

TRUST BOARD PART I - APRIL 2012

Agenda Item Number: 59/12
Enclosure Number: (7)

Subject:	Modern Apprenticeship (MA) Scheme
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Sponsored by:	Tim Powell, Director of Workforce and Organisational Development
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Purpose of paper <i>Why is this paper going to the Trust Board?</i>	Progress report and further recommendations for scheme development
Key points for Trust Board members <i>Briefly summarise in bullet point format the main points and key issues that the Trust Board members should focus on including conclusions and proposals</i>	The Board is asked to note that expansion of the existing MA scheme provides following opportunities: <ul style="list-style-type: none"> • significant CIP contribution • utilises previously untapped recruitment supply • identify future 'talent' at early stage • positive PR, whilst responding to our social responsibilities as major employer within Portsmouth
Options and decisions required <i>Clearly identify options that are to be considered and any decisions required</i>	Should the Board support the further development of MA scheme, they are asked to consider: <ul style="list-style-type: none"> • Target level (%) • Extent of marketing/communication • Revision to WSC process
Next steps / future actions: <i>Clearly identify what will follow the Trust Board's discussion</i>	<ul style="list-style-type: none"> • Timetable of implementation, incorporating communications programme • Promote at Portsmouth CC MA Event – 29 March
Consideration of legal issues (including Equality Impact Assessment)?	Considered but not applicable
Consideration of Public and Patient Involvement and Communications Implications?	Considered but not applicable. Promotion to be developed in partnership with PHT Communications Team

Scheme Introduction

With the agreement of JCNC, the Trust introduced the Business & Administration (B&A) Apprenticeship (pilot) in February 2011. Working in partnership with a local training agency, we successfully introduced 18 young people to the scheme, across a range of services.

The benefits were easily identified:

Apprentice

- Qualification that relates to work place setting
- Current skills and knowledge to adds to their CV
- Earning whilst learning – 16/17 year olds living in family home, do not receive unemployment benefits, regardless of active job search
- Increased awareness of the many roles/careers within the NHS

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- Increase awareness of the economic pressures faced by local community
- Create positive opportunities for young people of Portsmouth, thereby strengthening our relationship with local community (PR)
- Attract a new recruitment source to the NHS, previously untapped
- Cost effective solution to entry level staffing (average 50% saving on Band 2 post)
- Evidence of some productivity gains, particularly related to IT

Of the original intake 70% have secured permanent positions within the Trust.

Lessons Learnt

As with any new initiative, we have reviewed the effectiveness of the approach adopted with first intake, and have learnt from this:

- Catchment Area – with limited funds, and majority dependent on public transport, we have lost a number of Apprentices through frustration with the journey times/cost. Advertising for subsequent intakes has been increased/more focused in the immediate vicinity of QAH, and greater emphasis on this aspect included in the interview process.
- Timing of Advertising – recruiting mid school terms does attract a greater number of applicants that have already left placements/full time education establishments. This can be a deterrent for appointing managers, as it is difficult to see evidence of commitment. Future annual programming of recruitment should overcome this.
- Buddies – a number of the Apprentices have challenges within their home lives. This coupled with what is for many their first experience of the world of work, can make the Apprenticeship an anxious time. These issues can often end up with HR. Allocation of Buddy early into placement, does provide an additional support and early alert to anything that could detract from their success.

- Awareness of Managers – need to engage Managers far earlier and maintain the network throughout the placement. Greatest success where managers have owned process at local level, with Apprentices having clear objectives. HR are there to educate re processes and assist with implementation of policy, not to line manage Apprentices. Need in develop broader understanding of Apprenticeship within the management ranks and increase line management representation within future recruitment rounds
- A Year Goes Quickly – when an Apprentice reaches the end of their contract, they would have acquired the qualification, skills, and knowledge that we need in the NHS. To date, many have secured permanent posts with PHT, but we could have made that transition easier for both employer/employee.
- HCSW MAs – we are still at the early stages with our first intake, but the calibre of candidates has not been an issue. We do need to share line management experience across the staff groups, benefiting from the learning of those now moving successfully on to their 4th or 5th MA team member.

Current Position

We have now successfully completed a second intake of B&A MAs (14 wte, January 2012), and expanded into HCSW MAs (12 wte, February 2012). We have also secured funding/training for 2 wte Dental Nurse Assistants, scheduled to commence September 2012.

The Trust is receiving significant positive attention across the region and beyond the NHS, including schools, further education establishments, Portsmouth City Council, and local businesses.

We have been commended by National Apprenticeship Service (NAS) for our creativity and commitment to improved training and employment opportunities for young people. We are currently unable to accept all invitations received to speak at recruitment events.

We have worked with final year media students from the University of Bournemouth in the making of a short video documentary on Apprenticeships in non traditional roles. This will be available to PHT shortly, and will be used as part of our future promotional materials.

The perception within the Trust is far more positive regarding the role of MAs. Whilst we have the support internally and externally, we need to take this opportunity to consider our next steps. If it is the intention of the Trust to continue with this initiative we need to consider our strategy and how this is shared/promoted.

Financial Implications

The average first year cost of an Apprentice, including training is £7,000 (inc on costs).

The average first year cost of newly appointed Band 2 A&C staff, excluding training is £15,600 (inc on costs).

Turnover in Band 2 posts (all staff groups) for the 12 months ending December 2011 was 120 wte. 100% conversion – whilst unrealistic – would have seen a saving in first year of £1,032,000.

Recommendations:

1. Introduction/launch of 'Target 2012 – MAKing the Difference', to incorporate the following:
 - (a) Timetable for review of all training packages for band 2 posts, assessing their suitability for translation to MA model.
 - (b) Target % - to be agreed, influenced by findings from (a) above.
 - (c) All entry level posts (Bands 1 and 2) for MA consideration in first instance, as part of WSC process.
 - (d) Annual recruitment calendar – by publicising our intake periods, we can ease the administration load internally, whilst using the school outturn to greater benefit.
 - (e) Preferred candidate status, on attainment of qualification and satisfactory performance/attendance record – this will require variation to existing Change Management Policy, with development of criteria.
 - (f) Partnership working with local school (pilot) providing interview experience in Year 10, with successful candidate receiving work experience placement in Year 11. This aligns PHT to the changes to education and learning from 2013, and opens up 'talent spotting' opportunities.
 - (g) MA Switch (pilot) – 2 week 'swap' with other local providers.
 - (h) Annual awards event – to promote success, increase awareness, and reward good work
 - (i) MA representative on JCNC.
 - (j) MA Blog – improved promotion of employment opportunities within NHS; building on the positive aspects and benefits to be gained from social media.

2. Project Group – to ensure effective delivery, and regular reporting to Board throughout key development stages, the introduction of a Project Team is an important stage. This will also help to ensure consistency of approach across PHT, as will assist with the dissemination of accurate and timely communication.

Membership to include representatives of:

 - H R (including L&D)
 - Finance
 - Communications
 - Operational Management