

THE VALUE OF APPRENTICESHIPS

SHOWCASING HOW EMPLOYERS
CAN UNLEASH THE VALUE OF
APPRENTICESHIPS

CONTENTS

FOREWORD BY STEVE HOLLIDAY	02
INTRODUCTION BY CHRIS JONES	03
CASE STUDIES	
ASDA	04
BBC	05
BOOTS	06
CAPGEMINI	07
COSTAIN	08
HSBC	09
MERSEYTRAVEL	10
NATIONAL GRID	11
SERCO	12
SIEMENS	13
TONI & GUY	14
WHITBREAD	15
THE VALUE OF APPRENTICESHIPS	16
CITY & GUILDS FOR BUSINESS	17

THIS GUIDE IS A SHOWCASE OF HOW CORPORATE ORGANISATIONS USE APPRENTICESHIPS TO ADD VALUE AND DRIVE COMMERCIAL SUCCESS.

Let them inspire you to consider how you can use apprenticeships in your own organisation and in turn, inspire businesses in your supply chain to do the same.

The organisations in this guide use a variety of awarding bodies. You can find more information on apprenticeships including practical support at www.million-extra.co.uk

Business in the Community

Business in the Community's vision is for every business to act responsibly and so ensure a sustainable future for all.

We are a business-led charity with a growing membership of over 850 companies and a further 10,700 engaged, making us one of the largest and most influential leadership networks focused on driving responsible business practice.

We do two things:

- We ask our members to work together to transform communities and tackle key social issues where business can make a real difference. These range from environmental sustainability through to education and young people
- We offer our members a range of training and advisory services to help them transform their businesses and engage with local communities.

City & Guilds

As the UK's leading vocational education organisation, City & Guilds' purpose is to help people and organisations develop their skills for personal and economic growth. City & Guilds was established over 130 years ago and we continue to play our part in driving the skills agenda forward and shaping the education landscape. As a charitable organisation, we do not have shareholders – all profits are reinvested back into supporting vocational education.

We believe learning has no limits; we can provide learners with the skills they need for a successful career; offer our centres the very best in learning support; and provide employers with the talented employees they need to boost their long-term profitability and growth.

City & Guilds for Business is the part of the City & Guilds Group dedicated to working with employers. We support employers with all aspects of skills and training and are always committed to improving commercial performance through people development.

FOREWORD

BY STEVE HOLLIDAY



The current challenges facing UK businesses are not only how to compete in the global economy but also how to tackle the pressing social issues affecting our communities such as youth unemployment and social exclusion. To create a sustainable, internationally competitive, workforce, higher skills are required, more than were ever needed in previous generations.

We urgently need new ways of thinking about how we recruit, source and develop the talent and skills of the UK workforce, particularly the untapped potential of the increasing numbers of young unemployed.

In my own industry, there are and will be significant numbers of jobs available. But to successfully meet these recruitment needs, we must be able to draw from the widest possible pool and mobilise young people into work that equips them with the right skills, inspires them and offers more than a job, a clear career pathway.

Apprenticeships are therefore critical to the future of business and the UK economy as a whole. To create the right skills base and improve skills across all sectors – the answer HAS got to be that we tap into skills across the entire spectrum of the workforce – and apprenticeships have a key role to play in this.

At National Grid, over the next nine years we are looking to recruit around 2500 engineers and scientists, a combination of both experienced engineers and trainees. These roles will be highly skilled and well paid, with apprenticeships forming an important component of this recruitment.

But one business or one industry cannot do it alone, and for the UK to continue to prosper, we must collaborate to create a wider pool of talent and provide access to training and skills opportunities. Businesses that have seen the bottom-line benefits apprenticeships have brought must act collectively and work with others to challenge narrow definitions of talent and pre-conceptions about non-graduate routes to employment.

I strongly support the collaboration between Business in the Community and the City & Guilds Million Extra campaign. This guide acts not only as a practical how-to guide for companies looking at apprenticeships but as an important opportunity for businesses to inspire each other by sharing their experience and best practice examples of developing our young people.

Young talent is one of our most abundant resources in the UK and apprenticeships are one of the best ways we can unlock that potential. We have a responsibility and benefit as businesses leaders to champion the development of apprenticeships in the UK.

A handwritten signature in black ink, appearing to read 'Steve Holliday', with a long, sweeping underline that extends to the right.

Steve Holliday
Chief Executive,
National Grid

‘I STRONGLY SUPPORT THE COLLABORATION BETWEEN BUSINESS IN THE COMMUNITY AND THE CITY & GUILDS MILLION EXTRA CAMPAIGN. THIS GUIDE ACTS NOT ONLY AS A PRACTICAL HOW-TO GUIDE FOR COMPANIES LOOKING AT APPRENTICESHIPS BUT AS AN IMPORTANT OPPORTUNITY FOR BUSINESSES TO INSPIRE EACH OTHER BY SHARING THEIR EXPERIENCE AND BEST PRACTICE EXAMPLES OF DEVELOPING OUR YOUNG PEOPLE.’

INTRODUCTION

BY CHRIS JONES



Apprenticeships are core to our purpose at City & Guilds, which is to enable people and organisations to develop their skills for personal and economic growth. Apprenticeships can play a key role in helping to build the sustainable skills the economy needs, equipping people for lifelong success, and driving business growth.

