

LGA APRENTICESHIPS  
SURVEY 2022-23  
PART 1: COUNCILS AND  
MAINTAINED SCHOOLS

# Contents

Introduction	3
Executive Summary	4
Section One: Apprenticeship Starts and the Public Sector Target	11
Section Two: Apprenticeship Levy spending, expired funds and use of transfers	20
Section Three: Apprenticeship Incentive Payments	28
Section Four: Maintained Schools	31
Section Five: Apprentices' Pay	39
Section Six: Apprenticeship Standards and Provider Availability	42
Section Seven: Organisational, Operational and Cultural Issues	46
Section Eight: Apprenticeships Maturity Model	73
Section Nine: The LGA Support Programme	93
Acknowledgments	96

# Introduction

This report marks the fifth time the Local Government Association has carried out its annual apprenticeship survey. These surveys provide an excellent overview of how the sector is making use of apprenticeships as well as highlighting some of the key challenges and potential areas to lobby government. For the first time, this survey has been carried out in two parts. The first part, and the focus for this report is councils and their maintained schools, covering issues around the organization and implementation of apprenticeship programmes and responses to government policy decisions. The second part, and subject of a separate report, focuses on apprentices in local government, collecting key demographic information, key drivers and feedback on the quality of their experience working for councils and undertaking an apprenticeship in our sector.

As a result, this year's survey is more detailed than previous iterations, with 75 questions posed to councils to collect information on apprenticeship starts, levy spend, levy losses, levy transfers, apprentice pay, maintained schools, gaps in standards, operational matters and views on the LGAs own apprenticeship support offer. For the first time we have also asked a series of questions designed to allow us to make an assessment of where each council appears on the LGA's Apprenticeships Maturity Model, our self-assessment matrix designed to help councils understand where they are on their apprenticeship journey and how and where to improve.

In addition to this national report, regional reports are available for all nine regions in England, while each council that submitted a response to this survey will receive their own individual report, tailored to their responses and providing bespoke comparative benchmarking data to help each council understand how it performs on apprenticeships compared to its peers.

For this 2022/23 survey, councils have turned out at their highest rate ever, with 172 local authorities providing responses. This includes 116 upper or single tier councils (77 percent turnout) and 56 district councils (31 per cent turnout). While there is a good regional spread of responses, turnout among upper and single tier councils was highest in the East of England (91 per cent) and lowest in the East Midlands (50 per cent), while among district councils, turnout was also highest in the East of England (71 per cent) and lowest in the West Midlands (11 percent).

This data has also been supplemented by other sources where this was available to ensure we were using the fullest possible dataset to provide the best possible analysis in this report and reduce gaps. For example, if a council did not respond to our survey this year but had in a previous survey told us they had made a levy transfer or seen levy funds expire, then they were added to our overall figures when calculating the percentage of councils that had made a transfer or seen funds expire. The government's published public sector target data figures were also used for any council that had provided that data but not responded to our survey to enable us to more accurately calculate the overall number of apprenticeship starts in the sector nationally or in a particular region in 2021-22. As a result, there will be some questions where the dataset used covers more than just the 172 councils that responded, which we hope will provide as full and accurate a picture as possible for councils.

# Executive Summary

The LGAs 2022/23 apprenticeships survey covered a significant amount of ground, with questions covering apprenticeships starts and the public sector target; apprenticeship levy spending, expired funds and use of transfers; receipt of Apprenticeship Incentive Payments; gaps in apprenticeship standards and provision; engagement with maintained schools; apprentices' pay; the LGA support programme; and organizational, operational and cultural issues designed to allow for an assessment against the LGAs Apprenticeships Maturity Model. Detailed commentary and charts can be found in the relevant sections of this report with the full list of questions and responses available in the appendix at the end of this report.

A summary of some of the key findings is below:

## *Section One: Apprenticeship Starts and the Public Sector Target*

- 1) Local government created 13,728 apprenticeship starts in 2021/22, up from 12,918 starts created in 2020/21 – an increase of 6.3 per cent.
- 2) This represents a small return to growth for the sector after starts dropped by 21.6 per cent during the pandemic-affected year of 2020/21. It is also the fourth year out of five that councils have created more apprenticeship starts than in the previous year.
- 3) It did, however, represent a slightly below average performance, with the sector average over the five-year period from 2017 to 2022 standing at 13,833 starts.
- 4) Performance against the public sector target rose a little year-on-year to 1.3 per cent against the 2.3 per cent target, higher than the 1.2 per cent recorded the previous year.
- 5) Looking forward, despite the end of the public sector target, 58.2 per cent of councils indicated that they would set their own internal target for apprenticeship starts. Upper and single tier councils (67.6 per cent) were much more likely to report doing this than district councils (38.9 per cent).
- 6) In 2022/23, councils had created at least 7,410 apprenticeship starts by the end of Quarter 3 (December 2022). Analysis indicates that starts are currently at 71 per cent of 2021/22 levels, suggesting with a full quarter of the year to go that councils are on pace to match the 13,728 apprenticeship starts as they did last year.
- 7) Apprenticeship starts in maintained schools continue to account for around one-in-four of all apprenticeships created in local government. However, with schools accounting for 26.1 per cent of all starts in 2022/23 so far compared to 22.5 per cent in 2021/22 our analysis suggests that maintained schools may see a slight increase in apprenticeships this year compared to last.

# Executive Summary

## *Section Two: Apprenticeship Levy spending, expired funds and use of transfers*

8) Local government has paid in approximately £798m into the Apprenticeship Levy between April 2017 and December 2022.

9) In that time councils have spent approximately £358.7m, equivalent to 44.5 per cent of available funds. District councils were more likely to spend a higher proportion of the funds available to them (55.5 per cent) compared to upper and single tier councils (44.2 per cent).

10) The average spend per council of 44.5 per cent is 6.9 percentage points higher than the average spend reported in the LGAs 2021 survey (37.6 per cent) and is the fifth consecutive year this average has increased.

11) The number of councils reporting that they have seen at least some of their levy funds expire after being left unspent for 24 months has increased with 81.1 per cent of all councils reporting seeing at least some funds expire, up from 72.3 per cent in 2021. Losses are much more likely to occur in upper and single tier councils (90.6 per cent) than District councils (60.3 per cent), though the proportion of District councils reporting losing funds is now over 50 per cent for the first time.

12) Councils in England are estimated to have seen around £143m of their levy funds expire and return to the Treasury unspent, around 18 per cent of the total available. Again, this is more acute among upper and single tier councils (22.1 per cent) than among District councils (11 per cent).

13) The average amount returned unspent by the sector stands at £3.25m per month since funds first began to expire in May 2019. While this average figure is unchanged from our last survey in 2021, it does suggest the pace of losses has slowed and levelled off. Between May 2019 and March 2020 councils saw an average of £2.1m per month expire. This rose to £4m per month between April 2020 and July 2021, and has now fallen back to £3.24m per month between August 2021 and December 2022.

14) Councils are increasingly using levy transfers to other employers to stem the flow of funds expiring unused. 73.4 per cent of upper and single tier councils and 16.4 per cent of district councils have made at least one transfer, up from 59 per cent and 10 per cent respectively in 2021.

15) Around £30.4m has been committed by councils to levy transfers to create 5,396 apprenticeships.

# Executive Summary

- 16) A third of councils (33.7 per cent) have a levy transfer policy in place with a further 25.1 percent in the process of developing one.
- 17) 14 per cent of upper and single tier councils indicated they would use their full 25 per cent levy transfer allowance in 2022/23, up from just 6 per cent in 2021/22.
- 18) On average, councils that used the levy transfer function used 11.9 percent of their 25 per cent allowance, but 46 per cent of councils reported using more than half.
- 19) There is strong support among councils for lifting the cap on levy transfers with 66 per cent of upper and single tier councils favouring an increase from the current 25 per cent to at least 35 per cent, while 28 per cent would support increasing the cap above 40 per cent.

## *Section Three: Apprenticeship Incentive Payments*

- 20) 90.7 per cent of local authorities accessed the apprenticeship incentive payments introduced by government to support the recovery of apprenticeship programmes in the wake of the COVID-19 pandemic.
- 21) Local authorities will receive at least £9.4m in incentive payments once they have been full approved by government, helping to create 4,177 apprenticeship opportunities.
- 22) Delays in receiving incentive payments from government are common. A third of councils (32 per cent) reported they were still waiting to receive the first instalment of incentive payments for at least one of their claims, while one authority was waiting for the first instalment to be paid for all 81 of their claims.
- 23) There is some evidence that apprenticeship incentive payments boosted interest in apprenticeships among maintained schools. 38 percent of councils reported incentives had led to an increase in interest from schools in apprenticeships, while 45 percent indicated that incentive payments had led to the creation of apprenticeships in schools that wouldn't have happened otherwise.

# Executive Summary

## *Section Four: Maintained Schools*

24) Maintained schools have created around 17,500 apprenticeship starts in the last five years – equivalent to one in fifty five people in their workforce undertaking an apprenticeship.

25) There is considerable variation in the number of maintained schools councils are responsible for, which affects how much support each council can offer. One in nine councils is responsible for 10 schools or fewer, while one in five is responsible for more than 400 schools.

26) 55.2 per cent of councils described engagement levels from their maintained schools on apprenticeships as either 'moderate', 'high' or 'very high', down from 61.2 per cent in 2021, although 44.1 per cent indicated that there was some increase or a significant increase in engagement over the previous twelve months.

27) Councils continue to highlight barriers faced by schools that prevent them from delivering more apprenticeship starts. 20 per cent off the job training (69 per cent), lack of resources/time (65 per cent) and salary costs (44 per cent) continue to be cited as the biggest barriers, though the majority of the barriers listed were mentioned less frequently in December 2022 than when we first asked councils in March 2019.

## *Section Five: Apprentices' Pay*

28) 88.4 per cent of councils have a policy in place for apprentices' pay and grading, rising to 92.2 per cent among upper and single tier councils.

29) There is an almost even split between the proportion of councils and their maintained schools that pay the apprentice rate of the national minimum wage (50.5 per cent) and those that pay a higher rate (49.5 per cent).

30) There is little consistent pattern among local authorities on what they pay apprentices, with many favouring a bespoke approach depending on the age, level and experience of an apprentice or whether they are an existing staff member or new starter. 40 per cent of upper and single tier councils favoured a salary based on the level of the apprenticeship, while a more bespoke approach was favoured by 41 per cent of District

# Executive Summary

## *Section Six: Apprenticeship Standards and Provider Availability*

31) The proportion of councils waiting for the Institute of Apprenticeships and Technical Education to approve an apprenticeship standard that is in development has fallen from 46 percent in 2021 to 30 percent in 2022. 43 different standards were listed, though many had low numbers of councils wanting to use them, suggesting they were covering more bespoke job roles.

32) 45 per cent of councils highlighted an area where they felt there was a gap in apprenticeship standards and where such a standard was not already in development. This was down from 56 percent in 2021 and is the second consecutive year that this number has fallen.

33) A third of councils (33 per cent) reported they could not find a training provider for at least one standard, almost unchanged from the proportion who did so last year (34 percent). There is little consistent pattern to the gaps, suggesting the issue may be as much down to councils desiring a wider choice of providers as much as it is an absence. However, as Pest Control Technician Level 2 and Town Planning Assistant Level 4 have been mentioned each time we've asked this question in previous surveys, there is likely a problem with accessing both standard, at least in some areas of the country.

## *Section Seven: Organisational, Operational and Cultural Issues*

34) Support from apprenticeships from senior leaders in local government is relatively high, with 75 percent of councils describing the support in their authority as 'strong' or 'good'.

35) Two-third of councils (66 percent) have an apprenticeship strategy or action plan in place, while 26 percent report that one is in development.

36) However, governance of apprenticeship programmes is more patchy, with only a third of councils reporting they had a steering group overseeing their programme, while support from managers was also variable with 59 percent reporting that 'some managers and department heads fully support the principle of apprenticeships' suggesting work still needs to be done to ensure apprenticeships are properly embedded within local authorities.

37) 89 percent of councils now have at least one lead officer in place to manage their apprenticeships programme, with just over a third (36 percent) having more than one officer as part of a 'delivery team'.



# Executive Summary

38) 70 percent of councils report having a firm procurement process in place, but only a quarter (23 percent) have a robust provider management process in place, with 45 per cent reporting they had only a basic process set up.

39) Just over half of councils (51 percent) have a variation of the Apprenticeships First policy in place, with a further 21 per cent currently considering adopting this. But only one in ten councils has fully mapped apprenticeship standards to job roles across the whole authority, and one in five councils have used apprenticeships in the development of talent and succession plans, suggesting there remains room for improvement on the use of apprenticeships within local authorities' workforce development processes.

40) More than half of councils (53 per cent) do not have an apprenticeships levy spending plan in place, while 49 per cent do not make any assessment of their apprenticeships programme's impact on the council's wider objectives.

41) 40 percent of councils provide a mentoring programme or buddy scheme to some or all of their apprentices, while just one in five councils has an apprenticeship network in place (though 29 percent are developing one and have an online platform in the meantime to help apprentices connect).

42) Providing employability support to apprentices remains popular among councils with 88 per cent offering at least basic support when an apprentice completes their qualification. Almost a quarter (24 percent) provide guaranteed interviews or enhanced status to apprentices to help support them into full time roles.

43) Support for managers of apprentices in the sector is more variable: 75 percent of councils provide managers with at least a basic handbook or guide to apprenticeships to consult, but just 18 per cent offer a fuller support package.

44) Feedback from apprentices and managers on things like the quality of training or their experience of their apprenticeship is sought by most authorities, at least in a basic form, but while 50 per cent of councils survey apprentices and managers on at least an annual basis, 50 percent collect minimal or not feedback.

45) Interactions on an operational level with maintained schools is a mixed picture, with 84 percent of councils allowing maintained schools to access as much levy funding as they want (even if it's more than they've paid in), but only 16 percent of councils has a dedicated schools apprenticeship lead in place, and just 7 per cent have a plan in place to increase schools apprenticeship starts.

# Executive Summary

## *Section Eight: Apprenticeships Maturity Model*

- 46) Upper and Single Tier Councils have seen an increase in their estimated ratings against the Maturity Model in four out of the six pillars, only falling back in one – maintained schools.
- 47) Upper and Single Tier Councils in Yorkshire and Humber, the North West and South East tend to perform a little above the median rating, while councils in the East of England and East Midlands perform a little below.
- 48) Similarly, county councils and metropolitan boroughs tend to have higher ratings than the national median, particularly when it comes to Leadership, Culture and Engagement and Maintained Schools, while Unitary authorities are slightly lower, mainly in the area of Procurement and Provider Management.
- 49) District councils tend to have a slightly lower median rating than their larger counterparts, reflecting the smaller scale of their programmes and thus reduced scope for activity.

## *Section Nine: LGA Apprenticeships Support Programme*

- 50) There has been a year-on-year increase in engagement with the Local Government Apprentice of the Year event, which the LGA jointly administer with East of England LGA and South West Councils. 42 percent of councils reported at least one of their apprentices took part in either the 2021 or 2022 event, up from 23 per cent last year, while 28 per cent of councils who entered apprentices did so in both years.
- 51) Satisfaction with the LGA Apprenticeships Support Offer in 2022 was broadly the same as in 2021, with an average rating of 3.95 out of 5 given by councils, down fractionally from the 4.0 out of 5 average rating last year. Among upper and single tier councils, who much of the support is targeted at, the average rating remained unchanged year on year at 4.2 out of 5.

# Section One: Apprenticeship Starts and the Public Sector Target

## *The Public Sector Apprenticeships Target*

The Public Sector Target was introduced by government from 1 April 2017 and initially ran for four years. It was renewed for a further, separate one-year period for 2021-22 before being discontinued. The target required all public sector employers with 250 employees or more to create apprenticeship starts equivalent to 2.3% of their headcount during 2021-22. For example, if a public sector employer had a headcount of 1,000 employees, they would be required to create 23 apprenticeships between 1 April 2021 and 31 March 2022. The target is not based on the number of apprentices employed, but solely the number of apprentices that started their apprenticeship between 1 April and 31 March in the required year – including both new starters and existing members of staff that began an apprenticeship.

Local authorities are also considered the employer for any maintained schools within their boundaries, so councils were required to add schools' headcounts to their own when calculating their target and include schools' apprentices in their starts figures. While the 2017-21 period was treated as a single whole for the purposes of the target, the 2021/22 period was considered a standalone year.

Local government created 13,728 apprenticeship starts in 2021/22, up from 12,918 starts created in 20/21, a 6.3 per cent increase. This represented a return to growth for the sector, albeit a small amount, after starts dropped by 21.6 per cent during the pandemic affected year of 20/21. Despite the slight increase, the total does remain below pre-pandemic levels (Figure 1) and also slightly below the five-year average (13,833 starts). In total, since the introduction of the public sector target and apprenticeship levy, councils have created 70,565 apprenticeship starts (Figure 2)

Performance against the public sector target also rose a little to 1.3 per cent against the 2.3 per cent target. This was higher than 20/21's in-year performance and the four-year average of 2017-21, both of which stood at 1.2 per cent (Figure 3). Compared with other public sector bodies, the 1.3 per cent performance by local government in 2021/22 was the third lowest, only beating non-maintained schools (1.1%) and 'other' organisations (1.2%). The Armed Forces once again led the way (7.1%), followed by the Police (2.4%) and Fire Authorities (2.1%). The overall public sector average was 1.8%.

Overall, at least 44 councils and combined authorities met the 2.3 per cent target during 2021/22, up from just 29 in 2020/21 (see Figure 4 and 5). Figures 6-8 show that 23 per cent of councils overall met their public sector target in 2021/22, with District Councils (28.5 per cent) more likely to have met their target than upper and single tier councils (19.8 per cent).

# Section One: Apprenticeship Starts and the Public Sector Target

Figure 1 Comparison of Local Government Apprenticeship Starts 2016/17 – 2021/22

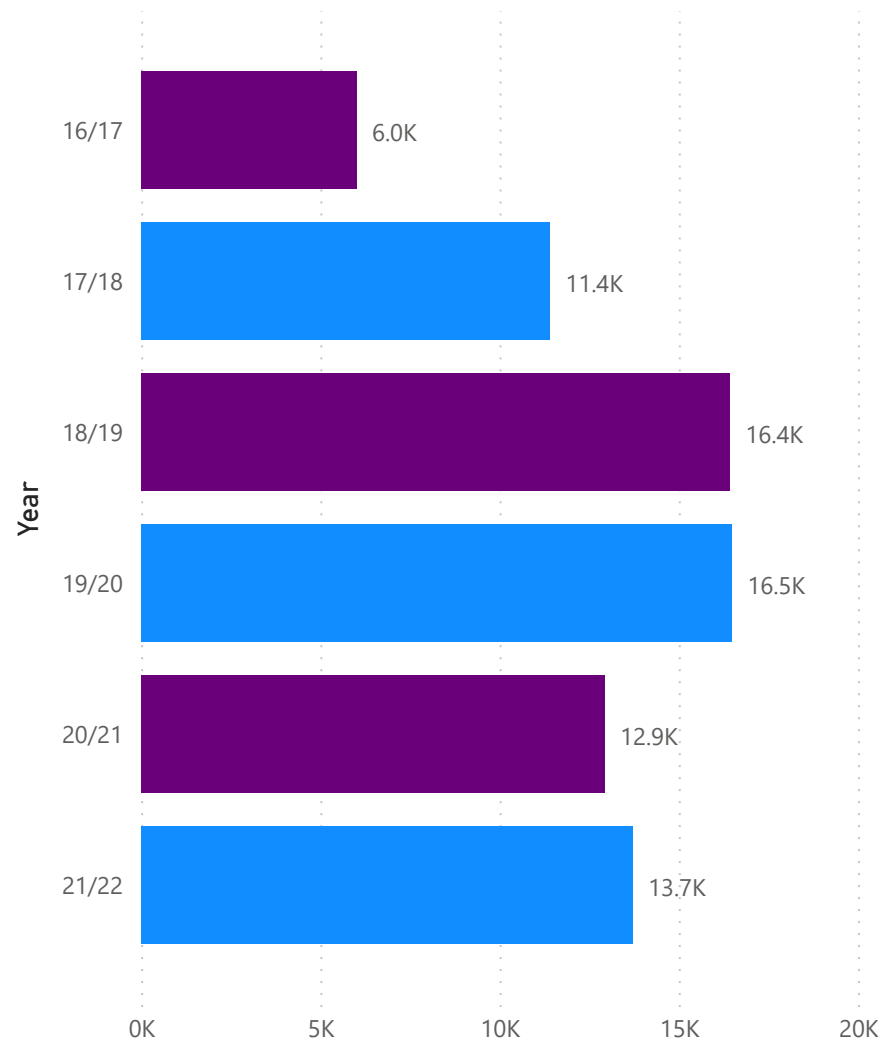


Figure 2: Total Apprenticeship Starts in Local Government (Cumulative) 2017/18 – 2021/22

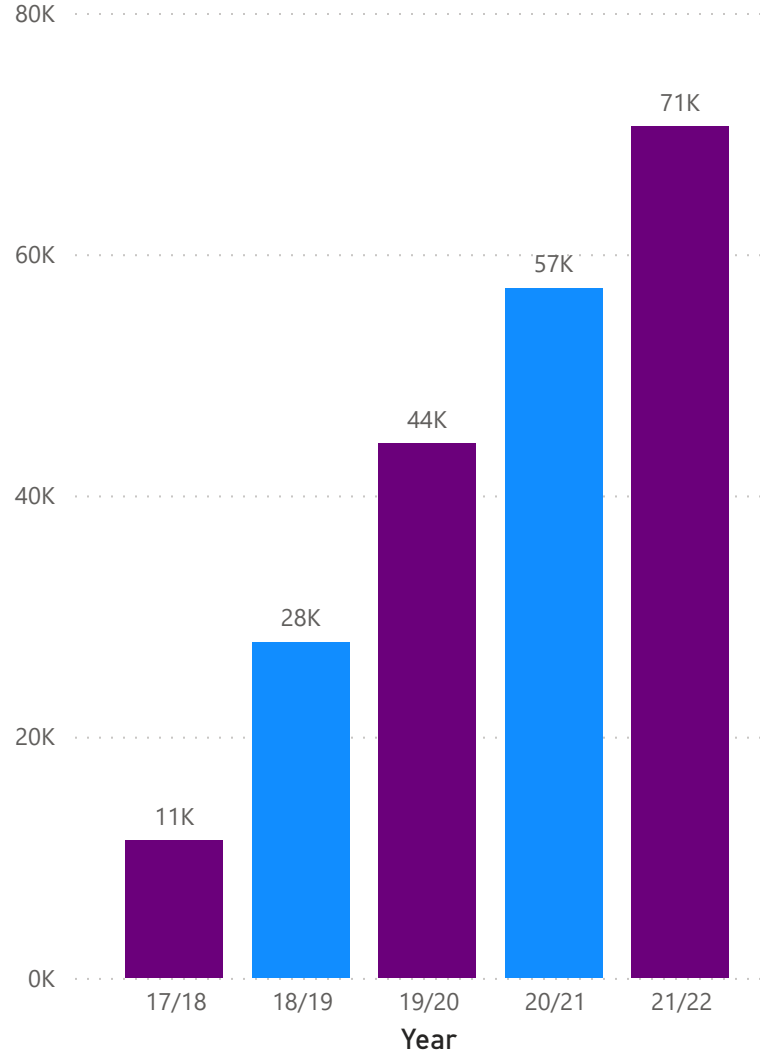
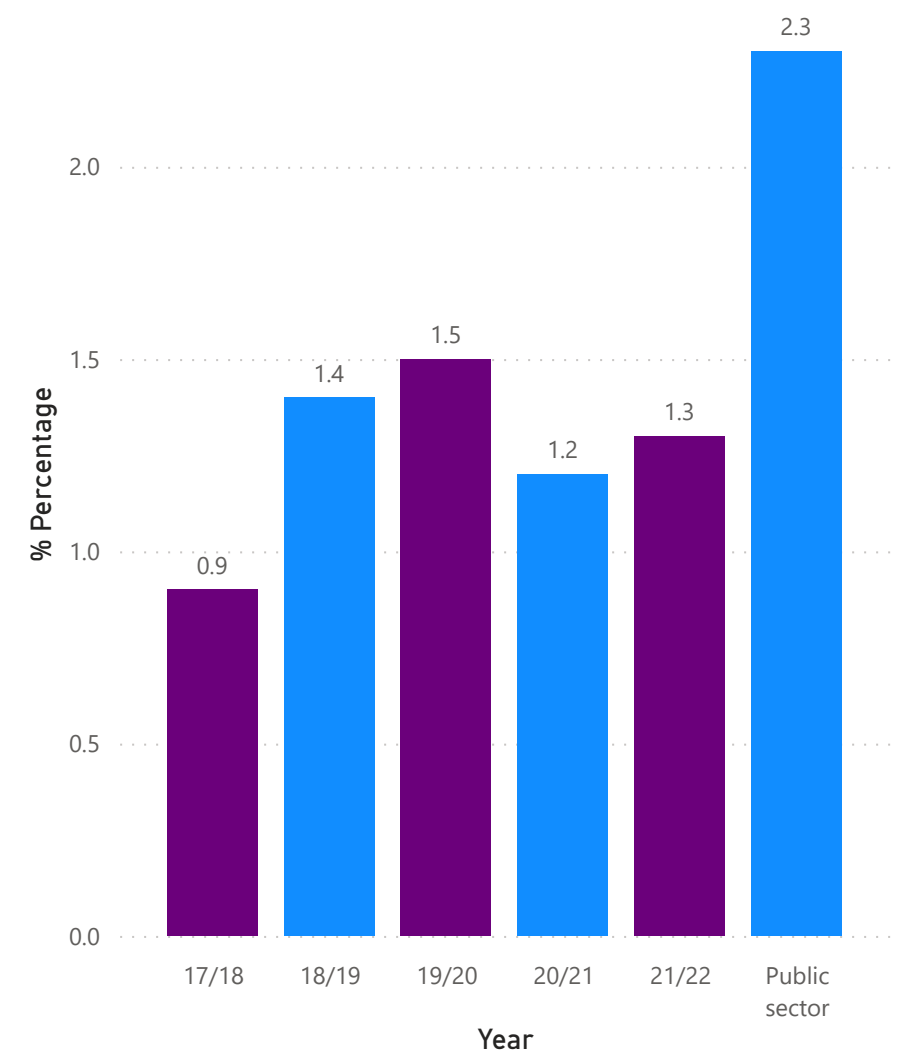


Figure 3: Local Government Sector Performance Against Public Sector Apprenticeships Target 2017/18 – 2021/22



# Section One: Apprenticeship Starts and the Public Sector Target

Figure 4: Councils Meeting the Public Sector Target in 21/22

Barnsley Metropolitan Borough Council	Milton Keynes Council
Blackpool Council	North Hertfordshire District Council
Breckland District Council	North Tyneside Council
Chelmsford City Council	Oldham Metropolitan Borough Council
Cherwell District Council	Plymouth City Council
Colchester Borough Council	Redcar and Cleveland Council
Dover District Council	Redditch Borough Council
East Suffolk Council	Rutland County Council
Epping Forest District Council	Salford City Council
Isle of Wight Council	South Lakeland District Council
LB Richmond and LB Wandsworth Shared Staffing	South Norfolk District Council
London Borough of Barnet	South Staffordshire Council
London Borough of Hammersmith and Fulham	Stockton-on-Tees Borough Council
London Borough of Haringey	Stroud District Council
London Borough of Hounslow	Surrey County Council
London Borough of Lambeth	Tendring District Council
London Borough of Newham	Walsall Council
London Borough of Waltham Forest	West Berkshire District Council
Medway Council	West Northamptonshire Council
Middlesbrough Council	Westminster City Council

Figure 5: Combined Authorities Meeting the Public Sector Target in 21/22

Greater London Authority  
 Greater Manchester Combined Authority  
 West Midlands Combined Authority

# Section One: Apprenticeship Starts and the Public Sector Target

Figure 6: Percentage of all councils that met their public sector apprenticeships target in 2021/22

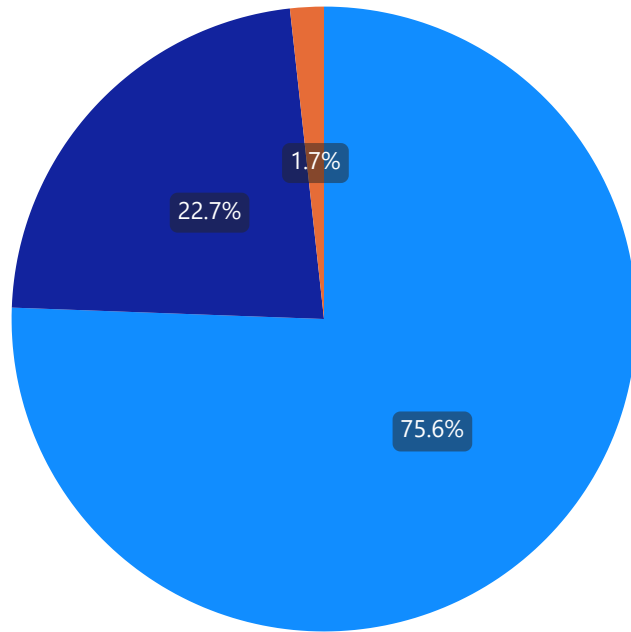


Figure 7: Percentage of District Councils that met their public sector apprenticeships target in 2021/22

**Target Did Not Apply**

- Missed Their Target
- Met Their Target
- Target Did Not Apply

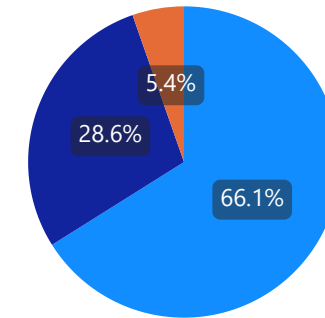
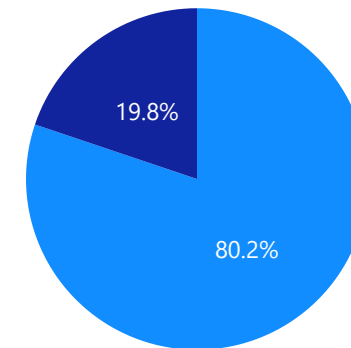


Figure 8: Percentage of Upper and Single Tier Councils that met their public sector apprenticeships target in 2021/22

**Target Did Not Apply**

- Missed Their Target
- Met Their Target



**Target Did Not Apply** ● Missed Their Target ● Met Their Target ● Target Did Not Apply

# Section One: Apprenticeship Starts and the Public Sector Target

Figure 9: Apprenticeship Starts in Local Government, By Region, 2021-22

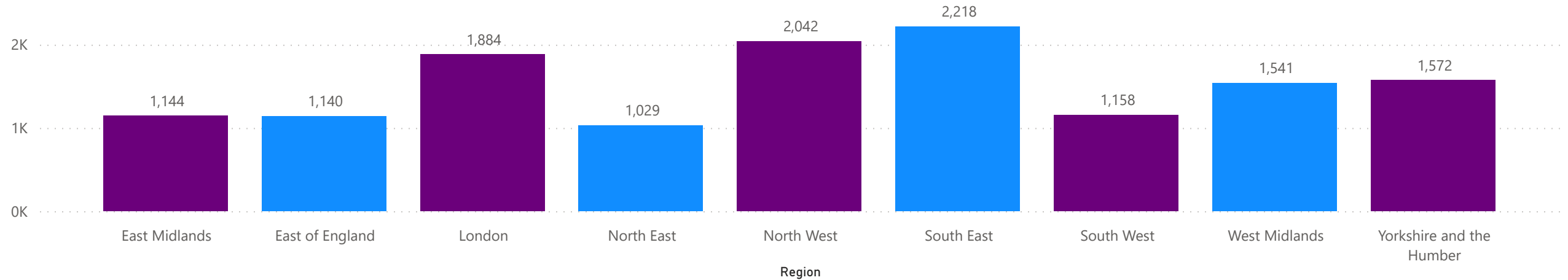
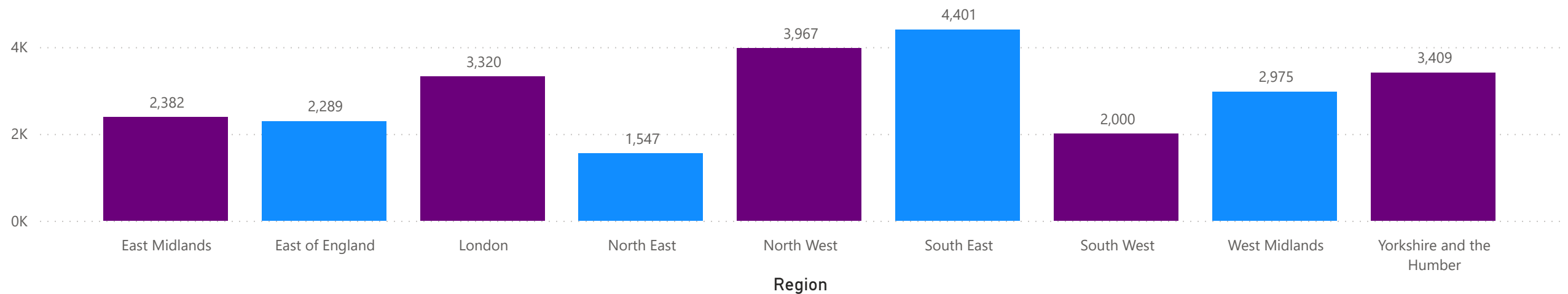


Figure 10: Number of Apprentices on Programme in Local Government as at 31 March 2022, By Region



# Section One: Apprenticeship Starts and the Public Sector Target

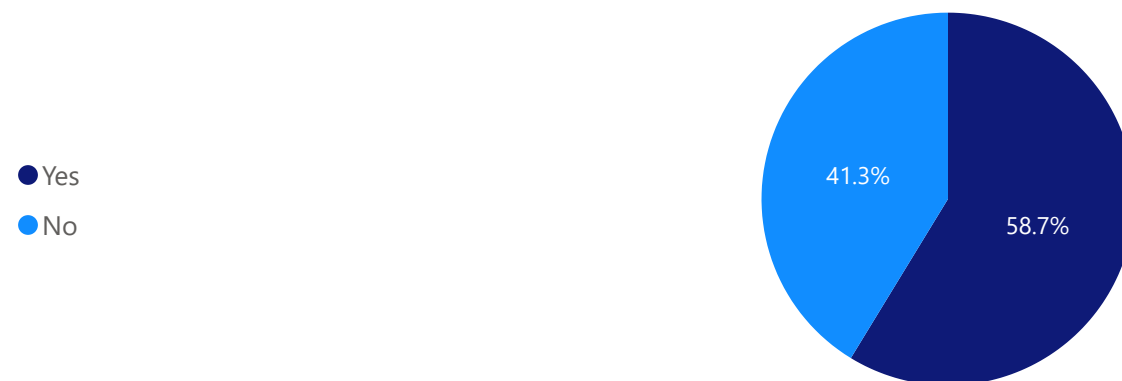
## Post Public Sector Target: 2022/23

Although councils will no longer be required to have regard to a public sector target for apprenticeship starts, they will still need to provide data annually to government showing the number of apprenticeship starts they created during a financial year, the number of apprentices they have on programme and their headcount for publication in a national league table. Councils will therefore still need to have regard to the number of apprenticeships they create.

