



# Apprentice Factory Development Programme

The Apprentice Factory ©

# Introduction

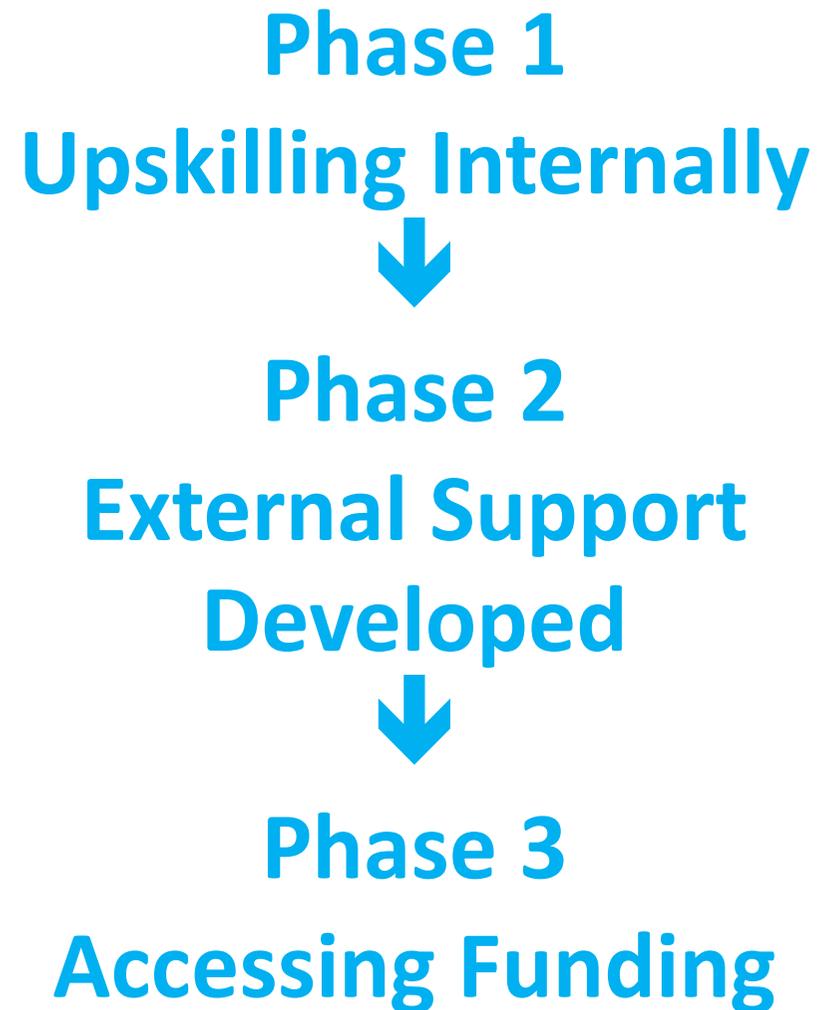
South Ribble Corporate Plan 2018-2023 includes the creation of the South Ribble Apprentice Factory. This development plan sets out the proposals, timescales and phasing for the project and provides detailed information for phases 1 and 2.

This is an innovative project aimed at upskilling council employees and the workforce of the borough, creating a business skills support resource, supporting economic growth and accessing funding for South Ribble.

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.

The introduction of Apprentice Factory will also allow us to work with employers and partners to create quality apprenticeships that are relevant to local growth sectors ensuring that the skills supply is appropriate to local skills demands.

Nationally the funding for training and apprenticeships is both complex and fragmented. 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 sustain momentum around apprenticeships and driving up quality and relevance. Our ambition is to attract long-term funding to adequately resource the provision of training for the council and the borough.



# Phase 1

Alongside fundamental changes to the funding of apprenticeships it is ever more important that we design and deploy high-quality apprenticeships to bring maximum benefits for our organisation.

The Apprentice Factory will be a key component of the Organisational Development Strategy and implementation. It will provide a conduit for blended learning, supporting blended working.

