

MONTHLY MONITOR



March 2018

SUMMARY

- + Apprenticeship starts update
- + The Institute for Apprenticeships
- + Government response to the Taylor review
- + Reports and publications
- + APM forthcoming

- The Institute's [Faster and Better](#) programme aims to simplify aspects of the standards development process by:
 - changing and simplifying some of the policy criteria for approval of apprenticeship occupations and standards;
 - introducing improved trailblazer guidance, and intensive trailblazer workshops;
 - aligning the process for recommending funding bands to the timelines for approving proposals and end-point assessment plans, to shorten the time a standard spends waiting for approval for delivery;
 - simplifying the Institute's position on the inclusion of qualifications within apprenticeship standards.

Apprenticeship starts:

- The **Department for Education** has published the latest provisional statistics covering monthly apprenticeship starts, apprenticeship service registrations and commitments and apprenticeship levy information.

The results show a 35 per cent drop in apprenticeship starts in November 2017 (although these figures are provisional) with 27,000 apprenticeship starts in November 2017 compared to 41,600 starts at this point in 2016/17. Employers are responding that the figures are unsurprising given perceived flaws in how the Apprenticeship Levy works.

- The government's target is to achieve **three million apprenticeship starts by 2020**. Having now passed the half-way point (November 2017) between the announcement of the target and 2020, there is a shortfall of 18 per cent, with an additional 283,100 starts required to be on track to achieve the three million. The government would be required to add an additional 50,000 apprenticeships per month in order to now achieve its ambition.

The Institute for Apprenticeships – Faster and Better:

- The **Institute for Apprenticeships (IFA)** – an employer-led independent public body which was launched in April 2017 to oversee the development of new apprenticeship standards – this month published details of reforms to *streamline* the way it works with employers in developing new apprenticeship standards.

Government responds to the Taylor review of modern working practices:

- The government has published its [Good Work Plan](#) in response to the [independent review](#) of modern working practices by Matthew Taylor, chief executive of the Royal Society of Arts, published last year.
- The Taylor review investigated the impact of modern working practices on the world of work and found that the strength of the UK's labour market is built on flexibility but that a clearer focus is needed on quality of work as well as the quantity of jobs.

Key headlines from the *Good Work Plan* include:

- millions of workers to get new day-one rights with sick and holiday pay to be enforced for vulnerable workers for the first time;
- reforms will ensure employment law and practices keep pace with modern ways of working created by rapid technological change;
- for the first time the government will be accountable for good quality work as well as quantity of jobs – a key ambition of the UK's industrial strategy.

In some cases the government plans to go further than Matthew Taylor's proposals, including by:

- enforcing vulnerable workers' holiday and sick pay for the first time;
- enumerating a list of day-one rights including holiday and sick pay entitlements and a new right to a payslip for all workers (inclusive of casual and zero-hour workers);

- establishing the right for all workers, not just zero-hour and agency workers, to request a more stable contract, providing more financial security for those on flexible contracts.

Other proposals include:

- further action will be taken to ensure unpaid interns are not doing the job of a worker;
- introduction of a new naming scheme for employers who fail to pay employment tribunal awards;
- quadrupling to £20,000 employment tribunal fines for employers showing malice, spite or gross oversight;
- quality work will also be considered by the government when agreeing new sector deals with industry, encouraging employers to show how they are investing in their workforces to improve productivity.

The Department for Business, Energy & Industrial Strategy will work with labour market experts, trade unions and the business community to measure the standards of quality work established in the Taylor review.

Reports and publications – government/professional bodies/think-tanks/other:

- As part of the *nuclear safeguards bill* the **House of Commons** published an [impact assessment](#) on Euratom nuclear safeguards.
- The prime minister this month launched a [major review](#) of post-18 education and funding to ensure that more people have a genuine choice of high quality technical and academic options.

