

Powering our future workforce

# Apprentice Factory

## Upskilling South Ribble

October 2019



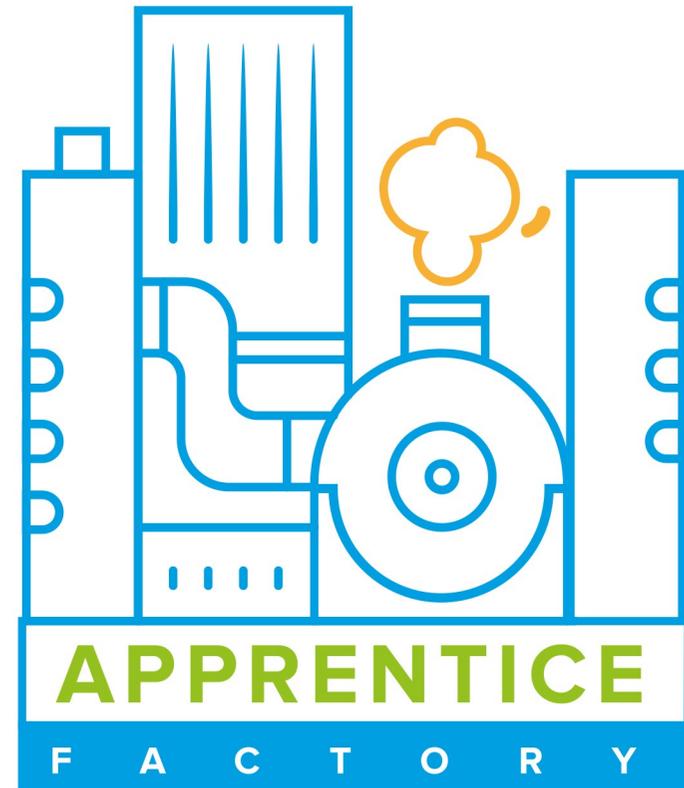
# South Ribble Apprentice Factory offer

## Internal

- An inclusive career development programme for South Ribble Council staff, using apprenticeships to maximise the number of training opportunities for employees

## External

- An impartial, informed voice for apprenticeships, jobs and training in South Ribble, which can engage with regional and national institutions to deliver the needs of South Ribble residents and businesses
- Providing impartial careers and employment support (information, advice & guidance) in schools, colleges and communities
- Supporting businesses to create and manage new apprenticeships and jobs, linking them with the most relevant, cost-effective training providers
- Helping to re-skill and up-skill residents to enable them to access employment opportunities and to progress their careers



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# Introduction

The South Ribble Corporate Plan 2018-2023 included the creation of the South Ribble Apprentice Factory. The Apprentice Factory Development Plan, approved in April 2018 set out the proposals, timescales and phasing for the project .

This is an innovative project aimed at upskilling council employees and the residents of the borough, creating a business skills resource to support economic growth, access skills and training funding for South Ribble and help residents access jobs, training and apprenticeships.

Internally, the Apprentice Factory will, via the Apprentice Levy funds and government co-investment, offer high quality apprenticeships so that we can attract and develop the next generation of skilled people, which will be essential in ensuring that South Ribble Borough Council meets the challenges of today, and the possibilities of the future.

Externally, the introduction of the Apprentice Factory will allow us to work with residents, employers and partners to create quality apprenticeships and training that are relevant to local growth sector needs. The aim is to make sure that the skills supply is appropriate to local skills demands going forward and that all local residents have support to access the job opportunities being created

Nationally the advice and funding for training and apprenticeships is complex, fragmented and has significant gaps, not reaching all those in need. The Apprentice Factory Development Plan sets out key points where employment and skills interventions could be more effectively managed locally by this council taking a lead to create parity for everyone in accessing apprenticeships, training and employment support, helping our residents to access job opportunities .



# Phase 1

The Investors in People (IIP) report identified the need for ROCK (retention of critical knowledge) and succession planning at the council.

