



Cabinet Office

The Civil Service Apprenticeship Strategy

Ensuring the Civil Service delivers 30,000+ high quality apprenticeships by 2020.

January 2017

Foreword



As the Prime Minister made clear on the steps of Downing Street in July 2016, this Government's driving mission is to create a country where everyone has the chance to go as far as their talent

and hard work will allow, regardless of background. The Civil Service is dedicated to the same vision and recognises that we will only achieve this by improving our culture to embrace diversity and attract individuals based on merit and potential. The opportunities of the Civil Service must be open to all.

At the same time, unprecedented changes to the modern world require a Civil Service that can keep pace, whilst retaining that which makes it the best in the world. Apprenticeships are a crucial way to develop the skills required by employers and to provide people, from all backgrounds, with the opportunity to obtain both job-specific and transferable skills that will contribute to their achievement in the workplace. They are a significant route through which we can ensure opportunities for progression are open to all, not just the few, and in practice, not in theory.

That is why this Government will ensure at least 30,000 apprenticeship starts in the Civil Service by 2020, annually delivering 2.3% of the workforce in England as apprenticeship starts, with similar levels of growth in the wider UK Home Civil Service workforce outside England. We are also working with the Devolved Administrations (DAs) to ensure that high-quality apprenticeship opportunities are available to all civil servants, regardless of their place of work.

We are leading by example in the public sector and have been instrumental in the design, development and delivery of at least fifteen new apprenticeship standards to date, including co-chairing two industry-wide employer groups, encouraging both public and private employers to engage and support apprenticeship growth. Our apprentices will gain the transferable skills needed to succeed in the modern economy, while contributing to our manifesto commitment to create three million high quality new apprenticeships across the country by 2020.

This commitment is not just about achieving numbers however. We want to change how we view modern employment routes into the Civil Service and across the wider economy. By embedding apprenticeships in our people strategies, talent management and career pathways, we can ensure they provide a modern employment offer and viable route into and up through the Civil Service for both new and existing staff.

As the Department responsible for the Civil Service, we are extremely proud of the progress made so far. But there is always more we can do, which is why we are

determined to see this strategy implemented in full so we strengthen the skills of our civil servants, improve the diversity of our workforce and lead the way in the public sector.

Only by doing so will we successfully build a country, economy and society that work for everyone.

A handwritten signature in black ink, appearing to read 'Ben Gummer', with a horizontal line underneath.

RT HON BEN GUMMER MP
Minister for the Cabinet Office &
Paymaster General

A handwritten signature in black ink, appearing to read 'John Manzoni', with a horizontal line underneath.

JOHN MANZONI
Chief Executive of the Civil Service and
Permanent Secretary of the Cabinet
Office

Our Commitment

The Government's manifesto commitment to achieve three million apprenticeship starts by 2020 is driven by an ambition to address our nation's skill shortages and stimulate economic growth. Greater numbers of higher quality apprenticeships that meet employers' needs and enable the full potential of individuals will drive up national productivity. They will provide people of all backgrounds with opportunities to develop successful careers, enabling social mobility whilst strengthening the labour market.

The public sector has been asked to achieve a greater proportion of apprenticeship growth to bring us in line with the private sector where an estimated three-quarters of apprentices work. In response to this, **the Civil Service has pledged an unprecedented increase in apprenticeships**. We will achieve 30,000 apprenticeship starts in England by 2020, annually delivering 2.3% of our workforce in England as apprenticeship starts, with similar levels of growth in the wider UK Home Civil Service workforce outside of England, particularly those departments that employ UK Home civil servants based in Wales, Scotland and Northern Ireland.

We introduced a single apprenticeship target for the Civil Service from 1 January 2016. This was significantly ahead of the legislative target coming into force in April 2017 and the former Department for Business, Innovation & Skills (BIS) recognised our role in leading the way in their [2020 Vision](#).

The Civil Service Apprenticeship Strategy is about more than just numbers. It is our commitment to improve social mobility and strengthen the skills base of the Civil Service, through high quality learning opportunities that are embedded in professional career paths and accessible to all prospective and existing staff.

The Business Case

The business case for apprenticeships is three-fold. First, it will deliver on all of our areas covered in our [Civil Service Workforce Plan](#). The Workforce Plan sets out our commitment to ready the Civil Service's workforce to respond to challenges the UK will face both immediately, and in years to come. It is our commitment to build the capability of the Civil Service and ensure our people flourish in their careers.