In my opinion, the most successful apprenticeship programmes – such as the examples that we highlight in these pages – clearly have the customer’s journey at the heart of their design and delivery, with a relentless focus on quality every step of the way.

In this guide, you’ll see examples where apprenticeships have increased business productivity, improved retention and motivation and driven overall growth in human capital. You’ll also see examples where apprenticeships have improved ROI in talent and development strategies, strengthened brands, and created a pipeline for future leaders.

Beyond the business benefits, and perhaps more importantly, apprenticeships can deliver the sustainable skills required for long-term economic growth. The broader economic implications of apprenticeships are especially clear, when considered in the context of high youth unemployment, skills gaps and global competitiveness of the UK – issues that I know are playing on my mind, and I’m sure many of yours as well.

Despite the clear business and economic reasons for taking on apprentices – only 1 in 10 employers are actually doing it in the UK. Demand for apprenticeships far outweighs supply. This is what inspired us to launch our Million Extra campaign, which is our commitment to help ensure one million people start an apprenticeship by Summer 2013.

A year into the campaign, we have been making considerable progress in understanding the barriers employers currently face to hiring apprentices. We remain dedicated to engaging and supporting you as an employer in making apprenticeships an integral part of your talent and workforce development programmes.

This is an agenda that Business in the Community shares and we deeply value their partnership and the role they play in making sure your voice, as an employer, is heard.

The Million Extra mission is undoubtedly ambitious and challenging, and we cannot achieve it on our own. We hope this guide will inspire you to play your part, not just for the benefit of your business, but for the benefit of society as a whole.

A handwritten signature in black ink that reads "Chris Jones". The signature is fluid and cursive, with a large loop at the end.

Chris Jones
CEO and Director General,
City & Guilds

‘DESPITE THE CLEAR BUSINESS AND ECONOMIC REASONS FOR TAKING ON APPRENTICES – ONLY 1 IN 10 EMPLOYERS ARE ACTUALLY DOING IT IN THE UK. DEMAND FOR APPRENTICESHIPS FAR OUTWEIGHS SUPPLY. THIS IS WHAT INSPIRED US TO LAUNCH OUR MILLION EXTRA CAMPAIGN, WHICH IS OUR COMMITMENT TO HELP ENSURE ONE MILLION PEOPLE START AN APPRENTICESHIP BY SUMMER 2013.’



4000

OPPORTUNITIES FOR ASDA COLLEAGUES TO UNDERTAKE APPRENTICESHIPS IN ITS STORES IN 2011



In a climate where the traditional academic learning path is becoming financially more demanding for many young people, Asda identified a great opportunity to give their colleagues the opportunity to earn AND learn.

This was realised as the Asda Skills Academy which gives their colleagues the opportunity to sign up to a City & Guilds apprenticeship.

The Skills Academy was conceived as part of their wider 'Your child's career is safe in our hands' strategy in which they aim to reassure parents that a vocational-based career path is not only a viable alternative to university, but something to really aspire to. Using their status as a macro-employer and globally recognised brand, Asda have positioned themselves as champions of vocational learning.

'We don't just want our colleagues to have a job at Asda, we want them to have a career with us. Working with City & Guilds has allowed us to build a programme of learning for our colleagues that gives them the opportunity to fly.' Anne Blyth, ASDA Training Operations Manager.

As the UK's second largest supermarket Asda's provision of over 4000 opportunities for its colleagues to undertake apprenticeships in its stores in 2011 – and up to 25,000 by the end of 2012 – has been one of the most high profile apprenticeship commitments of the year.

Far from offering a standardised one-off apprenticeship model, it is the scope for career development intrinsic within Asda's Skills Academy that really sets it aside from other apprenticeship programmes. By offering a clear career path, not only are colleagues able to take on more responsible roles within the business, thus creating space and opportunity for new colleagues to start, but they can also move on to these new challenges with a nationally recognised qualification.

By partnering with City & Guilds, Asda guarantees that the quality of all apprenticeships run through the academy will be of an exceptional standard.

'MY AMBIENT APPRENTICESHIP HAS REALLY BROUGHT TOGETHER ALL OF MY TRAINING AND I NOW FEEL LIKE I UNDERSTAND THE BIGGER PICTURE.'

CATH, AMBIENT RETAIL APPRENTICE

'WORKING WITH CITY & GUILDS HAS ALLOWED US TO BUILD A PROGRAMME OF LEARNING FOR OUR COLLEAGUES THAT GIVES THEM THE OPPORTUNITY TO FLY.'

ANNE BLYTH, HEAD OF OPERATIONAL TRAINING

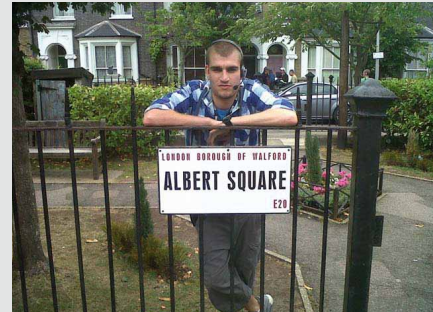
CASE STUDY

BBC

BBC



The Olympic Broadcaster
London 2012



Caroline Prendergast, Skills and HR Director at BBC London 2012, talks us through the BBC's experiences of apprenticeships.