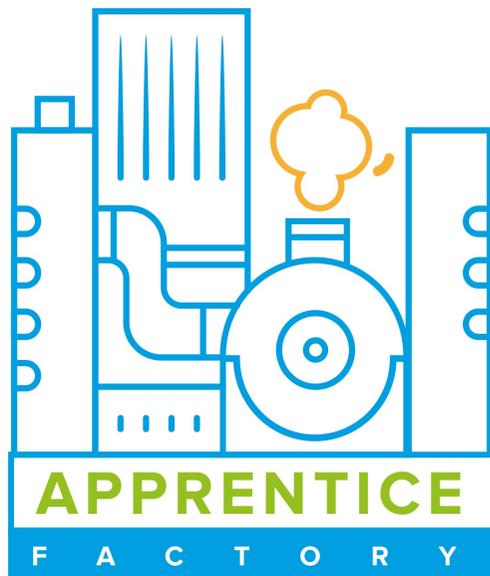
Government has set a target of 2.3% of the public sector workforce being apprentices in organisations employing 250 +.

Apprenticeships provide cost-effective training options

Apprenticeships are open to all age groups

Apprenticeships can help to fill hard-to-recruit vacancies

Apprenticeships offer training up to degree level and beyond



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***CFO asks CEO, “What happens if we invest in developing our people and then they leave us?”***

***CEO: “What happens if we don’t, and they stay?”***

*(Peter Baeklund)*

High-quality apprenticeships can deliver significant benefits for our organisation.

## How We Are Delivering

- A target -led approach to upskilling South Ribble Council
- Adopting an apprentice first approach to all training requests
- Integrating apprenticeships into the PDR process with all staff engaged in identifying personal development opportunities
- Integrating the Apprentice Factory approach into succession planning for service areas
- Recruiting the ‘Class of 2019’

# Academy Approach

Integral to the success of the Apprentice Factory will be the creation of 'Academies' to share learning and to support apprentices as they progress. In phase 1, the Academies have an internal focus, up-skilling our existing employees and delivering new apprenticeships to ensure our workforce is skilled, qualified and fully engaged to deliver the council's objectives.

Our vision is to create the best Public Sector Apprentice Programme in Lancashire and showcase it to encourage other employers to adopt our approach in providing a supportive environment for new recruits.

Through the 'Academy' approach, we also aim to prepare residents to be work-ready, supporting them to access job opportunities, apprenticeships and training and helping them to overcome barriers to accessing opportunities.



## How We Will Deliver

- A target-led approach to upskilling South Ribble Borough Council
- Adopting an apprentice first approach to all training requests as an integral part of the PDR process with all staff engaged in identifying personal development opportunities
- Integrating the Apprentice Factory approach into recruitment