We asked councils if, in light of this change, they would set an internal target for apprenticeship starts for their council moving forward. 58.7 per cent of councils indicated that they would set their own internal target for apprenticeship starts (see Figure 11). Upper and single tier councils (67.2 per cent) were much more likely to report doing this than district councils (41.1 per cent).

When looking at the performance of the sector in 2022/23, 7,410 apprenticeship starts were reported across 163 councils up to the end of Q3 (December 2022). In 2021/22 these councils had collectively created 10,428 apprenticeships across the full year, meaning 22/23 starts to date account for just over 71 per cent of last year's total. This suggests that, assuming the pattern of a slight increase in starts in the fourth quarter is repeated, councils are on pace to create a similar number of apprenticeships in 2022/23 as they did in 2021/22: c13,700.

**Figure 11: Do councils plan to set an internal target for apprenticeship starts moving forward? (All Councils)**





# Section One: Apprenticeship Starts and the Public Sector Target

Figure 12: Do councils plan to set an internal target for apprenticeship starts moving forward? (Upper/Single Tier Only)

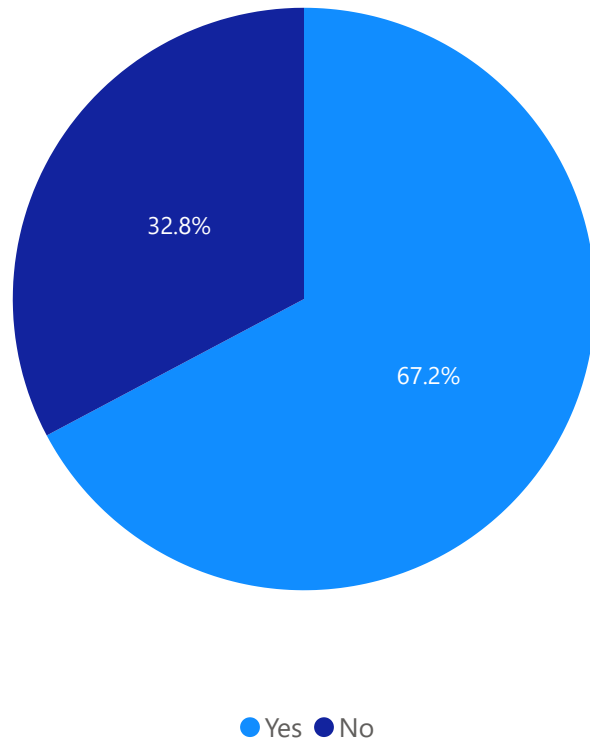
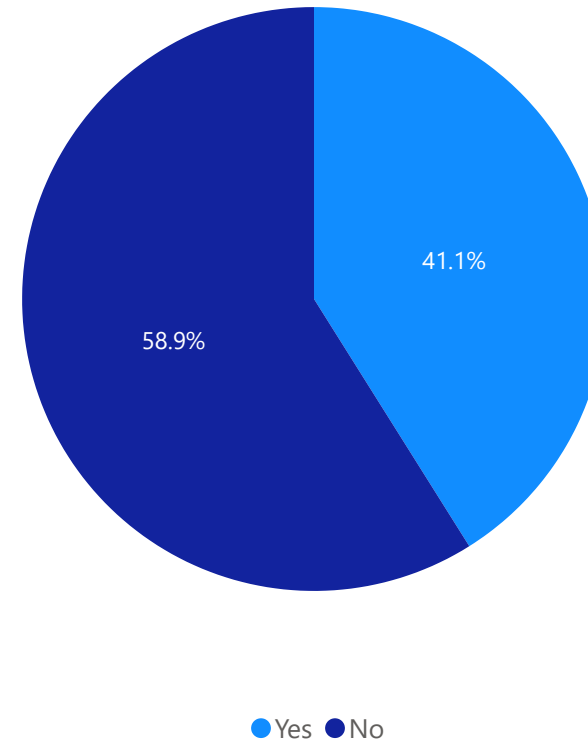


Figure 13: Do councils plan to set an internal target for apprenticeship starts moving forward? (Districts Only)



# Section One: Apprenticeship Starts and the Public Sector Target

## Maintained Schools Starts

Councils were asked where possible to provide breakdowns of their starts data between the council workforce and their maintained schools. This is data that is not currently separated out in the public sector target data returns and is therefore not available outside of this survey save as part of an overall estimate provided by the government each year, which is combined with non-maintained schools' data, which is reported separately (see Figure 14 below).

**Figure 14: Apprenticeship Starts in Schools in England 2017/18 – 2021/22**

Year	Non-Maintained Schools (Reported)	Maintained Schools (Estimate)	Total (Estimate)
2017/18	3,150*	3,150	6,300
2018/19	1,761	3,800	5,600
2019/20	2,425	3,775	6,200
2020/21	2,596	3,800	6,400
2021/22	4,110	3,000	7,110

*\* Estimated figure as non-maintained schools were not subject to the Public Sector Target during 2017/18 due to an error in drafting the legislation.*

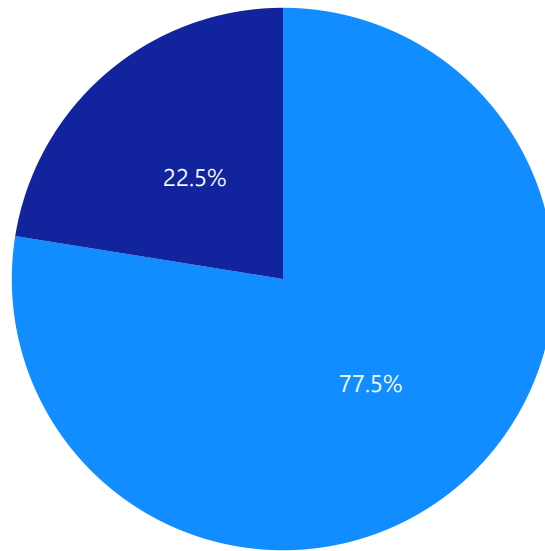
97 councils provided a breakdown between council and maintained school starts for 2021/22 and 2,109 apprenticeship starts in schools were identified. When this is scaled up across the whole sector to take account of the missing councils, it confirms the government's estimate of 3,000 apprenticeship starts in maintained schools is broadly accurate. This represents a drop of around 700 – 800 starts from the previous year.

Maintained schools continue to underperform compared to expectations on apprenticeships. Based on headcounts, maintained schools account for approximately 40 per cent of the combined local government / maintained schools public sector target (c. 9,450 starts in 2021/22 out of a combined target of 23,615). Rather than the expected ratio of three council apprenticeships to two in schools, schools account for just one in four of all apprenticeship starts in local government.

There are some signs of a small rebound in school starts for 2022/23, however. Analysis of those authorities that were able to provide a breakdown of apprenticeship starts between councils and maintained schools in 2022/23 shows a total of 1,658 starts already created by the end of December 2022. As a result, apprenticeship starts in schools account for 26.1 per cent of all apprenticeship starts in local government in 2022/23 compared to 22.5 per cent in 2021/22. Although only a small difference, if local government remains on course to match its overall apprenticeship starts total from 2021/22 in 22/23, then schools would see a modest increase in starts, to just under 3,500 apprenticeships by the end of March 2023.

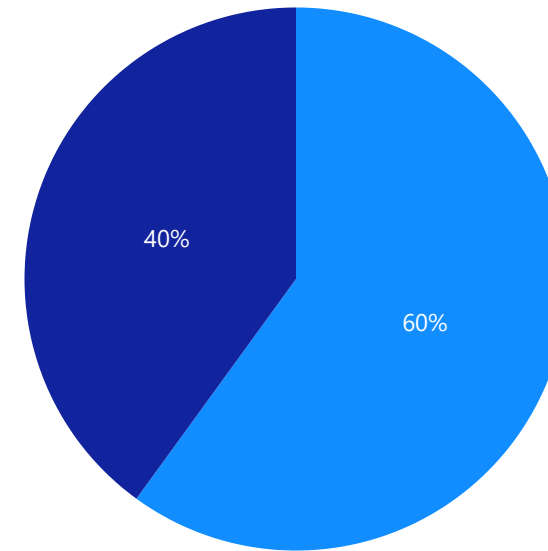
# Section One: Apprenticeship Starts and the Public Sector Target

Figure 15: Share of Apprenticeship Starts in Councils vs Maintained Schools.



● Councils ● Schools

Figure 16: Share of Public Sector Target 2017-22 between Councils and Maintained Schools



● Councils ● Schools

# Section Two: Apprenticeship Levy spending, expired funds and use of transfers

## Paying into the Levy

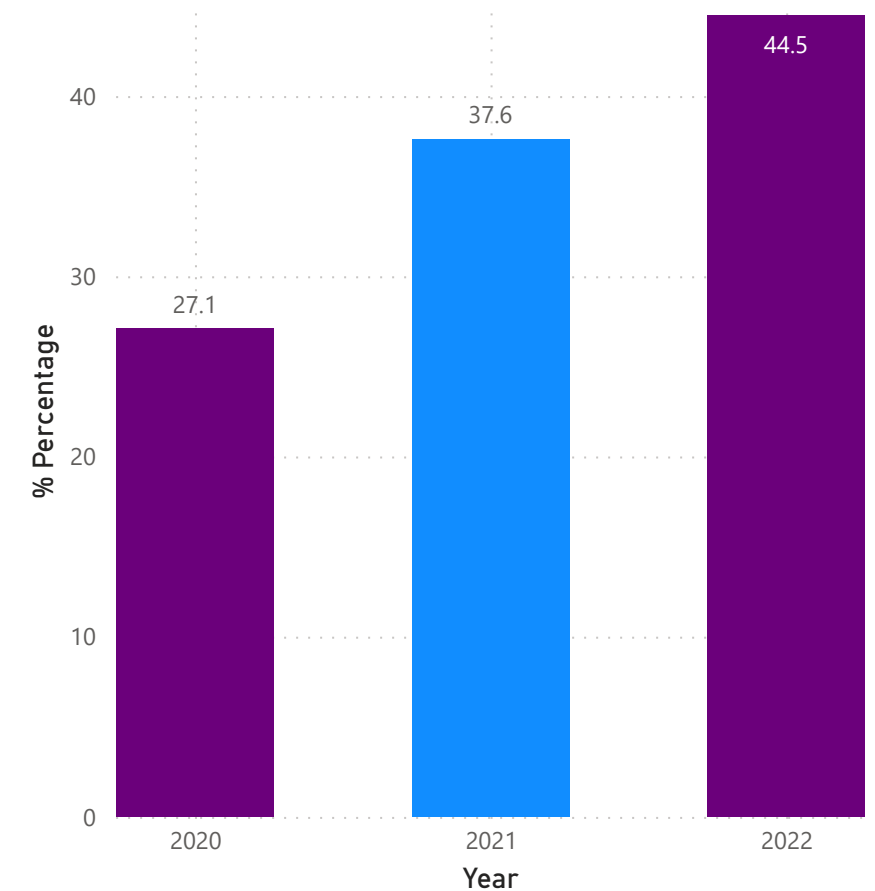
The Apprenticeship Levy was introduced by the government in April 2017 as part of their wider reforms of the apprenticeships system. The levy is a charge on all employers with a pay bill of £3m per annum or more. Employers are required to pay the equivalent of 0.5 per cent of their pay bill above this point to HMRC to pay for apprenticeship training. Levy paying employers then gain access to a levy pot which contains the money they have paid in, topped up by government by 10 percent. These funds can only be accessed to pay for apprenticeship training and expire if left unused after 24 months. The overwhelming majority of local authorities are levy payers.

In our 2022-23 survey, 157 councils provided some information on their levy spend. These councils had paid in £533m into the levy between April 2017 and December 2022 and spent £237m, equivalent to 44.5 per cent of available funds. This drops slightly to 44.2 per cent for upper and single tier councils, but rises to 55.5 per cent among district councils, which, due to their smaller pay bills pay less into the levy and find it easier to spend higher proportions of their funds as a result.

The proportion of the total levy funds spent across this group of councils – 44.5 per cent – represents an increase of 6.9 per centage points in levy spend compared with 2021 (37.6 percent), and 17.4 per cent increase on 2020 (27.1 per cent).

If we assume that spending patterns are similar across the whole sector then since April 2017 local authorities have paid in approximately £798m into the Apprenticeship Levy (up to December 2022) and spent around £355m.

Figure 17: How much of their total levy pot have councils spent?



# Section Two: Apprenticeship Levy spending, expired funds and use of transfers

## Expiry of unused levy funds

Employers pay into the Apprenticeship Levy on a monthly basis. From the moment an employer pays in its funds for a particular month, they have 24 months to spend those funds otherwise they will be returned to government for use in the wider apprenticeships budget (intended for use in paying for apprenticeship training for non-levy payers).

Since this process, often referred to as 'clawback', kicked in for the first time in May 2019, councils have seen significant sums of unused funds expire and be returned to government. The number of councils seeing funds expire has gradually increased over time. Our survey shows that by December 2022 81.1 per cent of councils reported having seen at least some funds expire, up from 72.3 per cent in August 2021 (Figure 19). Upper and single tier councils were much more likely to be affected with 90.6 per cent of those authorities seeing funds expire compared with 60.3 per cent of district councils. This is likely due to the much larger amounts upper and single tier councils pay into the levy stemming from their larger pay bills, which are harder to spend in full, compared with district councils' smaller levy pots that need much less activity to ensure spending stays ahead of 'clawback'. However, it should be noted that 'clawback' is happening more frequently to district councils this year than it has previously, with the 60.3 per cent figure in our survey representing a 15 percentage point increase on the proportion of districts experiencing clawback when we last surveyed (45 per cent in August 2021) and the highest figure reported yet.

Based on data provided by 157 councils in this survey, and historical data from a further 20, we can estimate the total losses across the local government sector. Councils in England are estimated to have seen around £143m of their unspent levy funds expire and be clawed-back by government since May 2019. This is around 18 per cent of the total amount available. Upper and single tier councils have proportionately returned twice as much (22.1 per cent) of their levy funds as district councils (11 per cent). Figure 20 illustrates how the cumulative losses have increased over time, while Figure 21 shows the total levy contributions by local government since 2017 and what has happened to them.

On average, local government has seen £3.25m per month of its levy funds returned to the government unspent since funds first started to expire in May 2019. While this average figure is unchanged from the one reported in our 2021 survey, it does indicate the pace of levy losses has slowed and levelled off after spiking during the pandemic. Between May 2019 and March 2020, councils saw an average of £2.1m per month expire. This rose to £4m per month between April 2020 and July 2021, before falling back a bit to £3.24m per month between August 2021 and December 2022.

# Section Two: Apprenticeship Levy spending, expired funds and use of transfers

Figure 19: Change in Proportion of local authorities reporting apprenticeship levy funds expiry 2021-2022

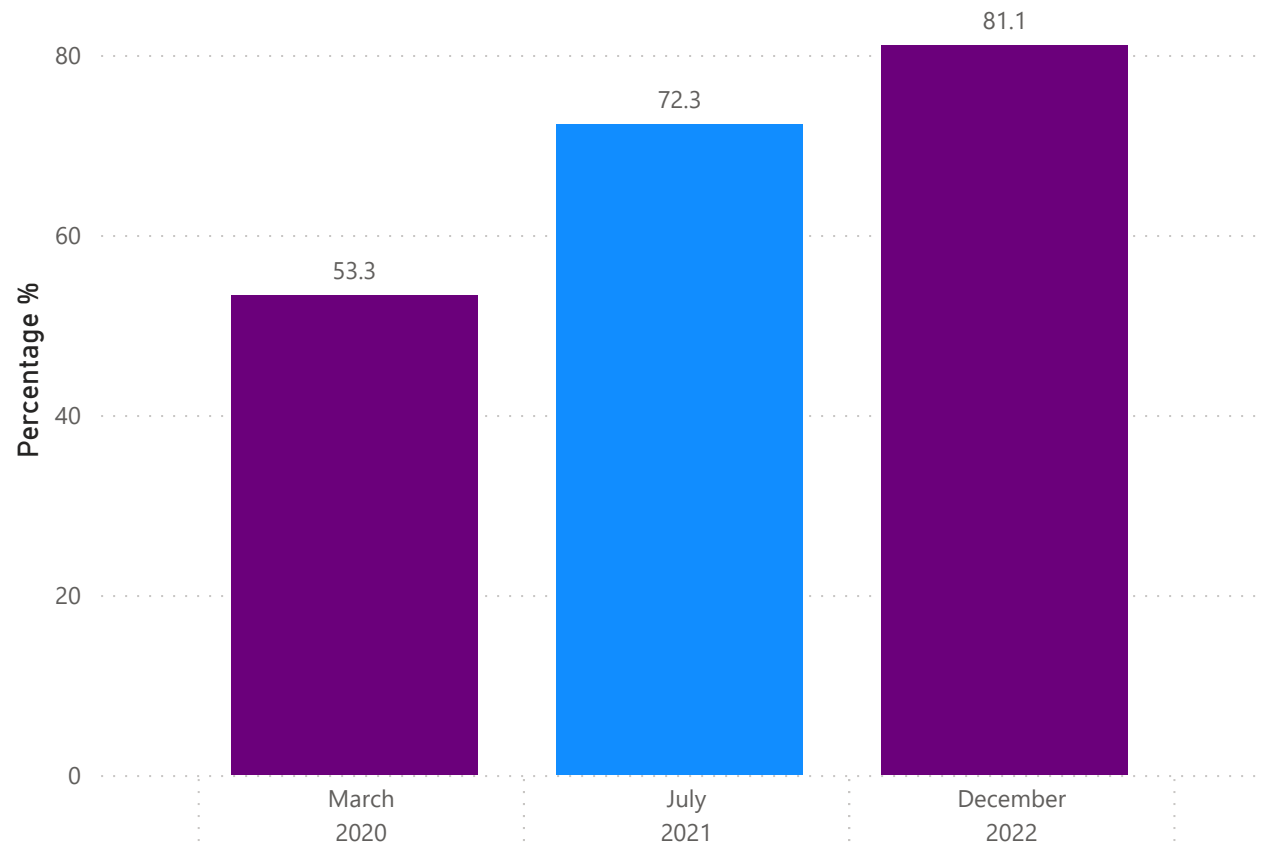
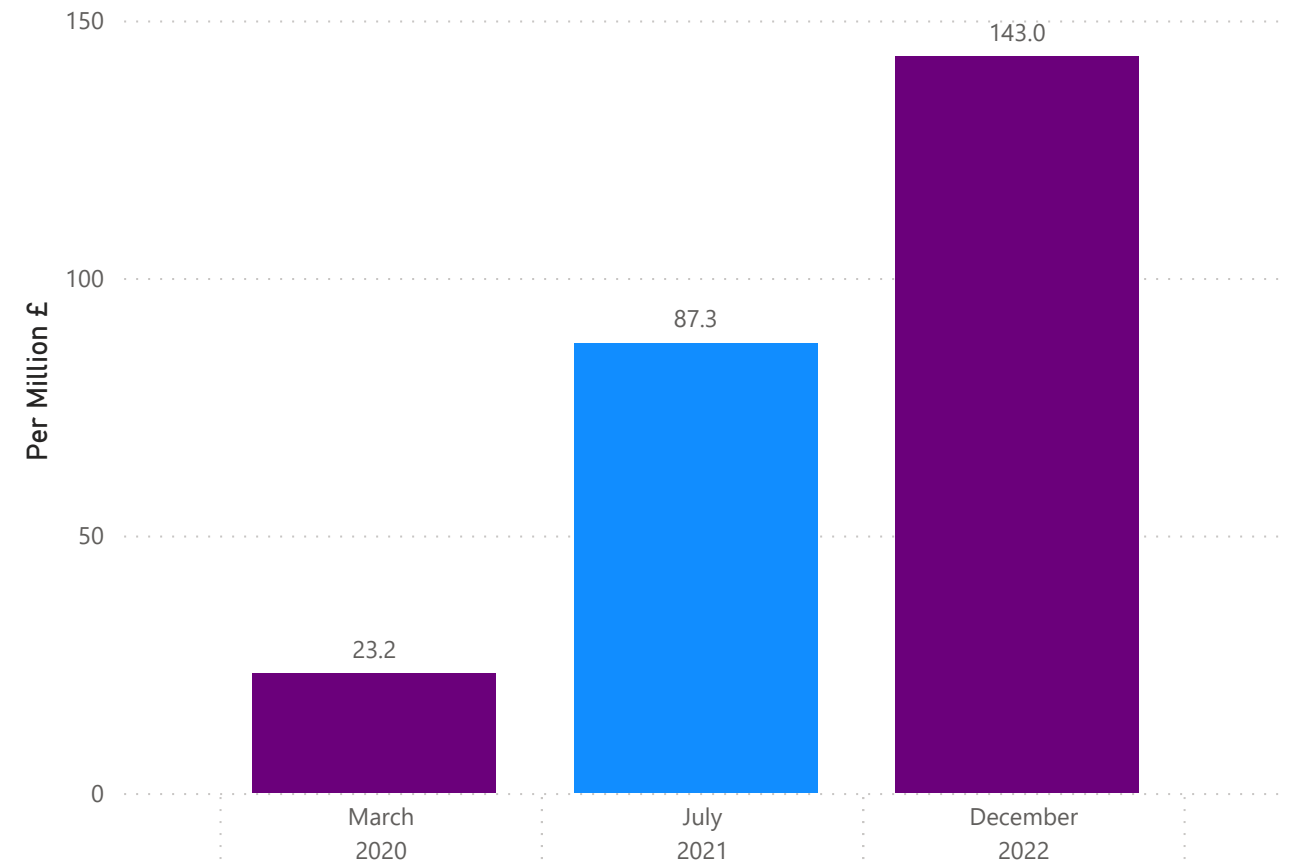
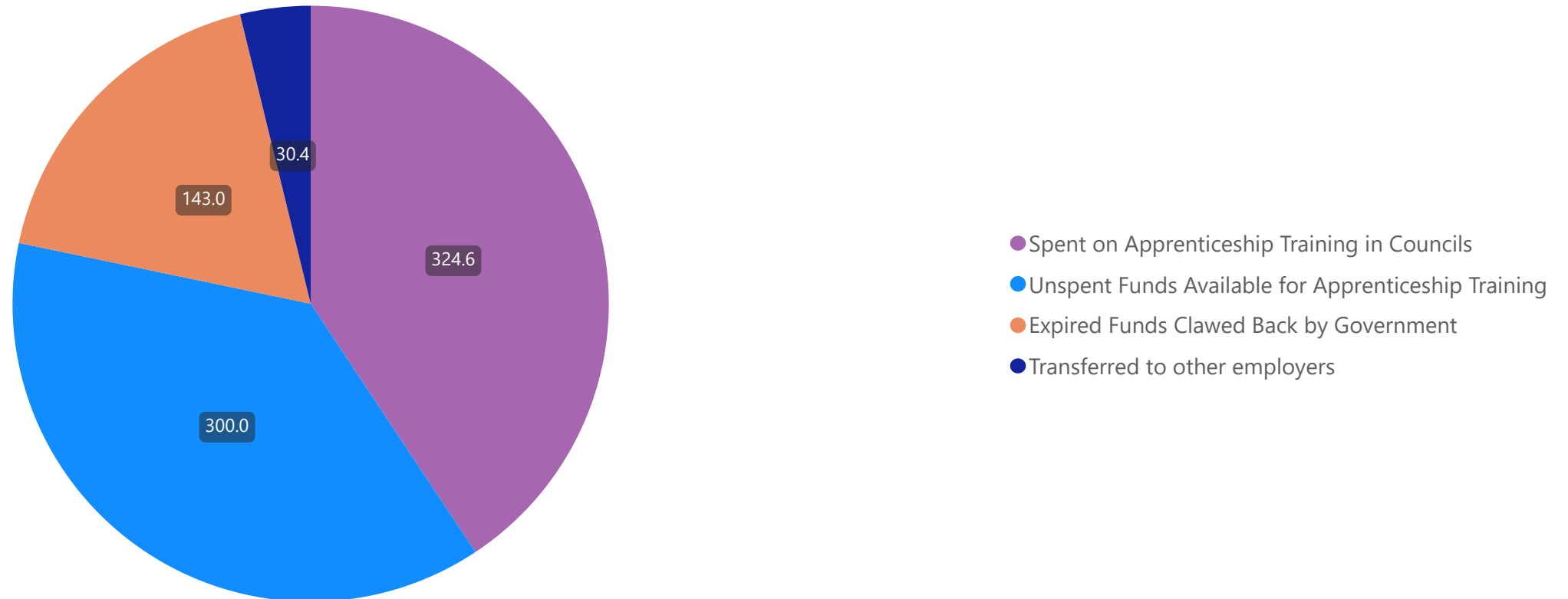


Figure 20: Cumulative Increase in Unspent Levy Funds Clawed Back by Government from Local Authorities 2019-2022



# Section Two: Apprenticeship Levy spending, expired funds and use of transfers

Figure 21: Total Levy Funds Available to Local Government Between April 2017 and December 2022 (£ Millions)



# Section Two: Apprenticeship Levy spending, expired funds and use of transfers

## Stemming the tide of losses: Use of Levy Transfers

Local authorities are increasingly using the levy transfer function to help reduce the amount of levy funds going unspent. Levy transfers allow a levy-paying employer to transfer up to 25 per cent of their previous (financial) year's levy payments to other employers to pay for apprenticeship training. If a council uses this function, this gives them greater control over a portion of their otherwise unspent funds, giving them a say in where and how the funds get spent and ensuring they support apprenticeships in their local area rather than disappearing into a national pot.

Previous LGA apprenticeship surveys have found steadily rising support for the use of levy transfers and the 2022/23 survey was no different. 73.4 per cent of upper and single tier councils and 16.4 per cent of district councils reported making at least one transfer, up from 59 per cent and 10 per cent respectively in 2021. This is the third straight year we have recorded an increase in the use of levy transfers (Figures 22 and 23). Based on data from 189 local authorities, councils have committed at least £30.4m to levy transfers (3.8 per cent of the total funds paid into the levy since its inception) to create 5,396 apprenticeship starts, up from £14.8m and 3,068 respectively in 2022. Given the increasing popularity of transfers, the true numbers are likely to be higher still, particularly as we are seeing not only more councils use the transfer function, but those that have been using it for a while transferring larger amounts (Figures 24 and 25).

The average upper and single tier council, where the bulk of levy transfers take place, has committed £322.7k to transfers to create 57 apprenticeship starts.

The increased use of levy transfers does appear to correlate with councils looking to find new ways to spend their levy funds, concerned as many are by the increased amount going unspent and being returned to the Treasury. It also appears, in part, to be driven by the effects of the pandemic. In March 2020, just prior to the first COVID-19 lockdown, councils had only transferred around £2.5m to create 609 apprenticeships, and use of transfers was very much in its infancy. Councils found it difficult to recruit during this period and new apprenticeship starts during COVID tended to be upskilling opportunities for existing staff. Consequently, numbers fell, and losses increased, rising to an average of £4m per month between March 2020 and July 2021. Transfers have therefore offered councils a way to spend a greater proportion of their levy funds than they would otherwise be able to in their own workforce, create opportunities for their residents and support local businesses in their recovery. It has also helped to stem the tide of levy losses, with the increased use of transfers contributing to the average monthly loss of funds holding steady at £3.25m rather than continuing to rise at the rapid pace it had previously.



# Section Two: Apprenticeship Levy spending, expired funds and use of transfers

Figure 22: Percentage of Councils to Complete at Least One Levy Transfer (Upper/Single Tier Councils only)

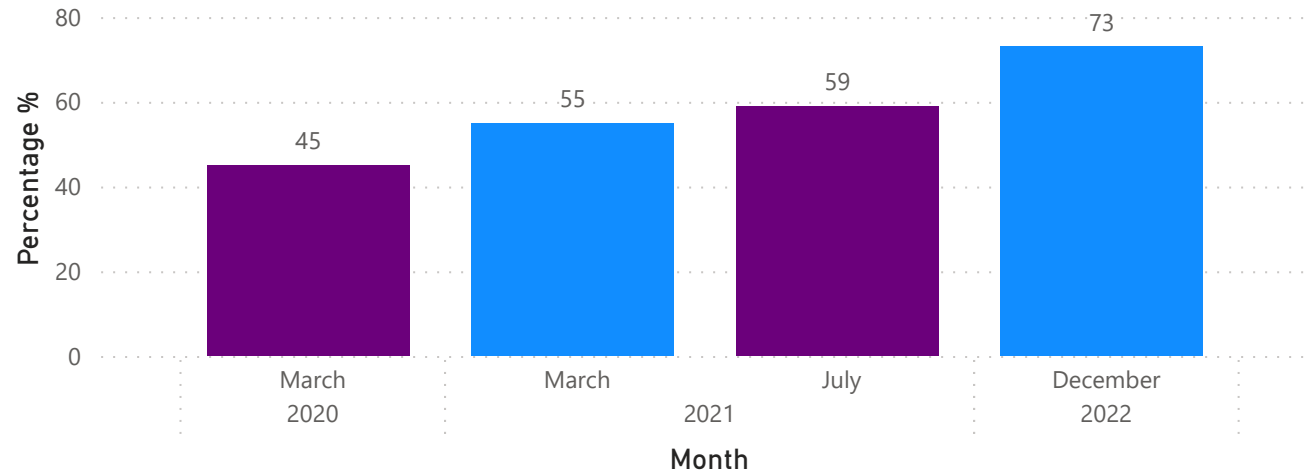


Figure 23: Percentage of Councils to Complete at Least One Levy Transfer (District Councils only)

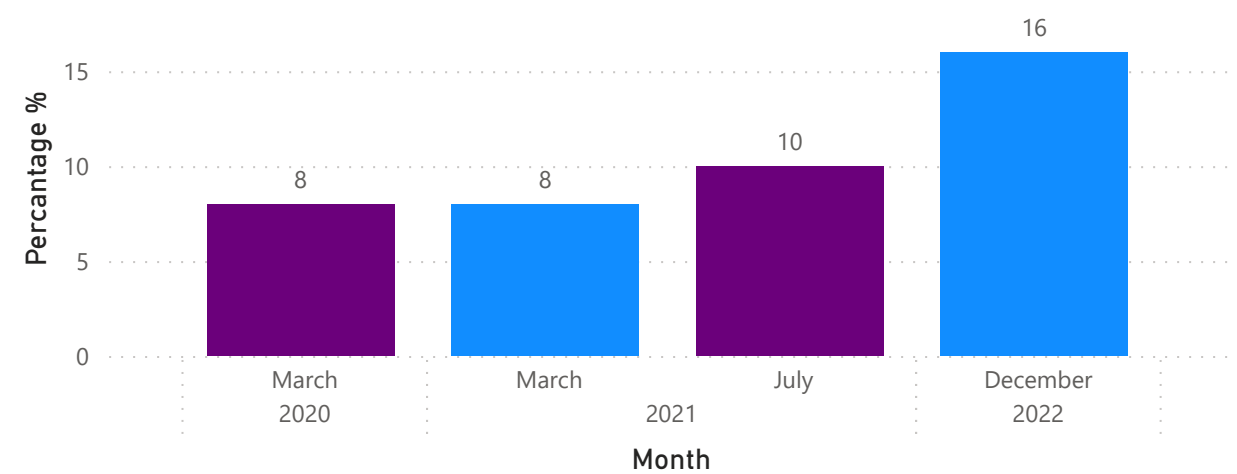


Figure 24: Total Amount Committed by Local Authorities to Levy Transfers 2020-2022

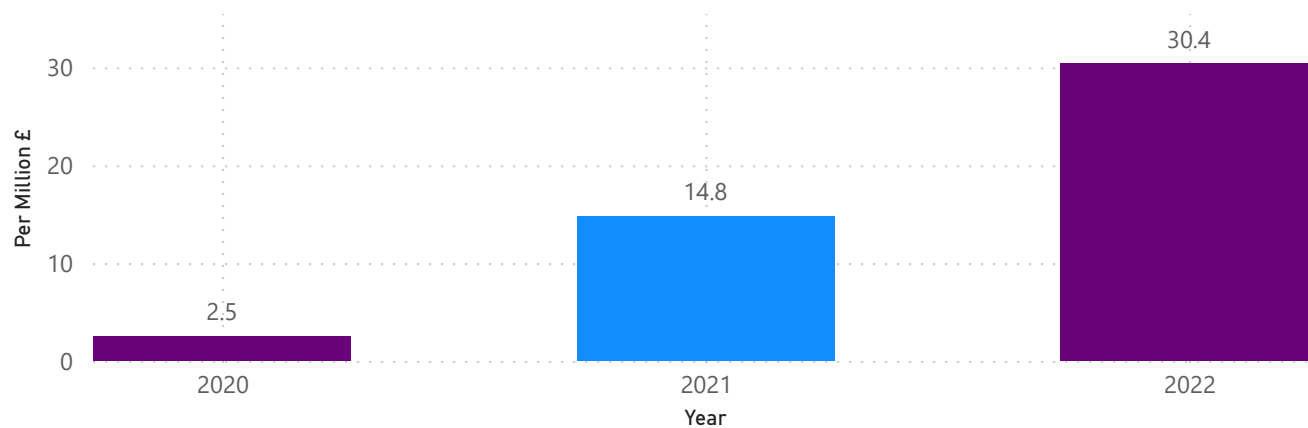
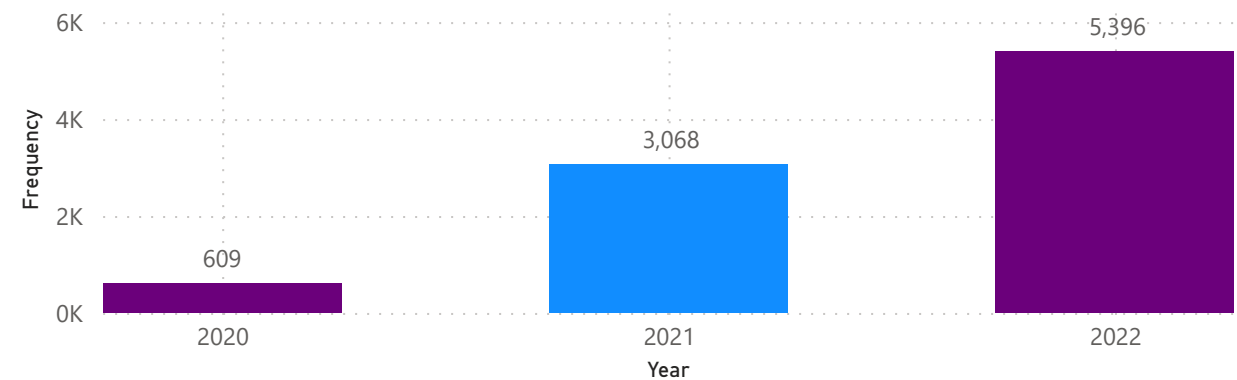


Figure 25: Total number of apprenticeship starts created by councils via levy transfers 2020-2022



## Section Two: Apprenticeship Levy spending, expired funds and use of transfers

The majority of councils saw the value in putting a levy transfer policy in place to set out the parameters around which they would agree to transfer funds and the process other employers would need to go through in order to apply for these funds (Figure 26). 33.7 per cent of councils had such a policy in place, with 25.1 percent indicating they were in the process of developing one. Again, upper and single tier councils were more likely to have a policy in place (49.1 percent) or be in the process of developing one (30.2 per cent) than district councils (1.8 per cent and 14.3 per cent respectively).