The wide-ranging [review](#) will be informed by independent advice from an expert panel from across post-18 education, business and academia chaired by Philip Augar – a leading author and former non-executive director of the Department for Education. The review will focus on the following four areas:

- choice: identifying ways to help people make more effective choices between the different options available after 18, so they can make more informed decisions about their futures;
- value for money: looking at how students and graduates contribute to the cost of their studies, to ensure funding arrangements across post-18 education in the future are transparent and do not stop people from accessing higher education or training;
- access: enabling people from all backgrounds to progress and succeed in post-18 education, while also examining how disadvantaged students receive additional financial support from the government, universities and colleges;
- skills provision: future-proofing the economy by making sure we have a post-18 education system that is providing the skills that employers need. This is crucial in boosting the UK economy and delivering on the government's industrial strategy.

- The **Treasury select committee** launched a new inquiry into SME finance that will look at the lessons to be learned from RBS' global restructuring group (GRG), and more broadly at the state of the market for SME finance. In parallel the **business, energy & industrial strategy (BEIS) committee** has launched a separate inquiry into government support for small businesses to boost productivity, and whether enough is being done to protect firms from unfair treatment by large companies [view related documents [here](#)].
- The **Treasury select committee** also launched an [inquiry](#) into *Digital Currencies* which will examine the potential impact of distributed ledger technology—such as blockchain—on financial institutions, including the central bank, and financial infrastructure.
- The **House of Lords European Union committee** published its report on [Brexit: energy security](#).
- The **House of Commons women and equalities committee** has opened an [inquiry](#) on sexual harassment in the workplace. The committee previously heard [oral evidence](#) from legal and employment experts and is now launching a full inquiry to consider in more depth issues covered in that session.
- The **House of Lords EU internal market sub-committee** published its report [Brexit: competition and state aid](#).
- The **House of Commons business, energy and industrial strategy (BEIS) committee** published a [report](#) on the draft *domestic gas and electricity (tariff cap) bill*.
- The **House of Commons public accounts committee** published its [report](#) on exiting the European Union where among its conclusions states that the Cabinet Office, working with departments, needs to act urgently and put into practice credible plans to identify, recruit and get in place people with the skills needed, and in the numbers required, to enable progress of Brexit-related activities against critical milestones.
- The **House of Commons** foreign affairs committee produced its [second report](#) of the 2017–19 session *The future of UK diplomacy in Europe* following an inquiry launched in October 2017. The report relates to (among other things):
 - the UK's current bilateral relationships with the EU-27 and the FCO's recent record in managing those relationships;
 - which bilateral relationships the FCO should prioritise in Europe after Brexit, and the trade-offs that may be involved in such decisions;
 - potential institutional frameworks for a post-Brexit foreign and defence policy partnership;
 - Recent proposals to deepen EU foreign affairs and defence integration, and their implications for UK-EU cooperation.
- At a UK-France summit in Sandhurst, the **UK Space Agency** and **CNES** (French National Space Agency *Centre national d'études spatiales*) signed a [joint statement](#) to step up cooperation in space.

- Last year, the **Nuclear Decommissioning Authority (NDA)** and **Innovate UK** launched a [search](#) for innovative technologies that could be combined into a single seamless process for use in facilities that will soon embark on a major decommissioning journey. Working closely with Sellafield Ltd, submissions to a competitive process were invited from all industrial sectors.

Five promising ideas have now made it through to the final stages after being whittled down from a shortlist of 15. The newly formed consortia are each set to receive up to £1.5m to build prototype demonstrators for testing in a simulated radioactive environment.
- The **Nuclear Decommissioning Authority (NDA)** is celebrating 10 years of supporting skills development with the **National Skills Academy for Nuclear (NSAN)**. Almost £4m has been invested by the NDA in NSAN since it was launched 10 years ago. NSAN was established by nuclear employers and government to address key skills challenges facing the nuclear industry. It is now the sector's leading collective skills forum.
- The **Smith Institute** published its report [Out of Contract: Time to move on from the 'love in' with outsourcing and PFI](#).
- **HS2** has confirmed that the firm behind the 2012 athletes' village and the new international quarter, will lead the planning and development of Euston – in a deal that could unlock up to 1,700 new homes and 19,000 jobs around the wider station site.