## Academies

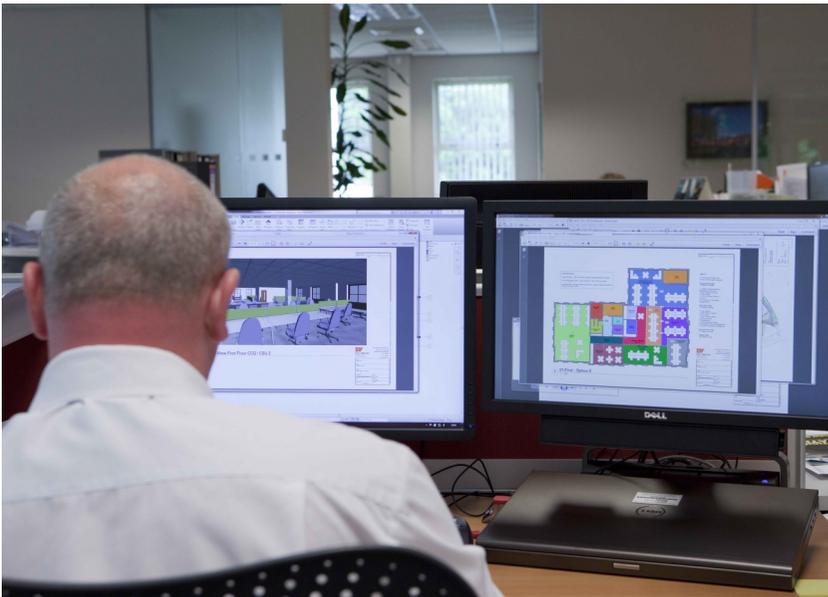
- Providing consistent and dedicated support for apprentices, offering clear progression routes
- Specific training to meet identified needs of the council and business growth sectors e.g. the **Digital Academy**, informed by the Digital Strategy and needs of the ICT sector; and the **Project Management Academy**, following industry best practice
- Peer to peer support
- Apprentice mentoring scheme
- Sharing learning sessions (formal and informal) between apprentices and all relevant staff
- Create a coaching network to support apprentices and existing staff who wish to join the apprenticeship development programme
- Offer opportunities for work shadowing to broaden experience—contributing to 20% off the job training
- A South Ribble—wide 'Apprentice Academy' working with other public and private sector organisations to share good practice and the benefits of apprenticeships (Apprentice Ambassadors)

# Digital Academy

Digital literacy is growing in importance and its requirements are constantly changing, meaning many employees may not have the digital skills required in the future. By implementing digital training programmes and using Apprentice Levy funds to do this we can help address this skills gap.

The requirements of digital literacy are constantly changing in line with the ways in which technology is being used and how to get the most out of it. This means that improving the digital literacy of our employees is key when it comes to ensuring that we remain efficient by incorporating new technologies into daily processes.

Upskilling our residents and employees needs to be an ongoing goal in order to respond to the challenge that radical transformation brings. Projections show that, nationally, 95% of future jobs will require digital skills



A Digital Academy approach will ensure that training is appropriate for residents, our employees and local organisations and businesses.

## How We Will Deliver

- Offer all employees the opportunity to improve their digital literacy skills
- Create a Digital Academy and equip employees with the digital skills that will enable them to support project teams and to provide marketing support for our commercial activities.

## Digital Academy offer:-

- IT apprenticeships up to post-graduate level
- IT short courses
- Digital marketing
- Pop-up learning events-Social media/LinkedIn/Twitter/Facebook
- Qualification courses
- Links to colleges/universities/training providers
- Member training
- Service specific training
- Joint training events with South Ribble businesses e.g. Google Digital Garage
- Digital literacy

# Project Management Academy

Project management skills are essential for the successful delivery of council priorities and to drive innovative ideas forward, including the **projects within the Corporate Plan.**



## How We Will Deliver

This approach could be rolled out as a training opportunity to existing staff involved in project delivery.

The initial cohort undertaking project management training could form a Project Management Academy, working alongside staff who already hold relevant qualifications and have experience.

The academy would share best practice and set high standards for project delivery across the council, making sure of the effective use of resources. The academy would also act as a knowledge resource for other colleagues undertaking project delivery, maximising the spread of skills across the council.

We could offer apprenticeships, other qualification courses and short courses that are appropriate to our organisational needs and systems.

The most cost-effective and practical training delivery model would be co-ordinated in-house provision by an external provider. Examples of the courses include:

PRINCE2 Foundation & Practitioner
MSP Foundation and Practitioner
Agile PM Foundation & Practitioner
APM PMQ
PMP
PRINCE2 Agile Practitioner
P3O
Change Management Foundation & Practitioner
Scrum Master Certification
Management of Risk

# Corporate Priorities

Aligned to the council priorities of :

- A Strong South Ribble in the Heart of a Prosperous Lancashire by supporting Economic Growth and Skills
- Contributing to the council priority of providing an Efficient, Effective and Exceptional Council – Financial Stability, Business Transformation & Organisational Development