As part of the survey, councils were asked if they had used the full 25 per cent levy allowance available to them in 2021-22. Just 9 councils indicated that they had, equivalent to 5.2 per cent of respondents. However, this increased to 10 percent of respondents when asked about their intention to spend the full allowance in 2022-23. The increase was more marked among upper and single tier councils, with the proportion seeking to spend their full allowance increasing from 6 per cent in 21/22 to 14 per cent in 22/23.

On average, councils that used the transfer function in 2021/22 used 11.86 per cent of their 25 per cent allowance, though 46 per cent of respondents had transferred more than half of the funds available to them. With the amounts councils are committing to transfers continuing to rise each year, the proportion of the transfer allowance councils are using is also likely to continue rising.

Councils also indicated that they are keen to see greater flexibility about how much of their levy pot they can transfer to other employers in their local communities (Figure 27). A majority of councils (59 per cent) support an increase in the current cap of 25 per cent, but authorities are split on what a new cap should be. 21 per cent support an increase in the cap to 35 per cent, 11 per cent support an increase to 40 per cent, while 27 per cent would support an increase in the cap to a level above 40 per cent. Support among upper and single tier councils, who are responsible for the bulk of the apprenticeship levy spend in the sector and are the most keen on transfers, is higher still, with 66 per cent of those councils favouring an increase in the cap (Figure 28). Again, they are also split on the right level to set it at, with 25 per cent supporting an increase to 35 percent, 12 per cent supporting an increase to 40 per cent, and 28 per cent wanting to see the cap raised to a level above 40 per cent.

# Section Two: Apprenticeship Levy spending, expired funds and use of transfers

Figure 26: Proportion of councils with a levy transfer policy in place

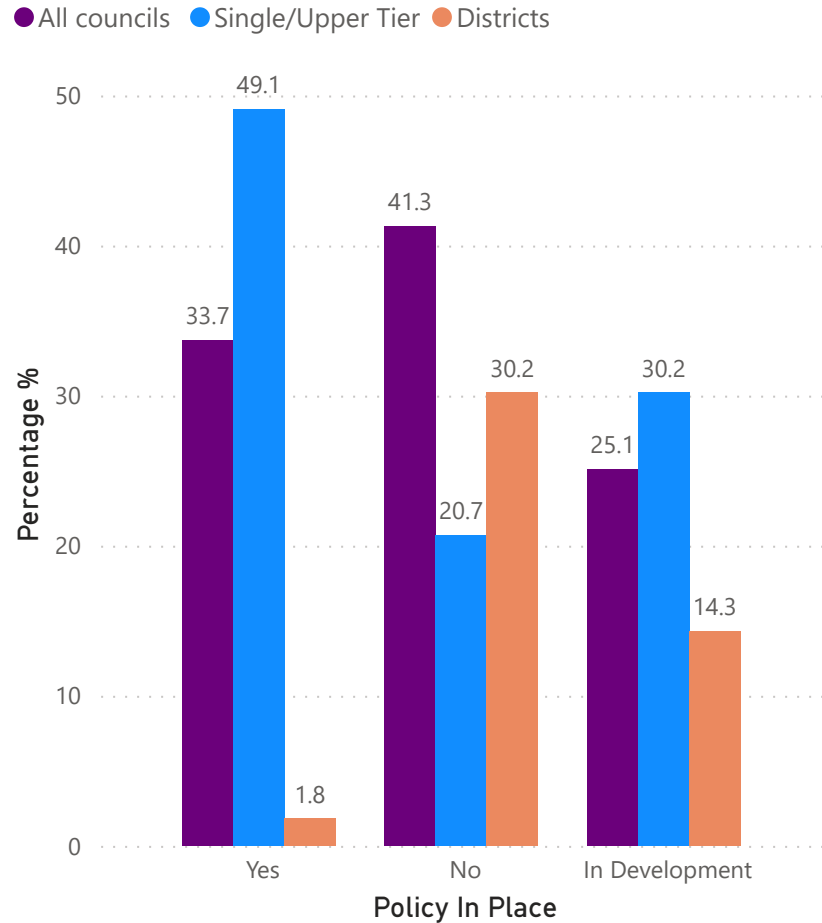


Figure 27: Support for Increasing the Levy Transfer Cap from 25% among councils in England

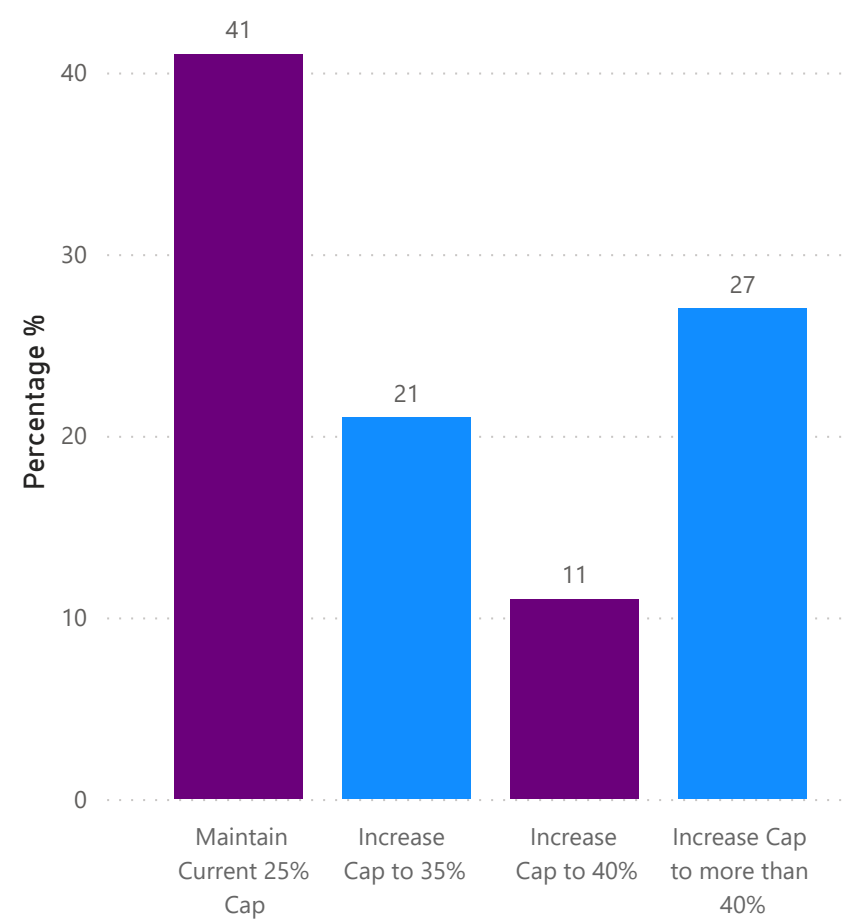
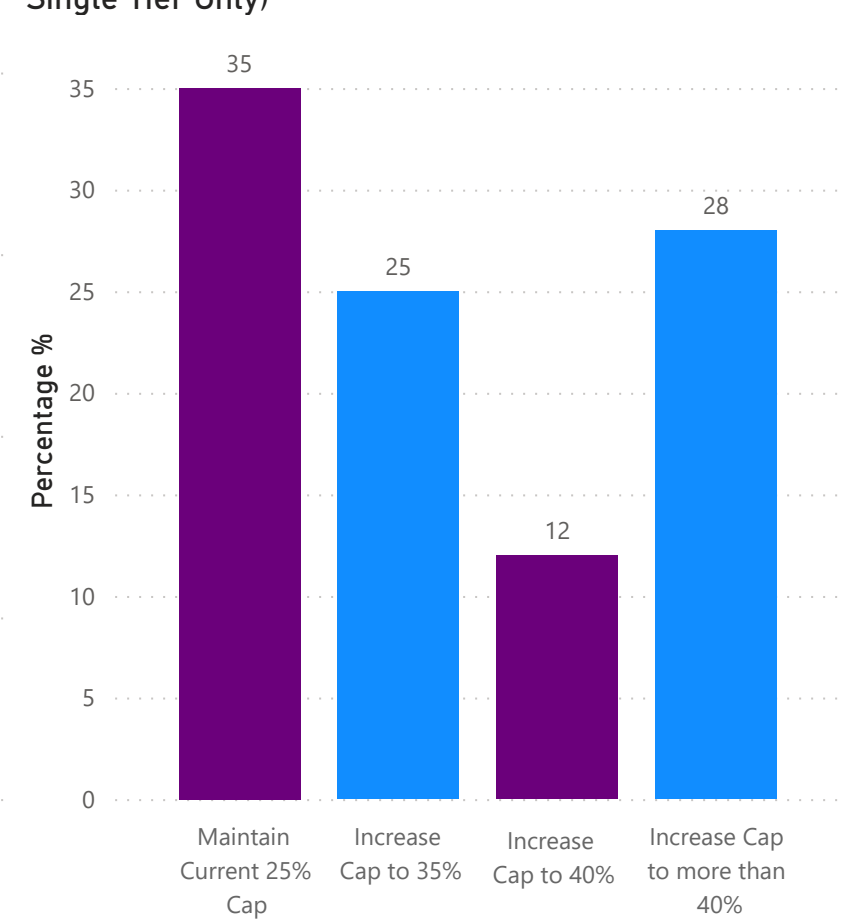


Figure 28: Support for Increasing the Levy Transfer Cap from 25% among councils in England (Upper and Single Tier Only)



# Section Three: Apprenticeship Incentive Payments

## Apprenticeship Incentive Payments

Between August 2020 and January 2022, the government introduced Apprenticeship Incentive payments to encourage employers to take on new apprentices in an attempt to see numbers rebound after the COVID-19 pandemic. Initially, the incentive payments were set at £1,500 per apprentice, payable in two instalments, though this was later increased to £3,000 for all new apprentices starting between 1 April 2021 and 31 January 2022. Employers had until 31 March 2022 to register their claims, however, over a year later many councils have reported to the LGA that they are yet to receive all, if any, of their incentive payments, some are having claims queried and others are facing extreme delays in resolving these issues.

Based on data from 188 local authorities in England, 90.7 per cent of councils accessed the apprenticeship incentive payments available between August 2020 and January 2022. This rose to 95.7 per cent among upper and single tier councils and dropped to 80.4 per cent among district councils, reflecting the difference in apprenticeship activity levels between these authority types.

In total, local government will receive at least £9.4m in incentive payments (likely higher) when they have been fully approved by central government. This sum helped councils to create at least 4,177 apprenticeship opportunities, helping local authorities and their maintained schools to deliver an increase in apprenticeship starts in 2021/22 after the 21.5 per cent drop reported in 2020/21 at the height of the pandemic.

Regionally (Figures 29 and 30), councils in the South East collectively received the most in incentive payments (£1.43m), while those in the East Midlands received the least (£588,250). Councils in the South East also created the most apprenticeship starts (646), with councils in the East Midlands creating the fewest (218).

Although unitary authorities collectively received the most in incentive payments (£3.22m) and created the most apprenticeship starts (1,359), county councils received the highest average incentive payments (£109,375) and created the highest average number of apprentices per council (61). Figure 31 illustrates the total and average sums received and apprenticeships created by council type.

# Section Three: Apprenticeship Incentive Payments

Figure 29: Apprenticeship Incentive Payments Received by Local Government (December 2022), by Region'

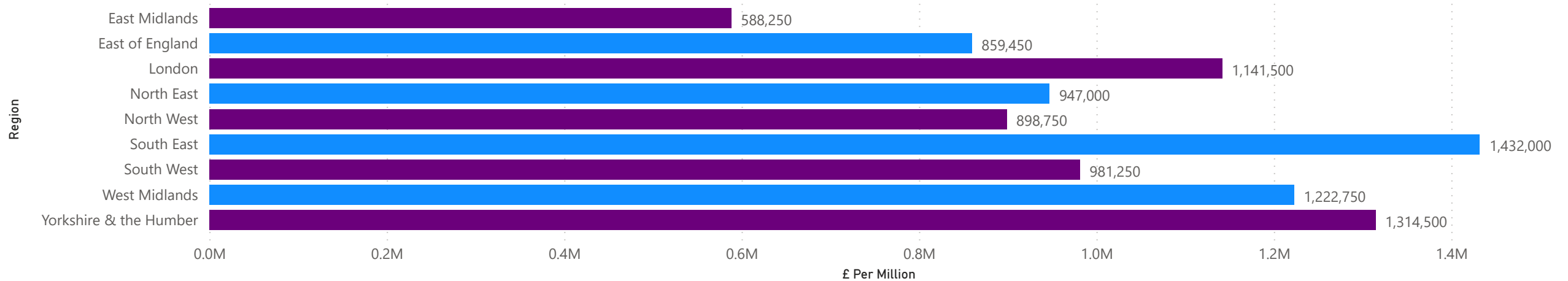
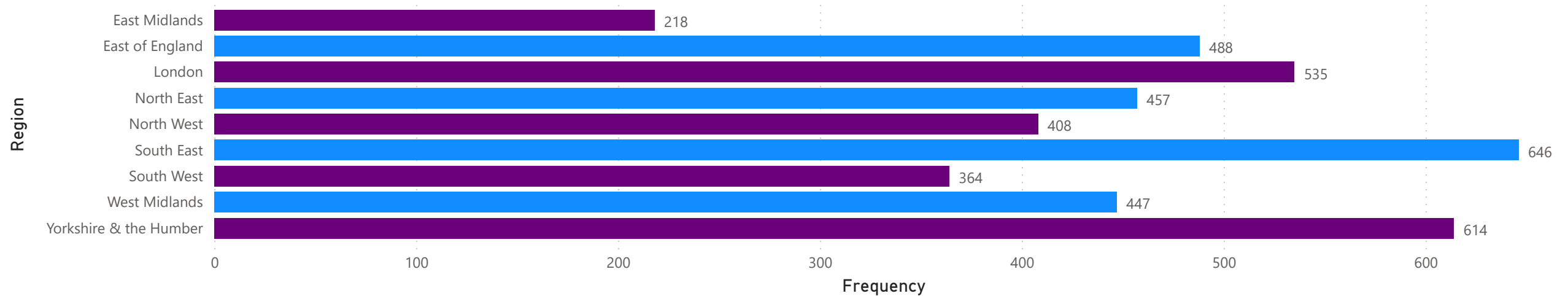


Figure 30: Number of Apprentices Councils Have Claimed Incentive Payments For (December 2022), by Region



# Section Three: Apprenticeship Incentive Payments

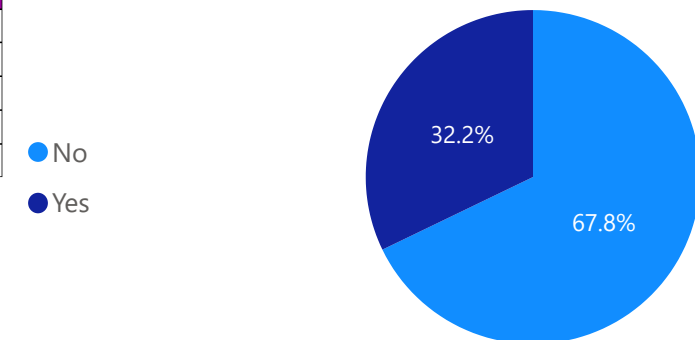
Although the majority of councils reported receiving their incentive payments, 32 per cent of local authorities reported they were still waiting to receive the first instalment of incentive payments for at least one of their claims (Figure 32), while one authority responding to our survey told us that they were still waiting for the first instalment to be paid for each one of the 81 apprentices they had claimed for. Other councils reported having received the first instalment, but not having yet received subsequent instalments because of requests for further information from government or other blockages in the system. It is clear that over twelve months on from the final deadline for claiming incentive payments, there remain significant issues for councils in accessing these funds, with large amounts still yet to be received.

Lastly, there continues to be some evidence that apprenticeship incentive payments made a positive difference, at least in some areas, to apprenticeship starts in schools. 38 per cent of councils reported that maintained schools' interest in apprenticeships had increased (61 per cent reported no change), while, excluding don't knows, 45 per cent of councils agreed with the statement that *"The availability of Apprenticeship Incentive Payments led maintained schools in our area to create apprenticeship starts that they would not have done otherwise"*. We discuss these responses in more detail in the section on maintained schools later in the report.

**Figure 31: Incentive Payments Received and Apprenticeships Created (December 2022) by Council Type**

Council Type	Total Incentive Payments Received	Total Apprentices Claimed For	Average Incentive Payments Received per Council	Average Apprentices Claimed For per Council
County	£2,187,500	970	£109,375	61
District	£428,450	183	£9,116	4
London Borough	£1,141,500	535	£42,278	23
Metropolitan	£2,405,500	1,130	£77,597	27
Unitary	£3,222,500	1,359	£67,135	36

**Figure 32: Are Councils Still Waiting to Receive the First Instalment of Incentive Payments for Any Claims They Have Made?**



# Section Four: Maintained Schools

Since the Apprenticeship Levy was introduced in April 2017, central government has considered local authorities to be the employer for maintained schools (in this case we are using this term as shorthand for community and voluntary-controlled schools) for the purposes of the apprenticeship levy and the public sector apprenticeships target.

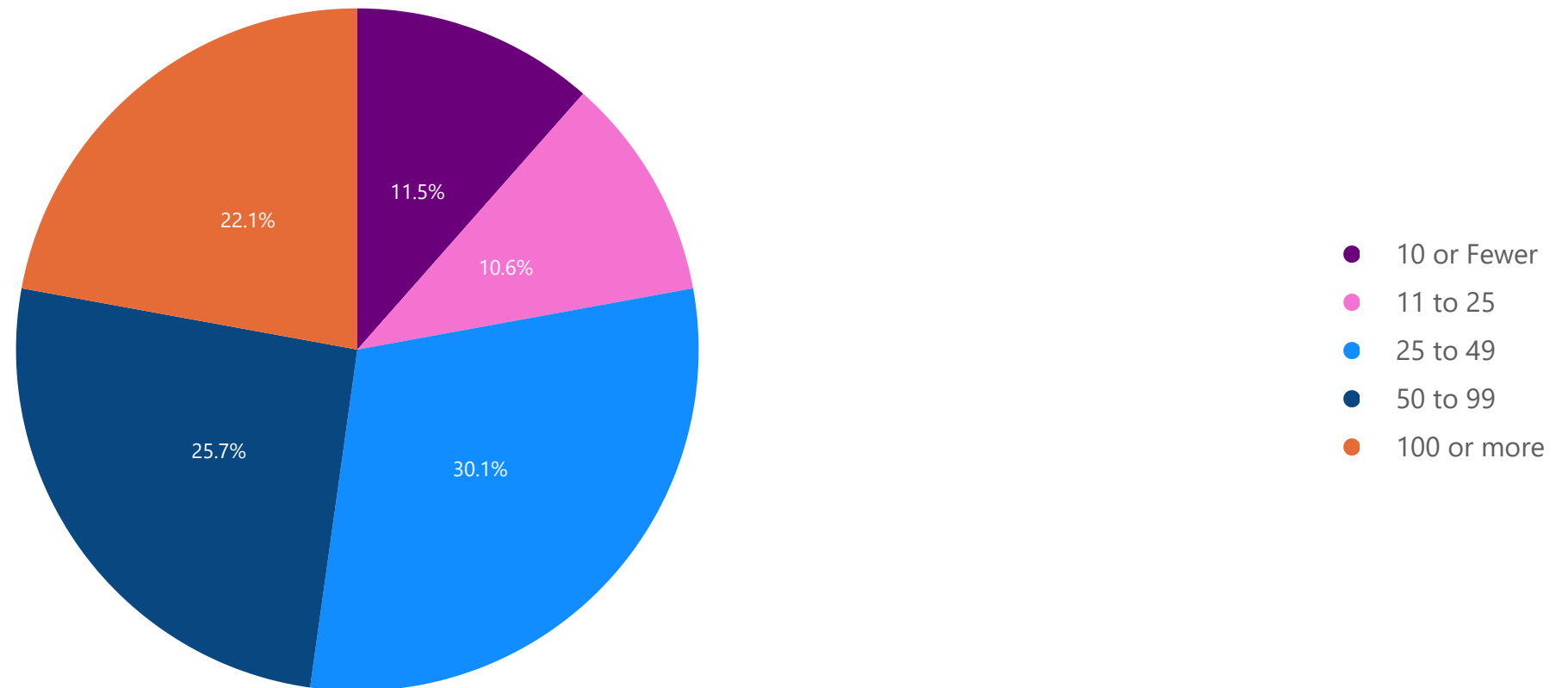
Previous LGA apprenticeships surveys have highlighted how schools have often found apprenticeships a challenging policy area. Multiple rival routes and pathways into the sector already exist, while the development of apprenticeship standards relevant to the schools sector has also proceeded at a relatively slow pace. There have also been specific challenges for maintained schools, many of whom are small primary schools, and have to contribute to the levy pot of their employer (the local authority) when a similar-sized non-maintained school that is not part of a Multi-Academy Trust does not. These small primaries often have limited resources making the cost of taking on a new apprentice, or back-filling the role of an existing member of staff undertaking an apprenticeship, seem like an impractical option. Local Authorities are limited in the role they can play in these cases as, although deemed to be the employer, in practical terms, they do not have any role to play in recruitment, retention and development of schools staff, so mainly play the role of facilitator and advocate for the benefits of apprenticeships.

Despite some positive signs in recent years, school apprenticeship numbers have broadly flatlined since the levy began, with the only meaningful changes being whether maintained or non-maintained schools delivered the greater numbers. Generally, maintained schools have underperformed on apprenticeship starts when compared with their share of the public sector target or their apprenticeship levy spend. As highlighted in Section One of this report, maintained schools have delivered one in four of all apprenticeship starts in the local government sector, despite being responsible for generating 40 per cent of the apprenticeship levy pot and being responsible for 40 per cent of the combined public sector target headcount (approximately 9,450 starts in 2021/22 out of a combined target of 23,615). While the cumulative total of around 17,500 apprenticeship starts over five years delivered by maintained schools may seem impressive, it is equivalent to only 1.8 per cent of the total workforce. It is clear that apprenticeships, though making an impression in some quarters, have yet to really take off in the schools sector.

One of the main challenges for councils in assisting schools in this endeavour is the uneven spread of maintained schools among local authority areas. Among upper and single tier councils, one in nine councils is responsible for 10 or fewer maintained schools, while one in five is responsible for more than 100 schools with a few larger councils, like Lancashire or Hampshire, having several hundred each (Figure 33). This makes it much more challenging for the councils with much larger bases of maintained schools to support them as much as they might want to without expending significant extra resource.

# Section Four: Maintained Schools

Figure 33: How Many Maintained Schools are Councils Responsible for?





# Section Four: Maintained Schools

## Engagement Between Councils and Maintained Schools

Engagement levels between councils and maintained schools have stayed broadly similar since the Levy was introduced in April 2017. In our survey we ask two questions, one to establish how councils would describe the baseline level of engagement with schools and another to establish how that level of engagement has changed over the past twelve months. In this year's survey, the question asking councils to describe their current level of engagement with maintained schools saw 55.2 per cent of authorities describe engagement levels as either 'moderate', 'high' or 'very high' down from 61.2 per cent in 2021 (Figure 34). Conversely, when asked how engagement had changed over the previous twelve months, 45 per cent of councils indicated there had been no change, while 44.1 per cent of councils said there was some or a significant increase in engagement (Figure 35).

On the face of it, these two sets of figures do not seem reconcilable, though they owe much to the timing of the surveys. Our 2021 survey was carried out predominantly in July 2021, only a few months after maintained schools had delivered their joint highest number of annual apprenticeship starts since the introduction of the levy. It is to be expected that responses provided then would lean towards a more positive view of schools apprenticeship engagement. Conversely, our 2022 survey was carried out mainly in November and December 2022, several months after maintained schools had recorded their lowest number of apprenticeship starts since the levy was introduced. Again, you would expect that responses at that time would show a less positive picture of the baseline engagement position. However, data on apprenticeship starts for 2022/23 also shows that schools are responsible for 26.1 per cent of the apprenticeship starts created in local government by the end of December 2022, up from 22.5 per cent in 2021/22. With the sector currently on course to deliver a similar number of starts overall in 22/23 as in 21/22 (c.13,700), this suggests schools will deliver a modest increase in starts themselves. This therefore goes some way to explaining why, when baseline engagement levels clearly dipped between surveys, that councils are reporting stand-still or increased engagement with schools this year.

# Section Four: Maintained Schools

Figure 34: How Councils Describe Their Current Level of Engagement with Maintained Schools (December 2022)

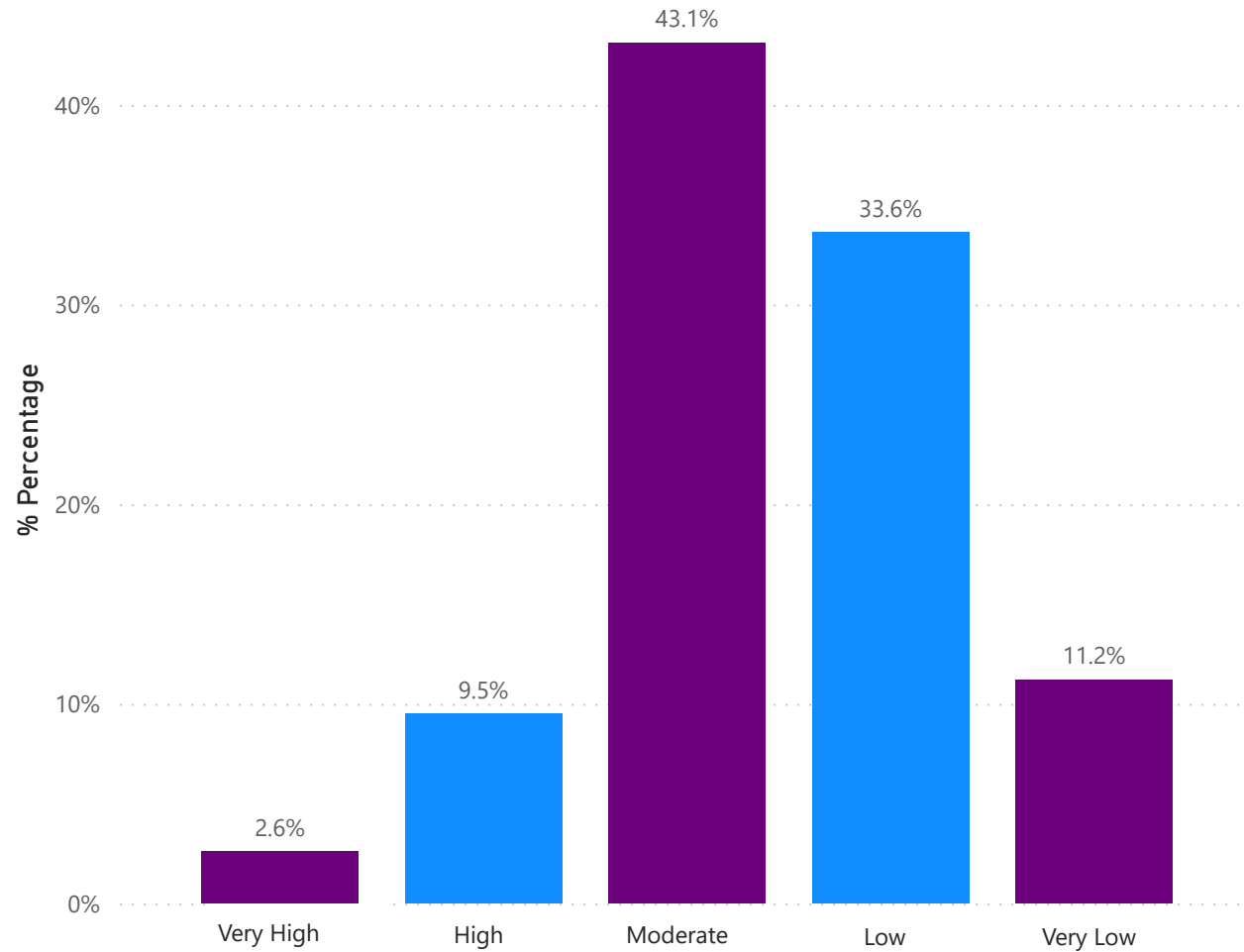
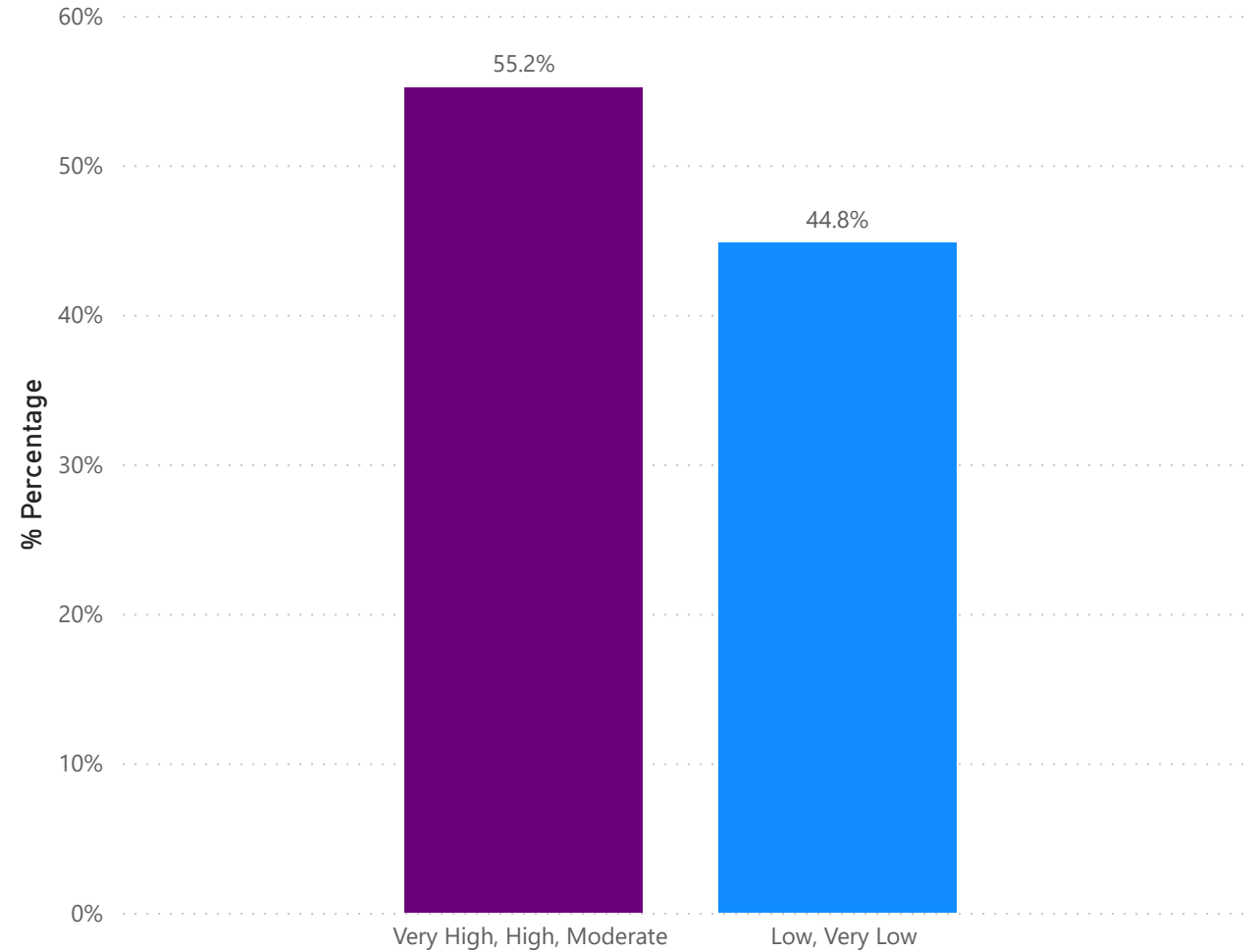
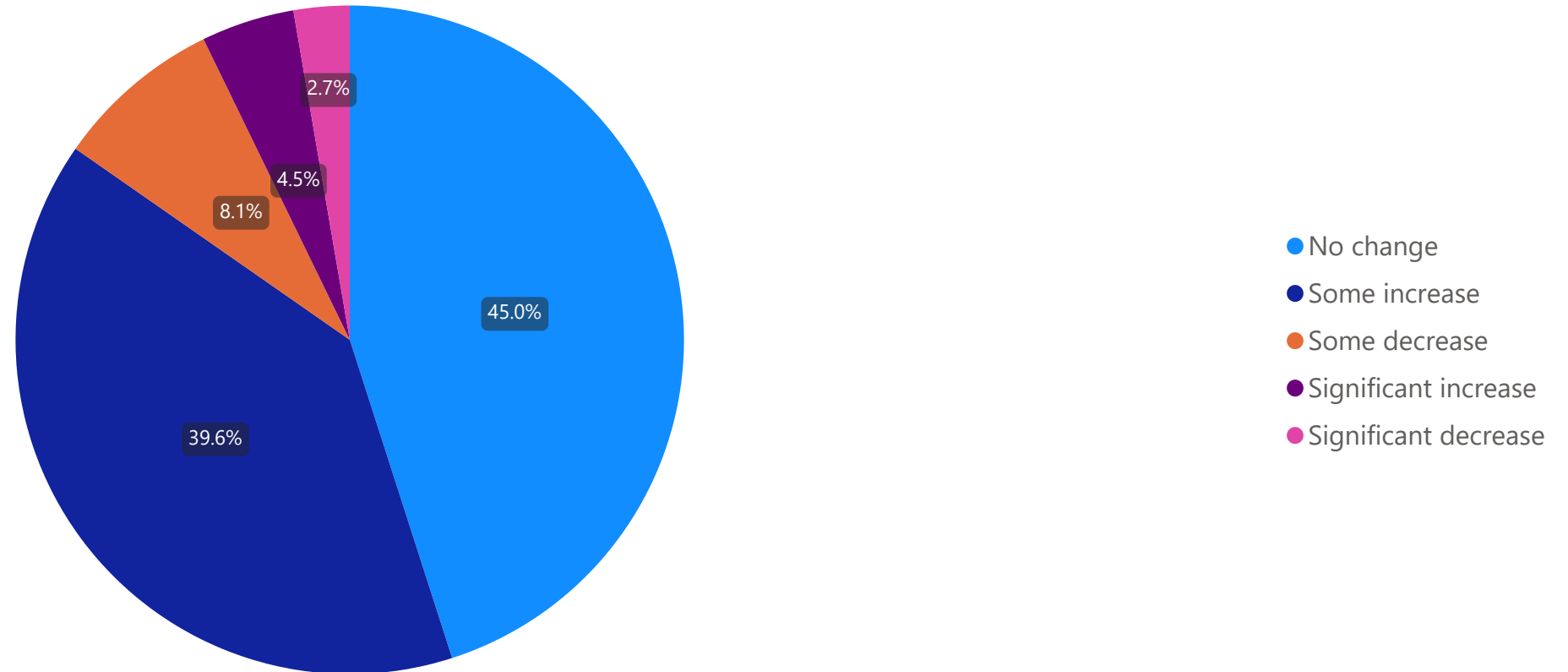