Lendlease will be appointed as master development partner (MDP) by the Secretary of State for Transport and Network Rail. They will then work with the **Greater London Authority and London Borough of Camden** to develop a masterplan for the 54 hectare station site and take forward opportunities for sustainable mixed-use development once station construction is complete.
- **Ofcom** has [published](#) a package of measures to further increase investment in this future-proof form of broadband, following a range of recent commitments by broadband companies that could see up to six million premises covered by full fibre by 2020.
- The **Chartered Management Institute (CMI)** released [new research](#) showing the importance of practical management and leadership skills for employers looking to recruit graduates. The research shows that employers want all higher education students to enter work with practical management and leadership skills – not just those graduating with business and management degrees.
- The **Local Government Association (LGA)** published a [report](#) on house building showing that more than 423,000 homes have been given planning permission but are still waiting to be built.
- The **National Infrastructure Commission (NIC)** published its [annual monitoring report 2018](#).
- The **National Audit Office (NAO)** published a [report](#) on converting schools to academies.
- As part of the push to get driverless cars on the road by 2021, the [HumanDrive project](#) will send a driverless car on a 200-mile road-trip across the UK in 2019, including complex country roads and high-speed roundabouts. This [trial](#) is part of the broader collaborative project between Renault, Nissan, Mitsubishi, Cranfield University and others.
- The **Northern Powerhouse Partnership (NPP)** published its [report Educating the North: driving ambition across the Powerhouse](#) setting out three major factors affecting the next generation: 1) the importance of a child's early years in their future development, 2) how disadvantage drastically impairs performance and leaves them behind the rest of the UK when they leave school, and 3) the need for businesses across the north to play a much bigger role in providing meaningful experience of work.

The report also calls on the government to provide extra funding to ensure children are ready for school at age five, to increase support for disadvantaged families and failing schools, and to devolve adult education funding to Northern Metro Mayors.
- The **Sutton Trust** published its report on [Unpaid Internships](#).
- The **Institute for Fiscal Studies (IFS)** published its report [Wage progression and the gender wage gap: the causal impact of hours of work](#).
- **Sellafield Ltd** has signed a technical services agreement with the **National Nuclear Laboratory (NNL)**. This 17-year agreement is intended to apply a long term view to collaborative work and will enable both organisations to make the best use of skills across the organisations and to proactively develop supply chain and academic and national laboratory links.
- The **Resolution Foundation** published its report on the welfare state [A Welfare Generation: Lifetime welfare transfers between generations](#).
- The **City UK** published its report [Exporting from across Britain](#) showing that British financial and related professional services enjoyed a record year of exports in 2016, up by 15.8 per cent to £95.7bn. This success marks a departure from four years of relative stagnation in the industry's export growth, with exports previously increasing by just 0.9per cent a year on average.
- **Energy UK** published a position paper [Brexit and future EU-UK energy relationship](#) setting out its position on the key issues central to Brexit negotiations that will shape the UK's future energy relationship with the European Union (EU).
- The **Institute for Public Policy Research (IPPR) Scotland** published its report [An anti-poverty Scotland budget - Are income tax cuts on lower earnings progressive?](#) examining the Scottish Government's proposed reforms to Scotland's income tax system – using the Scottish Parliament's new powers to add two new income tax bands and using powers to change income tax rates.

■ The **Chartered Institute for Housing** published its [report](#) on rented housing highlighting that more than 150,000 of the most affordable rented homes have been lost across England in just five years and predicting that loss will reach 230,000 by 2020. The report argues that ministers must “focus on affordability as well as building more homes” to fix the country’s broken housing market.

■ **UK in a Changing Europe** (a collaboration between the **UK Economic and Social Research Council and King’s College London**) published its report on [Brexiteer and UK society](#).

■ The **British Medical Association** published its briefing [Brexiteer: Health protection and health security](#) warning that a move away from the health protection approach shaped by EU membership carries a number of risks including:

- a poorer approach to planning for and responding to pandemic outbreaks of infectious diseases;
- watered down environmental protection standards;
- weaker rules around the import and export of food.

■ **Policy Exchange** published its report [Immigration after Brexiteer: What should post-Brexiteer immigration policy look like?](#) exploring the government should respond to the Brexiteer vote and the democratic pressure to reduce inflows and renew national social contracts (in employment and welfare), while remaining an open, hub country and economy especially in relation to skilled professionals and students from the EU.

■ The **Office of Qualifications and Examinations Regulation (Ofqual)** [responded](#) to the **Department for Education’s** consultation on the implementation of T level programmes.

