</p> <p>Resources and internal 'delivery' team identified and in place</p> <p>Long-term spending plan in place (five years or more)</p>	<p>Regular meetings with ESFA Account Manager</p> <p>Responded to LGA Sector Mapping, attended workshop at Large Employer Roadshow and LGA January Workshop</p> <p>Part of a local authority apprenticeship network and engage in regular partnership working on specific projects across sectors</p> <p>Developed a strategic approach with local FE and HE providers</p> <p>Engaged with all maintained schools and process in place to spend schools levy</p>
Maturing	<p>Strong support and engagement from political and senior leadership. Regular reports to SLT and/or cabinet</p> <p>Apprenticeships highlighted in Corporate Plan or separate Apprenticeships Policy</p> <p>Secured support from managers and department heads</p> <p>Considered council's role as an employer in the local economy and aligned apprenticeships with some strategic priorities</p> <p>Apprenticeship lead in post and champions apprentices across organisation</p>	<p>Procurement approach agreed and in development</p> <p>Some joint working on procurement with other councils where appropriate</p>	<p>Good communication of approach to workforce</p> <p>Focus on most key skill shortage areas, developing succession plans and career pathways</p> <p>Involved in at least one Trailblazer</p> <p>In process of Mapping Apprenticeship Standards and identifying skills gaps and/or mapped specific roles/pathways</p>	<p>Know levy and targets and set a realistic 'needs based' goal for the first year (forecasting)</p> <p>Limited resources and internal 'delivery' team identified and in place</p> <p>Multi-year spending plan in place</p>	<p>One-off meeting with ESFA Account Manager held</p> <p>Responded to LGA Sector Mapping and attended either Large Employer Roadshow or LGA January Workshop</p> <p>Part of a local authority apprenticeship network and engaged in some further partnership working on specific projects</p> <p>Developing a strategic approach with local FE and HE providers</p> <p>Good engagement with maintained schools and plan to spend schools levy in development</p>
Developing	<p>Secured political and senior leadership support</p> <p>Developing an Apprenticeship Policy or refreshing Corporate Plan</p> <p>Engagement underway with managers to secure support for apprenticeships</p> <p>Exploring how to link role as employer in the local economy and align apprenticeships with council's strategic priorities</p> <p>In process of identifying lead officer for programme</p>	<p>Limited procurement provisions in place, exploring developing an agreed approach</p> <p>In early discussions with other councils about options for joint procurement</p>	<p>Basic communication of approach to workforce</p> <p>Some focus on specific skills shortage areas but not all</p> <p>Will consider engaging in future Trailblazers depending on capacity</p> <p>Planning to carry out skills mapping exercise in the future</p>	<p>Aware of levy and target. Working towards target but no forecast made</p> <p>In process of identifying resources and internal 'delivery' team</p> <p>One-year plan in place</p>	<p>In process of setting up a meeting or phone call with ESFA Account Manager</p> <p>Responded to LGA Sector Mapping</p> <p>Part of a local authority apprenticeship network</p> <p>Work with a small number of local providers. No strategic approach in place</p> <p>Basic engagement with Schools to raise awareness</p>
Early	<p>Working to secure support from politicians and senior leaders</p> <p>No Apprenticeship Policy in place and no mention in Corporate Plan</p> <p>Little to no support from managers across the organisation</p> <p>No linkage of apprenticeships to council's strategic priorities or role as employer in local economy</p> <p>No apprenticeship lead in place or champions across the organisation</p>	<p>No agreed approach to procurement</p> <p>No joint working on procurement</p>	<p>Limited to no communication of approach to the workforce</p> <p>Limited focus on skills shortage areas, apprenticeship recruitment limited and ad hoc</p> <p>Not involved in Trailblazer</p> <p>Not carried out skills mapping exercise</p>	<p>No forecasting or target set</p> <p>No internal delivery plan developed or delivery team identified</p> <p>No plan in place - Levy is spent ad hoc</p>	<p>No contact with ESFA Account Manager</p> <p>Not responded to LGA Sector Mapping</p> <p>No partnership working with other councils or public-sector organisations</p> <p>Not yet developed a strategic approach with local FE and HE providers</p> <p>Limited to no engagement with Schools</p>

## **Apprenticeships Performance Improvement Benchmark**

**Read through each section**

- 1. Leadership and Culture**
- 2. Engagement**
- 3. Procurement**
- 4. Workforce Development**
- 5. Planning, Delivery Structures and Processes**

**Highlight your current level of understanding (Early, Developing, Maturing, Mature) (Please Circle)**

**Highlight your target for the next year regarding your level of understanding (Early, Developing, Maturing, Mature) (Please Box)**