Figure 34: How Councils Describe Their Current Level of Engagement with Maintained Schools (December 2022) Combined



# Section Four: Maintained Schools

Figure 35: How Engagement Levels Between Councils and Maintained Schools on Apprenticeships Have Changed Over the Last Twelve Months (December 2022)

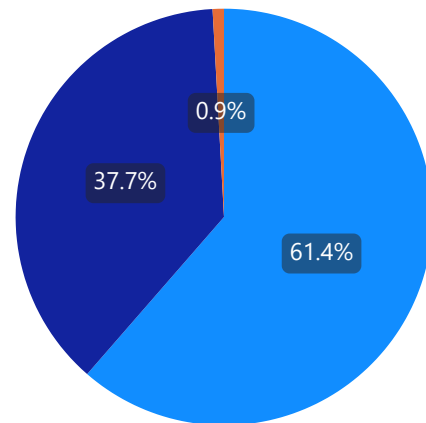


# Section Four: Maintained Schools

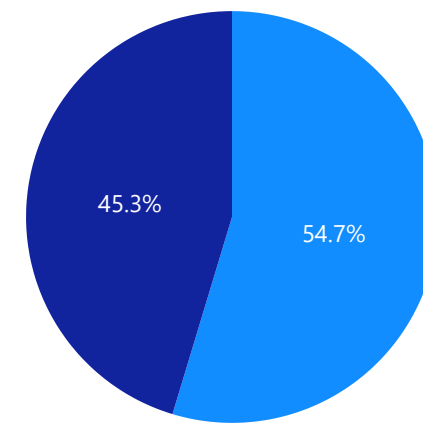
As explained in Section Three, there continues to be evidence that the apprenticeship incentive payments introduced by government made a positive difference, at least in some areas, to apprenticeship starts in schools (Figures 36 and 37). 38 per cent of councils reported that maintained schools' interest in apprenticeships had increased, while, excluding don't knows, 45 per cent of councils agreed with the statement that "The availability of Apprenticeship Incentive Payments led maintained schools in our area to create apprenticeship starts that they would not have done otherwise". Although incentives cannot be said to have had a transformative effect across the entire schools sector, they clearly made an important difference in some areas and were a good tool to stimulate conversations between councils and schools over how to access, use and spend the apprenticeship levy in productive ways. There remains a case for their reintroduction, alongside other reforms, to deliver a sustained boost in apprenticeship starts for the sector.

However, incentives alone would not be enough to create more apprenticeship opportunities in schools, as it is clear other barriers persist.

**Figure 36: Did the introduction of Apprenticeship Incentives available between August 2020 and January 2022 make any difference to the amount of interest schools had in apprenticeships?**



**Figure 37: "The availability of Apprenticeship Incentive Payments led maintained schools in our area to create apprenticeship starts that they would not have done otherwise?"**



● There was no change in interest ● Interest in Apprenticeships Increased ● Interest in Apprenticeships Decreased

● Disagree ● Agree

# Section Four: Maintained Schools

## Barriers to Maintained Schools Accessing Apprenticeships

In each of the last four surveys we have asked the same question of councils: “What are the main ongoing barriers that are preventing schools in your area from delivering more apprenticeship starts?”. Councils are presented with a list of ten possible barriers and can pick as many or as few as they like, as well as having the option to add their own. Figure 38 below shows the results of this question in each of the last four surveys.

**Figure 38: Local Authorities’ View of the Main Ongoing Barriers Preventing Maintained Schools from Delivering More Apprenticeship Starts 2019-2022**

Barrier	Mar-19	Jun-20	Jul-21	Dec-22
20% Off the Job Training	73%	83%	68%	69%
Lack of Resources/Time	61%	74%	60%	65%
Salary costs	34%	44%	32%	44%
Schools don’t understand system	49%	54%	47%	36%
Lack of council resources to support	44%	47%	38%	34%
Other pathways into teaching more attractive	38%	37%	24%	20%
Apprenticeships perceived as inferior to other training	29%	30%	22%	19%
Not enough relevant standards	40%	43%	22%	15%
Min. 12 month length of apprenticeship off putting	N/A	29%	13%	12%
Lack of providers	10%	21%	3%	4%
Other/None of the Above	20%	23%	30%	20%

As can be seen from the chart, the barriers to schools doing more on apprenticeships are plentiful, but have reduced, at least somewhat, in severity over time.

The requirement for off-the-job training to be delivered as part of the apprenticeship during work hours remains the biggest barrier, primarily due to the perception from many schools that this would be taking staff ‘out of the classroom’. With 69 per cent of councils reporting this as a barrier, it remains a significant hurdle to overcome, though has lessened in severity since June 2020 when 83 per cent of councils reported this was an issue.

# Section Four: Maintained Schools

The fourteen-percentage point drop is typical of most of the barriers listed, with eight of the ten options dropping by between four and twenty-five percentage points since 2019. The two exceptions are 'Lack of Resources/Time' and 'Salary Costs', which covers both schools being unwilling or unable to comply with the local authority pay policy on apprenticeships and the unaffordability of apprentices' salaries more generally. It is unsurprising that both barriers have seen an increase in the number of councils highlighting them, given the additional pressure school resources are under due to the high levels of inflation throughout 2022 and 2023 to date and the consequent pressures this puts not only on prices, but also on staff pay and conditions.

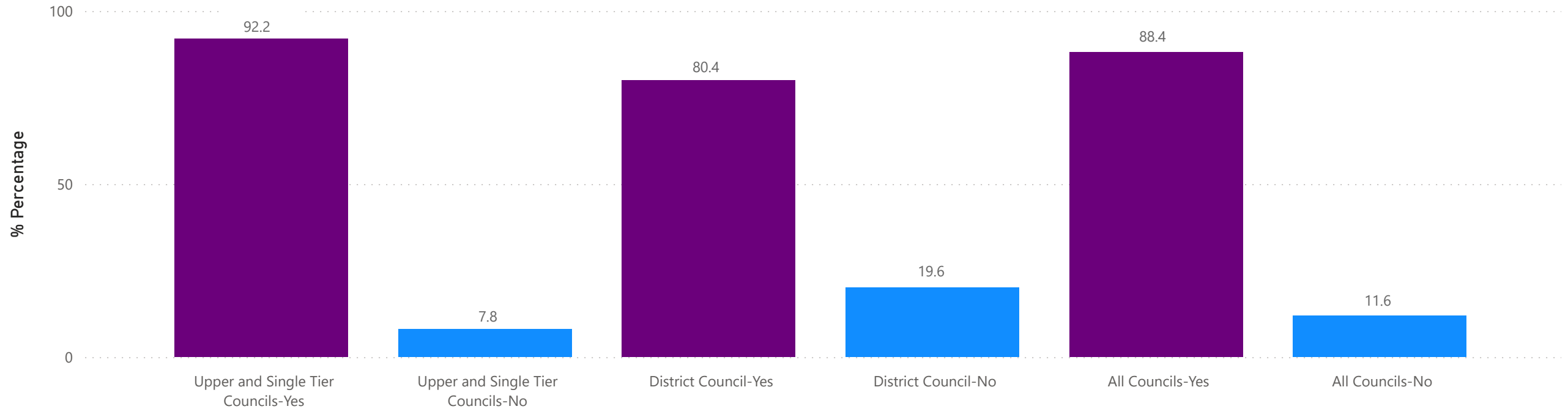
One overwhelming positive that can be inferred from these figures is the success of council's work communicating about the opportunities afforded by the apprenticeship levy to schools. Schools' lack of understanding of the way the system works has dropped by thirteen-percentage points in four years, while the perception that apprenticeships are inferior to other forms of training has dropped ten points. Both can likely be attributed to councils' efforts to ensure that schools have the information to access levy funds and better understand the opportunities. This is also likely part of the story behind the 25-percentage point drop in the proportion of councils saying schools don't believe there are enough relevant standards available. The number of relevant standards for schools has increased over the last five years, however, schools now also better understand how existing standards can be used to support their staff, particularly those working in back-office roles, facilities management, catering, finance and leadership. Council communications will be at least partially responsible for this improvement by increasing awareness of the options available, supported by improved engagement from providers.

# Section Five: Apprentices' Pay

Apprentices' pay and conditions remains an area where there is considerable variation among councils. Apprentices must be paid at least the age-appropriate national minimum wage level in the second year of their apprenticeship but can be paid the apprentice rate during the first twelve months. Councils vary considerably on their approach, with examples of the apprentice rate, age-appropriate national minimum wage, National Living Wage (NLW), foundation living wage, and London Living Wage all being highlighted in our survey responses, as well as examples of apprentices being paid a percentage of the full salary rate for the job role, or even receiving the full rate from Day One of their apprenticeship.

One area where there was consistency was over the need to have a policy in place for apprentices' pay and grading. 88.4 per cent of local authorities have such a policy in place, rising to 92.2 per cent among upper and single tier authorities and dropping to 80.4 per cent among district councils (Figure 39).

**Figure 39: Do councils have an agreed policy on pay and grading for apprentices?**



# Section Five: Apprentices' Pay

There was almost an even split between those that paid the apprentice national minimum wage rate (50.5 percent) and those that did not (49.5 per cent). District councils were less likely to use the apprentice rate (44.6 per cent) than upper and single tier councils (53.4 per cent), as were maintained schools (49.1 per cent). Figure 40 shows how this breaks down between the various parts of the local government sector.

**Figure 40: Do you pay the apprentice minimum wage rate?**

	Upper and Single Tier Councils	District Councils	Maintained Schools
Yes	53.4%	44.6%	49.1%
No	46.6%	55.4%	50.9%

When it comes to analysing what councils do pay, there is no consistent pattern – local authorities essentially all run their own policies, often with multiple different aspects. For example, a council may pay the apprentice rate of minimum wage to new starters to the organisation undertaking level 2 or 3 apprenticeships, but pay a higher rate, like the full National Living Wage rate to apprentices at higher levels. Apprentices recruited into specific job roles, particularly if they are in skills shortage areas, may receive a percentage of the salary they would get if they were fully qualified, rising to that full rate once they are, while existing staff members are unlikely to see their salary change as a result of their apprenticeship unless they are moving to a completely different occupational role within the council (e.g. moving from an admin role to a social care role) and their pay and conditions need to adjust to fit the scale already in operation for their new position.

Figure 41 shows this in detail: at least one in eight local authorities used every type of pay rate we offered as a response, while the high response rate for 'other' is reflective of councils that used a combination of the options, or an entirely bespoke approach. Paying a salary based on the level of the apprenticeship that is being undertaken remains the most popular option (36 per cent), followed by 'other' (32.6 per cent), reflecting a more bespoke approach or combination of approaches, then age-appropriate National Living Wage (25 per cent). Upper and single tier authorities were most likely to pay a salary based on the level of the apprenticeship (39.7 per cent) and were three-times more likely than district councils to pay a percentage of the salary the apprentice would receive when they became fully qualified. Districts were much more likely (41.1 per cent) to answer 'other', reflective of a bespoke approach to pay for apprentices.



# Section Five: Apprentices' Pay

Figure 41: What Level of Pay do Councils Offer Apprentices?

Apprentice Pay Rate	All Councils	Upper and Single Tier	District
Apprentice National Minimum Wage Rate	18.2%	18.1%	17.9%
Age-Specific National Minimum Wage Rate	25.0%	25.9%	23.2%
Full National Living Wage Rate	11.0%	10.3%	12.5%
Foundation Living Wage	5.2%	6.9%	1.8%
Salary Based on Apprenticeship Level	36.0%	39.7%	28.6%
Apprentices receive a percentage of the rate they would receive if fully qualified	12.2%	15.5%	5.4%
London Living Wage	13.4%	19.8%	n/a
Other	32.6%	28.4%	41.1%

# Section Six: Apprenticeship Standards and Provider Availability

The availability of apprenticeship standards has long been a concern of local authorities. In the early years of the apprenticeship levy, many councils struggled to spend their funds due to the old apprenticeship frameworks being switched off before replacement apprenticeship standards were approved for use. Our surveys have seen consistently high numbers of councils reporting that there were gaps in apprenticeship standards, either because no standard was in development, or one that is in development was taking too long to come on line. That picture does now appear to be improving.

In our 2021 survey, 46 per cent of councils reported that they were waiting for the Institute for Apprenticeships and Technical Education (IFATE) to approve an apprenticeship standard that they wanted to use. By December 2022, this number had fallen to 30 per cent. In 2021, 48 different standards were listed. This has fallen to 43 standards in 2022, suggesting that a few of the more popular standards had now been approved and the majority of those that were left are somewhat more niche roles wanted by a smaller number of councils. Figure 42 shows the top nine most mentioned standards in development that councils want to use.

**Figure 42: Most Popular Apprenticeship Standards in Development Among Local Authorities, December 2022**

<b>Standard</b>	<b>Number of Councils Waiting to Use It</b>
SENCO	21
Business Administration Level 2	10
Safeguarding Officer Level 3	8
Senior Procurement and Supply Chain Professional	8
Domestic Violence and Abuse Advocate L4	5
Library Information and Knowledge Professional L7	5
Early Years Pedagogical Lead L6	4
Governance Officer L4	4
Playworker L2	4

# Section Six: Apprenticeship Standards and Provider Availability

Another consistent theme of our apprenticeship surveys has been councils highlighting that there were gaps where apprenticeship standards were needed but were not yet in production. In March 2020, 70 per cent of councils indicated there were gaps of this kind. By July 2021 this had reduced to 53 per cent of councils and in December 2022, just 45 per cent of councils were highlighting gaps. While this is an encouraging trend, some standards that councils would like to see be developed have still not yet got off the ground, often years after they were first highlighted. In 2020, for example, councils highlighted gaps for Higher Level Teaching Assistants, Undergraduate Teachers, and Business Administration at both Levels 2 and 4. All four of these potential standards still feature in the list in 2022 (Figure 43) with only very limited progress having been made.

**Figure 43: Most Popular Apprenticeship Standards Not in Development Among Local Authorities, December 2022**

<b>Standard</b>	<b>Number of Councils Requesting its Development</b>
Business Administration Level 2	24
Higher Level Teaching Assistant	7
Business Administration Level 4	4
Undergraduate Teacher	4
Waste/Recycling Services	4
Commissioning	3
Crematorium Services	3
Electoral/Democratic Services Officer	3
Environmental Health Technician	3

# Section Six: Apprenticeship Standards and Provider Availability

Even when apprenticeship standards have been approved, some councils find them to be functionally unusable due to a lack of available training providers. Although our 2021 survey showed that the proportion of councils unable to find a provider for at least one standard had come down, from 45 per cent in 2020 to 34 per cent in 2021, it has now flatlined at 33 per cent in 2022. In some cases, the lack of provision concerns the availability of locally based providers and the need to work with an increasingly limited number of national providers on some standards. While this can sometimes be council preference to not use a national provider rather than an absence of provision per se, sometimes it is due to a national provider that is located in another part of the country, that won't deliver in a council's local area and requires apprentices to attend some off-the-job training at the provider's site, which can involve significant travel and overnight stays. In other cases, there genuinely aren't any providers delivering particular standards, either in a region, or nationally and there is often also a period of delay between a standard being approved and a provider coming forward to deliver it.

One issue in tackling this problem is that there is not uniformity in where the gaps are. Many of them are more regional, and where there do appear to be national issues, there are often too few councils looking to use the standard, preventing an 'easy win' being secured by working to develop a national cohort. Figure 44 shows the top eight standards where councils reported there were gaps in provision across the country and in which regions the gaps were most acute. As can be seen, there are only small numbers of councils unable to find providers on even these standards, and in many cases, they are spread out across the country.

Even patterns that emerged in our 2021 survey no longer hold true. Pest Control Technician Level 2, for example, was previously just an issue for the Northern regions, with six councils across the North West, North East, and Yorkshire and the Humber registering issues with finding providers, suggesting a more localised geographical problem. This time, six councils have again highlighted this standard as difficult to find a provider for, but they are more spread out across the country and some of the authorities previously reporting problems are no longer doing so. Even as we see issues in accessing this standard highlighted in different regions than before, only one council in each of those regions is typically affected, making it difficult to draw firm conclusions as to whether it is a popular standard with a small number of councils unable to access a provider, or a more niche standard with a large proportion of those that need to use it unable to access a provider.

# Section Six: Apprenticeship Standards and Provider Availability

What we can conclude is that there are no significant issues with any one standard affecting large numbers of councils across the country, but instead a series of more limited issues, affecting smaller numbers with no clear national or regional pattern. Given that a number of the standards mentioned most frequently in our 2021 survey no longer appear on the list, it is clear that one aspect of the problem is the delay that often occurs between a new standard being approved and providers being ready to deliver the training. If that continues to hold true, then you would expect problems accessing the Youth Worker standard, for example, to clear up in the next six months as that is a standard that was approved relatively recently. However, in Pest Control Technician and Town Planning Assistant, we have two examples of standards that, despite the pattern of the gaps changing, have appeared prominently in this list both in 2021 and 2022, suggesting there may be problems with provision of both standards that are worthy of further investigation.

**Figure 44: Gaps in Apprenticeship Provision Highlighted by Local Authorities, December 2022**

Standard	Number of Councils Claiming Gap in Provision (England)	Regions Affected
Pest Control Technician Level 2	6	London, East Mids, N West, YH
Town Planning Assistant Level 4	6	London, S West, S East, East, YH
Youth Worker (Degree) Level 6	5	S West, S East, YH
Transport and Planning Technician Level 3	4	S East, East
Arboriculturist Level 4	3	S East, West Mids
Housing Level 2/3	3	S East, East
Property Maintenance Operative Level 2	3	S West, West Mids
Waste Resource Operative Level 2	3	S West, East Mids, East

# Section Seven: Organisational, Operational and Cultural Issues

For the first time, our 2022 Apprenticeships Survey asked a wide range of questions designed to examine councils' decision-making on a series of organisational, operational and cultural issues, including leadership, procurement, workforce development, implementation, apprenticeship and manager support and interaction with schools. These questions were primarily asked to enable us to make some basic assessments on council performance against the LGAs Apprenticeships Maturity Model, but also to provide some clarity on what approaches councils are taking when delivering their apprenticeship programme. The relationship with the Maturity Model is discussed in Section Eight of this report, but the following section will explore some of the key elements of apprenticeship programme delivery in council apprenticeship programmes and compare progress where we have asked similar questions in prior surveys, albeit some of this historical data is only comparable in certain contexts.

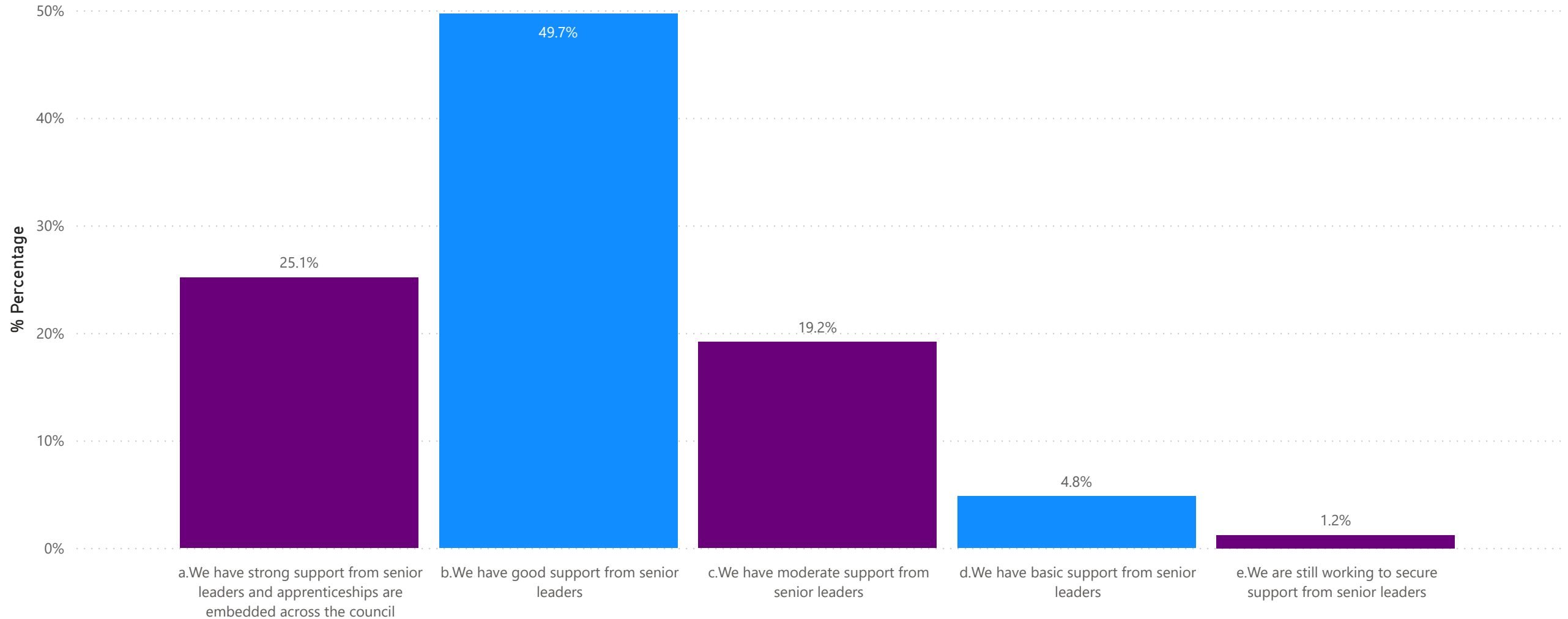
## *Leadership, Strategic Approach and Manager Support*

One of the key elements for any successful apprenticeships programme is support from senior leaders within a local authority, both at officer and political level. One of the positives in our survey responses is that when we asked council apprenticeship teams about the level of support they had from senior leaders for apprenticeships, 75 per cent described it as either 'strong' or 'good' with only 5 per cent describing the support they had as 'basic' and 1 per cent indicating they were still waiting to secure support from senior leaders (Figure 45). That can only be a positive for local authorities in making better use of apprenticeships within our workforce over the coming years.

Another positive is the prevalence of apprenticeship strategies among councils (Figure 46). 66 per cent of councils have a current strategy or plan in place, ranging from a multi-year strategy complete with KPIs and action plan to a more basic plan updated periodically. Although this may not seem to be a significant increase on when we first asked this question in our 2019 survey, when 60 per cent of councils reported having a strategy or plan, the key difference is among the 26 per cent of councils that have a plan or strategy in development. Many of these councils previously had a strategy or plan in place which has since expired and are in the process of renewing it or redeveloping it. Therefore the 'true' proportion of councils with apprenticeship strategies or plans is likely higher when these processes are taken into account.

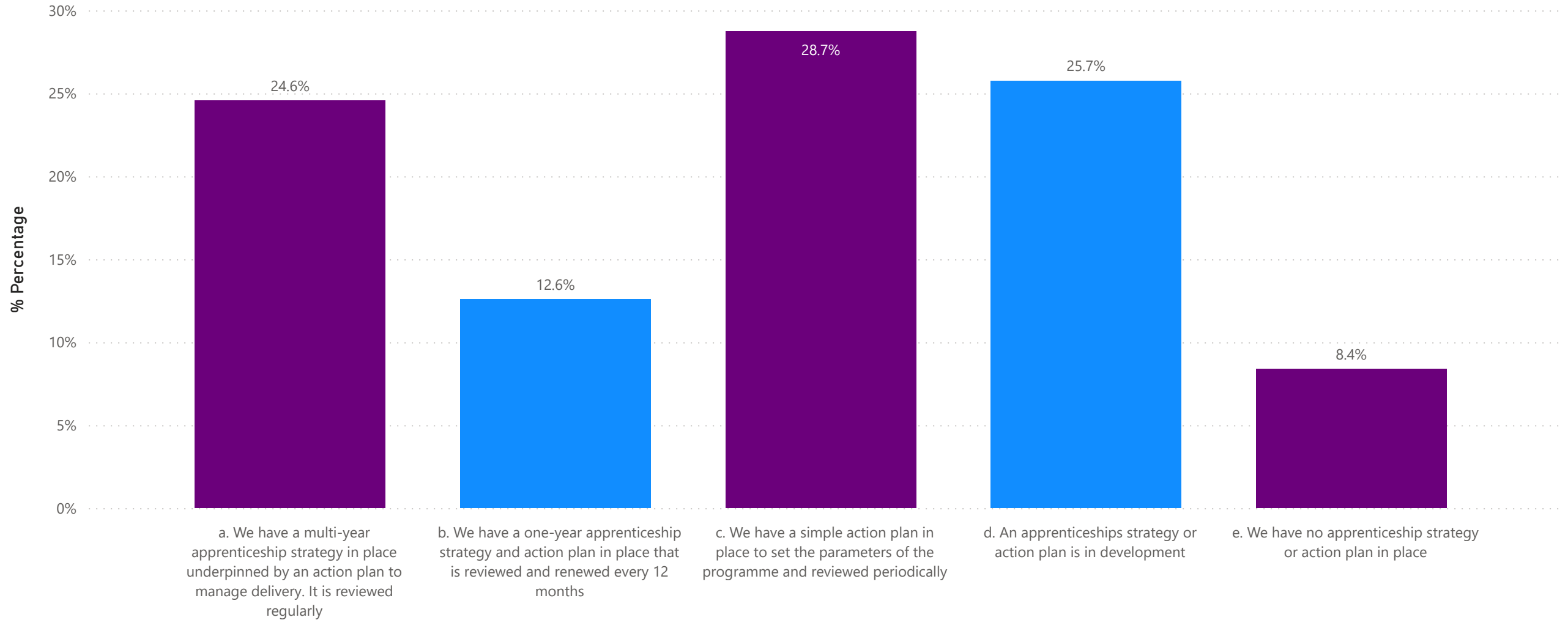
# Section Seven: Organisational, Operational and Cultural Issues

Figure 45: How would you describe the level of support provided by senior leaders at the council for the apprenticeships programme?



# Section Seven: Organisational, Operational and Cultural Issues

Figure 46: Do you have an apprenticeship strategy in place?





# Section Seven: Organisational, Operational and Cultural Issues

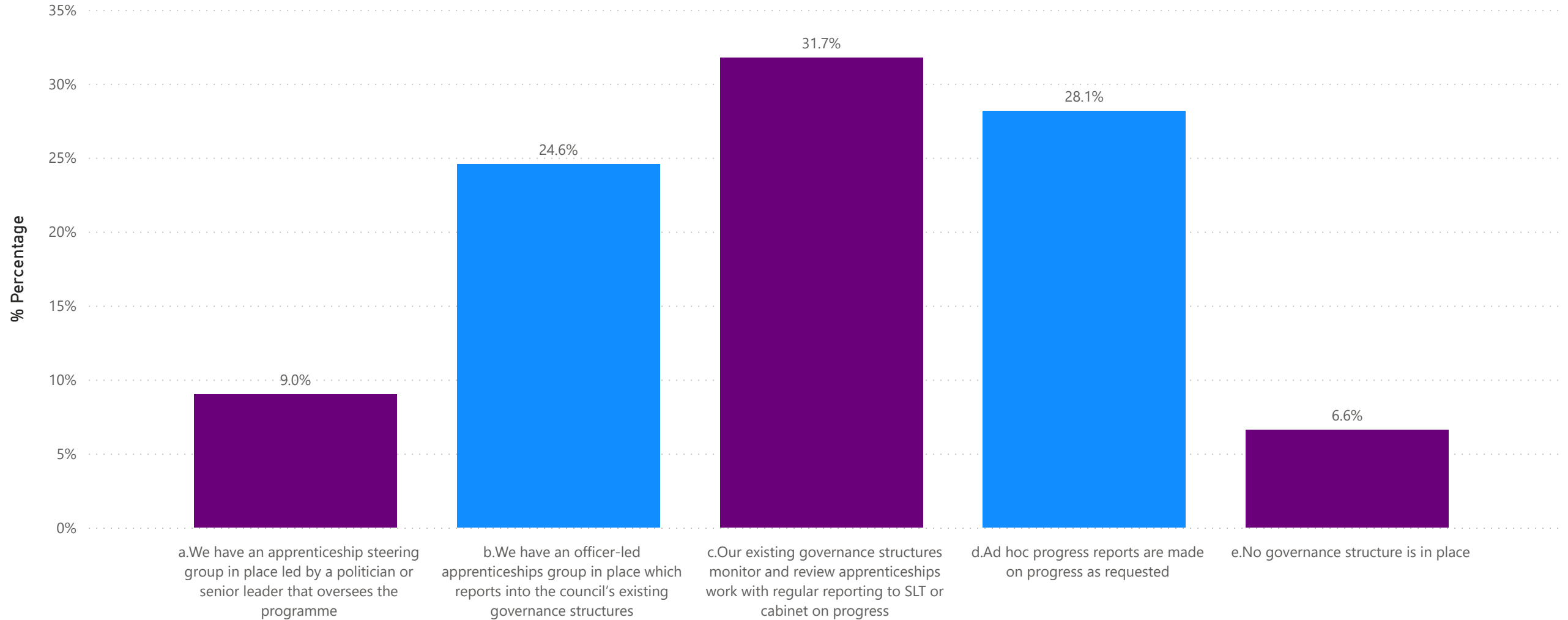
While both of these are clear positives, it is a more mixed picture on the governance of apprenticeship programmes. Putting in place a specific governance or steering group, overseen by senior officers is highlighted as best practice in the LGAs Maturity Model, but only just over a third of councils (34 per cent) have a specific steering group overseeing their apprenticeship programme. This falls into two categories: a steering group led by either a senior officer or politician (9 per cent) or an officer-led group reporting into existing governance structures within the council (25 per cent). Another third of councils (31 per cent) monitor their apprenticeship programme's progress purely through existing structures, while 29 per cent of councils only monitor progress through infrequent ad hoc reports. Six per cent have no governance structures at all (Figure 47). Putting in place a structure to oversee the governance of the apprenticeships programme helps to ensure its success, breaks down barriers and ensure that apprenticeships are used in a strategic way and their absence in large parts of the sector puts at risk the ability of a council to effectively implement an apprenticeship strategy, particularly if it is seeking to change the culture at the council.