Our Apprenticeship Programme will respond to this by maximising workforce capability, through building our own and bringing in a diverse pipeline of talent to meet existing and future skills gaps. This means building skills that are transferable and support the development of modern careers (both short and long term movement in and out of the Civil Service). We will develop a breadth of experience and depth of expertise through a variety of apprenticeships, from entry-level skills to higher and degree level apprenticeships, open to both new recruits and existing staff as an opportunity to retrain or learn new skills. Growth in apprenticeships will further support our ambition to improve the regional spread of opportunities, with a wealth of locations across the UK already offering apprenticeships.

The Workforce Plan also sets an ambition for the Civil Service to be **the most inclusive employer in the UK**. Traditionally, the public sector has struggled to get right the diversity of its workforces and applicant pools. Whilst the Civil Service is the most diverse it has ever been, we still have more to do to ensure true representation and inclusivity across the organisation.

Apprenticeships present an opportunity to improve the diversity and inclusivity of workforces, by providing people from all backgrounds the possibility to take a step on professional career ladders. Our drive for social mobility is about giving every talented individual the opportunity to progress. By opening up jobs without requirements for educational attainment and by offering retraining opportunities, we remove some of the barriers in place, both for potential new civil servants and for our existing workforce. Improving social mobility can unlock the potential of individuals, whether they are based in Whitehall or elsewhere in the UK; whether they work in policy, operations or any other area; whether they attended university or not; and whatever their family background or characteristics. Diversity of other protected characteristics should improve if we achieve our ambition to strengthen inclusivity of opportunities.

A second reason why the Civil Service is committed to apprenticeships is that it makes business sense. The evidence speaks for itself. In 2014, 81% of apprenticeship employers said that apprentices have increased the productivity of their business¹ and 85% of apprentices stated that their ability to do the job had improved². This translates into return on investment from the training within a few years of completion. For our apprentices these benefits result in significant monetary returns over their working life,

¹ <https://www.gov.uk/government/publications/apprentice-evaluation-employer-survey-2014>

² <https://www.gov.uk/government/publications/key-facts-about-apprenticeships/100-years-of-apprenticeships-most-common-apprenticeships-in-1914-and-2014>

adding up to between £77,000 and £117,000 for level 3 apprenticeships³. Those completing an apprenticeship at level 4 or above could earn £150,000 more on average over their lifetime⁴.

Third, the Civil Service Apprenticeship Programme should be leading by example in the public sector and championing the Government's wider agenda on apprenticeships by ensuring all stakeholders are striving towards the same strategic aims and effectively deploying their resources to maximise outcomes that benefit the economy as a whole.

This involves:

- supporting the Government's vision for young people to get the best start in life, by promoting apprenticeships as a high quality and prestigious path to successful careers, available at all levels, in all sectors, in all parts of the country;
- encouraging employers to take ownership of apprenticeships and act as the main advocate for apprentices among their partners, peers and supply chains;
- raising our national productivity by effectively training our workforce and fitting apprenticeships into the wider plan for economic growth and strategy to fill national skill gaps;
- enhancing the diversity of our workforce and ensuring increased social mobility, with more accessible entry routes into and up through the economy; and
- supporting the wider Government commitment to halve the employment gap between disabled and non-disabled people. This is a significant challenge for some disabled groups, with only 15% of people who have autism currently in full time employment.

The Civil Service will spend millions of pounds each year from April 2017 paying into the apprenticeship levy. This money can only be used on training and assessing apprentices and this long-term investment will improve the quality of training opportunities and the skills of our people.

³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/484209/BIS-15-651-english-apprenticeships-our-2020-vision-executive-summary.pdf

⁴ Ibid

Methods

We have three main routes through which we will create apprenticeships:

- **converting planned external recruitment.** This means assessing whether roles that are presented to the external market could be offered as apprenticeships. Going one step further, we will also establish gaps in existing apprenticeship frameworks and standards and, where there is a need, we will work with employers to develop new apprenticeships for the wider economy;
- **offering our current workforce increased opportunities to retrain and upskill.** We will target apprenticeships at key capability gaps within the existing Civil Service workforce. We have already co-chaired the development of a number of new standards at varying levels in Digital and Leadership & Management, which are now available to those in existing roles or for internal applicants; and
- **enhancing our current apprenticeship schemes.** As part of the talent pipeline we will build on our current corporate schemes, such as the Civil Service Fast Track, increasing involvement from the professions, and strategically aligning this to career paths.