# Outcomes

- **KPI—Number of staff undertaking apprenticeships at SRBC**
- Exceeding Government 2.3% apprenticeship target
- Best performing public sector organisation in Lancashire
- **Saving >£100,000 on training budgets**
- Upskilling our people & being digitally inclusive
- Creating an environment where all our employees thrive
- Skilled, high performing teams
- Attracting and retaining staff
- Development opportunities regardless of age
- Maximising training benefit from training budgets
- Capturing staff development aspirations
- Enhanced learning and development outcomes
- Delivering training with greater impact
- Building business resilience
- Plugging the skills gaps at the council and in the borough
- Retention of critical knowledge and skills
- Embedding links between the council, voluntary sector, private sector businesses and the academic sector



**#IMPACT**

# Phase 2

Phase 2 of the Apprentice Factory involves the external facing development proposals, which will run concurrently with phase 1.

Apprenticeships are now available to everyone regardless of age and previous qualifications. Apprenticeships can be used as a route into employment and as a route for re-training or up-skilling.

Apprenticeships are now available from level 2 to level 7 (Masters degree level). They offer a job with fully funded training (incurring no tuition fees), which makes them accessible to everyone. People can progress their careers through apprenticeships at any level, gaining work experience and being paid while they learn.

The range of apprenticeship standards (occupations) available has expanded considerably and now includes teaching, nursing, digital, policing, law and many others.

The Apprentice Factory will provide impartial information, advice and guidance to enable businesses and residents to access the right training and career development opportunities for them, supporting skills development and jobs in South Ribble.



## Objectives of Phase 2

- Enabling individuals and employers to access the right skills support, by providing simple advice and guidance to help overcome the confused and crowded market place which currently exists
- Encouraging and supporting more employers to offer apprenticeships and pre-apprenticeship training
- Helping everyone to access jobs, training and apprenticeships
- Supporting those who are not in employment, education or training (NEET)
- Encourage young people to realise their potential and achieve their career ambitions
- Maximising benefits of Jobcentre Plus co-location
- Working alongside the Lancashire Enterprise Partnership Skills Hub
- Supporting growing sectors of the economy to create jobs and apprenticeships and helping people to access the new opportunities
- Advising businesses and local residents on the new system of technical education-T-levels
- Working with local schools and colleges to link the relevance of the curriculum to industry needs so students are work-ready
- Addressing projected local skills gaps by ensuring that apprenticeship and training provision is relevant
- Providing options to re-skill for people made redundant and older workers changing career
- Delivering rapid redundancy support packages

# LGA Work Local

Work Local is the LGA's positive vision for an integrated and devolved employment and skills service – bringing together information, advice and guidance alongside the delivery of employment, skills, apprenticeships and wider support for individuals and employers. Research shows:

- 4.6 million people want a job or more hours – 14 percent of work-force in England.
- one in nine workers are in insecure work
- nine million people lack literacy and numeracy skills
- four fifths of UK manufacturers struggle to hire staff with the right skills and experience.

## By 2024 there will be

- > four million too few high-skilled people to take up available jobs
- two million too many with intermediate skills
- more than six million too many low-skilled.

Failure to address these skills gaps puts future economic growth at risk, **while the average worker will be £1,176 a year worse off.**



A radical overhaul of careers advice

The LGA states: The anticipated government review of careers advice and guidance needs to put local areas as the leaders for co-ordinating and commissioning careers information, advice and guidance. The LGA is calling for the Government review to heed their recommendation for a locally commissioned and co-ordinated all age careers service for all with requisite devolved funding.

**The Apprentice Factory aims to position South Ribble to be ideally placed and ready to take the lead in providing local co-ordinated skills advice, guidance and training, driven by the needs of local employers.**

The LGA recommends that a well-functioning careers service should follow this model:

### Valuing local intelligence

A local offer based on local labour market intelligence will be more effective than the current national approach. It should form the bedrock that careers advice and guidance is based on.

### Prioritising work experience

Work experience is critical to raise awareness of opportunities available in the local and national labour markets to be the norm for young people.