This is particularly important due to the variable levels of support from middle managers across the sector (Figure 48). Just 15 per cent of councils agreed with the statement that "Apprenticeships are fully embedded throughout the council with ownership and buy-in from managers, department heads and staff" while a further 19 per cent agreed with the statement that "All managers and department heads fully support the principle of apprenticeships". Instead, 59 per cent of councils agreed with the statement that "Some managers and department heads fully support the principle of apprenticeships". One of the recurring themes within our sector over the last five years has been that many councils have needed to encourage a culture change among managers to bring them up to date with what apprenticeships are, what opportunities they present and how councils can use them effectively. However, as these figures show, while some councils have had considerable success, there is still work to do to deliver the culture change necessary to take full advantage of the opportunity apprenticeships present.

When it comes to resourcing councils' apprenticeship programmes, the majority of councils (89 per cent) now have at least one lead apprenticeships officer in place. 36 per cent of councils have a delivery team of some kind in place, although the amount of resources provided to support their work varies (Figure 49)

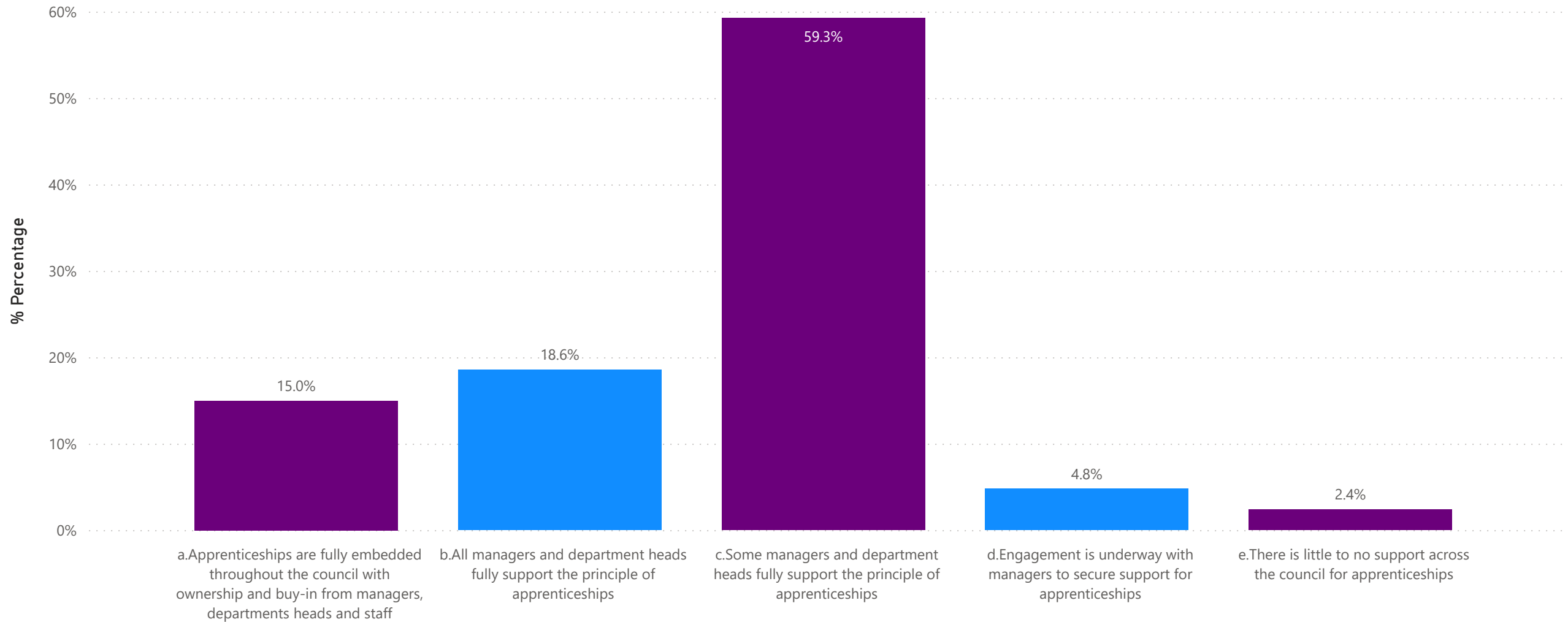
# Section Seven: Organisational, Operational and Cultural Issues

Figure 47: How is your apprenticeship programme governed?



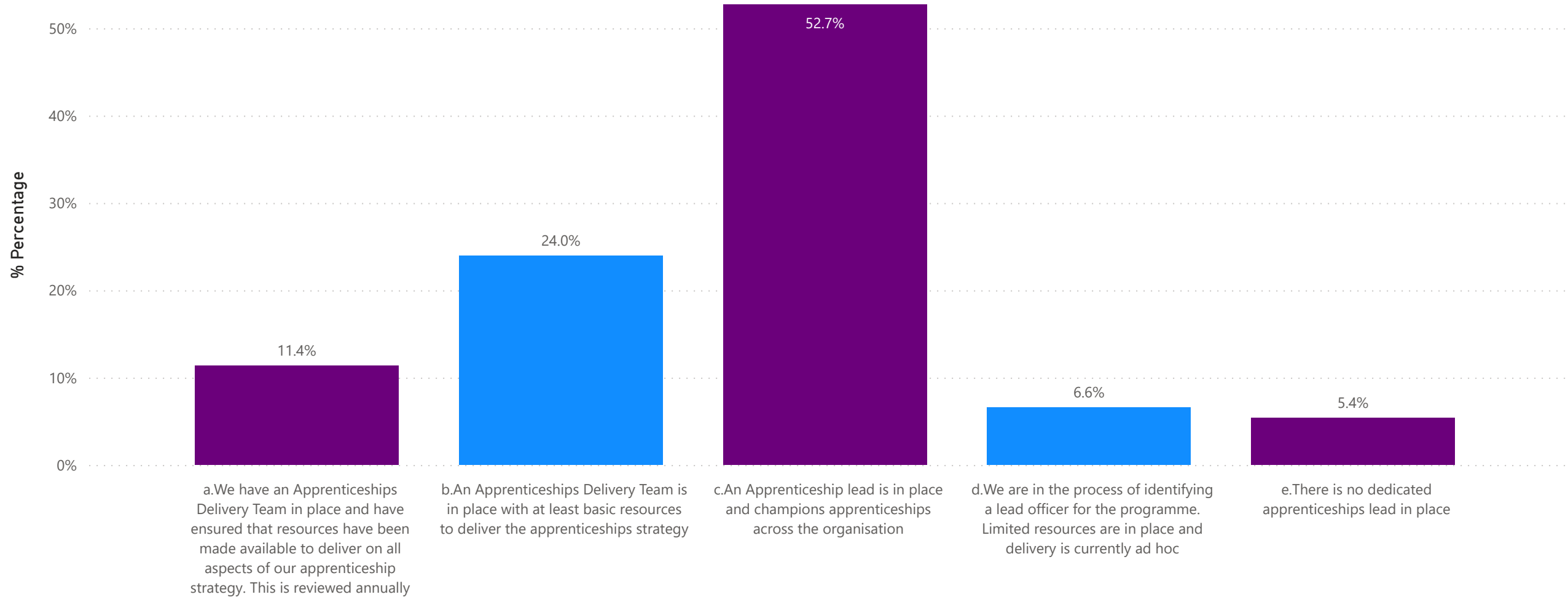
# Section Seven: Organisational, Operational and Cultural Issues

Figure 48: How would you describe the level of support the apprenticeships programme has from managers in your council?



# Section Seven: Organisational, Operational and Cultural Issues

Figure 49: How do you resource your apprenticeship programme?



# Section Seven: Organisational, Operational and Cultural Issues

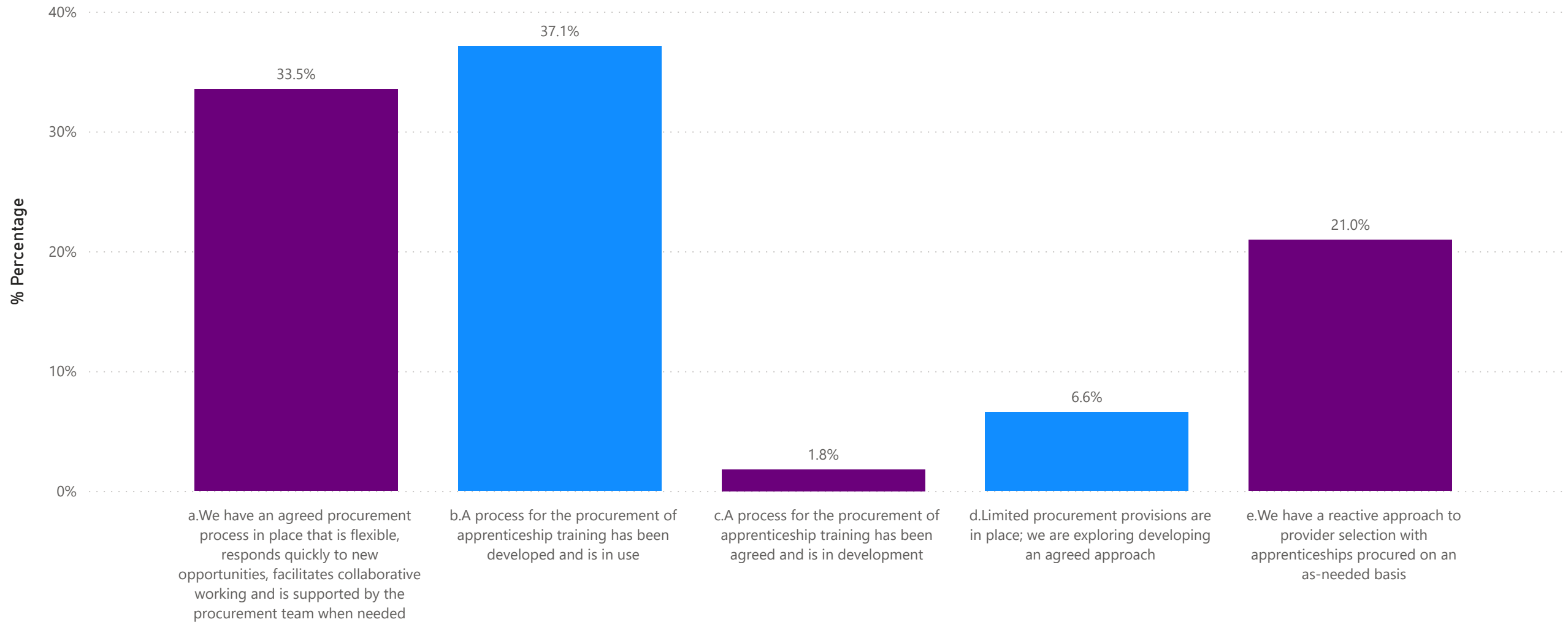
## *Managing Procurement and Providers*

Procurement has often proved to be a tricky area for local authorities, with requirements that apprenticeships training is procured under public procurement regulations requiring councils to adopt processes which can be time consuming and stretch the resources of small teams. However, it is an area where councils seem to be more comfortable six years in than they were when the apprenticeship levy was first introduced (Figure 50). 70 per cent of local authorities report having a firm procurement process of some kind in place. 8 per cent had more limited provisions in place and were at some stage of the journey to develop something more permanent, while 22 per cent of councils, mainly district councils or smaller upper and single tier councils who were procuring apprenticeship training in much smaller numbers had a more reactive, ad hoc approach in place that leans more towards spot purchasing training when it is needed.

It is a more mixed picture when it comes to provider management, however (Figure 51). 23 per cent of councils have a full provider performance management process in place that includes a minimum level of regular reporting from the provider, and in some cases KPIs, detailed metrics and a clear process for resolution if the provider is under performing. 45 per cent of councils have a more basic provider management process in place with a regular schedule of feedback and reporting from the provider on apprentices' progress. 24 per cent take a more ad hoc approach, dealing with issues as they come up and are exploring whether to implement a more comprehensive approach, while 9 per cent of councils don't have any process in place at all. So while councils seem in a stronger position on the procurement of training, it is clear more could be done to ensure that they are getting full value for money out of their contracts, though this is often extremely dependent on the resources available to their apprenticeships team. As 53 per cent of councils only have one member of staff leading on apprenticeships in place, triage is often the order of the day when it comes to provider management to ensure they can effectively manage what can be a busy and challenging workload.

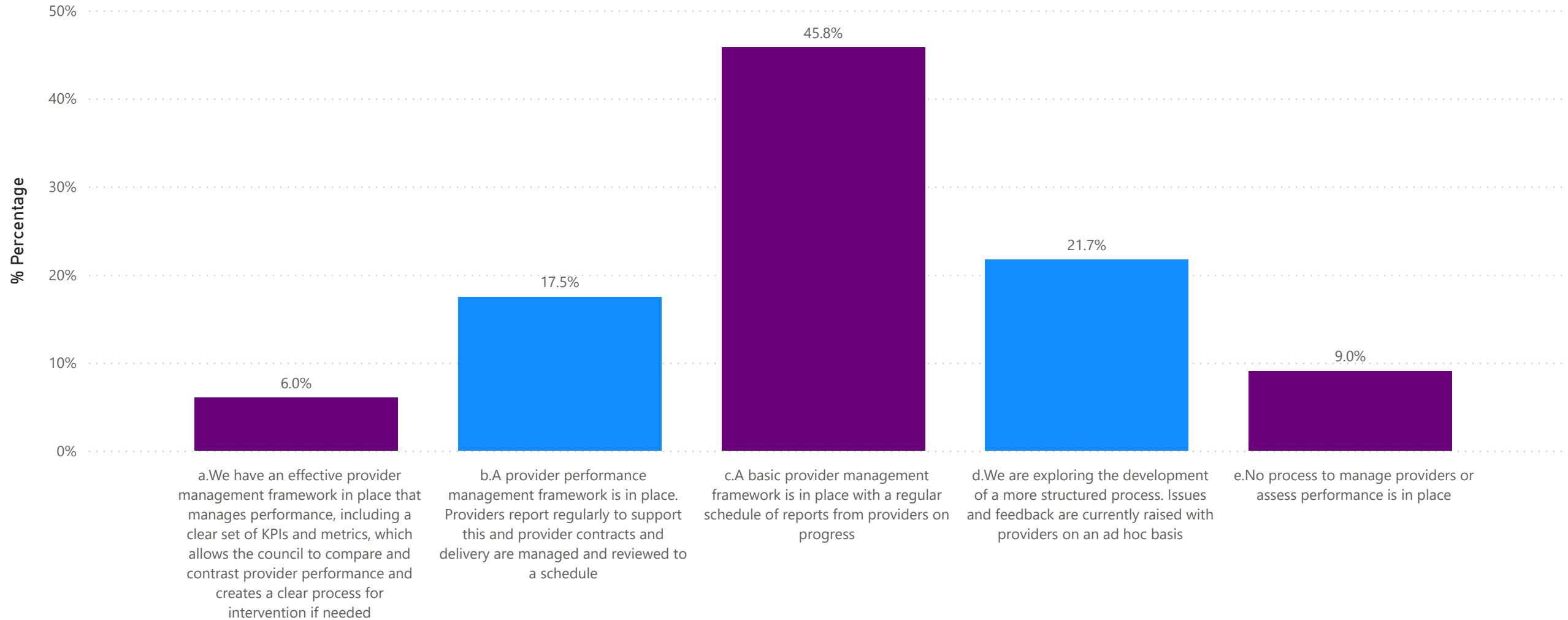
# Section Seven: Organisational, Operational and Cultural Issues

Figure 50: How would you describe your council's approach to the procurement of apprenticeships?



# Section Seven: Organisational, Operational and Cultural Issues

Figure 51: How would you describe your approach to provider management on apprenticeships?



# Section Seven: Organisational, Operational and Cultural Issues

## *Using Apprenticeships to Develop the Workforce*

One of the key elements for the success of any apprenticeship programme is ensuring that no apprenticeship opportunities are missed and, particularly given the challenges for councils in spending all of their levy pot, that no non-apprenticeship training is authorised that may eat into another budget when appropriate training could be delivered using the apprenticeship levy. This is why one of the key principles in the LGAs Apprenticeships Maturity Model is the Apprenticeships First approach, under which a council would introduce an internal policy that any training for existing staff or potential council vacancy is examined for suitability for an apprenticeship before managers are allowed to hire or pay for staff training from another budget (Figure 52). This approach ensures that opportunities to spend levy funds are maximised and that the council is taking the most cost-effective approach. 51 per cent of councils have introduced a variation of this policy in at least some areas of the council, with 11 percent indicating they had introduced it in one or two departments within the council; 12 per cent indicating they had introduced the policy for new starters/vacancies; and 28 per cent indicating they had introduced the policy in full for both new and existing staff. A further 21 per cent are considering introducing this policy, so it is likely that these numbers will increase in the near future. Of the 28 per cent of councils that do not employ an Apprenticeships First approach, a significant proportion (44 per cent) are district councils, many of whom have relatively small programmes for whom introducing a formal version of this policy may not be practical, even if the principles behind it are adhered to.

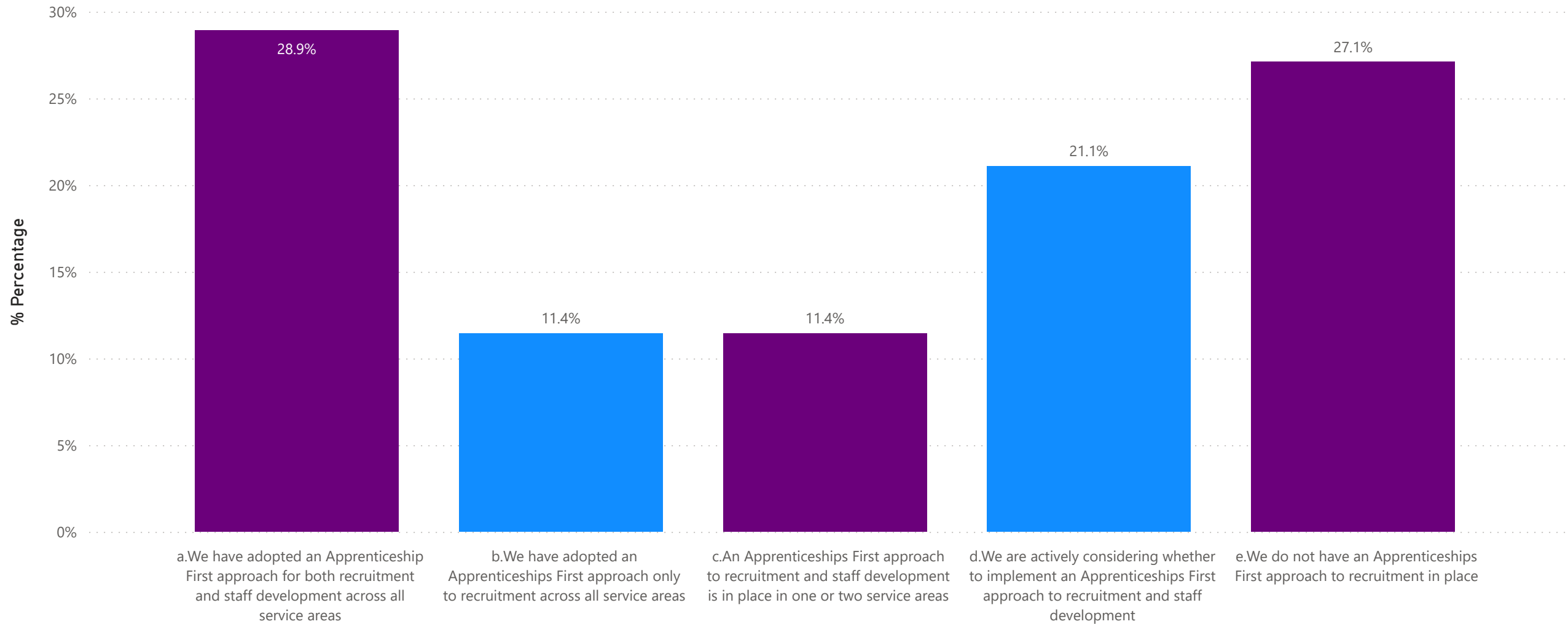
Another important element of the Maturity Model is for councils to map apprenticeship standards against job roles within their council. The LGA has a national mapping tool, which many councils use, though others choose to map their own workforce in full or focus on key skills shortage areas. We think councils developing their own bespoke mapping tool, whether using ours as a starting point or not, is the best way to ensure apprenticeships are integrated into the councils workforce structures and recruitment processes. As Figure 53 shows, 10 per cent of councils have mapped their full council workforce against apprenticeship standards and update the document regularly; 19 per cent have mapped standards to key roles and skills shortage areas in their workforce; 24 per cent are in the process of doing this across multiple service areas; 9 per cent are in the process of mapping one service area; but 38 per cent have not mapped any standards to job roles.

Succession planning is important in any workforce and apprenticeships can play an important role in this process. However, as Figure 54 shows, apprenticeships have not been fully utilised in developing talent and succession plans in councils. 20 percent of councils have used apprenticeships in the development of talent and succession plans in at least key skills shortage areas if not across the council, while another 35 per cent of councils are looking to develop talent and succession plans using apprenticeships in key skills shortage areas. However, 45 per cent either haven't used apprenticeships for anything other than limited development of career pathways in select areas or are not using apprenticeships in this space at all.



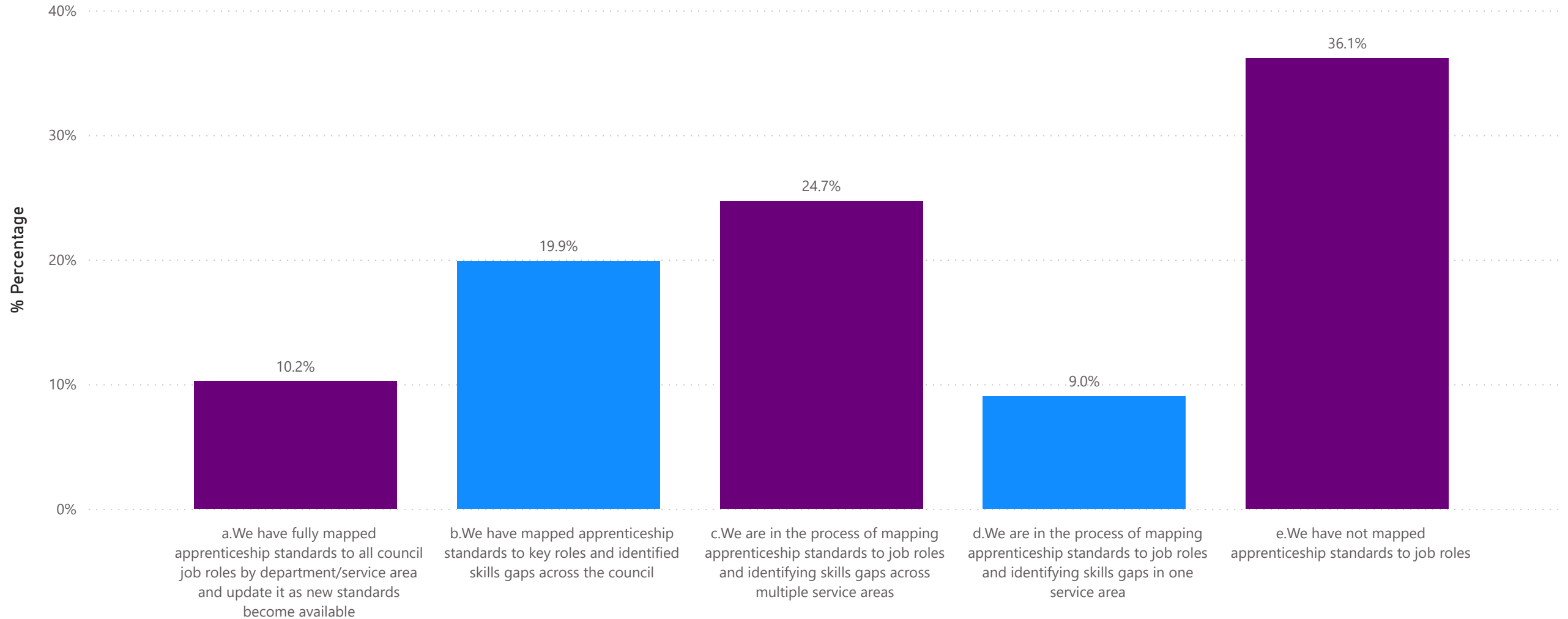
# Section Seven: Organisational, Operational and Cultural Issues

Figure 52: Have you adopted an 'Apprenticeships First' approach to recruitment and training?



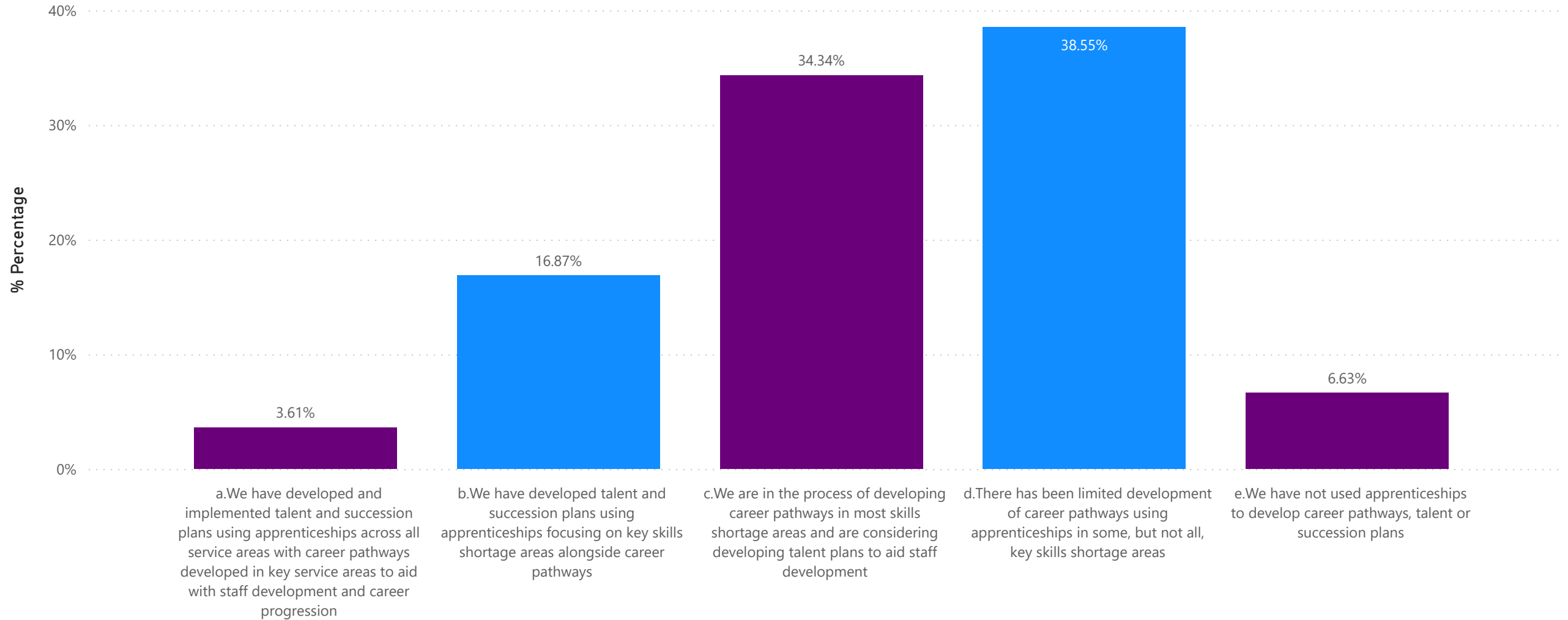
# Section Seven: Organisational, Operational and Cultural Issues

Figure 53: Have you mapped Apprenticeship standards to council job roles?



# Section Seven: Organisational, Operational and Cultural Issues

Figure 54: What approach have you taken to using apprenticeships to develop talent and succession plans?



# Section Seven: Organisational, Operational and Cultural Issues

## *Implementing Apprenticeship Strategies*

Earlier in this section we highlighted the importance of having an apprenticeship strategy in place, but in practice, how are councils implementing these strategies and measuring their success? One area that should be a key part of implementing any apprenticeships strategy is having a spending plan that helps a council map out its plans for apprenticeship training and monitor its spending to ensure both that use of the funding is maximised but that the council does not overextend and risk going into co-investment. However, as Figure 55 illustrates, 53 per cent of councils do not have a spending plan in place and only 18 per cent have a multi-year spending plan to track and forecast their spending effectively.

When it comes to measuring the impact of a council's apprenticeships programme on an authority's wider objectives, there is an even split between councils that do measure the impact and those that don't (Figure 56). 13 per cent of councils measure the impact of their programme against their strategic objectives annually and feed that into reports to senior leaders and politicians, while 38 per cent do a basic assessment of the impact of their programme on selected key metrics. However, 49 per cent of councils make no assessment of their apprenticeship programme's impact on council objective. So while it is positive that two-thirds of councils have an apprenticeship plan in place, the absence of spending plans in many councils and lack of assessment of the effectiveness of the programmes on councils' core aims do potentially undermine the effectiveness of strategy delivery.

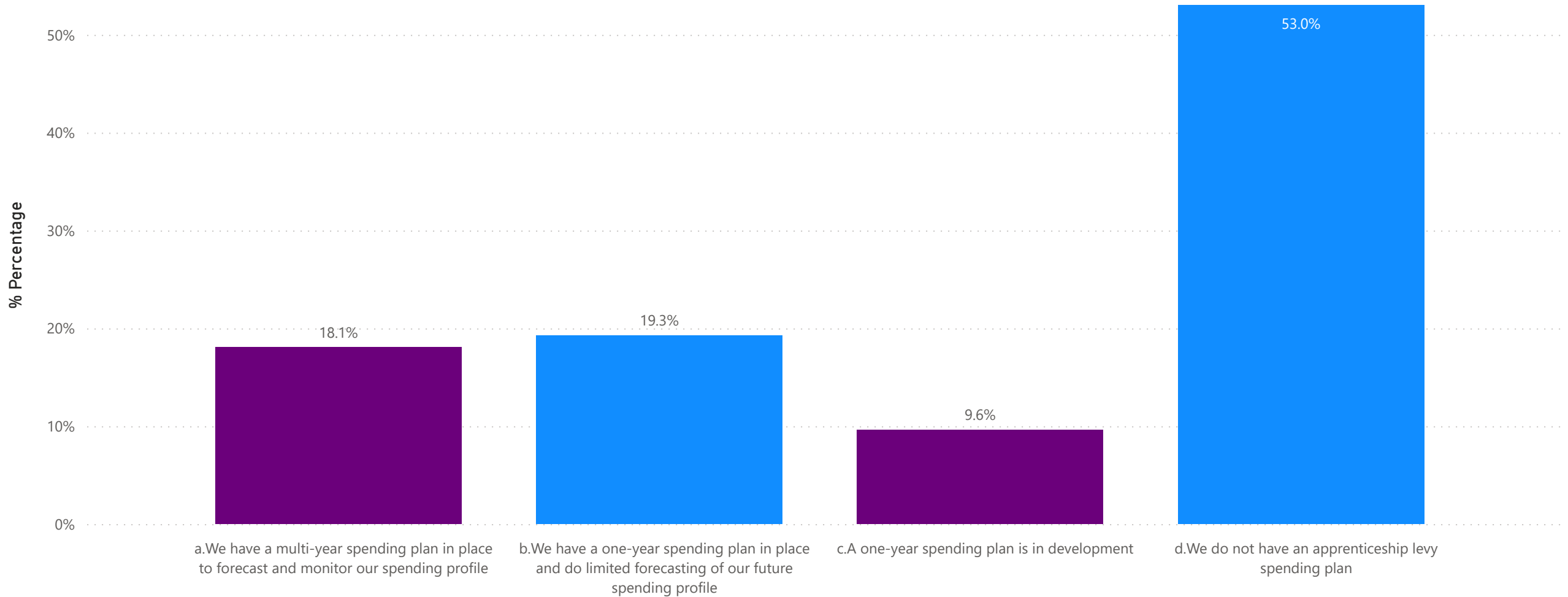
## *Supporting Apprentices and Managers*

While much of this section focuses on the organisational and operational decisions councils are taking, it is also important to consider how apprentices themselves are being supported. We will go into this in more detail in the second part of this report that focuses on our first survey of apprentices in the local government sector, however, there are decisions councils are making around support to both apprentices and their managers that play an important role in the success of any apprenticeship.