In order for these routes to be successful, the Civil Service will need to rethink some of its existing recruitment practices. First, we need the right model on apprenticeship pay, in line with the overall Civil Service reward strategy detailed in the [Civil Service Workforce Plan](#). To achieve this we are developing a fair, coherent and appropriate reward structure that is able to attract and retain talent. Second, we need the right recruitment and selection processes, which allow us to attract and identify talent based on potential rather than the finished product. As part of our [Talent Action Plan 2016](#), we are piloting alternative approaches to competency based recruitment and critically evaluating our definition of 'talent', as part of an ambition to attract and retain people from a range of sectors and all walks of life. Third, as part of our commitment in the Workforce Plan, we are building career paths that develop breadth of experience and depth of expertise. Apprenticeships will be at the heart of this, ensuring they are embedded into professional career ladders, functional plans and talent management strategies.

Our Vision

Our vision is to offer apprenticeships to **everyone - of all ages, all backgrounds, all grades, all professions, across the UK.**

We are already making great strides in doing this through the development of a suite of new apprenticeship standards and a campaign to promote these to our existing workforce. Offering our current employees opportunities to refresh or gain new skills is a fundamental part of our strategy. There should be no limits put on opportunities to gain investment in personal and professional development through high quality transferrable training and we encourage existing employees to embrace apprenticeships as part of their learning and development. We have more progress to make in changing the traditional view of apprenticeships, to ensure that equity of opportunity is achieved.

We are committed to promoting apprenticeship opportunities to individuals from lower socio-economic backgrounds, through targeted approaches to processes such as recruitment, outreach, marketing and location strategy. We will integrate other Government initiatives and programmes, such as Movement to Work and Traineeships, into the apprenticeship agenda, to make sure we are effectively tapping into targeted talent pools, such as the NEET (not in education, employment or training) population.

The Cabinet Office will support departments to achieve the Civil Service vision for apprenticeships, through driving the delivery of the programme in their capacity as Senior Responsible Officer (SRO). This includes programme management, governance, setting the strategic direction, and assurance on delivery of numbers and quality. The Cabinet Office will additionally deliver on key areas such as resourcing the Apprenticeship Programme, delivering corporate schemes, procuring training and providing departments with guidance. It is the departments that will ultimately deliver the numbers and quality of apprenticeships and they have agreed to achieve 2.3% of their workforce in England each year as apprenticeship starts, with similar levels of growth in their UK Home Civil Service workforce outside of England. Departments and professions are taking an enthusiastic pro-active approach to apprenticeships, building them into workforce plans and ensuring high quality training and development opportunities to all those who take part.

Our commitment to this agenda goes beyond the Civil Service and includes supporting apprenticeship growth in the wider economy. We are working with our Arms Length Bodies across the public sector to support and align our strategic aims. We will actively engage with other Civil Service and public sector organisations to share best practice and facilitate an open forum on apprenticeship growth.

This strategy is intended to apply to the UK Home Civil Service. Whilst the legislative and Civil Service target of 2.3% of the workforce as apprenticeship starts annually is England only, the Civil Service has an expectation to see similar levels of growth amongst UK Home civil servants employed in Wales, Scotland and Northern Ireland. Civil servants working for the Scottish Government and Welsh Government are part of

the UK Home Civil Service⁵. We are engaging with the Devolved Administrations, as well as UK Government departments that employ UK Home civil servants based in Wales, Scotland and Northern Ireland, to ensure that high-quality apprenticeship opportunities are available to all civil servants, regardless of their place of work.

Our apprenticeship strategy spans this Parliament and our goal to achieve at least 30,000 more high-quality apprenticeships starts at a range of levels and standards will be measured from 2015 to 2020. At this point we will re-evaluate our strategy and set new goals and ambitions to build upon what has been achieved.

However, success is not simply measured by the number of apprenticeship starts. The target is in place to progress this agenda and drive parity of esteem for apprenticeships in our workforce strategy. We have therefore developed a number of interim goals and measures to ensure we are striving for quality, as well as quantity. This is further explored further in the next section.

⁵Staff working for the Northern Ireland Executive, are part of the separate Northern Ireland Civil Service.