She says, '2012 is going to be a massive year for London and the UK. The BBC is the host nation Olympic broadcaster and will also cover the Cultural Olympiad and the Queen's Diamond Jubilee. As part of the BBC's commitment to ensuring the London 2012 Olympic Games leaves a lasting legacy for audiences, we launched our first apprenticeship scheme in London in 2010 specifically aimed at people who want to gain a qualification while working, rather than through the traditional university-based route.

The apprenticeship will deliver a skills legacy for the individual and the BBC will gain a more diverse workforce whom we will work with to generate fresh programme ideas and content to appeal to new audiences.

80%

OF THE FIRST YEAR APPRENTICES ARE WORKING ON PROGRAMMES INCLUDING THOSE PRODUCED BY BBC CHILDREN'S, EASTENDERS AND SHAMELESS FOR CHANNEL 4

The apprenticeship in Creative and Digital Media is focussed on two entry level jobs – in Television production a runner and a production management assistant. The programme runs for a year. Production skills are learned 'on the job' through a rotation of work placements across the production departments and courses delivered by the BBC Academy. The apprentices attend Westminster Kingsway College for the formal academic programme. They are supported in the workplace by a line manager and a mentor.

The scheme is now in its second year with the third intake commencing January 2012. It has gone from strength to strength and is now pan industry with 80% of the first year apprentices working on programmes including those produced by BBC Children's, Eastenders and Shameless for Channel 4. Due to the success of the first year scheme the second year apprentices not only have placements in the BBC but also with our Industry partners including Endemol, Maverick, Talkback Thames and ITV. In September 2011 we launched the BBC 2012 – Scotland Apprenticeships which will run up to and include the Commonwealth Games in 2014.'

'THIS APPRENTICESHIP WAS FANTASTIC. IT'S ALLOWED ME TO OBSERVE – AND BE PART OF – WORLD CLASS PROGRAMME-MAKING FROM START TO FINISH. I HAD THE OPPORTUNITY TO LEARN, GET INVOLVED AND MAKE CONTACTS, AS WELL AS RECEIVING TOP QUALITY TRAINING.'

JACK JACKSON COMPLETED HIS APPRENTICESHIP IN MAY 2011

'IT'S REALLY IMPORTANT TO US THAT THE BBC REFLECTS THE MANY DIFFERENT BACKGROUNDS OF THE PEOPLE WHO MAKE UP OUR AUDIENCES. THIS NEW SCHEME TAKES A SIGNIFICANT STEP TOWARDS MAKING ENTRY INTO BBC EMPLOYMENT MORE ACCESSIBLE AND WILL HELP CREATE A MORE SOCIALLY INCLUSIVE WORKFORCE.'

LUCY ADAMS, DIRECTOR AT BBC BUSINESS OPERATIONS

CASE STUDY

BOOTS



A member of
Alliance Boots

Boots UK launched a new Boots Business Apprenticeship Programme in September 2011 for students who have completed their A-levels and are looking for a role that will allow them to learn and develop their skills whilst working.

During the Programme, successful applicants carry out placements in various business functions throughout the Boots UK Nottingham Support Office, as well as in-store to further expand their skills and experience.

Candidates have the opportunity to take on a job with real responsibilities within the UK's leading pharmacy-led health and beauty retailer, providing invaluable experience in the workplace, whilst at the same time learning how the retail industry works. Boots UK also funds and fully supports candidates to study for a Higher Apprenticeship in Business Management, equivalent to a foundation degree level.

Sarah White, Head of Capability for Boots UK, said, 'We are really excited about this new Programme. At Boots we're passionate about attracting and developing the best new talent. This Apprenticeship Programme is for young people who are beginning to evaluate their career options after their A-levels and would prefer to enter the workplace rather than go to university.'

'WE ARE COMMITTED TO SUPPORTING THE EMPLOYMENT AND FURTHER EDUCATION OF YOUNG PEOPLE. OUR BOOTS BUSINESS APPRENTICESHIP PROGRAMME COMPLEMENTS OUR EXISTING WORK WITH BUSINESS IN THE COMMUNITY, WORK INSPIRATION WEEK, YOUNG ENTERPRISE AND OUR RANGE OF EMPLOYMENT, EDUCATION AND TRAINING.'

ALEX GOURLAY, CHIEF EXECUTIVE OF THE HEALTH & BEAUTY DIVISION, ALLIANCE BOOTS



In October 2011 Boots UK recruited 18 highly motivated apprentices, who are passionate about retail. Applicants have at least 3 A-levels (excluding General Studies) at grade C or above, plus GCSE's in Maths and English at grade C or above and an interest in studying for a work based Higher Apprenticeship in Business Management.

The Programme comprises many development opportunities, academic support, internal training and mentoring.

'THE IDEA OF THREE YEARS AT UNIVERSITY DIDN'T REALLY APPEAL TO ME, AND I ENJOYED WORKING AT BOOTS BECAUSE OF THE WAY IT FOCUSES ON ITS CUSTOMERS.'