Insuring apprentices are properly supported, can interact with other apprentices and their peers, and have someone to turn to for advice, ideally a mentor, is important in making sure an apprenticeship is successful, particularly for new starters, who are often young and making their first steps into the world of work. 24 per cent of councils provide mentors for all new starter apprentices, while 7 per cent go one step further and offer mentors for all apprentices, including existing staff, and offer a mentoring training programme (Figure 57). Another 9 per cent organise buddy schemes, however, 60 per cent of local authorities either use line managers as mentors or offer no mentoring programme whatsoever. Meanwhile only 20 per cent of councils have an in-person apprenticeship network in place, although 29 per cent are in the process of developing a basic network and have an online platform to help apprentices connect. 22 per cent arrange one-off events as needed, however almost a third (29 per cent) have no network in place (Figure 58).

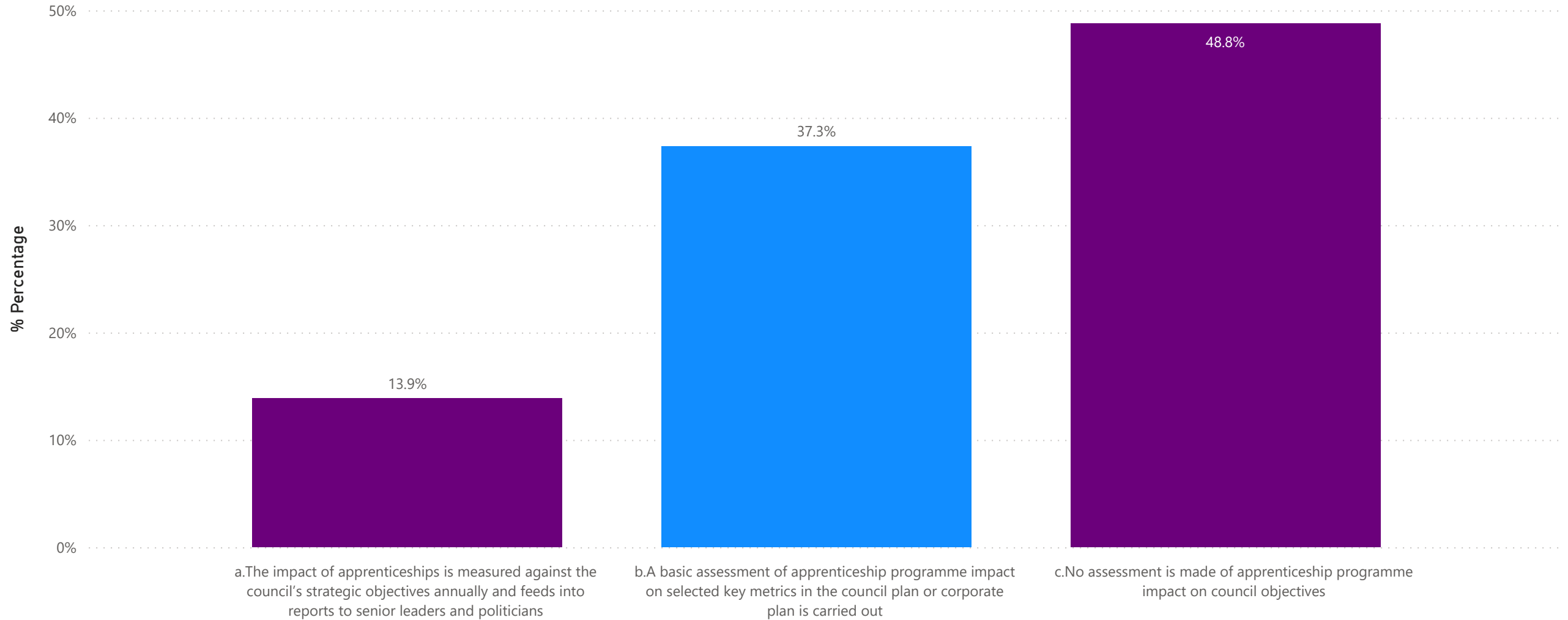
# Section Seven: Organisational, Operational and Cultural Issues

Figure 55: Do you have an Apprenticeship Levy Spending Plan / Profile in place?



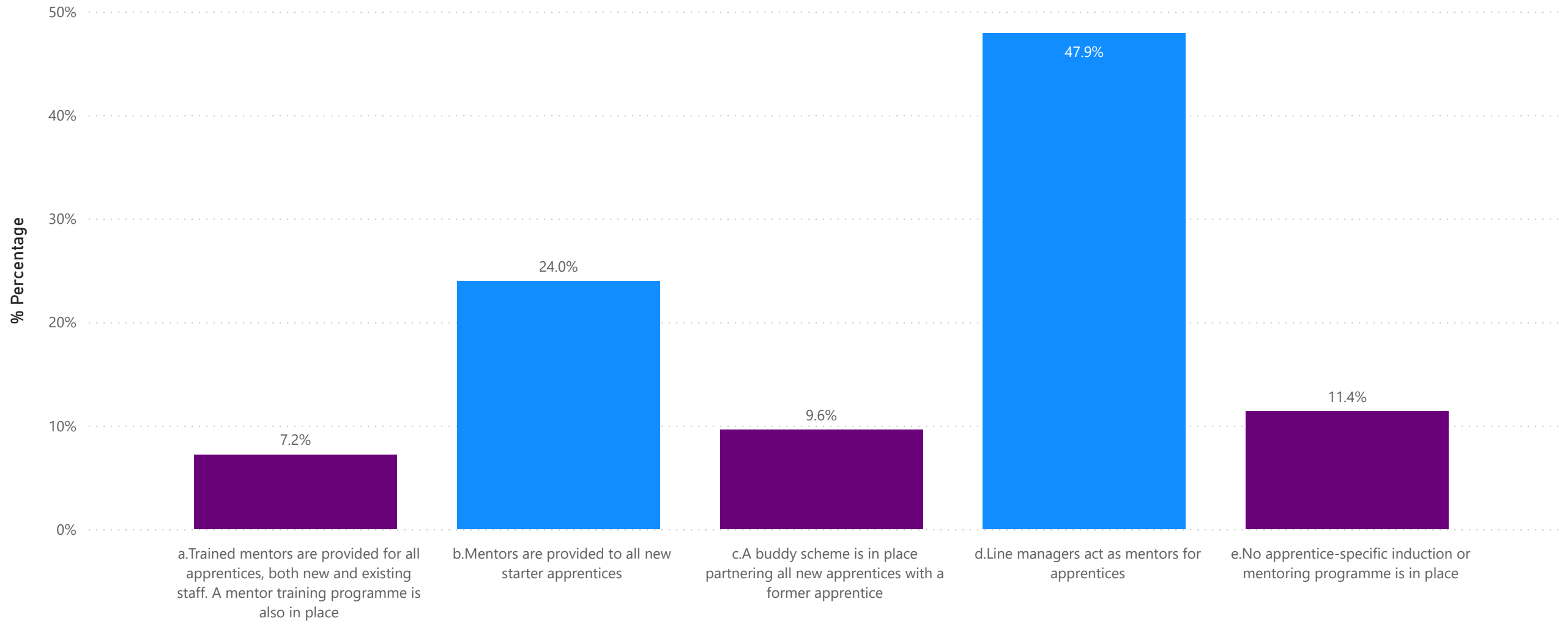
# Section Seven: Organisational, Operational and Cultural Issues

Figure 56: Do you measure the impact of your apprenticeship programme on your council's objectives?



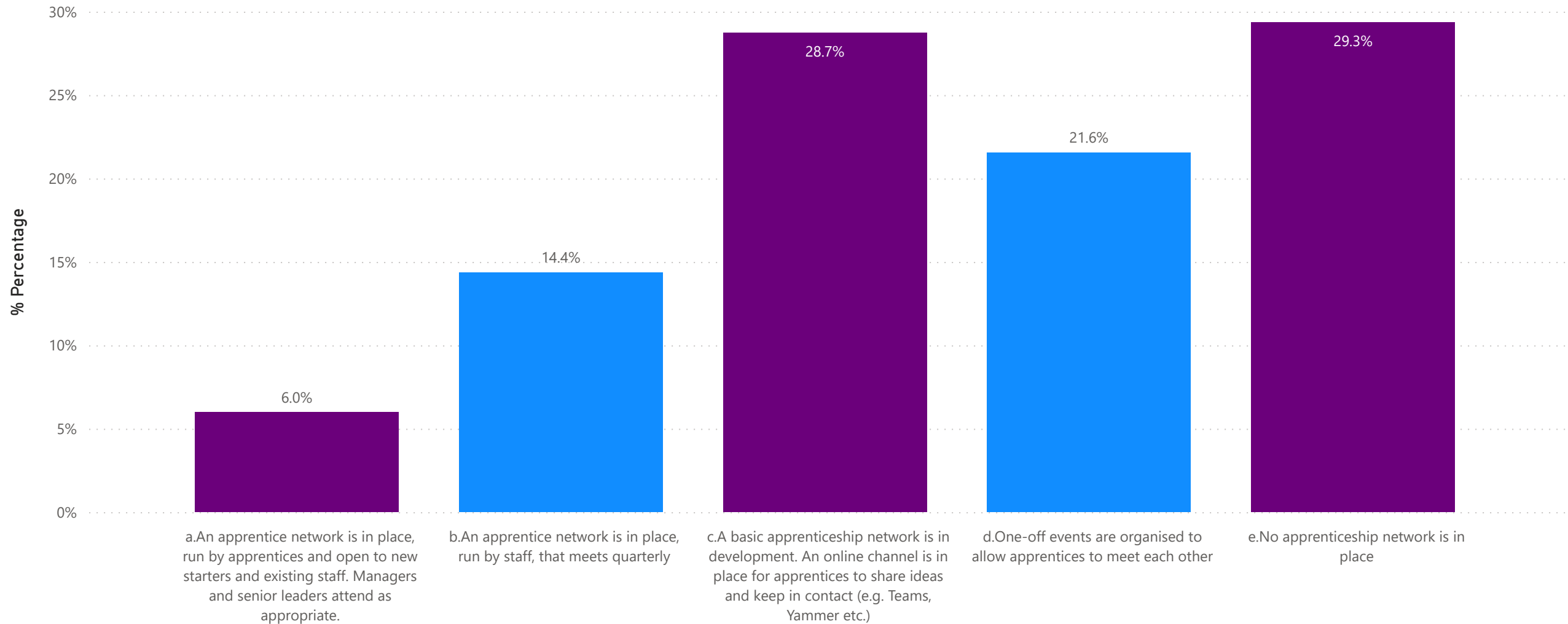
# Section Seven: Organisational, Operational and Cultural Issues

Figure 57: Does your council provide mentors for your apprentices?



# Section Seven: Organisational, Operational and Cultural Issues

Figure 58: Do you have an apprentice network in place at your council?



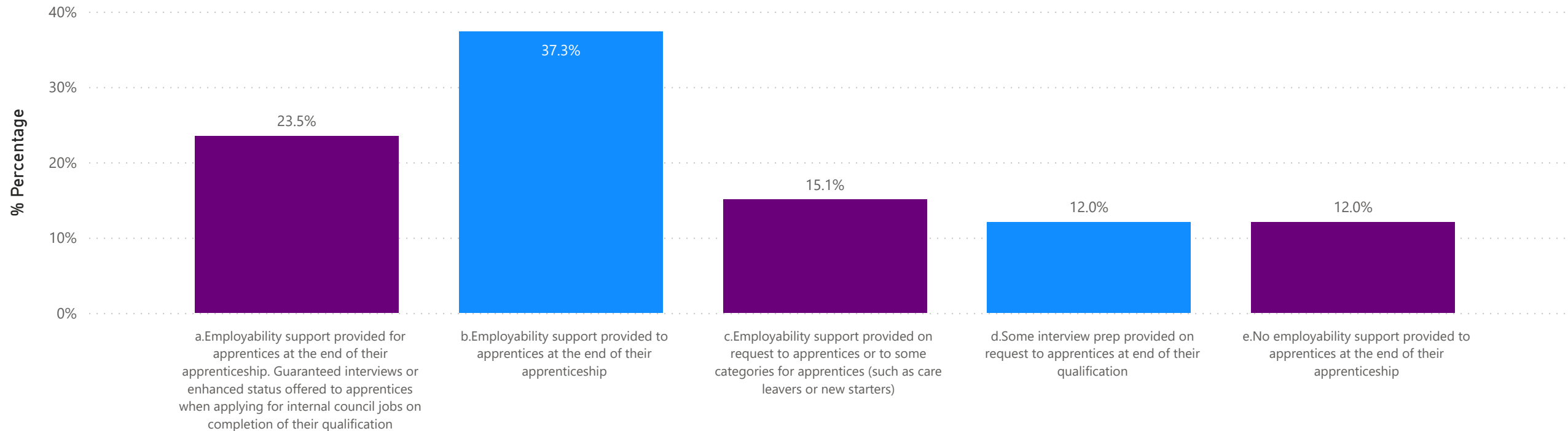


# Section Seven: Organisational, Operational and Cultural Issues

Some level of employability support is offered by most councils to apprentices when they are coming to the end of their qualification (88 per cent), with guaranteed interviews or enhanced status given to apprentices to help support them into full time roles as they complete their qualification by almost a quarter of authorities (Figure 59).

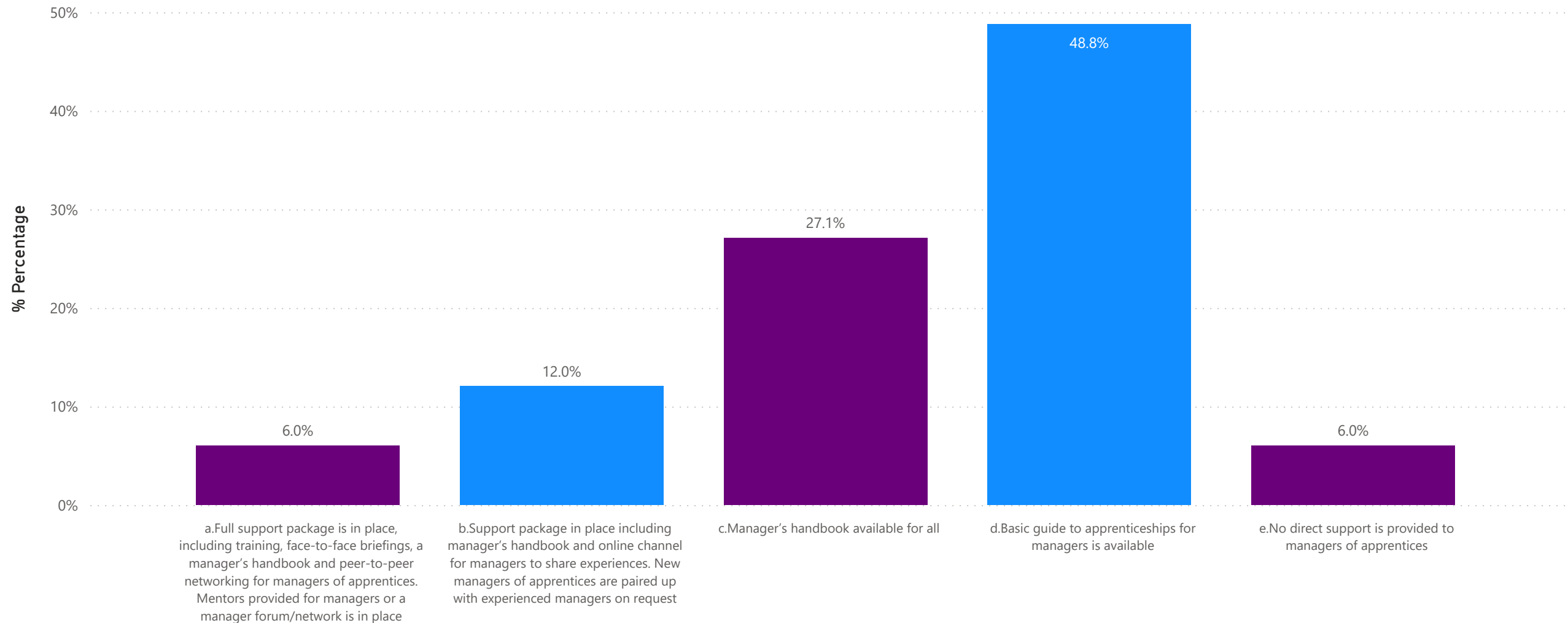
When it comes to offering support to managers, 18 per cent of councils have some kind of support package in place for managers of apprentices, while 75 per cent of councils have some kind of handbook or basic guide available for managers to consult (Figure 60). Figure 61 shows there is an even split between councils that survey their apprentices and managers throughout the length of the apprenticeship on their experience of the programme and the training provider, either annually, bi-annually or even more frequently (50%), and those that collect minimal or no feedback (50%).

**Figure 59: Do you provide any employability support for your apprentices during or at the end of their qualification?**



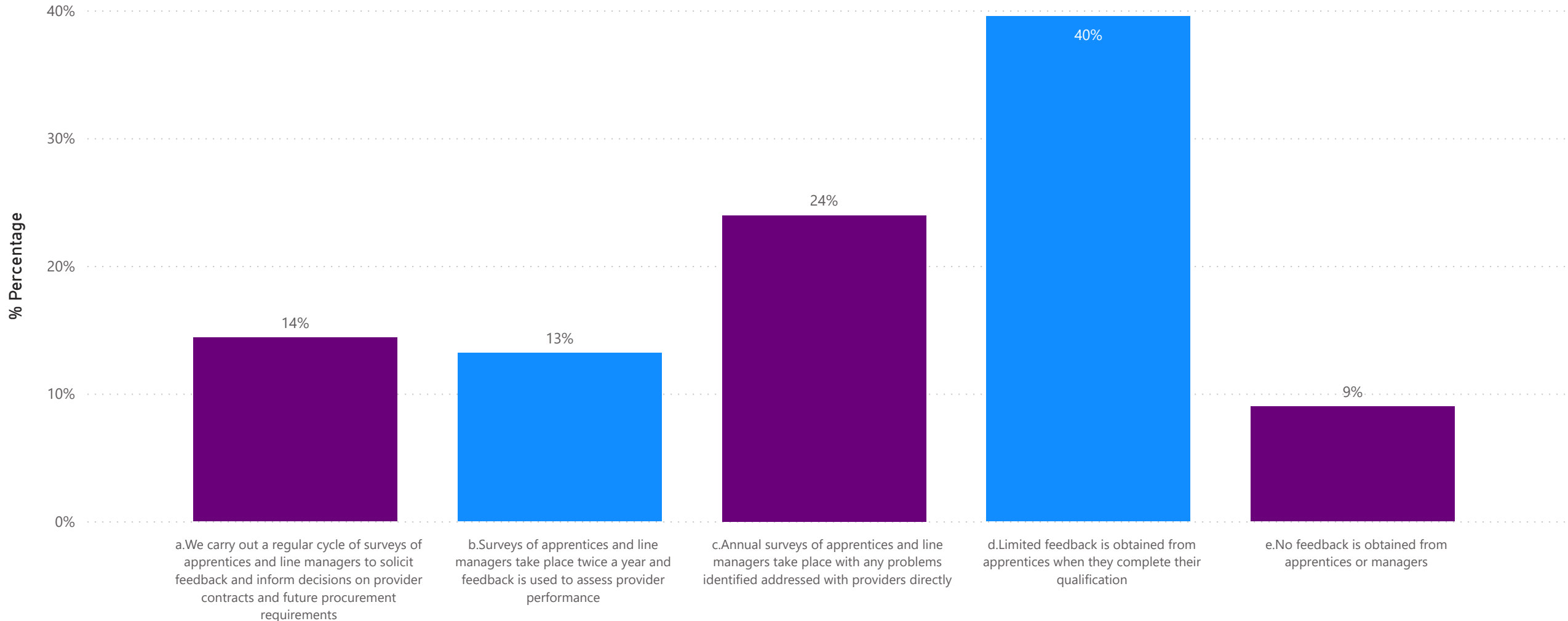
# Section Seven: Organisational, Operational and Cultural Issues

Figure 60: What support do you provide for managers of apprentices?



# Section Seven: Organisational, Operational and Cultural Issues

Figure 61: What approach do you take to surveying apprentices and managers on provider performance?



# Section Seven: Organisational, Operational and Cultural Issues

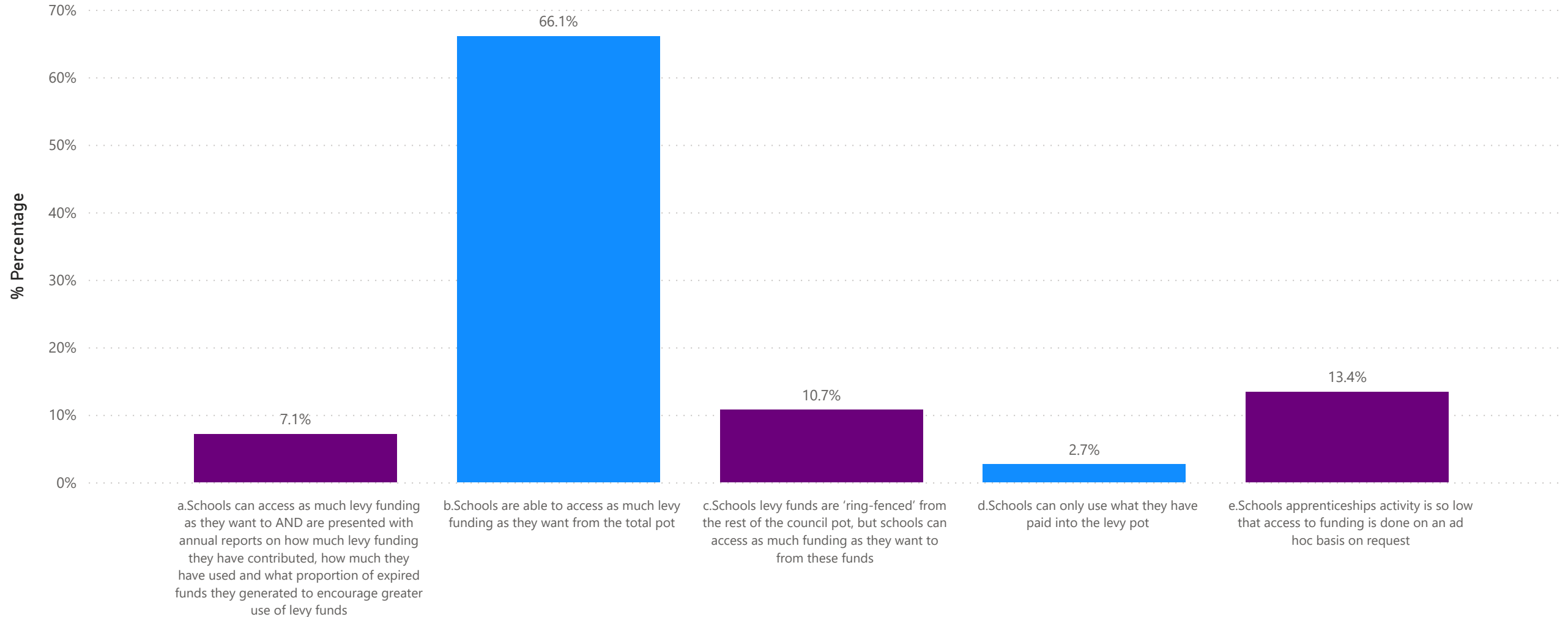
## *Working with Maintained Schools*

There is also a mixed picture when it comes to councils' interactions with and support for maintained schools. 84 per cent of councils have some kind of policy in place to allow maintained schools to access as much of the total levy pot as they want to rather than restrict them only to what they paid in (Figure 62), but only 16 per cent of councils have a dedicated schools apprenticeship lead in place, with the majority (54 per cent) asking their council apprenticeships lead to also handle schools requests (Figure 63).

The majority of councils are engaging with their maintained schools, but don't necessarily have a plan in place setting out how they do this (76 per cent). Only seven per cent of councils have a plan in place to increase schools apprenticeships either as a standalone document or as part of their main apprenticeship strategy (Figure 64). Assisting schools in more detail with their workforce planning is also not something that councils have been able to do in substantial numbers with just 16 per cent completing individual apprenticeship plans with at least a handful of schools in their locality, although a further 13 per cent have a process to do this in development (Figure 65).

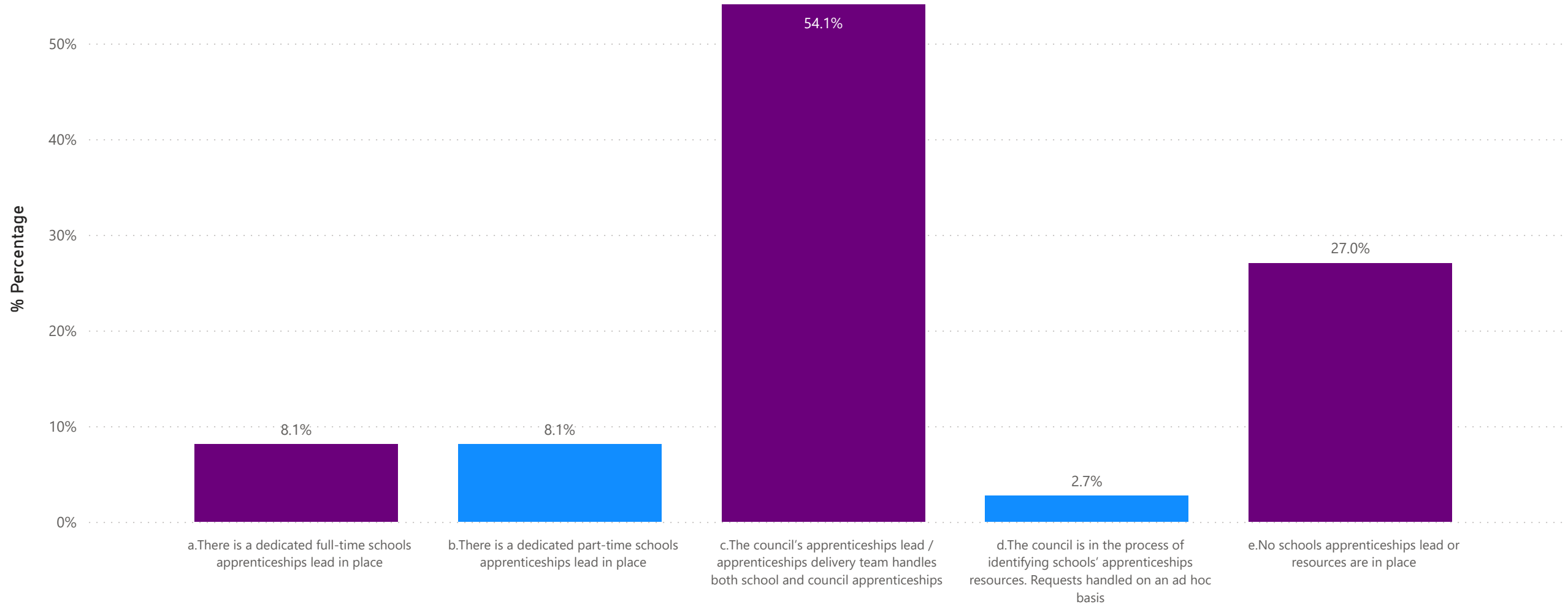
# Section Seven: Organisational, Operational and Cultural Issues

Figure 62: How are schools able to access levy funding?



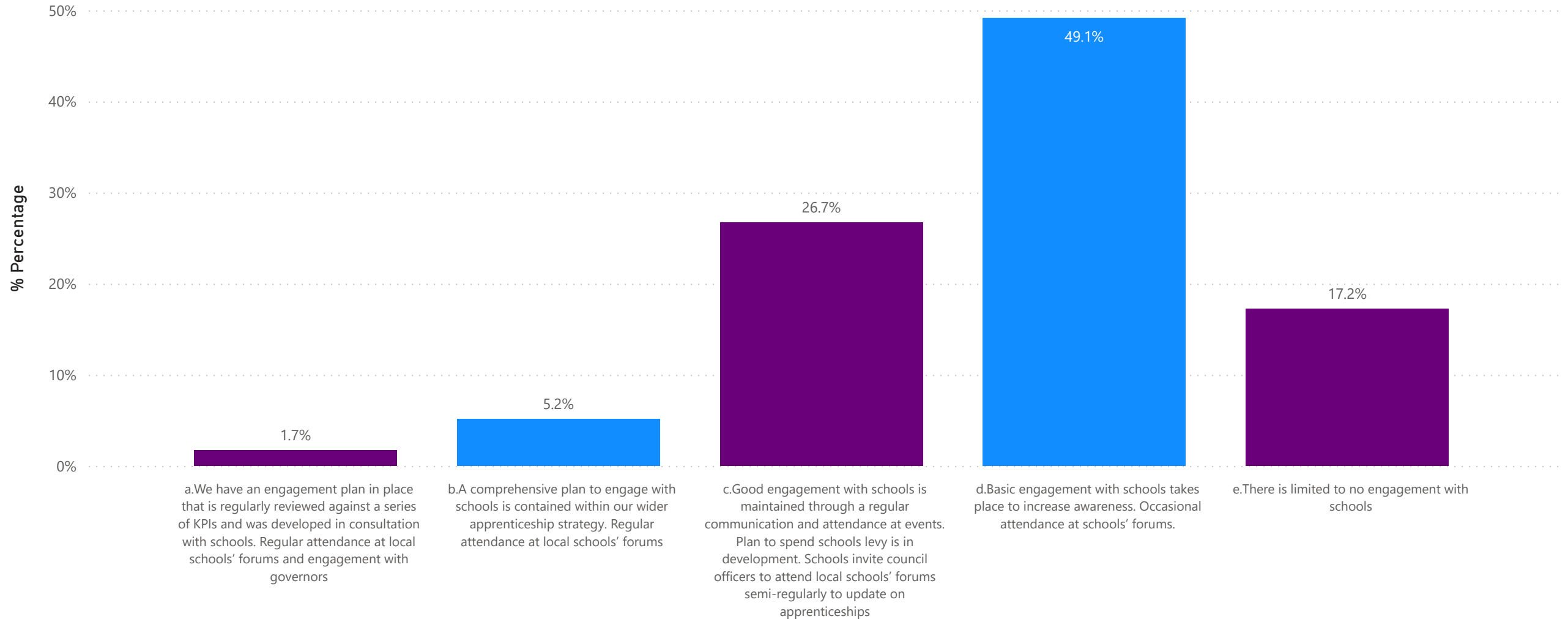
# Section Seven: Organisational, Operational and Cultural Issues

Figure 63: Do you have a dedicated schools' apprenticeships lead in place?



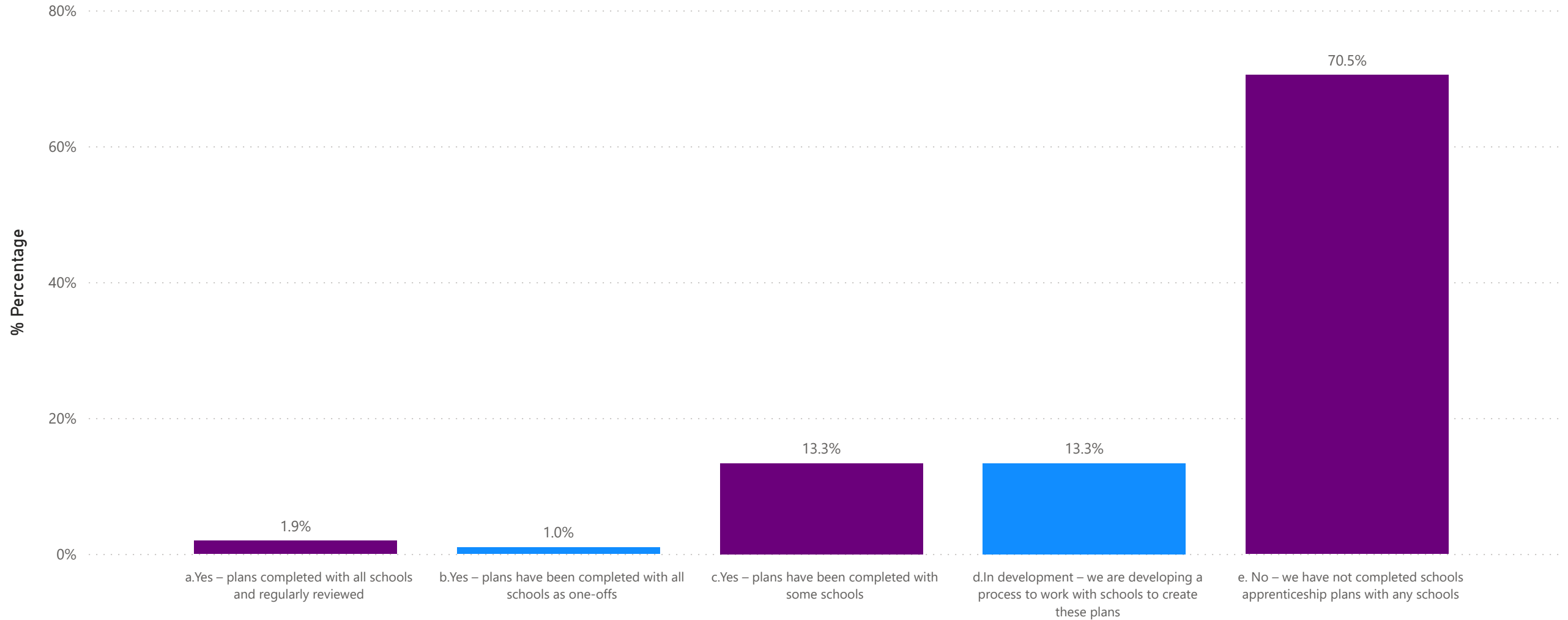
# Section Seven: Organisational, Operational and Cultural Issues

Figure 64: Do you have a plan in place to engage schools to increase apprenticeships take up?