### Commissioning career advice locally

We need locally commissioned, comprehensive careers services for all ages, where everyone has the opportunity to access high quality careers education, information, advice and guidance to make the right decisions about their future.

### Taking a personal approach

Access to personal guidance and support which takes account of individual needs is central to success.

### Ensuring lifelong support

Careers advice and guidance should be embedded and available to support adults and people of all ages at pivotal stages of their learning and working lives.

Central Lancashire  
Employment Skills  
Supplementary Planning  
Document  
September 2017



Employment and Skills Statements are required for developments

- 1,000 sq m commercial floorspace
- 30 housing units

## Apprentice Factory Support for delivery of Employment and Skills Plans:

The Apprentice Factory will offer bespoke support to help businesses develop and deliver employment and skills plans - to upskill local residents to meet the skills needs of the construction sector and the businesses occupying new commercial developments.—and to help residents to access the new job opportunities being created.

We can:

- Help to find the right apprenticeships
- Identify skills needs (using the recognised National Skills Academy for Construction framework) and advise businesses on appropriate training
- Promote jobs and business skills needs to young people in schools
- Link businesses with digital training opportunities through Digital Lancashire
- Support talent acquisition through recruitment events and promotion
- Providing impartial one-stop advice to help businesses navigate through the many training offers
- Identify and help businesses access any financial training support
- Help local residents prepare for the job opportunities

# Supporting Businesses

In response to demand from businesses, the Investment and Skills Team has delivered a programme of digital training for local businesses. These include Google Digital Garage workshops and social media training, delivered in partnership with UCLan.

We are working closely with the LEP Skills Hub to identify the skills development needs locally of the business sectors with the potential for growth, looking for synergies between council needs and those of the businesses.

The team also works closely with Boost Lancashire to support local businesses, including referrals into externally procured support and locally delivered Boost Business Masterclasses.

This is supported by non-sector-specific advice and networking such as the Central Lancashire Business Event.



## How we will deliver

- Integrated pop-up learning sessions on identified topics with staff and businesses learning together
- Use new business and conference facilities to host development and training sessions for businesses
- The Apprenticeship Pledge—supporting businesses with their recruitment and up-skilling commitments
- Offering spare capacity on council training courses to local businesses
- Engaging businesses through established local networks, meeting their preferred spaces rather than expecting them to come to us
- Providing an Apprentice Factory business advice hub for skills. Town centre options are being scoped for the hub location, it will also be linked into the campus development and the Cuerden Strategic Site.
- Developing local partnerships with Levy payers to retain un-spent levy in South Ribble, benefitting local residents and businesses and supporting the development of supply chain companies to embed the businesses locally and benefit the smaller SMEs, safeguarding jobs

# Career Development

**Phase 2 includes developing strong links between the education sector, businesses, residents and partners.**

**The key element will be the development of pop-up events and information hubs providing impartial advice and guidance. The establishment of physical hubs in South Ribble will link to the Cuerden Strategic Site, Leyland Masterplan and Enterprise Zone job opportunities. By aligning delivery of the projects, we will maximise the potential for residents and businesses to engage and benefit.**

## How We Will Deliver

- Enterprise Adviser Network in schools
- Lancashire Apprentice Ambassador Network
- Apprentice Factory hubs to provide impartial advice & guidance
- Responsive local partnerships specific to apprenticeships
- Establishing mechanisms to draw in external funding
- Engaging businesses by offering impartial skills advice and guidance
- Building apprenticeships into pre-employment training
- Maximising Jobcentre Plus co-location with joint delivery of initiatives
- Pop-up learning events for members, staff, businesses & residents
- Pop-up advice 'coffee shop' at events
- Developing a model for reciprocal off-the job training locally
- Maximising opportunities for use of Levy funding and co-investment
- Establishing close links with the National Apprenticeship Service
- Linking Apprentice Factory to the Employment Taskforce support
- Co-ordinating with Skills Support for the Workforce Programme
- Link Apprentice Factory delivery with BOOST Lancashire
- Delivering annual National Apprenticeship Week activities
- Sharing skills and learning with private and public sector partners
- Building links between Levy payers and non-Levy payers to help keep un-spent Levy funds in South Ribble
- Targeted support for schools and individuals in most need
- Support the 'Fuller Working Lives' 50 plus initiative (DWP)
- Promoting employability skills to help people access work