CALLUM BROWN JOINED THE SCHEME AFTER WORKING IN THE TAMWORTH STORE DURING HIS A LEVELS STUDIES.

'I KNEW I WANTED TO GO INTO BUSINESS AND RETAIL AND I LOVE THE IDEA OF GAINING EXPERIENCE AND A QUALIFICATION AT THE SAME TIME.'

VICTORIA FOX JOINED THE SCHEME AFTER COMPLETING HER A LEVELS AT A LOCAL SCHOOL

CASE STUDY CAPGEMINI

Capgemini believes in the need to embrace apprenticeships and that if you invest and nurture young talent, you will reap the benefits.

'As long as young people have a certain level of intelligence and enthusiasm, we can train them in the skills that they need,' says Capgemini UK Chairman Christine Hodgson.

In 2011, Capgemini launched a Higher Apprentice degree programme that saw 30 apprentices start a five-year programme of work experience and study to attain a BSc in Computing and IT Practice. It enables young people to train and gain qualifications with their fees being paid for them and also helps Capgemini develop its next generation of software engineers. Another 50 are being recruited in 2012.

'Being an apprentice at Capgemini is amazing. I am currently performing a testing role on a large project and hope to further develop my skill set to fulfil more roles and increase my responsibility. There are so many great things about being an apprentice within Capgemini, not least being trained to use leading edge software to increase productivity.' Jack Eker, Capgemini Higher Apprentice.

Capgemini's Advanced Apprentice programme was launched in 2004 and since this time, over 200 young people have completed a twelve month scheme in conjunction with the Telford College of Arts and Technology (TCAT) which hosts the apprentices one day a week to study for ICT and Business Administration qualifications.

'I WOULD CHALLENGE ALL EMPLOYERS TO LOOK AT THEIR WORKFORCE AND CONSIDER WHAT AN INJECTION OF ENTHUSIASM AND ENERGY JUNIOR SUPPORT MIGHT PROVIDE. JUNIOR TALENT CAN PLAY A KEY ROLE IN ALL ORGANISATIONS AND THERE ARE REAL BENEFITS FOR THE INDIVIDUAL AND FOR BUSINESS.'

CHRISTINE HODGSON, CHAIRMAN CAPGEMINI UK



It's still going strong and thirty new Advanced Apprentices joined the company in 2011. The type of work typically undertaken includes the use of programming languages such as Java, Cobol, C++, Unix and SQL; within environments such as testing, support, applications support and engineering. Apprentices are also encouraged to get involved with community volunteering and fundraising activity.

'Being a part of the apprentice scheme has been a great move into a challenging and rewarding career opportunity. I contribute to the company's success by assisting and supporting my team wherever possible. The best part of being an apprentice is learning in a work based environment.' Ollie Betteridge, Capgemini Advanced Apprentice.



Capgemini Advanced Apprentice Matthew Page (pictured left with Birmingham Post's Head of Business Alun Thorne) won a top honour in the West Midlands Apprenticeship Awards 2011 hosted at the Ironbridge Gorge museum.

30

**NEW ADVANCED
APPRENTICES JOINED
THE CAPGEMINI IN 2011**

200+

**OVER 200 YOUNG PEOPLE
HAVE COMPLETED A
TWELVE MONTH ADVANCED
APPRENTICE SCHEME**

CASE STUDY

COSTAIN

COSTAIN

Costain has now established a regular intake of 15 to 25 apprentices per year across the entire Group as part of its Costain Cares approach.

Since the Group began to focus on the apprentice route the total number of Apprentices has grown from around 5 in 2008 to 41 at the end of 2011. The apprentices are recruited into various roles across all sectors, including Process Engineering, Construction, Civil Engineering, Design, and Geotechnical Engineering.

Typically apprentices in Costain will sign up to a 3 year framework agreement during which they will study a BTEC Level 3 Diploma at College on a day release basis, and will work towards an NVQ Diploma, Level 3, through assessment of their work on site. This combination of college and on-the-job training alongside experienced staff enables our apprentices to develop a full quota of technical and personal skills. Costain undertakes to support each apprentice as far as they wish to progress through the career structure of their chosen sector. Everyone is encouraged to gain technical professional membership of the relevant institution and are mentored and supported along the way.



Catherine Warbrick, Corporate Responsibility Director, Costain Group says, 'The Apprenticeship Development Programme is a key entry route into Costain Group. This practical and 'hands on' route is addressing the long term skills shortages within our market sectors.'

Diego Rendon joined Costain through The Construction Youth Trust (CYT) work experience 2007 and has now progressed to be sponsored through University by Costain. 'I was on the Cooling the Tube Project and left inspired everyday at the opportunities the industry has to offer.' Later that year I was introduced to Lee Davies, Costain Rail Director, and asked him for an apprenticeship. 'It's not just about the job. In October 2008 I'd saved enough to fly my parents home to Columbia – their first visit in 11 years. That felt so good.'

Danielle Newitt, QS Apprentice from Crossrail, (left) takes part in the 'The Big Conversation' at WorldSkills London 2011. The conversation was organised by BITC and involved 300 international delegates made up of company CEOs, young people and apprentices, brought together to discuss work experience, employability skills and the benefits of apprenticeships.