# Section Seven: Organisational, Operational and Cultural Issues

Figure 65: Has your council developed and completed any individual schools apprenticeships plans with schools?





# Section Eight: Apprenticeships Maturity Model

First created by the LGA in December 2017, the Apprenticeships Maturity Model provides a framework for local authorities to develop and grow their apprenticeship programme and offers best practice ideas from around the sector to help councils put their programme on a sustainable footing.

The Maturity Model has proved to be one of the LGAs most popular tools and has been used by councils across England to assess and review their performance on apprenticeships. The tool has also been adapted by other areas of the public sector, like the NHS, to help them benchmark and develop their own programmes.

Using the Maturity Model is a simple process. It is formed of six pillars, each covering a different element of a successful apprenticeships programme. These include:

1. Leadership, Culture and Engagement
2. Procurement and Provider Management
3. Workforce Development
4. Implementation
5. The Apprentice Experience
6. Maintained Schools (Upper and Single Tier Councils only)

It employs a simple method of assessment, with each strand containing five stages – Early, Developing, Maturing, Mature and Sustainable to highlight key outcomes and milestones as an apprenticeship programme progresses. For a council to secure a particular rating they must have completed all of the elements listed under that rating.

# Section Eight: Apprenticeships Maturity Model

We introduced intermediate ratings at the last revision of the Maturity Model, which were denoted by a plus sign after a rating to show the council was part-way between that rating and the next (e.g. 'Developing +' would denote a council that has completed everything listed under 'Developing' and some of the elements listed under higher levels 'Maturing' and 'Mature', though not enough to rate at those levels). However, this wasn't always clear on how much progress a council had made and treated a council that had perhaps only done one or two elements of a higher rating the same as one that just needed one more to complete that higher rating.

That's why we are introducing a new scoring system for this version of the model, which we hope will be clearer and better reflect progress made. The new scoring system is displayed in the chart below.

Figure 66: Rating Levels, LGA Maturity Model, April 2022

Level	Rating
Sustainable	Sustainable 'A': Achieves all criteria listed under Sustainable
	Sustainable 'A-': Achieves all criteria listed under Mature AND 50% or more of the criteria listed under Sustainable
Mature	Mature 'B+': Achieves all criteria listed under Mature AND less than 50% of the criteria listed under Sustainable
	Mature 'B': Achieves all criteria listed under Mature
	Mature 'B-': Achieves all criteria listed under Maturing AND 50% or more of the criteria listed under Mature
Maturing	Maturing 'C+': Achieves all criteria listed under Maturing AND less than 50% of the criteria listed under Mature
	Maturing 'C': Achieves all criteria listed under Maturing
	Maturing 'C-': Achieves all criteria listed under Developing AND 50% or more of the criteria listed under Maturing
Developing	Developing 'D+': Achieves all criteria listed under Developing AND less than 50% of the criteria listed under Maturing
	Developing 'D': Achieves all criteria listed under Developing
	Developing 'D-': Achieves all criteria listed under Early AND 50% or more of the criteria listed under Developing
Early	Early 'E+': Achieves all criteria listed under Early AND less than 50% of the criteria listed under Developing
	Early 'E': Achieves all criteria listed under Early

# Section Eight: Apprenticeships Maturity Model

Although the LGA has been tracking council performance against the Maturity Model for some time, we have relied on councils self-assessing against the matrix and then letting us know the outcome. While this was boosted in the past by elements of our support offer that required councils to use the model as part of the support, such as the Apprenticeship Accelerator programme and the Apprenticeship MOT Health Checks, we did not have a comprehensive process for collecting this data or making assessments ourselves.

In our 2022 survey, we are asking a series of questions for the first time to enable us to provide each council that took part in the survey with the LGAs assessment of where they are placed on the Maturity Model. These individual ratings will form part of these councils' individual reports, alongside other benchmarking information that can be drawn from the data.

The remainder of this section looks at how councils have performed against the model on a national, regional and council type basis.

Upper and single tier councils were the main audience for the development of the original Maturity Model and are the group of councils we have the most data on prior to this survey. Figure 67 shows some of this progress, with the median ratings of 80 councils who had self-assessed against the Maturity Model in the eighteen months prior analysed to determine the median rating for the sector. These ratings were made using the previous iterations of the Maturity Model, which had fewer (and differently constituted) pillars and a slightly broader scoring system. While they are not directly comparable to the new scale, they are still useful in benchmarking council progress over recent years. As can be seen, the ratings stayed remarkably consistent over the period, with the most progress in the Leadership and Culture strand, where median council performance improved from "Developing +" to "Maturing".

**Figure 67: Comparison of Upper and Single Tier Councils' Median Ratings Against the Apprenticeships Maturity Model (Second iteration) May 2020 – September 2021**

Category	Rating (May 2020)	Rating (September 2021)
Leadership and Culture	Developing +	Maturing
Procurement and Provider Management	Developing +	Developing +
Workforce Development	Developing +	Developing +
Planning, Delivery Structures and Processes	Developing +	Developing +
Engagement	Maturing	Maturing

# Section Eight: Apprenticeships Maturity Model

These scores reflected a council base that had improved from the very early days of the levy where many programmes were having to begin from a standing start, to one that had established apprenticeship programmes in place, that were growing, but in many cases were not yet reaching the levels of best practice identified across the sector.

Since these ratings are not directly comparable to those made under the new version of the Maturity Model, we reassessed a smaller group of 30 local authorities for whom we had enough data to make a reassessment under the parameters for the new ratings and reflecting the addition of an extra pillar and revisions to the existing ones. Figure 68 shows this baseline median from 2021/22 compared with the assessments we were able to make for the 113 upper and single tier authorities that provided enough data through our survey to make an assessment.

**Figure 68: Comparison of Median Scores Against the Maturity Model (third iteration) Upper and Single Tier Councils 2021/22 –2022/23**

Pillar	Old Rating (2021-22)	New Rating (2022/23)
Leadership, Culture and Engagement	Maturing C	Maturing 'C+'
Procurement and Provider Management	Developing D+	Maturing 'C+'
Workforce Development	Developing D+	Maturing 'C-'
Implementation	Developing D+	Maturing 'C-'
Apprentice Experience	Maturing 'C-'	Maturing 'C-'
Maintained Schools	Maturing C-	Developing 'D+'

While these comparisons have to be treated with a degree of caution since the 'old rating' is based on only 30 councils compared to the 113 councils that were assessed for the 'new rating' the chart does seem to suggest that upper and single tier authorities continue to make progress against most elements of the Maturity Model. Ratings are up in four of the six pillars, with the most progress being made in the Procurement and Provider Management Pillar, which improved by a full band. Two areas didn't see progress: the Apprentice Experience, which stayed the same, and Maintained Schools, which saw a dip from "Maturing C-" to "Developing D+". As was highlighted in both Sections One and Four, 2021-22 saw maintained schools numbers fall back, and many councils continue to report schools highlighting significant barriers to engaging with apprenticeships, even if these barriers are starting to reduce with time. Both of those factors go some way to explaining why the rating may have dipped in this pillar, while it is also possible that the group of 30 councils we analysed to arrive at the revised median rating were among the councils more active and successful at engaging with schools, whereas the group of councils responding to this survey, greater in number, may be more reflective of the challenges faced across the sector in this regard.

# Section Eight: Apprenticeships Maturity Model

Figure 69 shows how the median ratings differ by region. Upper and single tier councils in the Yorkshire and Humber region outperform the national median the most, with their regional ratings exceeding the national median in four pillars and matching it in the remaining two. The median ratings in the North West and South East also exceed the national median in at least one pillar, while matching it in the others, while the North East, West Midlands and South West each have at least one pillar where their median score exceeds the national rating and at least one where their median rating is lower. Councils in the East Midlands and East of England have median scores that either match or are below the national rating in each pillar. The median council in London is identical to the median council in the country, with the same ratings for each of the six pillars.

Figure 70 shows the median ratings by council type, including for District councils. For upper and single tier councils, there tends to be little variation by council type, with County Councils tending to have slightly higher median ratings in Leadership, Procurement, the Apprentice Experience and Maintained schools, while Mets also have higher ratings in three pillars than the national median. Unitary authorities tend to do a little worse, with the median Unitary having a lower rating on procurement than the national median.

District councils tend to have slightly lower median ratings on all five of the pillars that apply to them, however, with the exception of the Implementation pillar, their median ratings only tend to be slightly lower than their larger counterparts, and their median rating on the Apprentice Experience matches the national rating for all upper and single tier councils. Districts, due to their smaller size, have smaller apprenticeship levy pots to draw on, smaller workforces, and consequently smaller programmes. Some of the higher rated elements of the Maturity Model, while good practice for all council types to consider, may not be as relevant to Districts if they have an apprenticeship programme that is managing only a handful of apprentices rather than the scores or hundreds in upper and single tier councils. That is particularly the case in the Implementation pillar, given its focus on putting your apprenticeship strategy into practice, monitoring spending, aligning your programme with the council's wider priorities and looking for options to use the levy transfer function. A district with 3-5 apprentices on programme, with limited funds is unlikely to need to implement a full scale strategy and will very likely not have much unspent levy available to transfer. As a result, the median ratings for Districts tell a better story than they may seem – many key principles of the Maturity Model are still considered and put into practice where possible and desirable and many District councils are close to moving up another rating or even a full grade with only a few further improvements.

# Section Eight: Apprenticeships Maturity Model

Figure 69: Median Maturity Model Ratings, Upper and Single Tier Councils, By Region (2022/23)

Region	Leadership, Culture and Engagement	Procurement and Provider Management	Workforce Development	Implementation	Apprentice Experience	Maintained Schools
North East	Maturing 'C+'	Maturing 'C'	Maturing 'C-'	Maturing 'C'	Mature 'B-'	Developing 'D-'
North West	Maturing 'C+'	Maturing 'C+'	Maturing 'C+'	Maturing 'C-'	Maturing 'C-'	Developing 'D+'
Yorks & Humber	Mature 'B-'	Mature 'B-'	Maturing 'C+'	Maturing 'C-'	Maturing 'C-'	Maturing 'C-'
West Midlands	Maturing 'C+'	Maturing 'C+'	Maturing 'C-'	Maturing 'C+'	Maturing 'C-'	Developing 'D+'
East Midlands	Maturing 'C'	Maturing 'C'	Developing 'D+'	Developing 'D-'	Maturing 'C-'	Developing 'D-'
East	Maturing 'C+'	Maturing 'C-'	Maturing 'C-'	Developing 'D+'	Maturing 'C-'	Developing 'D'
London	Maturing 'C+'	Maturing 'C+'	Maturing 'C-'	Maturing 'C-'	Maturing 'C-'	Developing 'D+'
South East	Maturing 'C+'	Maturing 'C+'	Maturing 'C-'	Maturing 'C+'	Maturing 'C+'	Maturing 'C'
South West	Maturing 'C+'	Mature 'B-'	Maturing 'C-'	Maturing 'C-'	Maturing 'C+'	Developing 'D-'
All Upper & Single Tier	Maturing 'C+'	Maturing 'C+'	Maturing 'C-'	Maturing 'C-'	Maturing 'C-'	Developing 'D+'

# Section Eight: Apprenticeships Maturity Model

Figure 70: Median Maturity Model Ratings by Council Type (2022/23)

Council Type	Leadership, Culture and Engagement	Procurement and Provider Management	Workforce Development	Implementation	Apprentice Experience	Maintained Schools
<b>All Upper &amp; Single Tier</b>	<b>Maturing 'C+'</b>	<b>Maturing 'C+'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>	<b>Developing 'D+'</b>
- County	<b>Mature 'B-'</b>	<b>Mature 'B-'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C+'</b>	<b>Maturing 'C-'</b>
- London Borough	<b>Maturing 'C+'</b>	<b>Maturing 'C+'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>	<b>Developing 'D+'</b>
- Metropolitan Borough	<b>Mature 'B-'</b>	<b>Maturing 'C+'</b>	<b>Maturing 'C+'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>
- Unitary	<b>Maturing 'C+'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>	<b>Maturing 'C-'</b>	<b>Developing 'D+'</b>
<b>All Districts</b>	<b>Maturing 'C-'</b>	<b>Developing 'D+'</b>	<b>Developing 'D+'</b>	<b>Developing 'D-'</b>	<b>Maturing 'C-'</b>	

# Section Eight: Apprenticeships Maturity Model

## *Pillar by Pillar: What Proportion of Councils Achieved What Rating in Each Element of the Maturity Model?*

The remainder of this section shows the proportion of councils falling into the five broad grades of the Maturity Model – Early, Developing, Maturing, Mature and Sustainable – for each of the different elements contained within each pillar. Whereas the median rating highlights the middle council in each category examined above, these graphics are designed to provide a visualisation of the distribution of local authorities' action in each element to illustrate whether the majority of authorities are clustered around the median rating, are more spread out, or whether there are high concentrations at either extreme. Charts will first show the distribution for upper and single tier councils in each of the six pillars, followed by separate charts for District councils in the five pillars of the model that are relevant to them.

As can be seen in the graphics over the next eleven pages, the distribution of local authority ratings in each element varies substantially. Some median scores also reflect where the majority of councils are located, while others do not, with clustering at either extreme or a more even spread throughout the full spectrum of ratings.

In the Leadership, Culture and Engagement pillar, upper and single tier councils tend to have moderate to high ratings in each of the elements, with very few providing answers that were assessed as 'Early' against the Maturity Model. Given the Maturing C+ Median rating in this pillar, you would tend to expect this since this rating is reflective of councils that are in the middle of the Maturity Model and moving towards the upper levels. However, the median rating in the Procurement and Provider Management pillar was also Maturing C+, yet 31.3 per cent of councils rated either 'Early' or 'Developing' when it comes to collaborative procurement with partners, while 41.7 per cent rated 'Mature' or 'Sustainable', showing a wide variation in approaches. There were also wide distribution ranges among upper and single tier councils when it came to Apprenticeships First, Apprenticeships Mapping, Best Practice Sharing and Apprenticeship Networks.

Other areas, though showed councils clustering in a similar position, which was particularly evident in the Maintained Schools pillar, where Promotion and Advocacy and Capacity and Resources (Maturing), Engagement Plan (Developing) and Programme Governance (Early) all saw the majority of councils clustering at one rating.



# Section Eight: Apprenticeships Maturity Model

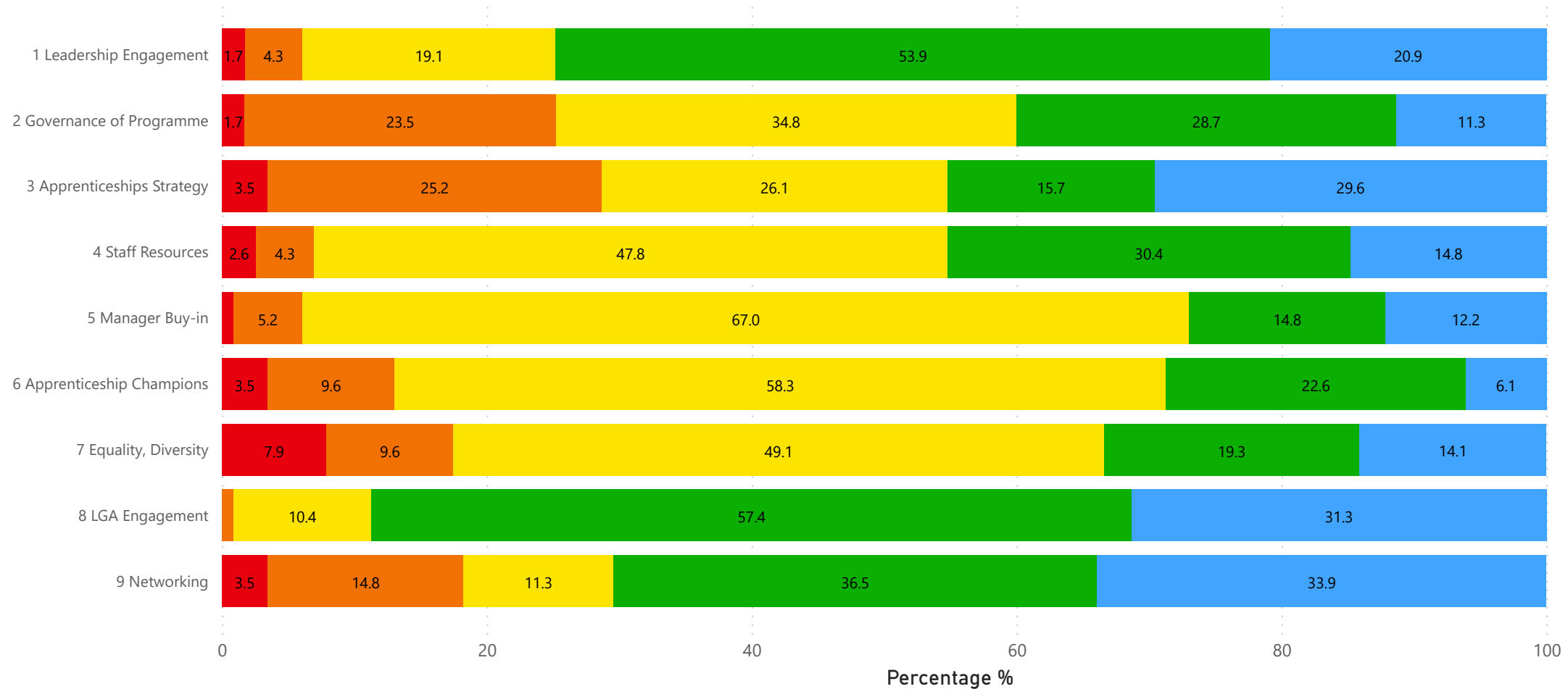
Elements that were particularly positive stand outs for upper and single tier councils include Leadership Engagement, LGA Engagement, Networking, Procurement Process, Recruitment and Retention, Levy Transfers, Progress Reviews, Tackling Underperformance, Employability Support and Availability and Awareness of Apprenticeship Funding for Schools, all of which saw more than 50 per cent of councils rated as Mature or Sustainable. Areas where upper and single tier councils should focus on improving if they want to make progress against the Maturity Model include Workforce Data Analysis, Apprenticeships First, Spending Plan, Mentoring, Apprentice Network, Engagement Plan (Maintained Schools Pillar), Programme Governance (Maintained Schools Pillar) and Workforce Development (Maintained Schools Pillar), all of which saw 45 per cent or more of councils rated as Early or Developing.

For districts, they tended to cluster more towards the middle and lower ends of the Maturity Model ratings in each element, reflecting the smaller scale of their programmes which don't always have the same scope for expansion and growth that upper and single tier councils do. However, Leadership Engagement, Procurement Process, Recruitment and Retention, Progress Reviews, Tackling Underperformance and Employability Support all stand out as having 50 per cent or more of district councils rated as Mature or Sustainable in these elements. If districts do want to see improvements in their Maturity Model ratings, however, then the areas to focus on improving include Governance of Programme, Equality, Diversity and Promotion of Apprenticeships to underrepresented groups, Networking, Provider Management Process, Surveying and Feedback, Apprenticeships Mapping, Workforce Data Analysis, Measuring Impact, and Spending Plan, among others, all of which saw more than 50 per cent of districts rated as Early or Developing.

# Section Eight: Apprenticeships Maturity Model Upper and Single Tier

## Pillar 1: Leadership, Culture & Engagement

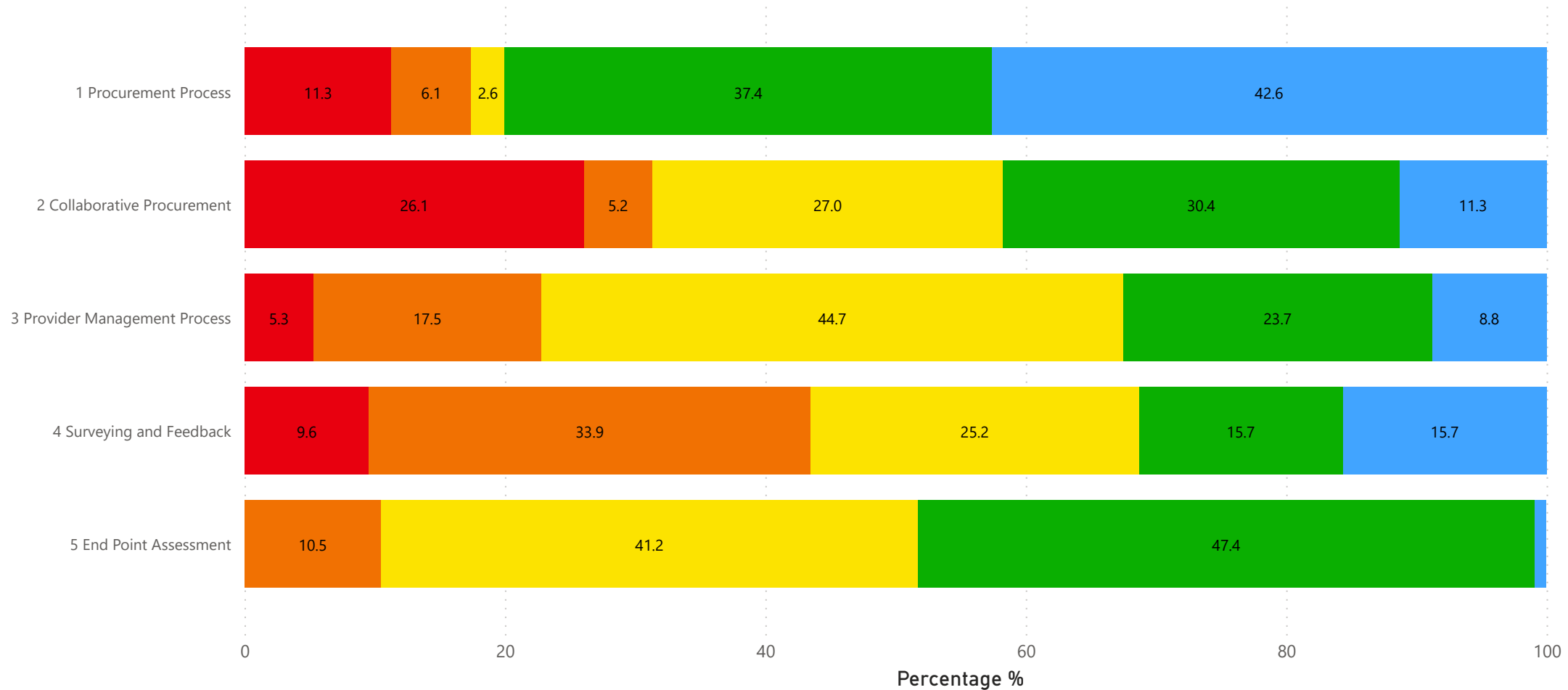
● Early ● Developing ● Maturing ● Mature ● Sustainable



# Section Eight: Apprenticeships Maturity Model Upper and Single Tier

## Pillar 2: Procurement & Provider Management

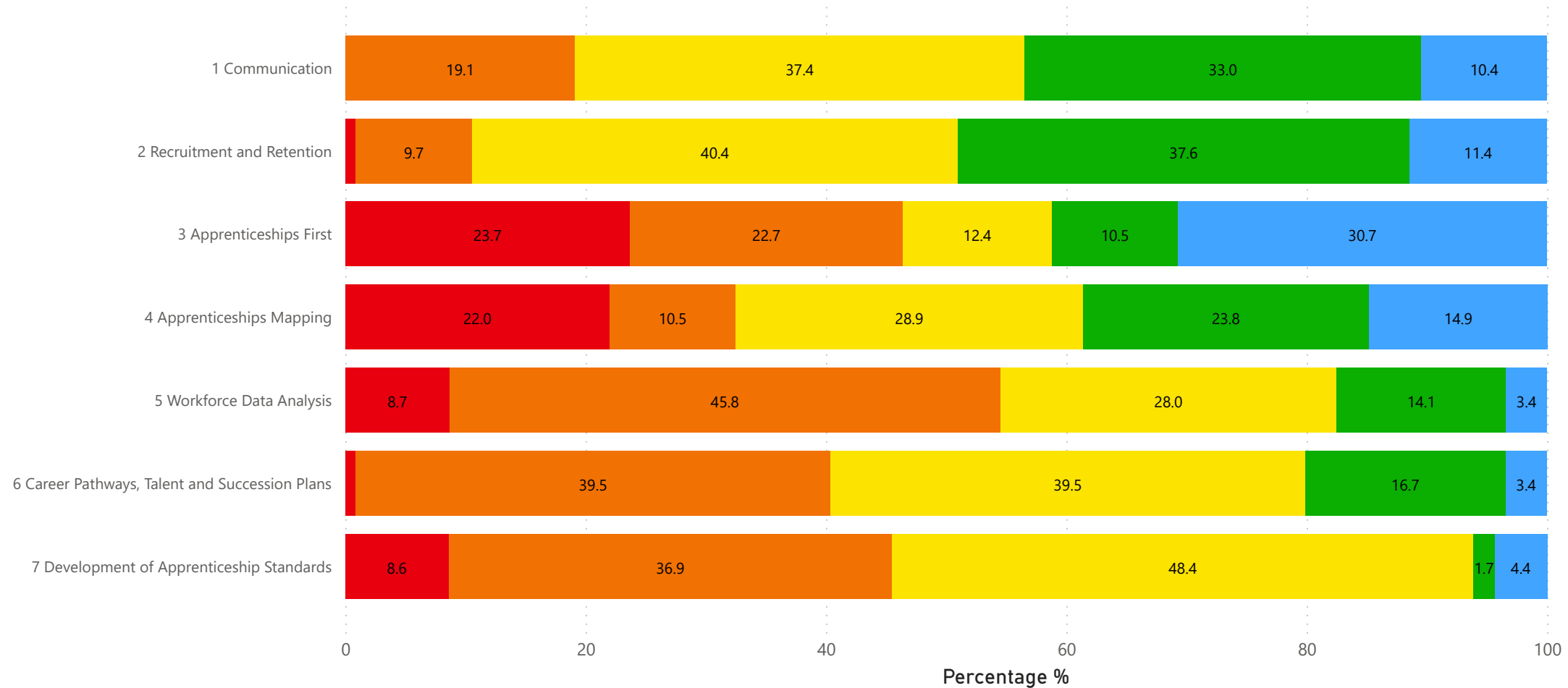
● Early ● Developing ● Maturing ● Mature ● Sustainable



# Section Eight: Apprenticeships Maturity Model Upper and Single Tier

## Pillar 3: Workforce Development

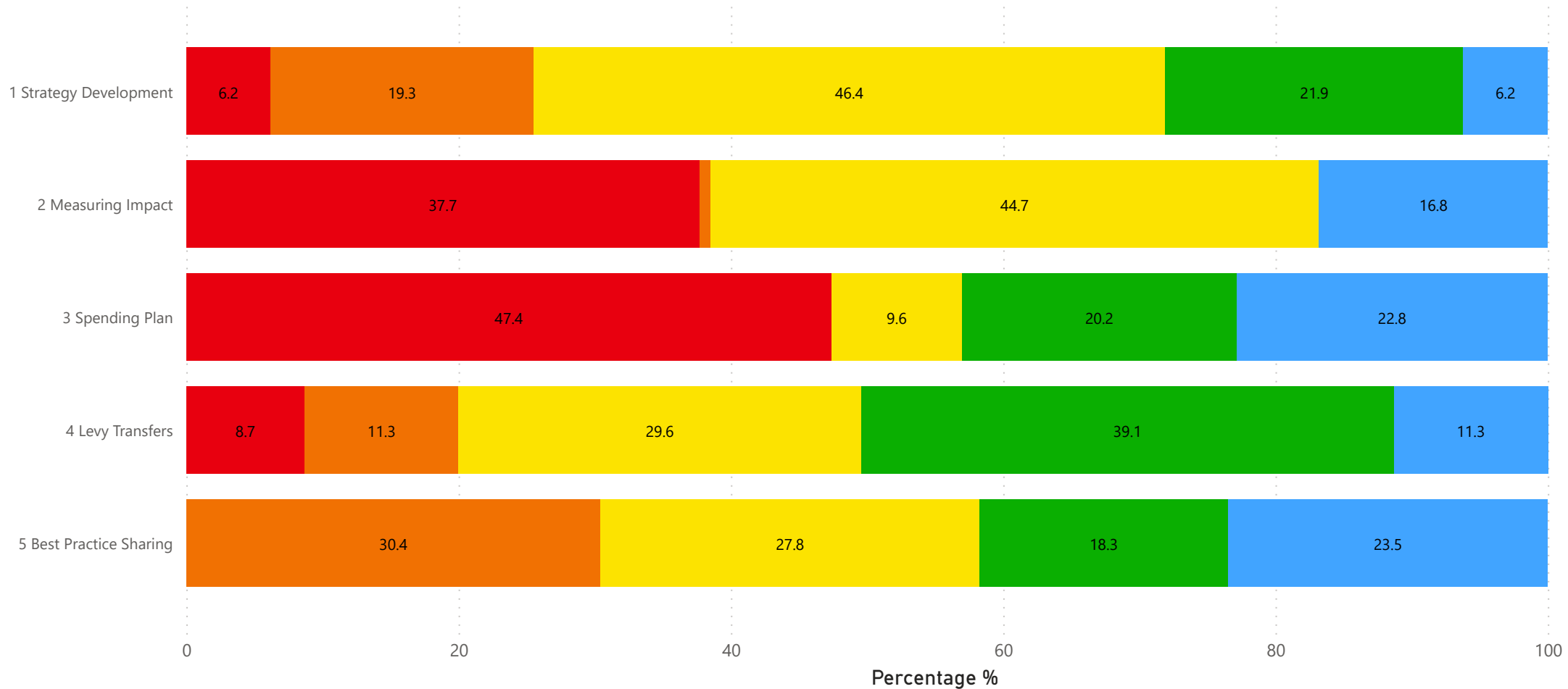
● Early ● Developing ● Maturing ● Mature ● Sustainable



# Section Eight: Apprenticeships Maturity Model Upper and Single Tier

## Pillar 4: Implementation

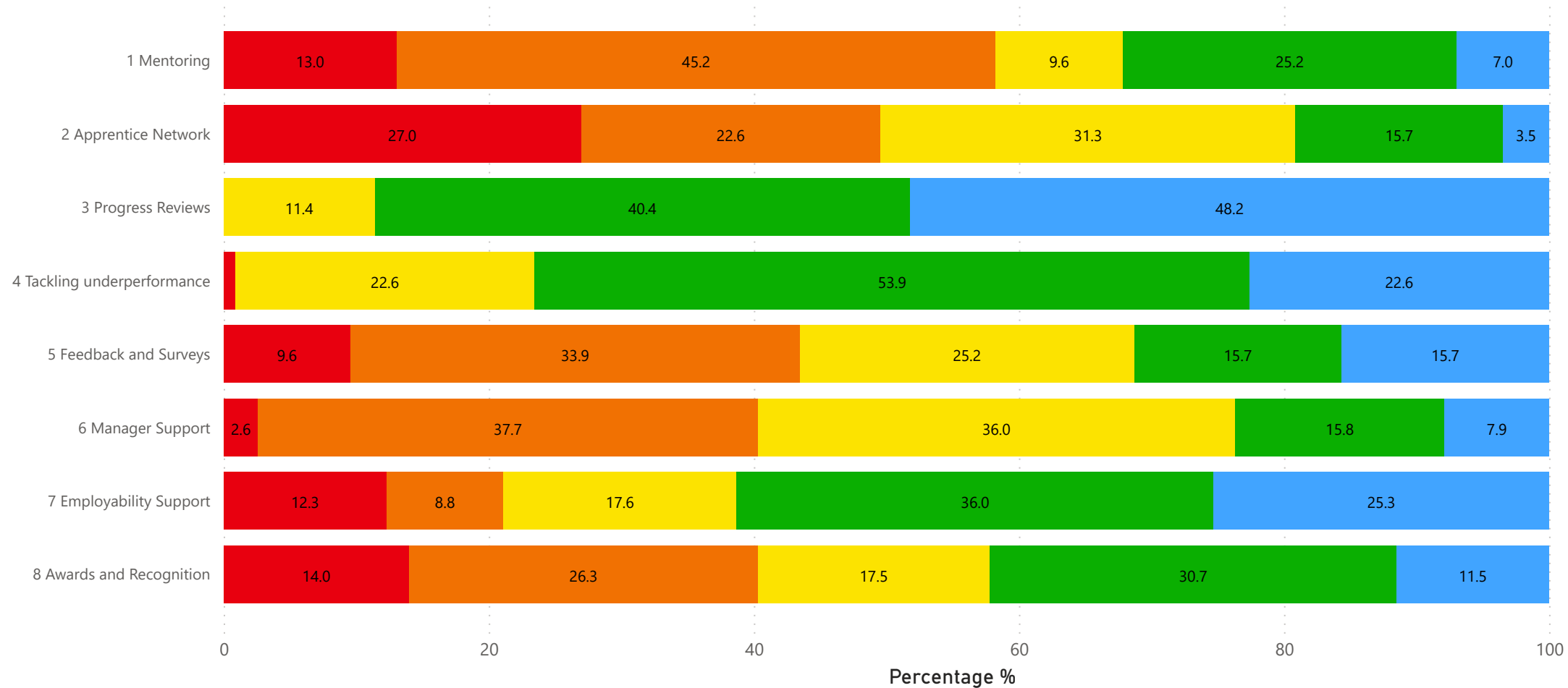
● Early ● Developing ● Maturing ● Mature ● Sustainable



