

**Reporting period**

**1 April 2018 to 31 March 2019**

**Organisation Name South London and Maudsley NHS Foundation Trust**

**Number of employees who work in England**

Number of employees who were working in England on 31 March 2018	4,805
Number of employees who were working in England on 31 March 2019	4,879
Number of new employees who started working for you in England between 1 April 2018 to 31 March 2019	1,056

**Number of apprentices who work in England**

Number of apprentices who were working in England on 31 March 2018	66
Number of apprentices who were working in England on 31 March 2019	103
Number of new apprentices in England between 1 April 2018 to 31 March 2019 (includes both new hires and existing employees who started an apprenticeship)	55

Full Time Equivalent

Full-time equivalents (optional) 4,535

**Reporting percentages**

We have computed the percentages that will be reported from the figures you have given.

Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) as a proportion of employment starts between 1 April 2018 to 31 March 2019	5.21%
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Percentage of total headcount that were apprentices on 31 March 2019	2.11%
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Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) between 1 April 2018 to 31 March 2019 as a proportion of total headcount on 31 March 2018	1.14%
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**Factors that impacted your ability to meet the target**

What actions have you taken this year to meet the target? How do these compare to the actions taken in the previous year?

The South London and Maudsley NHS Foundation Trust (SLaM) is involved in a number of partnerships with local NHS Trusts, all of which are seeking to develop greater efficiencies in the provision of apprenticeships such as developing centralised recruitment and procurement processes. As an Employer Provider, SLaM offers the Level 2 Healthcare Support Worker (HCSW) Apprenticeship to its current staff. Over the last year this programme has developed significantly, resulting in a Reasonable Progress rating from Ofsted enabling us to continue recruiting to and offering the programme to more staff. In addition to the HCSW Programme that is provided in-house, SLaM has also increased the portfolio of apprenticeships that it procures from external providers. For example, we have recruited extensively to the Level 5 Nursing Associate Apprenticeship, with the Nursing Associate role now more established

within the Trust's workforce strategy, have enrolled six existing Healthcare Support Workers on the Nurse Degree Apprenticeship and have enrolled others onto Leadership and Management, Building Services Design Engineer, and Facilities Manager apprenticeships. To support these developments, SLaM has also increased the number of staff employed to support apprentices in practice. These developments have been facilitated by the Trust holding regular events to promote apprenticeships including a 'roadshow' that was hosted across different sites during National Apprenticeship Week, a Healthcare Support Worker conference and through career guidance surgeries to staff.

One of the challenges faced has been with the 20% 'off-the-job' (OTJ) hours. Often managers are interested in supporting an employee to complete an apprenticeship but are unable to support having more than one employee completing an apprenticeship at a time because of the OTJ hours requirement. This challenge has been greater this year as the numbers of apprentices in the Trust has increased. Where a manager is not fully supportive, we will not enrol an employee onto an apprenticeship. To address this we run regular manager briefing days, offer one-to-one support for managers and supervisors and regularly update our senior management team to highlight the benefits over the costs. The Trust has access to additional financial resource from Health Education England to provide greater support for some areas. Another challenge has been the requirement of most apprenticeships for applicants have attained Level 2 Maths and English prior to commencing an apprenticeship programme as many of our employees do not have this prior attainment. Those without prior attainment and interested in completing an apprenticeship are guided to first complete a functional skills course. Although we have a sub-contractor facilitating both classroom and online functional skills training within the Trust, this does still result in a delay for many starting their desired apprenticeship. One final challenge relates to the procurement of apprenticeship providers. This can often be a lengthy process however this challenge is being overcome through joint procurement with our partnerships.

What challenges have you faced this year in your efforts to meet the target? How do these compare to the challenges experienced in the previous year?

How are you planning to meet the target in future? What will you continue to do or do differently?

The Trust regularly reviews its Apprenticeship provision through a variety of different mechanisms including our Apprenticeship Steering Group. The Steering Group has membership from senior managers across the Trust and identifies apprenticeship standards to meet workforce

needs, experienced providers and employees who would most benefit from completing an apprenticeship. Our HR team are starting to identify vacancies that could be 'converted' to apprenticeships, thus using the levy to address workforce issues. We have imminent plans to offer a wider range of leadership and management apprenticeships and apprenticeships such as Advanced Clinical Practice that develop our clinical staff. To date we have mostly been focussed on using the levy to develop existing staff however we have plans to develop links to local schools and colleges and offer placements to those completing T-levels as a means of developing our routes into the apprenticeships we offer.