41

SINCE THE GROUP BEGAN TO FOCUS ON THE APPRENTICE ROUTE THE TOTAL NUMBER OF APPRENTICES HAS GROWN FROM AROUND 5 IN 2008 TO 41 AT THE END OF 2011.

'WE HAVE BEEN DELIGHTED WITH THE APPRENTICES THE GROUP HAS RECRUITED IN 2011. THEIR WORK ETHIC, ENTHUSIASM AND COMMITMENT HAVE ALL ADDED VALUE VERY QUICKLY TO THE SERVICES WE OFFER OUR CUSTOMERS.'

ANDY BULL, ENVIRONMENTAL SERVICES DIRECTOR

'RECRUITING APPRENTICES ENABLES US TO MEET OUR SKILLS NEEDS IN CRUCIAL AREAS. IT ALLOWS US TO RECRUIT THE RIGHT PEOPLE AND DEVELOP THEM IN A WAY THAT MEETS THE NEEDS OF BOTH THE COMPANY AND THE APPRENTICE. DURING 2012 WE WILL ENGAGE WITH OUR SUPPLY CHAIN TO SUPPORT AND FACILITATE THE RECRUITMENT OF 130 APPRENTICES ACROSS VARIOUS TRADES.'

VAL THOMPSTONE, WHO IS RESPONSIBLE FOR THE APPRENTICESHIP PROGRAMME

CASE STUDY

HSBC

With headquarters in London, HSBC is one of the largest banking and financial services organisations in the world. HSBC's international network has around 7,500 offices in 87 countries and territories across Europe, the Asia-Pacific region, North, Central and South America, the Middle East and Africa. HSBC have around 100 million customers worldwide.

Why Apprenticeships?

In the UK, where all banks are perceived to be the same, HSBC aim to differentiate themselves from competitors by providing a superior service so they are recognised by customers as the 'Best Place to Bank'. As a result shareholders will believe they are the 'Best Place to Invest'. In order to accomplish these, HSBC employees must believe HSBC are the 'Best Place to Work'.

To deliver this superior service HSBC need to professionalise their entire workforce. Apprenticeships allow HSBC to perfect a common direct entry level strategy involving school leavers, graduates and work experience joiners. Apprenticeships align perfectly as they are work based training programmes, proven to give people the skills, knowledge and understanding to do their job well. Between September and December 2011, 312 people joined the programme in a number of pilot areas in HSBC's branch network, call centre and operations businesses. Plans are being formulated to increase numbers and roll out apprenticeships nationally to new and existing employees.

The Pilot – Card Centre of Excellence

HSBC tested their approach in a number of business areas. The Card Centre of Excellence in Birmingham was one. It provides a range of services supporting debit and credit card customers within the UK, and with a large number of new recruits it was an ideal place to start.



Journey to-date

HSBC are now well into their journey with Cards and their 70 apprentices have been on the programme for three months. They are beginning to demonstrate the knowledge & skills required within the Customer Service framework and feedback shows that :

- 85%+ believe the programme will up-skill them
- 90%+ believe they have a learning plan that is relevant to them
- 90%+ believe their line managers are fully supportive

The future

HSBC continue to develop their model as they roll-out additional frameworks to meet the needs of different business areas. However, with over 300 apprenticeships now signed onto apprenticeship programmes, from a range of backgrounds, ages and ethnicity, HSBC feel they are well on their way to fulfilling their vision in delivering a superior service to all customers and creating a professionalised workforce.

85%+

OF APPRENTICES BELIEVE THE PROGRAMME WILL UP-SKILL THEM

'I THINK IT'S A GOOD OPPORTUNITY TO GAIN EXTRA SKILLS'

'I FIND THE RESOURCES PROVIDED VERY USEFUL'

'THE PROGRAMME IS GOING WELL, WOULDN'T CHANGE ANYTHING'

FEEDBACK FROM APPRENTICES

CASE STUDY

MERSEYTRAVEL



'APPRENTICESHIPS GIVE US A FLOW OF NEW TALENT AND AMBITION WHICH IS KEY TO OUR AMBITION TO BE A WORLD CLASS ORGANISATION, PLANNING TO MEET OUR FUTURE SKILLS GAPS AND GIVING YOUNG PEOPLE THE CHANCE TO GROW AND SUCCEED IN A NURTURING ENVIRONMENT.'

LIZ CHANDLER, DIRECTOR OF CORPORATE DEVELOPMENT

'I REALLY BELIEVE THAT MY APPRENTICESHIP IS HELPING TO LAY THE STEPPING STONES FOR MY CAREER. NOT JUST BY PROVIDING ME A ROUTE TO GAIN QUALIFICATIONS BUT ALSO BY IMPROVING MY EMPLOYABILITY AND DEVELOPING SOLID BUSINESS ETHICS.'

PHILIP McCAUGHRAN AN APPRENTICE AT MERSEYTRAVEL

Merseytravel, the Integrated Transport Authority on Merseyside, has an appetite for excellence which is inspired by their learning culture.

In addition to supporting the skills development within their current workforce, Merseytravel also recognises the benefits of bringing in new skills and new enthusiasm. One of their key priorities is to encourage young people to join their workforce through apprenticeships.