Integral to the success of the Apprentice Factory will be the creation of Academies, the first of which will be the Leadership Academy. Extraordinary leadership is the cornerstone of any successful organisation, with massive changes and a radical restructure of our Senior Leadership Team this is the ideal time to make effective use of the Apprentice Levy funds to offer the right training to our future potential leaders to develop the skills needed to drive the council forward.

In phase 1, the Academies will have an internal focus and will endeavour to up-skill our existing employees and deliver new apprenticeships to perfect our workforce, ensuring they become skilled, qualified and fully engaged employees who deliver the council's objectives. Initially the Apprentice Academy will concentrate on the following areas:

**Leadership & Management**

**Digital**

**Degree Apprenticeships**

**Project Management**

Our vision is to create and showcase the best Public Sector Apprentice Academy in Lancashire, which will benefit our employees, residents and businesses and will demonstrate that the council is forward thinking and innovative.



# Leadership and Development Academy

The ability to lead is not usually innate-it's something that requires support and development



The perceived deficit in leadership and management skills could be the side effect of a number of things, including over-promotion, inexperience or lack of training

## How We Will Deliver

By creating a Leadership Academy offering the following qualifications:

Level 7— Executive MBA

Level 6— Chartered Manager Degree

Level 5— Diploma in Management & Leadership

Level 4— Diploma in Management & Leadership

Level 3— Certificate in First Line Management

All Leadership Academy members will become members of the Chartered Management Institute

The qualification programme will be delivered in conjunction with UCLan, and the Chartered Management Institute. There will be a bespoke element to all qualifications to ensure that the course of study is aligned to organisational needs.

It is proposed that that members of the Leadership Academy act as mentors to current and future apprentices.

# Apprentice Academies

Apprentice Academies are integral to Phase 1 of The Apprentice Factory. The Academies will focus on how we can improve the apprenticeship offer and experience for existing apprentices and design and deploy quality apprenticeships for future apprentices.



The creation of an academy standard will support our endeavors to become a high quality apprentice employer by:

- An ongoing commitment to apprentices' training and development
- Providing consistent and dedicated support for apprentices
- Offering clear progression routes in place for apprentices
- Upskilling existing staff

## How We Will Deliver

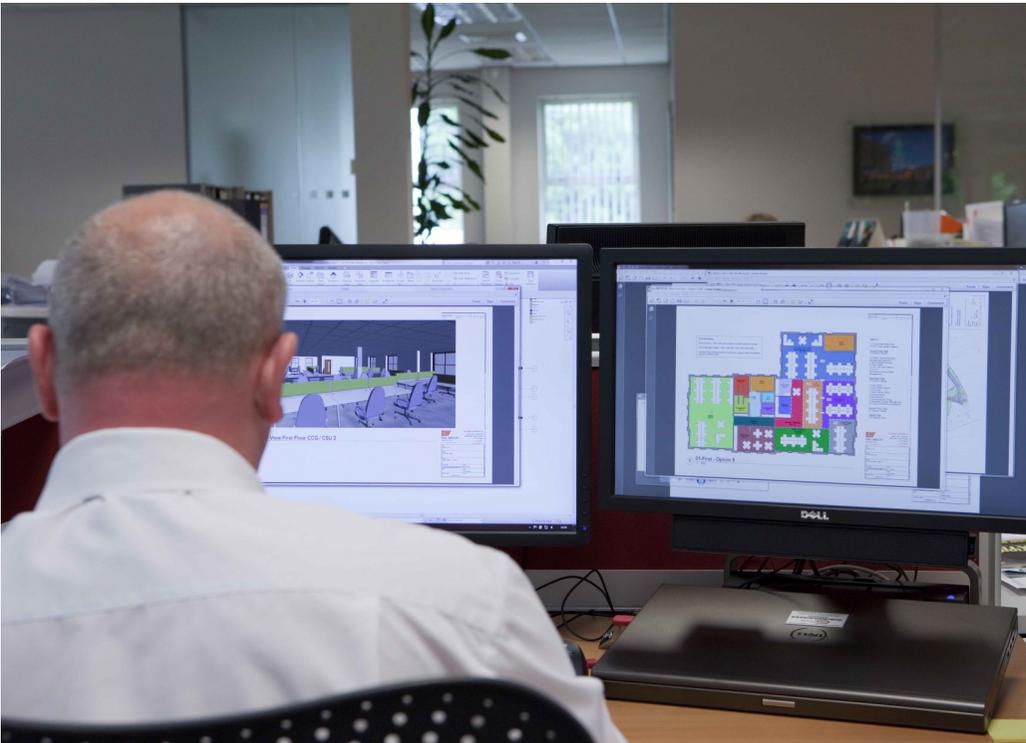
- Adopt an apprentice first approach to all training requests, this should be an integral part of the PDR process
- Extend and embed the apprentice mentoring scheme
- Offer all staff an Apprentice Academy Training needs analysis interview so that we identify any training gaps and offer appropriate training
- Integrate the Apprentice Academy into the recruitment process
- Create a coaching network to support apprentices and existing staff who wish to join the apprenticeship development programme
- Perfecting our offer and the journey our apprentices take
- Offer opportunities for our apprentices to be involved in delivery of Apprentice Factory activities