**APPRENTICESHIPS**

**WORK**

# Enterprise Advisers

The Enterprise Adviser Network aims to:

- Ensure every young person in England gets at least 4 employer and workplace encounters.
- Make sure careers education starts in year 7.
- Incorporate evidence of what works to guide careers planning in schools and colleges.
- Embed an ethos that celebrates careers and enterprise opportunities and places them at the heart of school and college curriculums.



## 66% businesses believe work experience is critical for recruitment

The opportunity for the council, through Lancashire Enterprise Adviser Network, is to influence and improve the careers and enterprise skills of young people in South Ribble. This is essential if we are to deliver the City Deal jobs and skills targets.

By supporting the network, the council has the opportunity to attract young people to fill the apprenticeships we create, meeting our skills needs to drive the council forward.

It offers the opportunity to raise the profile of the council, demonstrating that we are an innovative, forward thinking organisation.

The work of the Enterprise Advisers also contributes to reducing youth unemployment and minimising the number of young people at risk of becoming not in employment or education (NEET) by inspiring and guiding young people about the right career opportunities for them.

Our own staff will be developed through their role as Enterprise Advisers, through interaction with schools and through offering work inspiration activities and careers programmes. It represents an excellent learning opportunity for those involved.

## How We Will Deliver

Two members of staff have already joined the Enterprise Adviser Network. This involves arranging support activities and developing interactions between employers and schools to help young people understand the opportunities available and raise awareness of future job opportunities.

We plan to commit to supporting all South Ribble schools, prioritising those in most need and offering bespoke support to help them to achieve the Gatsby Benchmarks.

# Apprentice Ambassadors

Lancashire Apprentice Ambassador Network is part of a county wide drive to increase training and employment opportunities for young people and to improve skills

The apprenticeship ambassadors are all either current apprentices or former apprentices who want to highlight the benefits of taking part in the Apprenticeship programme to employers and other young people.

Employer Ambassadors represent businesses, which are committed to employing apprentices, and want to promote the benefits to other employers.



Lancashire Apprentice  
Ambassador Network

The Lancashire Apprentice Ambassador Network (LAAN) is a joint initiative set up by the Lancashire Skills and Employment Hub, which is part of the Lancashire Enterprise Partnership (LEP), and the Lancashire Work Based Learning Executive Forum (LWBLEF), a consortium of Lancashire apprenticeship providers.

Becoming an Apprentice Ambassador offers a good development opportunity for our staff and contributes to the delivery of City Deal employment and skills targets.

Lancashire WBL Executive Forum provides training for all Apprentice Ambassadors to make sure that they are giving the same consistent message. The training offers a good learning opportunity, helping apprentices to integrate their own personal experiences in presentations they give, outlining what an Apprenticeship is and the benefits experienced by them and their employer.

LWBLEF coordinates opportunities for Ambassador presentations and involvement in events and provides the materials and resources they need.

Apprentice Ambassadors speak about their experiences at schools, youth clubs and careers fairs and meet employers face to face to encourage them to take on Apprentices. Employer Ambassadors attend business events and meetings to discuss the benefits and provide advice on employing apprentices.

## How We Will Deliver

Staff from the Investment and Skills Team have joined LAAN as Employer Ambassadors and are engaged in network activities, which support events in National Apprenticeship Week and throughout the year.

We plan for the Class of 2019 to become Apprentice Ambassadors, contributing to their development, raising the profile of the council and supporting skills development in the borough

## Phase 3

Phase 3 will aim to access external funding to create additional Apprentice Factory resources to drive up skills in South Ribble.