The transport industry has historically had an older than average workforce, and a large proportion of staff have many years service. It is a compliment to the organisation that their turnover is so low, but Merseytravel feel they really need to tap into the skills of young people who can apply the latest techniques – and their enthusiasm – to keep them up to date.

Merseytravel find that apprenticeships provide a blend of vocational skills and academic understanding which gives people the cornerstone skills to do a professional job. The organisation enhances these skills with a structured induction and development plan, identifying their skills and ambitions and giving them a chance to work in different departments within the company.

Often young people don't really know what type of work they want to do, and this gives them the opportunity to try different things, including customer service, operational roles, admin and project work. They have a chance to try a variety of different environments, and from here they can apply for permanent jobs or secondments based on their preferences and abilities.

The apprentices who have joined Merseytravel frequently go on to gain permanent positions within the organisation, using their skills and experience to compete effectively, and in several areas former apprentices now hold professional and supervisory roles.

CASE STUDY

NATIONAL GRID



National Grid has operated an advanced apprenticeship programme for over ten years and in 2012 will be recruiting 67 apprentices.

The programme is designed to give young people the skills and experience to become fully qualified Professional Technician status engineers.

National Grid has advanced apprenticeships in the UK electrical and gas transmission and UK gas distribution areas of its business. Through their apprenticeship framework, they teach young people the skills that they require and grow talent for the future.

The number of apprenticeships available each year at National Grid is largely dependent on future business requirements.

An apprenticeship typically lasts either two or three years, depending on the programme. The apprenticeships at National Grid are based on the achievement of a specified set of outcomes. This means that the length of the programme may be reduced for apprentices who have previously gained relevant knowledge or experience that can be formally accredited.'

'OVERALL THE APPRENTICESHIP HAS BEEN VERY GOOD. I FEEL I HAVE ACHIEVED AND LEARNT A LOT IN A SHORT SPACE OF TIME. THE TRAINING IS ALWAYS RELEVANT TO THE JOB I WILL BE DOING AND ALTHOUGH SOME ASPECTS ARE CHALLENGING IT IS STILL VERY ENJOYABLE.'

'THE TRAINING PROGRAMME HAS BEEN GOING WELL AND I FEEL I AM ON TRACK WITH THE PROGRAMME AND WORKING WELL. THE TRAINING ON AND OFF JOB IS TO A HIGH STANDARD AND I AM CONFIDENT ABOUT WORKING IN MY JOB.'

APPRENTICES FROM NATIONAL GRID

'WE NEED TO HIGHLIGHT THAT A DEGREE IS NOT THE ONLY ROUTE, THERE ARE DIFFERENT PATHWAYS INTO WORK, ALL EQUALLY VALUABLE, ALL NEEDED BY INDUSTRY; THAT INCLUDES APPRENTICESHIPS AS WELL AS ENGINEERING TRAINING PROGRAMMES AND GRADUATE PLACEMENTS.'

STEVE HOLLIDAY, CHIEF EXECUTIVE, NATIONAL GRID

67

APPRENTICES WILL BE RECRUITED BY NATIONAL GRID IN 2012

In May 2011, Serco Ltd announced the creation of 500 additional apprenticeships that it will be providing across the UK.

Serco already has a hugely successful Apprenticeship Scheme, which has seen rapid growth both in numbers and breadth. In 2011, they employed over 1,400 apprentices enabling them to excel in a wide range of disciplines across the business including; aeronautical engineering, building services, marine engineering, horticulture, satellite communications, business administration, rail engineering, catering, leisure services, custodial care, and many more.

Apprentices are employed on contracts for customers including Peterborough Council, the Listening Company, Hertford County Council and the Defence Academy, as well as on a wide range of MOD sites, working on Serco's various MOD support contracts.

Chris Hyman, Group Chief Executive, joined other business leaders, at a meeting with UK Prime Minister, David Cameron, and Deputy Prime Minister, Nick Clegg in May 2011, to discuss the challenges faced by the UK's young people and the solutions to equipping them with the right skills for work.

Chris Hyman says, 'throughout Serco, we appreciate the potential of young people and place great significance on providing them with the opportunities to develop the skills and experience necessary to enter work. We are delighted to be offering these opportunities which are exciting for the people involved and the company as we look to recruit the new talent we need to continue delivering high quality services for all our customers.'

500

ADDITIONAL APPRENTICE PLACES CREATED IN 2011/12

Lesley Watson Serco UK Apprenticeships Manager & NAS Apprenticeship Ambassador Network Chair (Southern Region) says, 'Serco has invested in a central vocational training unit to manage its apprenticeship provision as we know that it is vital to ensure that staff have the relevant skills and knowledge to do their jobs effectively. We believe our apprenticeship programmes provide us with a number of key benefits:

- Cost effective recruitment using a national recruitment service (VMS)
- Support in the development of a well-trained, motivated workforce
- Costs of training met through Government funding
- Increased productivity through better trained staff
- Improved business area performance through the addition of highly motivated staff
- The opportunity to demonstrate our commitment to staff development.

This commitment to apprenticeships has been evident in our announcement that we will create an additional 500 apprenticeship places in 2011/12. This initiative is part of our commitment to helping young people develop the skills and capabilities needed to enter work and is in support of the UK Government's drive to reduce youth unemployment across the country'.