# Digital Academy

Digital literacy is growing in importance and its requirements are constantly changing, meaning many employees do not have the digital skills required. By implementing digital training programmes and using Apprenticeship 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 employees needs to be an ongoing goal in order to respond to the challenge that radical transformation brings. Investing in a programme of digital literacy for all employees is essential.



A qualification in Digital Marketing can be achieved in just 12 months on day release to UCLan.

A Digital Marketer will be equipped with skills to:

- Write and dispatch email marketing campaigns
- Provide accurate reports and analysis to demonstrate effective return on investment e.g. All commercial projects e.g. Mechanics workshop
- Research new online media opportunities that may benefit the Council including mobile, social media, development of blogs and forums
- Design website banners and assist with web visuals
- Communicate with residents and partner networks
- Conduct keyword research and web statistics reporting
- Contribute to social media engagement
- Develop and integrate content marketing strategies
- Keep up to date with current digital trends

## How We Will Deliver

- Offer all employees the opportunity to improve their digital literacy skills, this will be funded by the Apprenticeship Levy Funds
- Offer Digital Marketing Apprenticeship opportunities to existing staff
- 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.
- Offer an IT Cyber Security apprenticeship opportunity to develop a blend of technical skills across digital security in critical areas

# Degree Apprenticeships

In the UK skills are assessed against levels which are set according to qualification frameworks. The levels are equivalent to:

- Level 1-2 = GCSE
- Level 3-4 = A level
- Level 5 = HND, Foundation degree
- Level 6 = Bachelor's degree
- Level 7 = Master's degree
- Level 8 = Doctorate

Employees of all ages will now have the opportunity to be educated to degree level without incurring the debt of tuition. Not only that, degree apprenticeships would enable our employees to obtain high-level skills that are relevant to our organisational needs.

- The emergence of Levy-funded degree apprenticeships has dramatically changed the calibre of staff development options available
- Apprenticeship training can now lead to recognised higher education qualifications such as BA Hons and MBA's
- The challenge of finding talent with the right skills means that as an employer we need to look at recruitment, development and retention of employees differently. The introduction of degree apprenticeships and the levy provides the perfect catalyst
- The apprenticeship levy and the introduction of degree apprenticeships has opened new doors for staff development opportunities, without many of the previous budget constraints

## How We Will Deliver

Three employees are currently undertaking Degree Apprenticeships at UCLan . Our proposal is to offer additional degree apprenticeships in the following areas:

- Legal
- Planning
- Leadership & Development
- Digital



# Project Management

Project management skills are essential for the successful delivery of council priorities and to drive innovative ideas forward.

