

Introduction to the Maturity Model

Jamie Saddler,
Apprenticeship Advisor,
Local Government Association
jamie.saddler@local.gov.uk

Michael Norton,
Community and Knowledge
Manager, Knowledge Hub
Michael.Norton@khub.net

What is the Maturity Model?

- The maturity model is designed to be a self-assessment tool to help you shape and improve your apprenticeship programme.
 - It is based on a similar tool that was developed to help councils improve their troubled families programmes.
 - There are five key 'strands' – Leadership and Culture; Procurement; Workforce Development; Planning, Delivery Structures and Processes and Engagement.
 - Each strand contains four stages of assessment – Early, Developing, Maturing and Mature to highlight key outcomes and milestones as your apprenticeship programme progresses.
-

Maturity Model

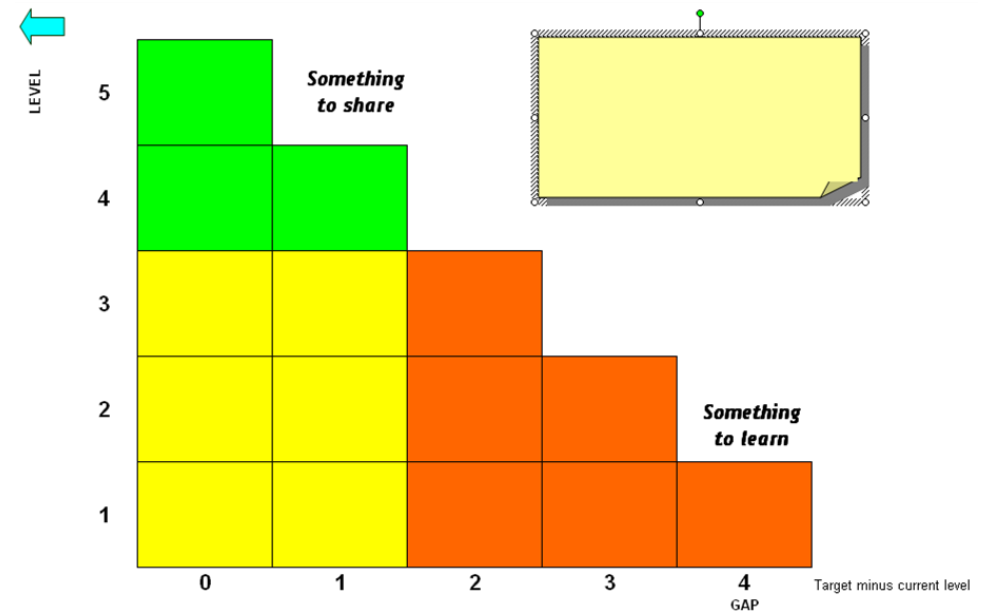
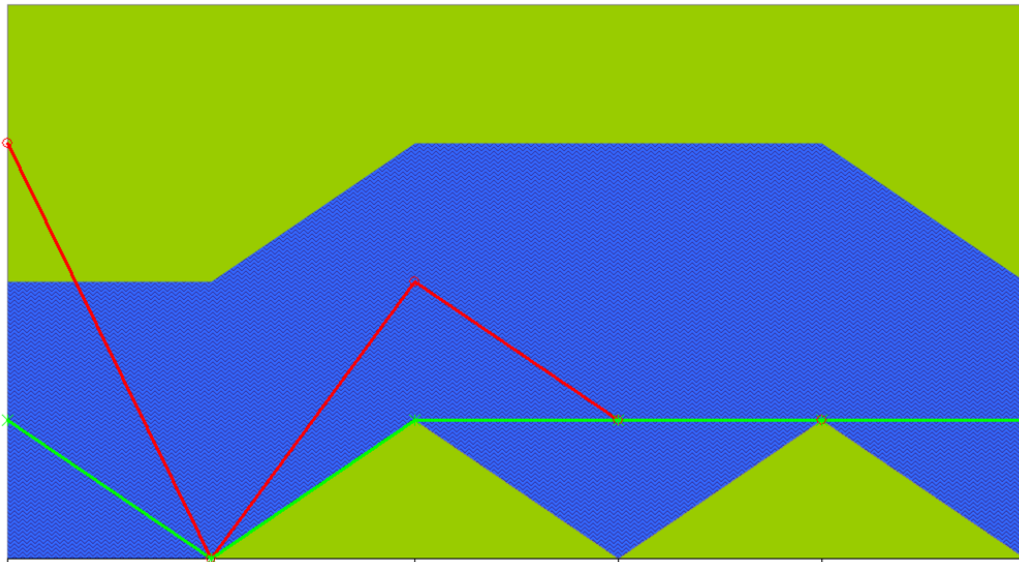
Apprenticeships Performance Improvement Benchmark

Name Organisation

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

Visualisation Tool

Performance Improvement Benchmarking is a visualisation tool that can be used with maturity models developed by Collison and Parcell (2001) Learning to Fly. Capstone Publishing.



Completing the maturity model

Read through each section

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

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

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