# Section Eight: Apprenticeships Maturity Model Upper and Single Tier

## Pillar 5: The Apprentice Experience

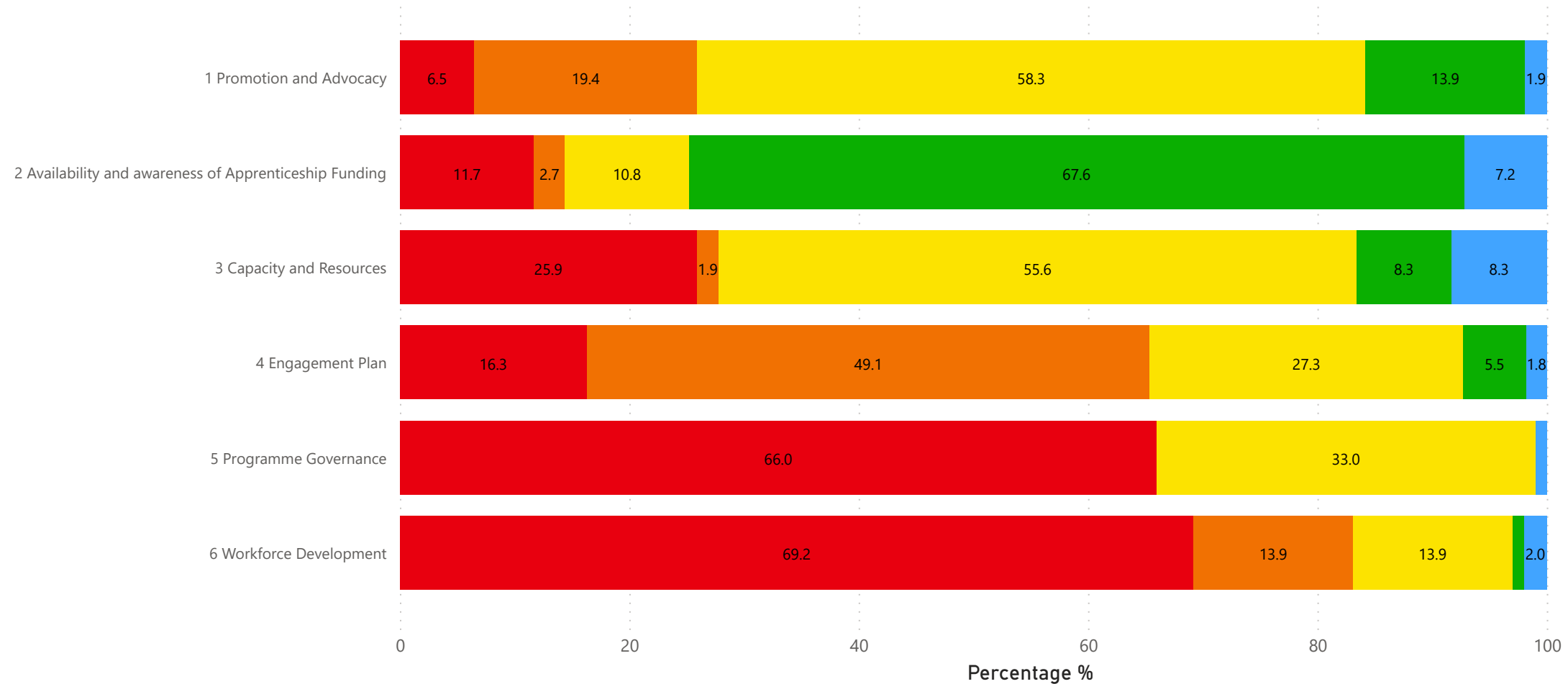
● Early ● Developing ● Maturing ● Mature ● Sustainable



# Section Eight: Apprenticeships Maturity Model Upper and Single Tier

## Pillar 6: Maintained Schools

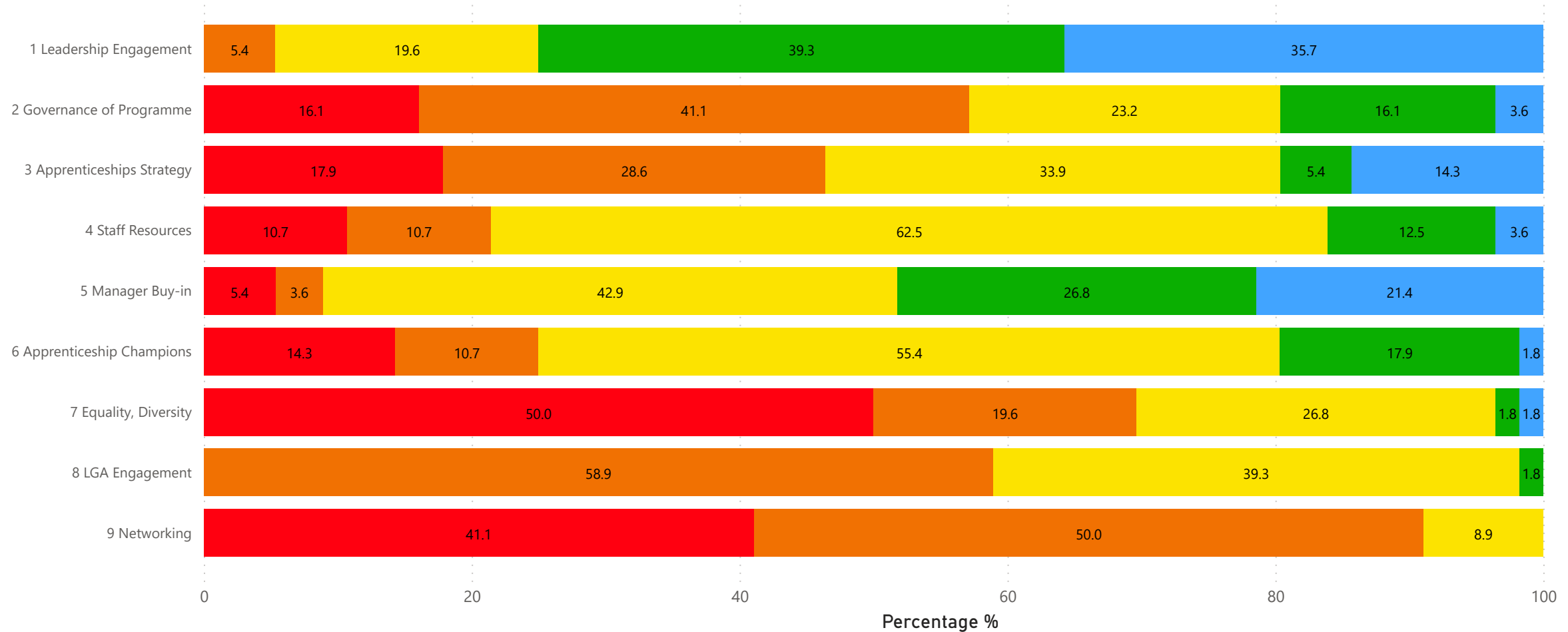
● Early ● Developing ● Maturing ● Mature ● Sustainable



# Section Eight: Apprenticeships Maturity Model District Councils

## Pillar 1: Leadership, Culture & Engagement

● Early ● Developing ● Maturing ● Mature ● Sustainable

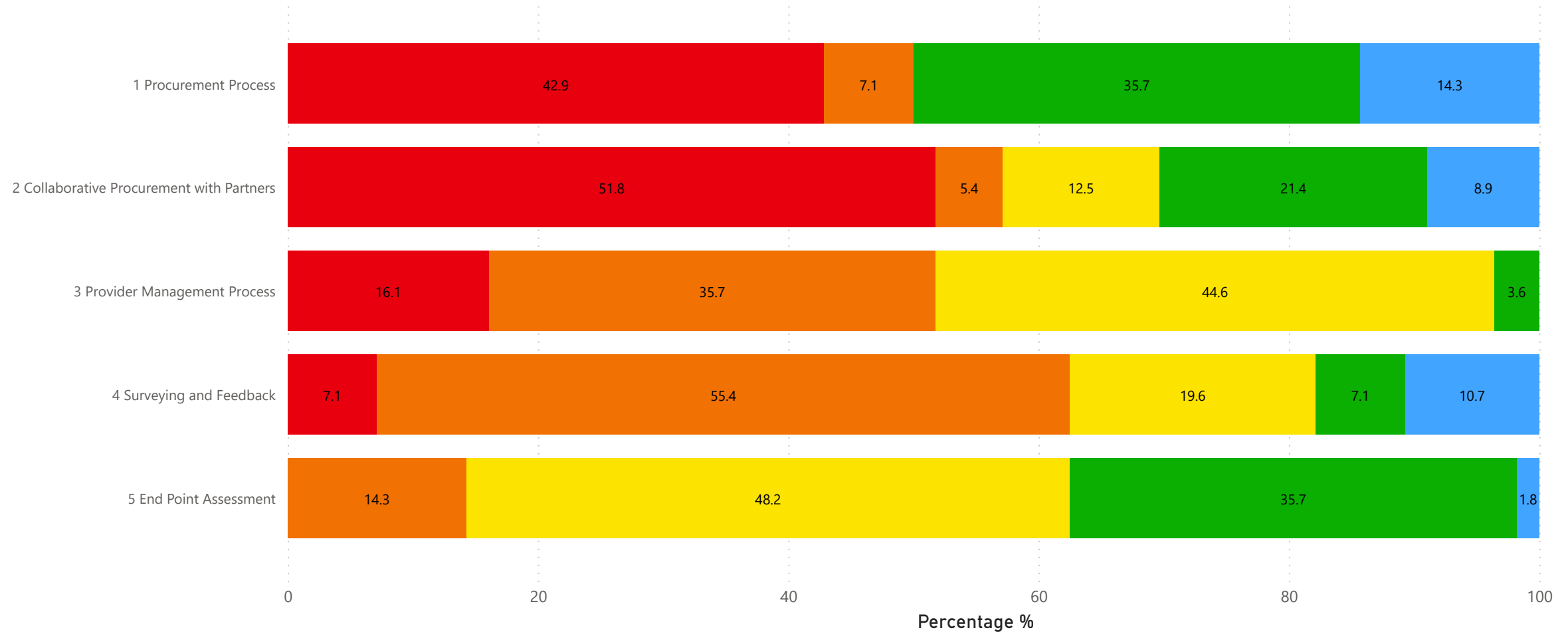




# Section Eight: Apprenticeships Maturity Model District Councils

## Pillar 2: Procurement & Provider Management

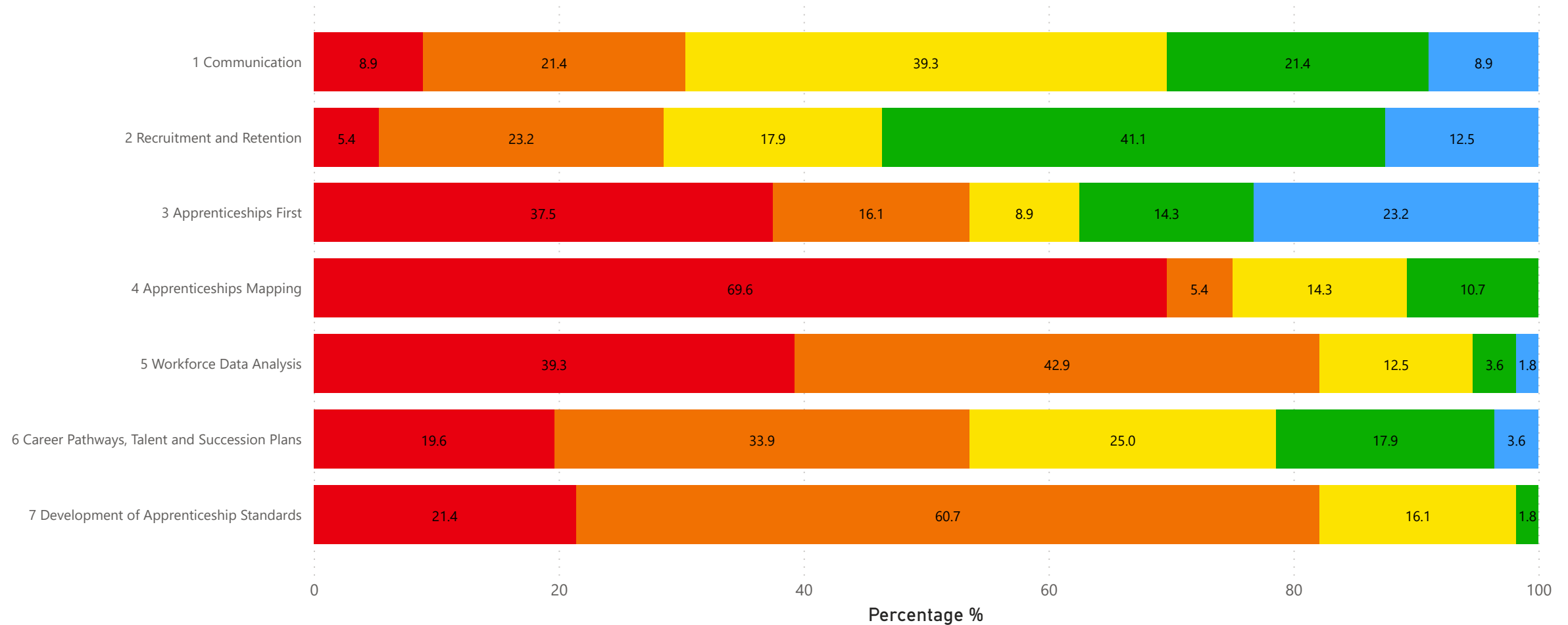
● Early ● Developing ● Maturing ● Mature ● Sum of Sustainable



# Section Eight: Apprenticeships Maturity Model District Councils

## Pillar 3: Workforce Development

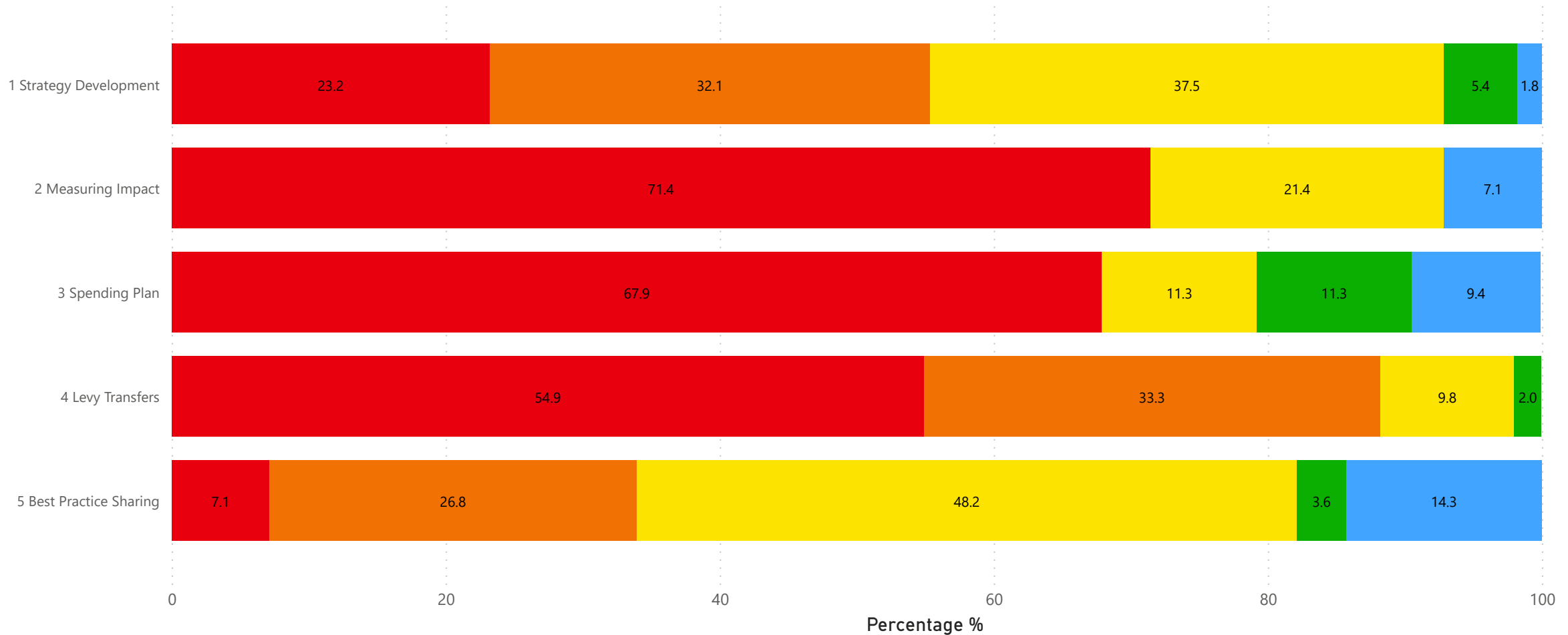
● Early ● Developing ● Maturing ● Mature ● Sustainable



# Section Eight: Apprenticeships Maturity Model District Councils

## Pillar 4: Implementation

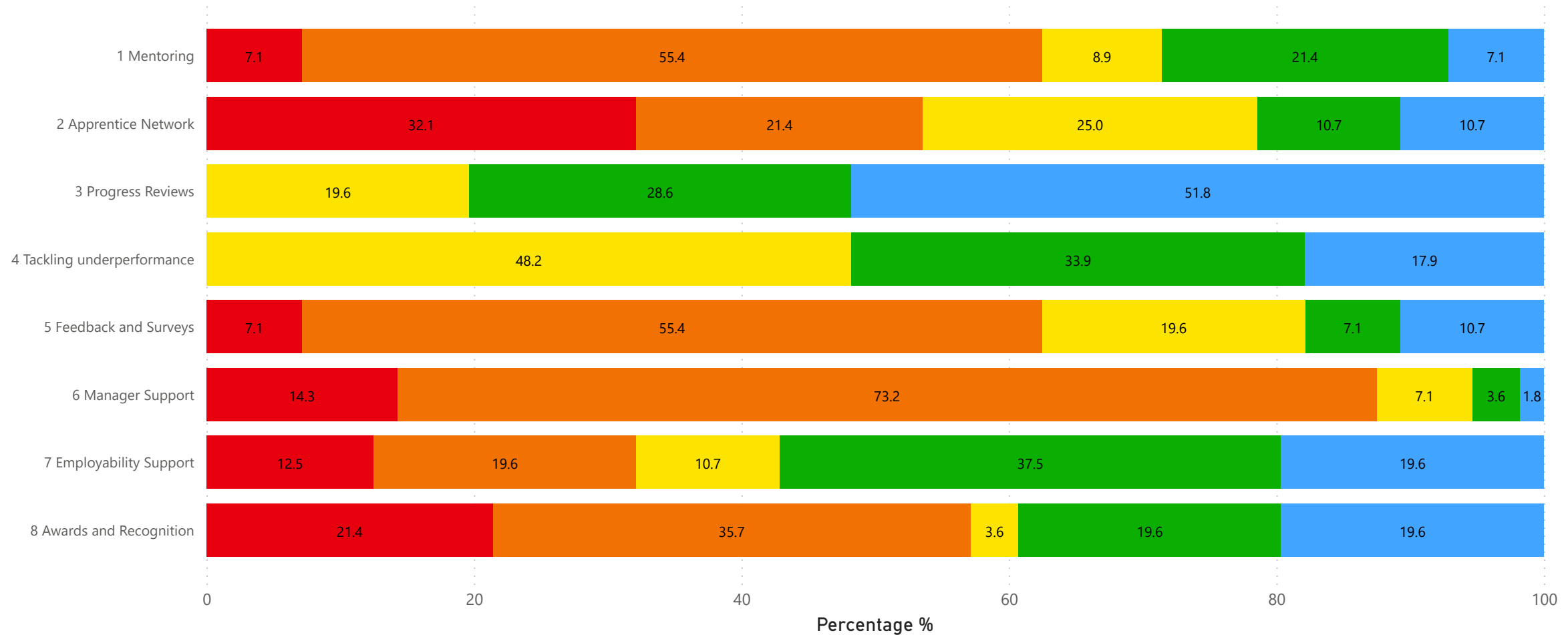
● Early ● Developing ● Maturing ● Mature ● Sustainable



# Section Eight: Apprenticeships Maturity Model District Councils

## Pillar 5: The Apprentice Experience

● Early ● Developing ● Maturing ● Mature ● Sustainable



# Section Nine: The LGA Support Programme

In each of the last three surveys we have carried out we have asked councils for feedback on the LGAs support programme, asking them about which elements they've accessed, valued and want to see more of.

## *Local Government Apprentice of the Year*

Since 2021 the LGA has partnered with the East of England LGA and South West Councils to deliver the Local Government Apprentice of the Year – a local government challenge style event for Level 2 and 3 apprentices that allows them to compete, both as individuals and as teams, for the prize of Local Government Apprentice of the Year. The event is held online to maximise opportunities to attend all over the country and gives apprentices a platform to showcase their talents and abilities while putting them through their paces in a series of challenges designed to simulate real-life decisions that councils have to make. Previous winners included Karla Overington, Business Administration Apprentice at West Sussex County Council (2021) and Chantelle Holt from North Norfolk District Council (2022). Prizes have also been awarded to runners up and winning team members from councils all over the country, including Dudley MBC, Derbyshire County Council, London Borough of Camden, Essex County Council, Portsmouth City Council, Sefton MBC, South Cambridgeshire District Council, Torridge District Council and Warwickshire County Council.

In each of the last two years we have asked councils about their awareness of the event, whether they took part, whether they chose not to enter and if so why, to enable us to have a better understanding of how effective promotion of the event has been and how useful and rewarding councils and apprentices have found it. In 2021 23 per cent of local authorities were aware of the event and had at least one apprentice who took part, while 62 per cent indicated they were aware of the event but chose not to take part. 15 per cent were not aware of the event. Our current survey shows that awareness and participation in the event has improved year-on-year with 42 per cent of councils now having at least one apprentice taking part in either the 2021 or 2022 event (or both), an increase of 19 percentage points. The proportion of councils who were aware of the event but chose not to enter an apprentice has reduced by 15.5 percentage points to 46.5 per cent, while the proportion of councils who were unaware of the event also dropped to 11.6 per cent. 28 per cent of councils who entered apprentices did so in both years.

These figures are encouraging and are further supported by the positive post-event feedback we have had from participants at both events held to date. For those councils who did not choose to take part, we wanted to understand why. Responses varied considerably, but the most mentioned were councils not having the time and resources to engage, not having apprentices who were interested in competing, not having apprentices they felt were ready to compete, and the cost of the entry fee. These are all areas for us to consider further in the future to try to expand access to the event.

# Section Nine: The LGA Support Programme

## *LGA Support Offer: Current Views and Future Content*

The LGA has run an apprenticeships support programme since the Apprenticeship Levy was introduced in 2017. The programme has covered a wide range of support from assistance with developing levy transfer policies, to MOT Health Checks on council programmes, action learning, best practice toolkits, webinars and government-funded programmes to support the development of apprenticeship strategies and support better workforce development using apprenticeships.

While surveys for individual elements of our support offer were carried out at the time to get instant feedback, we have consistently sought further feedback from councils through our annual survey. Feedback on our support offer has been consistently positive, both for individual elements and the programme as a whole. As Figure 71 shows, when councils are asked to rate our programme out of five (with five being the highest and one the lowest) the programme has broadly been rated 4 out of 5 in each of the last two years. Most of our support offer has been targeted at upper and single tier councils, who are responsible for 90 per cent of both the total local government contributions to the apprenticeship levy and 90 per cent of the government's public sector apprenticeships target. When just looking at this group of councils, who are the most likely to engage with the support, the ratings rose to 4.2 out of 5 in both years. 70 per cent of all councils in both years rated the support programme at 4 out of 5 or higher.

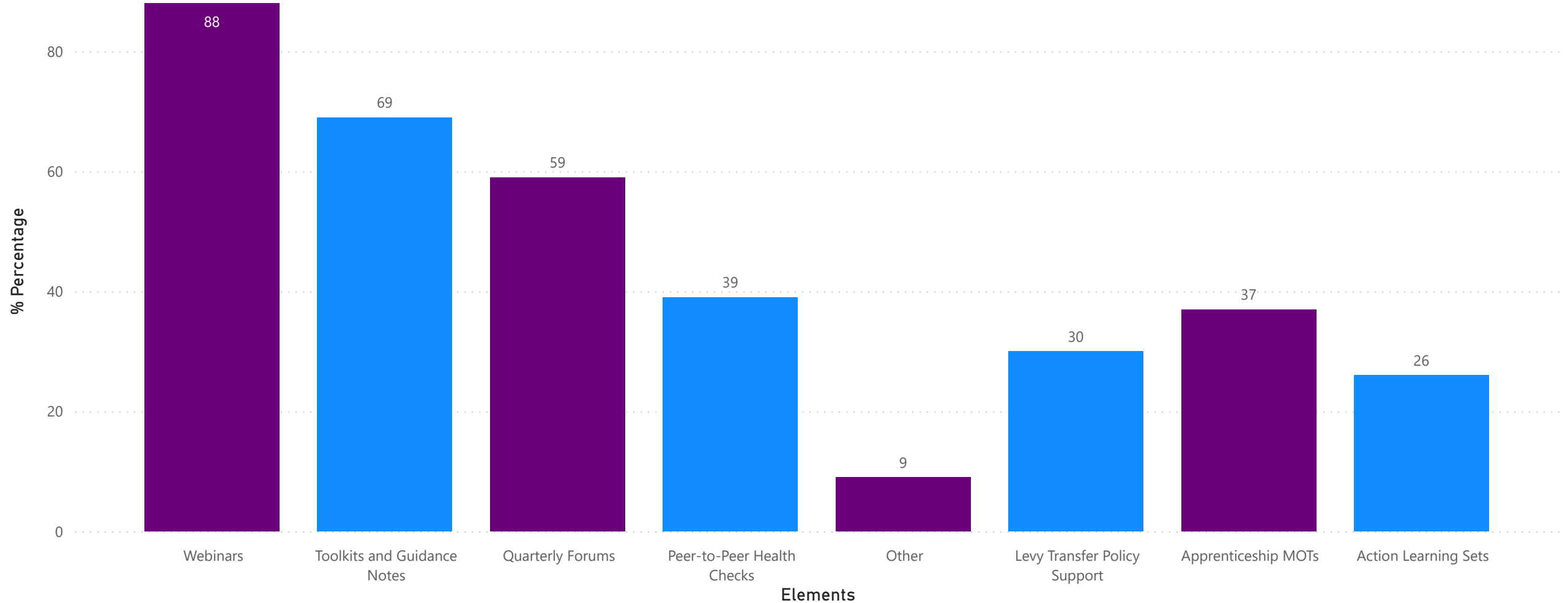
**Figure 71: Average Rating of LGA Support Offer by Local Authorities**

<b>Year</b>	<b>Average Rating (All Councils)</b>	<b>Average Rating (Upper/Single Tier Councils)</b>
Jul-21	4.00	4.20
Dec-22	3.95	4.20

Feedback provided by councils indicates that the most valued elements of the support offer are the webinars, best practice toolkits and templates and policy explainers. This is also borne out by the responses to what councils want to see as part of our support offer moving forward (Figure 72). Webinars proved the most popular element and the one that councils most want to see more of (88 per cent), followed by toolkits and guidance (59 per cent), quarterly forums (39 per cent) and peer-to-peer health checks (39 per cent). This suggests that the focus of any future support offer, whatever form it takes, should take into account this desire for information on national policies, best practice sharing and engagement with other local authorities to share and reflect on common experiences.

# Section Nine: The LGA Support Programme

Figure 72: What elements would local authorities like to see included in the LGA's apprenticeships support offer in 2023/24?



# Acknowledgements

The LGA in particular want to thank Dr Martin Reddington and his team at Kinetiq for their support in conducting the survey and the work they have carried out with us to produce this report.

We also want to thank the officers at the 172 local authorities who took the time to take part in this year's survey and without whom this report and the analysis it contains would not have been possible. This includes officers from the following councils:

Adur and Worthing Councils	Bradford Metropolitan Borough Council	Cambridgeshire County Council	Darlington Borough Council
Ashford Borough Council	Braintree District Council	Carlisle City Council	Derby City Council
Babergh and Mid Suffolk Councils	Breckland District Council	Central Bedfordshire Council	Derbyshire County Council
Barnsley Metropolitan Borough Council	Brighton and Hove City Council	Cheshire East council	Devon County Council
Bassetlaw District Council	Bristol City Council	Cheshire West and Chester Council	Doncaster Metropolitan Borough Council
Bedford Borough Council	Broxtowe Borough Council	City of London	Dudley Metropolitan Borough Council
Blackburn with Darwen Borough Council	Buckinghamshire County Council	City of York Council	Durham County Council
Blackpool Borough Council	Burnley Borough Council	Colchester Borough Council	East Cambridgeshire District Council
Bolton Metropolitan Borough Council	Bury Metropolitan Borough Council	Cornwall Council	East Riding of Yorkshire Council
Bournemouth, Christchurch and Poole	Calderdale Metropolitan Borough Council	Coventry City Council	East Staffordshire Borough Council
Bracknell Forest Council	Cambridge City Council	Dacorum Council	East Suffolk Council



# Acknowledgements

East Sussex County Council	Ipswich Borough Council	London Borough of Haringey	Liverpool City Council
Eastbourne Borough Council	Isle of Wight Council	London Borough of Havering	Luton Borough Council
Epping Forest District Council	Kent County Council	London Borough of Hillingdon	Manchester City Council
Essex County Council	Kings Lynn and West Norfolk	London Borough of Islington	Medway Council
Folkstone and Hythe District Council	Kirklees Council	London Borough of Lambeth	Mid Devon District Council
Great Yarmouth Borough Council	Knowsley Metropolitan Borough Council	London Borough of Lewisham	New Forest District Council
Halton Borough Council	London Borough of Barking and Dagenham	London Borough of Newham	Newark and Sherwood District Council
Hambleton District Council	London Borough of Barnet	London Borough of Redbridge	Newcastle City Council
Hampshire County Council	London Borough of Brent	London Borough of Richmond and Wandsworth	North Devon Council
Harrogate Borough Council	London Borough of Camden	London Borough of Sutton	North East Lincolnshire Council
Herefordshire Council	London Borough of Ealing	London Borough of Tower Hamlets	North Hertfordshire District Council
Hertfordshire County Council	London Borough of Enfield	London Borough of Waltham Forest	North Lincolnshire District Council
Hinckley and Bosworth Borough Council	London Borough of Hackney	Leeds City Council	North Norfolk District Council
Huntingdonshire District Council	London Borough of Hammersmith and Fulham	Lincolnshire County Council	North Somerset Council

# Acknowledgements

North Tyneside Metropolitan Borough Council	Royal Borough of Kingston upon Thames	South Tyneside Council	Tewkesbury Borough Council
Northumberland Council	Rushmoor Borough Council	Southampton City Council	Three Rivers District Council
Norwich City Council	Rutland County Council	Southend-on-Sea Borough Council	Thurrock Council
Oldham Metropolitan Borough Council	Salford City Council	St Albans City and District Council	Tunbridge Wells Borough Council
Oxfordshire County Council	Sandwell Metropolitan Borough Council	St Helens Metropolitan Borough Council	Uttlesford District Council
Peterborough City Council	Sefton Metropolitan Borough Council	Staffordshire Borough Council	Wakefield Metropolitan Borough Council
Plymouth City Council	Sheffield City Council	Stockton-on-Tees Borough Council	Warwickshire County Council
Preston City Council	Shropshire Council	Stroud District Council	Watford Borough Council
Reading Borough Council	Slough Borough Council	Suffolk County Council	Waverley Borough Council
Redcar & Cleveland Council	Solihull Metropolitan Borough Council	Surrey County Council	Wealden District Council
Rochdale Metropolitan Borough Council	Somerset County Council	Tameside Metropolitan Borough Council	Welwyn Hatfield Council
Rotherham Metropolitan Borough Council	South Cambridgeshire District Council	Teignbridge District Council	West Berkshire Council
Royal Borough of Greenwich	South Norfolk and Broadland Councils	Telford & Wrekin Council	West Lancashire Borough Council
Royal Borough of Kensington and Chelsea	South Staffordshire Council	Tendring District Council	West Suffolk Council

# Acknowledgements

West Sussex County Council

Westminster City Council

Wigan Metropolitan Borough Council

Wiltshire Council

Winchester City Council

Wirral Council

Woking Borough Council

Wokingham Borough Council

Wolverhampton City Council

Worcestershire County Council