Measuring Success Beyond the Numerical Target

In the Office for Standards in Education, Children's Services and Skills (Ofsted)'s 2013/14 Annual Report, Her Majesty's Chief Inspector emphasised that "future reforms must focus on raising the quality, rigour and profile of all apprenticeships and not on simply increasing the numbers of apprentices". This document is intended to do exactly that, guiding departments in their development of apprenticeship strategies and setting the level of ambition for apprenticeship programmes across the Civil Service.

The success of the Apprenticeship Programme is focused around five main areas. A list of measures and goals to monitor progress against the below strategic aims can be found at [Annex A](#).

1.

Developing Skills. We will help apprentices develop strong professional capabilities and be part of a highly capable, skilled and engaged Civil Service with effective leaders.

This includes developing profession-oriented apprenticeships, at a variety of levels (including higher, degree and masters level) and in areas where the Civil Service has identified skill gaps (e.g. commercial and digital).

2.

Enhancing Diversity and Social Mobility. We will ensure that apprenticeships are a key component of an inclusive Civil Service that reflects the society it serves.

This includes promoting apprenticeships to those from underrepresented groups and low socio-economic backgrounds and improving recruitment processes accordingly, to emphasise the importance of potential rather than the finished product.

3.

Embedding Apprenticeships. We will create apprenticeships that provide a modern employment offer and viable route into and up through the Civil Service and the wider economy.

This includes considering apprenticeships as part of strategic workforce planning, location strategies, talent management, people strategies and career pathways.

4.

Ensuring Quality Experiences. We will make sure apprentices receive high quality training and feel engaged with the Civil Service and the work it does.

This includes working with reputable training providers, complying with apprenticeship standards and securing senior and line management engagement to ensure accountability for the quality of the apprenticeship schemes.

5.

Delivering Return on Investment. We will build apprenticeship schemes that achieve the best mix of quality and economic efficiency.

This includes working collaboratively across the Civil Service to ensure apprenticeships fit efficiently within workforce planning and maximise strategic outcomes of delivering apprenticeships within the resources available.

So far in this Parliament, the Civil Service has made substantial progress

through the creation of a Cabinet Office led Apprenticeship Programme and governance structure, reflecting the importance of this agenda. This has allowed us to make significant headway in setting the strategic direction for the policy and understanding the practicalities of the commitment. **But, we still have more to do.** There are some key challenges that the Civil Service must get to grips with, in order to ensure the success of the Apprenticeship Programme.

- **Data Collection**

It is critical that reliable data on apprenticeships is collected to allow the Civil Service to report and publish its contribution towards the national target of three million apprenticeship starts. It will also be used to inform and evaluate policy and delivery initiatives, allowing us to make data-driven strategic decisions on a regular basis. With such ambitions to improve skills, diversity and quality, we need a baseline of data to understand where we are now, so we can plan where we need to be in the future and how we are going to get there.

To monitor progress, the Civil Service is undertaking a detailed data collection, which will be collected on a quarterly basis. This will be coordinated by the Cabinet Office through commissioning data requests to departments.

- **Long-Term Tracking**

We need to be able to track what happens to an apprentice after they successfully complete the programme, to understand the impact that training has had on the apprentice's career outcomes and the benefits it has brought to the business. Either through end of programme interviews and follow-ups, through their interaction with Civil Service Learning or Civil Service Jobs, we ideally want to know what the apprentice progresses on to do, in what profession, at what grade and in what organisation (whether they stay in the Civil Service or not). This will allow us to assess whether we have successfully built our own talent and capability to fill skill gaps, rely less on contingent labour and increase social mobility throughout the organisation.

- **Cross-Sector Collaboration**

By working across the economy, we are more likely to further the agenda at pace and on a large scale. We should be collaborating on developing standards, raising the reputation of apprenticeships, marketing apprenticeships and procuring training. Just as the Civil Service has partnered with other employers to lead the development of a national set of measures of socio-economic background, industries should be collaborating to share best practice and encourage apprenticeship growth in areas where the country has skill shortages.

- **Wider Government Vision**

The Civil Service Apprenticeship Programme should ensure it is contributing to the wider Government apprenticeship agenda, so that all stakeholders are striving towards the same strategic aims and effectively deploying their resources to maximise outcomes that benefit the economy as a whole. This involves supporting the Government to phase out previous apprenticeship frameworks and for all new

apprenticeships by 2020 in England to have started on standards. The shift from frameworks to standards means that apprentices will develop transferrable skills, knowledge and professional behaviours (as defined by the apprenticeship standard), which will be tested through a rigorous and holistic end-point assessment.