'THE APPRENTICESHIP SCHEME HAS PROVED INVALUABLE TO THE RNAS YEOVILTON CONTRACT OVER THE YEARS, PROVIDING ENTHUSIASTIC SKILLED ENGINEERS TO SUPPLEMENT OUR EXISTING EXPERIENCED WORKFORCE.'

MICHELLE ALDRIDGE, SERCO SERVICE DELIVERY MANAGER RNAS YEOVILTON, SOMERSET

SERCO EMPLOYS APPRENTICES AS BOTH AN EXCITING PROSPECT FOR YOUNG PEOPLE AND A CHANCE TO RECRUIT THE NEW TALENT IT NEEDS TO CONTINUE DELIVERING THE HIGH QUALITY SERVICES.

Siemens HR Director for UK and North-West Europe, Toby Peyton-Jones, says: 'Siemens was founded in the UK almost 170 years ago with a string of pioneering firsts including the first street lighting in Godalming, and the introduction of city trams. Today, our apprenticeship scheme upholds that same pioneering spirit and is focused on addressing today's challenges for tomorrow's world.'

The delivery of renewable energy sources, finding innovative ways of delivering sustainable healthcare and reducing the amount of cars on our roads through providing sustainable public transport solutions are the lifeblood of the Siemens organisation.

Our in-house apprenticeship programme is underpinned by excellence and produces highly educated and self motivated employees who live the values of the company and who have a deep appreciation of engineering and what we can do to help our customers, and make a positive and sustainable contribution to the economy.'

Siemens Industrial Turbomachinery in Lincoln has long understood the value of a collaborative approach between education and industry. The annual Females into Industry challenge, in conjunction with Lincoln College, was created in 2003 as a proactive response to a shortfall in the number of women applying for apprenticeships. Angela Borman, collaborative projects officer for Siemens says, 'We felt it was a practical, hands-on approach that would highlight the challenges and rewards of a career in manufacturing engineering and, ultimately, increase the number of females applying for apprenticeships.'



'APPRENTICESHIPS HAVE BEEN THE BACKBONE OF OUR REMARKABLE GROWTH. PLANNING AHEAD, WE CAN HELP TO CLOSE THE SKILLS GAPS AND DEVELOP OUR ENGINEERS AND LEADERS OF THE FUTURE.'

TOBY PEYTON-JONES, SIEMENS HR DIRECTOR FOR UK AND NORTH-WEST EUROPE

For the first challenge in 2003, twenty year eight girls from ten schools across Lincolnshire were invited to take part in the two day challenge that involved designing and constructing a desk tidy using CAD, manufacturing equipment and traditional hand skills. The students were supported by Siemens' first year apprentices who mentored them for the duration of the challenge.

A year later the same group of students were invited to return to undertake a one day challenge to make a clock. Fifty per cent of the girls returned to take part, with 45 per cent of the group returning for work experience in 2005. One of the students from the original group applied for an apprenticeship in 2006 and, after going through the recruitment process, was accepted onto the scheme.

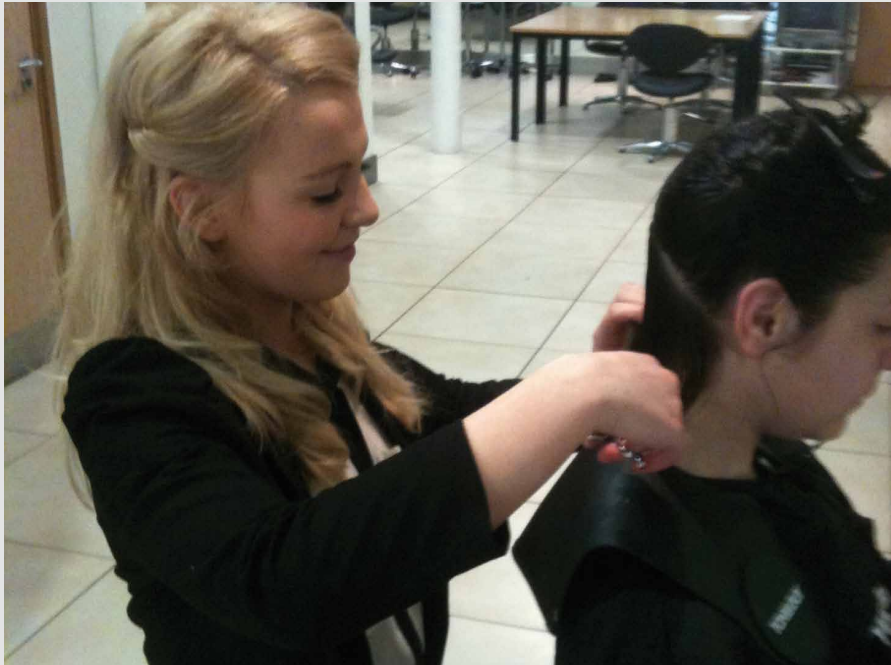
Lottie Glide, an apprentice from the 2009 intake says of the challenge, 'I loved the whole experience of taking part. If it hadn't been for the challenge I really don't think I would have considered doing what I'm doing, which would have meant missing out on the training and development and skills I'm learning at Siemens.'