Funding streams will include devolved funding from government, Levy underspend, new skills funding post-Brexit and pooled partner resources.

A permanent hub will be established, which we aim to be largely self-financing.

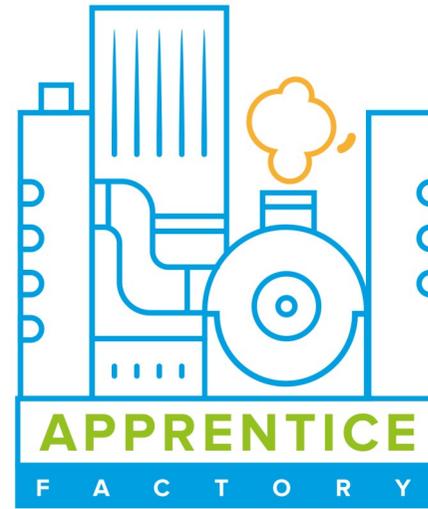
The availability of funding will guide development of additional services to businesses and residents.

Work will be coordinated with the LEP Skills Hub plans, using the Labour Market Information Toolkit data.

Partnerships will be developed with the relevant delivery bodies and on a sector basis.

Celebrating success with 'Academy Awards '

Impartial, comprehensive careers, skills and training information, advice and guidance provision.



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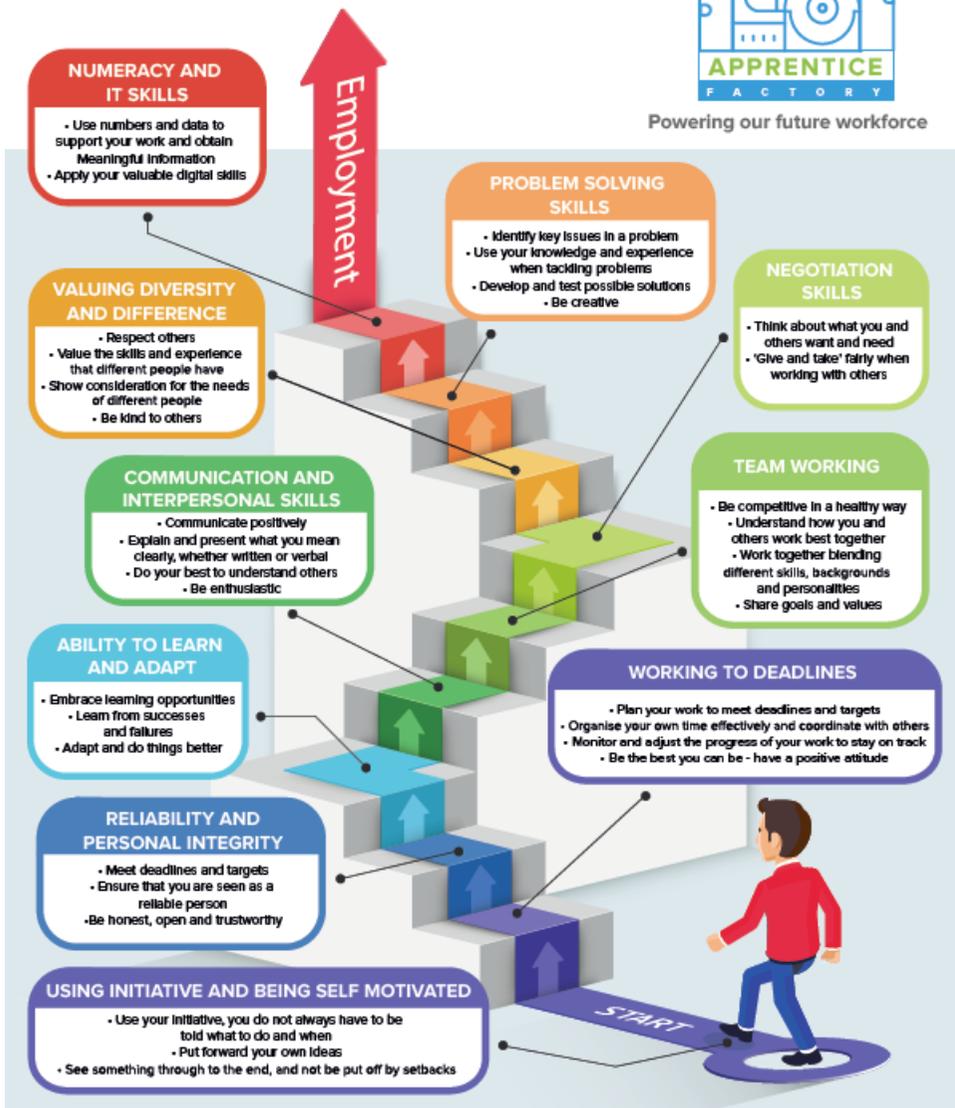