Diversity of underrepresented groups and social mobility are also key elements of the Government's wider apprenticeship agenda. We will therefore support aims to increase the percentage of apprentices from BAME backgrounds, monitor the socio-economic background of all our apprentices and halve the employment gap between disabled and non-disabled people. In order to achieve this, we need to have data-driven procedures in place to inform the right policy interventions, allowing for enhanced diversity and social mobility.

[The National Audit Office \(NAO\)](#) published a report 6 September 2016, evaluating the value delivered through the Apprenticeship Programme. The report states "there is a clear risk that the drive to deliver greater numbers is delivered at the expense of delivering maximum value"⁶. It encourages the Department for Education to consider: productivity levels and the skill gaps across the economy; the range of apprenticeship levels and implementation of standards; and the quality of training providers and satisfaction rates of apprentices. The Civil Service is leading by example by addressing these risks and is supporting the Government by devising a strategy that encourages both the growth and quality of apprenticeships in the organisation and across the wider economy.

By building on the success we have had so far and with plans to improve apprenticeships for the future, the Civil Service is confident that it will deliver at least 30,000 high quality apprenticeships by 2020 and will strengthen skills, improve diversity and lead by example in the public sector.

⁶ <https://www.nao.org.uk/wp-content/uploads/2016/09/Delivering-the-value-through-the-apprenticeships-programme.pdf>

Annex A – Success Measures

	Ambition	Delivering...	Measure...
1.	To develop and embed a high quality data collection across the Civil Service, aiming for 100% coverage and completion of the data request.	...a robust baseline of data in order to develop strong targets and metrics of success.	... apprenticeship level/type/profession/location, as well as demographic data of apprentices.

It is critical that reliable data on apprenticeships is collected to allow the Civil Service to report and publish our contribution towards the national target of three million apprenticeship starts. Our ability to measure success is reliant on robust baseline data that allows us to understand where we are now, so we can accurately assess and inform our ambitions for the future. Therefore our principle success measure will be to develop and embed a high quality data collection across the Civil Service, aiming for 100% coverage and completion of the data request. This process has begun and we will continue to strengthen the process ahead of the legislative target coming into force in April 2017.

The ambitions and measures below are areas we have highlighted as important to measure as an indication of success. Specific measurables and metrics will be developed and implemented through departmental and functional/professional delivery plans. These measures will be internally reviewed at the end of the financial year 2016/17, when we have a clear and reliable set of baseline data. Progress will then be monitored on a financial yearly basis. In order to monitor and track progress, the Cabinet Office will maintain clear governance and a structured approach to the Civil Service Apprenticeship Programme, which assures senior and line manager engagement and accountability of these measures. Additionally, departments and Civil Service organisations are expected to develop and maintain delivery plans for apprenticeships.

1. Developing Skills

What does success look like? Apprentices with strong professional capabilities, to be part of a highly capable, skilled and engaged Civil Service with effective leaders.

	Ambition	Delivering...	Measure...
1.	Where the Civil Service has a skills gap (as referenced in the Civil Service Workforce Plan), for the professions and functions to develop and run apprenticeship schemes by 2020.	...apprenticeships that are targeted in priority areas to meet existing and future skills gaps and help develop world-class leaders and experts at all levels of the organisations.	...the number of apprenticeships we deliver across Commercial, Digital, Data and Technology and Project Delivery.
2.	To deliver apprenticeships at all levels, including degree-level, across the Civil Service. <i>(In line with the Government aim to phase out frameworks, where possible, for apprenticeship starts in England to be on apprenticeship standards.)</i>	...training at all levels across the Civil Service. This will raise the profile of apprenticeships and allow departments to build them into workforce plans to address specific skill gaps at a range of grades.	...the spread of apprenticeship levels for annual apprenticeship starts.
3.	For a sample of employers to agree that apprentices have allowed the department to reduce their reliance on contingent labour, in areas where the Civil Service has skill gaps.	... a reduction in the reliance on contingent labour in areas where the Civil Service has a shortage of skills.	...employer responses as part of a Civil Service Apprenticeship Employer Survey.

2. Enhancing Diversity and Social Mobility

What does success look like? Apprenticeships to be a key component of an inclusive Civil Service that reflects the society we serve.