Effective project management is an important skill for blended working, which is the South Ribble Way.

An apprenticeship standard in project management level 4 has been approved for delivery.

The new Associate Project Manager qualification can be undertaken as part of a distance learning package.

The standard has been approved as a level 4 qualification.

It will incorporate all aspects of project management delivery including PRINCE 2.

By using apprenticeships to increase the number of staff trained to the best industry standard we can improve project delivery across the council.

## How We Will Deliver

This will be rolled out as an apprenticeship training opportunity to existing staff involved in project delivery.

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

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



# Phase 2

Phase 2 of the Apprentice Factory will introduce the external facing development proposals, which will run concurrently with the on-going development of phase 1.

In February 2018 the Northern Powerhouse Partnership (NPP) released a report focussed on education and skills in the North of England. The key elements of the report refer to proposals to establish the North as “The world’s leading centre for degree and higher level apprenticeships”. The report emphasises that the utilisation of the Apprenticeship Levy funding is key for employers to make a contribution to developing their workforce. The report further outlines plans for the full devolution of skills funding to take place from 2019-20.

In preparation for devolved funding, the Apprentice Factory will develop a mechanism, using HR expertise and Economic Development skills, to assist the council, businesses and residents to access the right training to support skills development to fuel growth sectors in South Ribble.

By adopting a different approach by using knowledge transfer skills of HR and by providing a physical hub as an access point, skills from within the council can be utilised to deliver wider benefit within the Council and the borough.

## Objectives of Phase 2

- Enabling individuals and employers to access the right skills support from a crowded market place in a central location
- Encouraging and supporting more employers to offer apprenticeships
- Delivering Preston, South Ribble and Lancashire City Deal targets
- Maximising benefits of Jobcentre Plus co-location
- Complementing the work of the LEP Skills Hub
- Meeting growth sector needs outside the Central Lancashire Construction Hub
- Advising businesses on the new system of technical education-T-levels
- Working with local schools to link the relevance of the curriculum to industry needs
- Addressing projected local skills gaps by ensuring that apprenticeship and training provision is relevant to the needs of employers and learners
- Providing options to re-skill for people made redundant and older workers changing career



# Key Deliverables

**Phase 2 will start the development journey of the external facing Apprentice Factory. This will include developing strong links with the education sector, businesses, residents and partners.**

**The key element will be the development of the information hub providing impartial advice and guidance. This will involve collation of the underpinning data and the establishment of the physical hub, which will sit within the council's new Conference and Business Centre. By aligning delivery of the two projects, we will maximise the potential for businesses to engage and use the new facilities.**

**We plan to hold a Skills Summit at the Civic Centre with a government minister. This will launch the Apprentice Factory, act as a showcase for the new conference facilities and position South Ribble Borough Council at the very centre of the apprenticeship delivery agenda.**

**Our vision is for this project to be developed at pace in line with national timescales and apprenticeship reforms.**



## How We Will Deliver

- Enterprise Adviser Network
- Lancashire Apprentice Ambassador Network
- Apprentice Factory hub to provide impartial advice & guidance
- City Deal skills delivery
- Responsive local partnerships specific to apprenticeships
- Developing branded materials for the hub and engagement
- Rolling out Apprentice First internally as part of the PDR process
- Establishing a mechanism to draw in external funding
- Engaging businesses to deliver impartial advice and assess skills needs
- Building apprenticeships into pre-employment training
- Maximising Jobcentre Plus co-location with joint delivery
- Pop-up learning events for members, staff, businesses & residents
- Pop-up coffee shop for events and soft market testing
- Explore options for academies at Worden Arts Centre
- Developing a model for reciprocal off-the job training locally
- Embedding Apprentice Factory into council recruitment
- 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
- 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
- Internships supporting higher level skills

# 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 and are supporting Penwortham Girls High School. This involves the equivalent of one day's time per month in arranging support activities but it can be divided between a number of staff.