## Steps to Success in Employment

The skills employers look for - It isn't just about exam results!



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## Outcomes

- KPI—Number of apprenticeship starts in South Ribble
- KPI—Number of higher level jobs in the borough
- National Skills Academy for Construction KPIs on sites
- Being ready to attract devolved and external funding
- Raising the career aspirations of our residents
- Attracting investment and supporting businesses & residents
- IMPARTIAL information, advice, guidance
- Sharing good practice across Lancashire and North West
- Helping people and businesses overcome barriers
- Matching young people's career aspirations to opportunities
- Simplifying pathways to jobs, apprenticeships and training
- Helping people to be work-ready
- Retraining from shrinking sectors to job growth areas
- Supporting the ageing workforce to remain in employment
- Retaining our position as the best performing public sector organisation in Lancashire for apprenticeships
- Supporting people not in employment, education or training (NEET) to access local opportunities
- Co-ordinating support for residents to access jobs in organisations struggling to attract staff e.g. the NHS/care sector



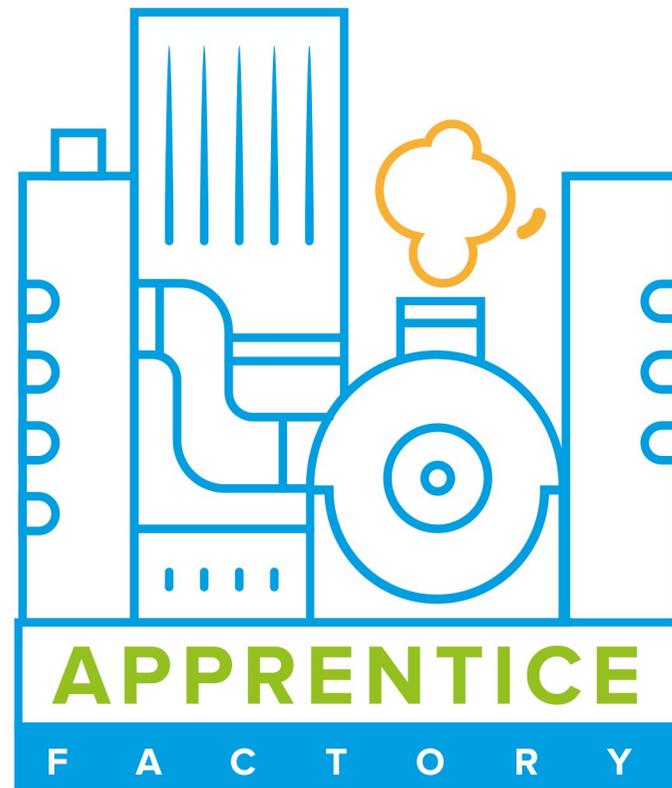
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**SOUTH RIBBLE  
APPRENTICE  
FACTORY  
DEVELOPMENT  
PLAN  
2018-23**

**BERNADETTE MARKHAM  
JENNIFER CLOUGH**



**Powering our future workforce**