■ The **Federation of Master Builders (FMB)** published its latest (Q4 2017) [State of Trade Survey](#) – the only quarterly assessment of the UK-wide SME construction sector.

■ Under the **Industrial Strategy Challenge Fund** businesses can apply for a share of up to £8m to improve healthcare or reduce costs for health services. Innovate UK has up to £8m to invest in new technologies through the digital health technology catalyst. Projects could be in a number of priority areas for health services. This includes cancer diagnosis and treatment, mental health services, diabetes reduction, emergency care provision, management of primary care workload and enabling patient choice. The competition opened on **15 February 2018** and the deadline for applications is at **midday on 18 April 2018**. Projects must be led by an SME working with at least one partner. Innovate UK expects projects to range in size between £300,000 and £1m and to last up to 30 months. Businesses could attract up to 70 per cent of their project costs.

■ **Centre for Cities** published its [Cities Outlook 2018](#). In addition to providing a definitive economic health check of the 63 largest urban areas in the UK, this year’s outlook provides a comprehensive picture of urban Britain today – exploring the economic and political divides across the country and how they relate. The report then looks at what the future has in store for cities, discussing the potential impact that automation could bring on city economies – and whether or not these divides will be compounded.

■ The **Social Market Foundation (SMF)** published its report [Vocation, Vocation, Vocation: The role of vocational routes into higher education](#) examining the current role that vocational education plays in preparing young people for higher education, and how students can be helped to pursue the most appropriate learning and career path. SMF’s analysis reveals that vocational qualifications are particularly important among students with demographic characteristics often associated with greater disadvantage.

Reports, publications, and activity from the world of project management:

■ On the 13 March there will be an Infrastructure and Projects Authority (IPA) Project X Research event entitled: *How do we share what works and what doesn’t?* This is a no cost event but places are limited so please sign up by contacting [Steve Wake](#) quoting ‘APM monthly monitor’ as a reference.

■ The Institute for Government published a report on [How to transform infrastructure decision making](#) in the UK which was sponsored by PMI.

■ PMI published their 2018 [Pulse of the profession](#) survey report.

APM events/research and policy outputs:

■ APM published a research report on [Dealing with difficult stakeholders](#) led by Liverpool John Moores University.

■ APM published the eighth chartered paper on [driving innovation in a chartered body](#).

■ APM responded to two consultations pertaining to T levels – one relating to [Occupational Maps](#) and the other to [Implementation of T level programmes](#).

■ APM published two practitioner research summaries:

- [Corruption in public projects and mega projects: There is an elephant in the room!](#)
- [Understanding the professional project manager: Cosmopolitans, locals and identity work.](#)

■ Take part in **APM’s research fund study** on [Capturing and evaluating individual and social factors that influence critical project decisions](#) led by Dr Natalie Marguet (Liverpool John Moores University). This study seeks to undertake exploratory research that complements conventional decision-making theory and practice whilst aiming to address how real-time critical project decisions can be captured, mapped and measured to gain insights into the ways that decisions are actually made in projects. Complete the survey [here](#).

APM forthcoming:

- To mark **National Apprenticeships Week 2018** APM will be launching two guides:
 - Apprenticeships: A Parents' Guide
 - Apprenticeships: An Employers' Guide.
- APM will be producing two more practitioner research summaries:
 - The past and future of the management of projects
 - Managing change in the delivery of complex projects.
- APM to host an [improving project handover](#) webinar.
- APM's **Scottish conference 2018** takes place in Edinburgh International Conference Centre on Thursday 22 March 2018. The conference, which is the go-to event for all project managers and corporate employers in Scotland, will this year focus on shaping the next generation of project leaders. For more information or to book, click [here](#)
- On the 10 April APM will host its [APM North West Research Symposium](#). A vast amount of research is being undertaken in the context of project management – however, there is rarely the opportunity that academics and practitioners from this field to discuss current research together. **This is a no cost event hosted by APM North West Branch, Liverpool Business School and APM Research which hopes to connect researchers and practitioners from the North West and beyond.**
- In late March APM will publish their latest APM Research Fund report on **Systems thinking** led by UCL.