We plan to commit to supporting further schools each year.

# 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 HR and Economic Development have joined LAAN as Employer Ambassadors and are engaged in network activities, which supported events in National Apprenticeship Week 2018.

We plan to recruit two of our current or former apprentices to become Apprentice Ambassadors, contributing to their development, raising the profile of the council and supporting skills development in the borough

# Information Hub

Create the 'Apprentice Factory' hub

- An informal internet café environment within the Civic Centre where employees, residents and businesses can meet and access advice & guidance on apprenticeships.
- An impartial resource for businesses



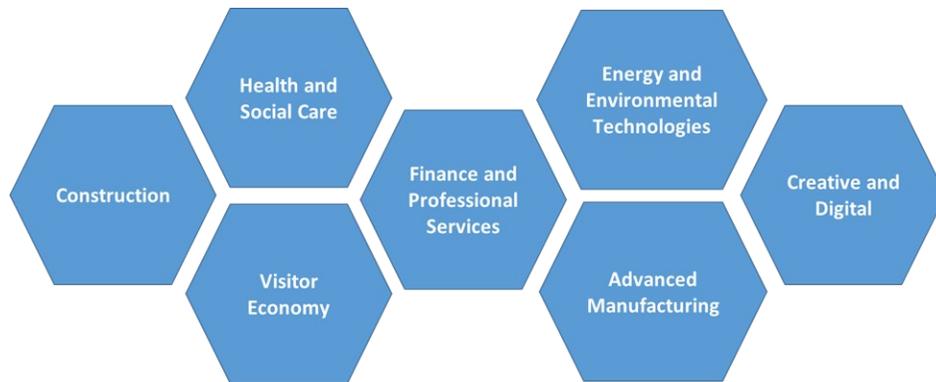
## How We Will Deliver

- Align with Conference Centre and Worden project
- Skills Summit with Ministerial opening
- Offering the right ICT facilities, Wi-Fi, food and drink
- Pop-up learning events for members, staff, businesses & residents
- Pop-up coffee shop for events and soft market testing
- Explore options for academies at Worden Arts Centre
- Work with external business with commitment to employing apprentices and training staff to higher level skills to fill identified skills needs of businesses in hospitality sector
- Pop-up training venue for businesses / evening classes
- Business engagement offering impartial advice and guidance
- Supporting business recruitment events
- Maximising the access to apprenticeships, training and job seeking in a single hub benefiting from Jobcentre Plus co-location and other services
- Taking an active role in helping schools advise on career pathways

# Strategic Objectives

## Lancashire's Key Sectors

Lancashire's Strategic Economic Plan identifies priority sectors that sit at the core of the economy, based on current scale and/or opportunities for growth. They are identified in the diagram below.



The Central Lancashire Construction Hub covers skills development in that sector, the Apprentice Factory will focus on skills growth in the other priority sectors.



**CITY DEAL**  
Preston, South Ribble & Lancashire

The **Preston, South Ribble and Lancashire City Deal** was developed by local partners to drive forward growth by empowering the area to make the most of its economic assets and opportunities. City Deal status is valid for ten years from 2013/14 to 2023/24.

The City Deal is forecast to generate:

- More than 20,000 net new private sector jobs;
- Nearly £1 billion growth in Gross Value Added (GVA);
- 17,420 new homes; and
- £2.3 billion commercial investment leveraged.
- Increases in 16-24 year old residents who have started an apprenticeship
- 2.5% uplift year on year in higher education leavers into all graduate jobs
- 2% uplift year on year in graduate placements and internships
- A reduction in the overall numbers of active job seekers in City Deal area

City Deal is implementing its Skills and Employment Action Plan to ensure we have the skills to match the jobs and growth.

We will embed the Apprentice Factory offer into the marketing for City Deal and Lancashire Central to help attract investment into the area and ensure that it delivers apprenticeships to meet City Deal targets.