	Ambition	Delivering...	Measure...
1.	In line with wider Civil Service ambitions, for apprentices to match the economically active population for BAME, gender, disability, LGB&T and socio-economic background by 2020.	...a diverse workforce that reflects the society it serves and contributes to the Civil Service's aspiration to be the most inclusive employer in the UK.	...diversity data for apprentices and the divergence of representation against the economically active population.
2.	To monitor the diversity and inclusiveness of all apprenticeship starts from 1 April 2016.	... data that will enable a more inclusive workforce and social mobility throughout the organisation.	...the evolution of the diversity of the apprentice intakes and the inclusivity of the Civil Service.
3.	For apprenticeships to be embedded in the Civil Service Diversity and Inclusion Strategy, 2017.	<p>...an assurance that apprenticeships are recognised as pivotal to changing the demographic of our workforce.</p> <p>Execution of the strategy will specifically ensure:</p> <ul style="list-style-type: none"> targeted engagement with young people from low socio-economic areas, inspiring them to consider apprenticeships. recruitment processes that are based on an inclusive definition of talent, identifying and attracting people from a range of backgrounds, recognising potential, rather than the finished product. 	...specific elements of the strategy such as, outreach, recruitment and representation.

3.Embedding Apprenticeships

What does success look like? Apprenticeships to provide a modern employment offer and viable route into, and up through, the Civil Service and the wider economy.

	Ambition	Delivering...	Measure...
1.	All professions to have developed an apprenticeship scheme and for apprenticeships to be included in functional plans and functional career ladders by 2020.	...new entry routes into the professions, with clear talent pipelines and career pathways in areas where the Civil Service aims to increase capability.	...delivery plans and progress of the professions and functions.
2.	To increase the number of apprentices that move onto the Fast Stream Talent Scheme and to monitor their progress, such as to Grade 7 and Senior Civil Service by 2020 and beyond.	...clear career paths, which set out experiences, skills and qualifications required at each level and structured opportunities to develop these, so that we can retain and develop our people.	...the progress of the apprentices on an annual basis.
3.	Annually, for apprentices to score at least in line with the Civil Service benchmark for “I understand how my work contributes to my organisation’s objectives” in the People Survey.	...a Civil Service where every apprentice feels valued, an integral part of the organisation and a contributor to the brilliant work that it delivers.	...the engagement of apprentices on an annual basis through the People Survey.

4.Ensuring Quality Experiences

What does success look like? Apprentices that receive high quality training and feel engaged with the Civil Service and the work it does.

	Ambition	Delivering...	Measure...
1.	Annually, for apprentices to score above the Civil Service benchmark for employee engagement index in the People Survey.	...engaged apprentices that are interested in their work and comfortable in their working environment, allowing them to learn and deliver at their best.	...engagement of apprentices on an annual basis through the People Survey.
2.	Where possible, to work with training providers who, at the point of procurement, are rated 'outstanding' or 'good' by Office for Standards in Education, Children's Services and Skills (Ofsted) or the equivalent body in Wales, Scotland and Northern Ireland.	... partnering with training providers that, as deemed by an external regulator, offer high quality training and support for apprentices. This will ensure quality of training is consistently high across the Civil Service.	...delivery plans and progress of Civil Service employers.
3.	To be externally recognised for the quality of Civil Service apprenticeships by 2018.	... an enhanced reputation and brand for Civil Service apprenticeships, therefore improving our ability to attract talented individuals.	...the esteem and reputation of Civil Service apprenticeships through the most appropriate forum.

5. Delivering Return on Investment

What does success look like? Implementing apprenticeship schemes that achieve the best mix of quality and economic efficiency, by working collaboratively across the Civil Service to maximise strategic outcomes within the resources available.

	Ambition	Delivering...	Measure...
1.	To monitor the number of apprentices that complete their apprenticeship and, directly after, remain employed in the Civil Service.	...an assurance that apprenticeships are delivering a return on investment by continuing to contribute to the Civil Service.	...the progress of the apprentices on an annual basis.
2.	For a sample of employers to agree that apprentices have improved productivity in their department.	...an insight into the added value that apprentices have in their departments.	...employer responses as part of a Civil Service Apprenticeship Employer Survey.
3.	To monitor and evaluate, at a Civil Service level, spend of the apprenticeship levy and, where appropriate, for departments to procure learning that is within the funding cap (for standards in England) of the apprenticeship levy, as set by the Skills Funding Agency.	...a strategy to ensure that money the organisation is paying into the levy is effectively funding Civil Service apprenticeships.	...the breakdown of spend by apprenticeship level and starts, as well as the amount of levy not utilised.