The Central Lancashire Employment and Skills Supplementary Planning Document sets out the requirement for employment sites above a threshold size to create Employment and Skills Plans. We will work with the developers through Apprentice Factory to assist with delivery of apprenticeships.

In addition, the Lancashire Central site at Cuerden is required to have an Employment and Skills Co-Ordinator in place. We will embed the Apprentice Factory offer into the Cuerden Employment and Skills Plan and work with the Co-ordinator and investors to ensure that apprenticeships are an integral component of employment on the strategic site.

# Phase 3

A review of phases 1 and 2 will inform further development of the Apprentice Factory during phase 3. This will take into account the national and regional picture.

Phase 3 will aim to access external funding to create additional Apprentice Factory resources to drive skills in South Ribble. An income generation business plan will be formulated to drive this forward and compete for funding.

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 will be self-financing.

A further ambition for the Apprentice Factory is to expand, aligned to the development of the new health and leisure campus from 2021.

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



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# Outcomes

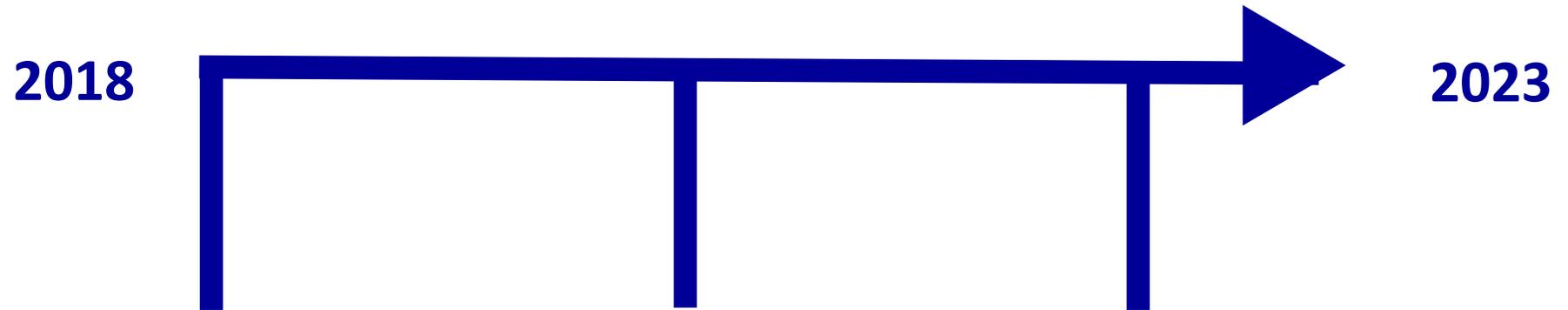
An independent and impartial strategic body that can act as an authoritative voice on apprenticeships in South Ribble and engage with regional and national institutions to deliver our needs

- Align 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
- Upskilling council management team and employees
- Being ready to attract devolved external funding
- Supporting managed economic growth
- Attracting investment and supporting businesses
- IIP Platinum
- National recognition
- Top 100 Apprenticeship Employer
- National and regional awards



WordItOut

# Timescales



## Phase 1

- Internal focus
- Workforce mapping
- Create Academies
- Upskill existing staff
- IIP Gold

## Phase 2

- External focus
- Advice Hub
- City Deal delivery
- Partner engagement
- Positioned for Funding

## Phase 3

- Access funding
- Align to Campus
- Establish permanent  
Apprentice Factory in  
South Ribble

### 2018

- |            |   |
|------------|---|
| April-June | Collation of underpinning data, brand development, creation of materials                      |
| July-Sept  | Partner engagement including training and business support organisations                      |
| Oct-Dec    | Physical hub resource creation in line with the Conference and Business Centre, Skills Summit |

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

**BERNADETTE MARKHAM  
JENNIFER CLOUGH**