Since the first challenge Siemens has seen a continued increase in the number of female applications received. Angela Borman says, 'Twenty per cent of the apprentices recruited in 2009 were female. This is against the Institution of Engineering and Technology national survey which gives an average of six per cent of employees in technology roles as female. The challenge has provided a great result for Lincoln, the Energy Sector and Siemens as a whole.'

CASE STUDY

TONI & GUY

TONI & GUY



'IT'S THE BEST TRAINING IN THE WORLD; GETTING TRAINED BY TEACHERS WHO TRAVEL ALL OVER THE WORLD FOR OUR COMPANY WHO DELIVER EDUCATION. THIS WILL GIVE ME AMAZING OPPORTUNITIES FOR THE FUTURE WITHIN THE COMPANY IN THE UK AND ALSO WORLDWIDE.'

DANNI WHITE, APPRENTICE AT MARYLEBONE TONI & GUY

Toni & Guy UK Training has its own in-house training programme which is completely mapped over and fully embedded into the NVQ qualification.

Toni & Guy UK Training provide all aspects of the NVQ delivery, practical assessment and online testing for 203 salons with an expected growth of up to 240 salons, ensuring all apprentices have the highest training possible wherever they are located in the country.

The Toni & Guy apprenticeship ensures that all apprentices have the fundamental training they need at the start of their career.

The opportunities for staff having completed their NVQ with Toni & Guy is enormous, which may include travelling the world, becoming an Art Director having progressed through the company, working in the salon or as an NVQ assessor/trainer, continuing the education sequence once more.

The apprenticeship programme is the starting point at Toni & Guy for apprentices. This is the first step on the structured career path with the company and as an employer they see the value of an internationally recognised qualification as vitally important to its business.

The NVQ enables employees to move on to higher qualifications such as NVQ Level 3, teaching, assessing qualifications and to travel around the world to one of the 400 plus salons. Training is synonymous with Toni & Guy; it is what the company is founded on.

Following the fully embedded career path which includes the NVQ Level 2 and Level 3 apprentices are given the opportunity to learn more advanced skills and showcase these to other staff members. This provides inspiration to younger staff members as well as guaranteeing a professional and highly trained staff base that are able to move with the times and so keep the clientele happy in the salon.

Cathy Weston, Director of Education (Toni & Guy UK), says 'Our apprenticeship programme within Toni & Guy is extremely valued. We offer excellent training opportunities to young, aspiring individuals who can further develop their skills to a very high standard. The success of our company is through the education that is on offer to all our staff from apprentices through to Art Director level.'

Comments from recent OFSTED inspection: (Result: Overall Grade 2, July 2011) 'Learners are ambitious and hardworking and benefit from the excellent career structure and the exciting career opportunities T&G Ltd offers. Many learners have progressed to employment in T&G Ltd.'s international salons or to owning their own salons, becoming artistic directors or forming part of the education team.'

CASE STUDY WHITBREAD

EAT SLEEP & DRINK
WHITBREAD

Whitbread is very proud to offer apprenticeship and Skills for Life, literacy and numeracy programmes which provide opportunities for team members to gain nationally recognised qualifications and helps improve their skills and knowledge.

The programme also provides a platform for progression for many team members looking to move to their next role.

Apprenticeships are achieved by completing a number of modules throughout the programme which are made up of a variety of different learning solutions. These include completing their core skill workbook and induction, online modules, which can be completed at home or at work and on the job learning and on the job assessments which are supported by their buddies, and assessed by their Manager. Since the launch of the programme in 2009, Whitbread's team members have achieved approximately 3200 qualifications. The apprenticeship programme currently has over 600 active learners.

Emma Hawley, General Manager and Assessor explains the benefits of the programme, 'the Whitbread Apprenticeship Programme has made a massive difference to my team and my site. The programme design means that team members can work alongside their day to day role to complete tasks and improve their knowledge and skills around their day job without the need to go to college. The team members are supported by their General Manager who works regularly with them and can provide supportive feedback on their progress.

3200

SINCE THE LAUNCH OF THE PROGRAMME IN 2009, WHITBREAD'S TEAM MEMBERS HAVE ACHIEVED APPROXIMATELY 3200 QUALIFICATIONS.

With 13 team members at my site from various departments now completing the programme, I can genuinely say I have seen a massive improvement in the understanding of delivering consistently high standards and the impact individuals can make to a guests experience during their stay with us. I truly believe this has been a key element that has helped us improve our guest experience overall which has been reflected in our guest satisfaction survey. I have seen a real improvement in the team's sense of pride and engagement with the business and their job roles.'

Patrick Dempsey Managing Director believes that the apprenticeship programme is key to helping improve the skills of Whitbread's expanding workforce. 'We are really proud to offer training schemes that provide opportunities for our team members to gain nationally recognised qualifications. We know that in the future, change is required to fulfil the skills need of the UK job market; business needs improved skills levels to be successful. Our future workforce is also today's workforce and as a result there is a large role for employers to play to help shape and deliver the required skills.'



'I'VE WANTED TO GET BACK INTO EDUCATION SINCE LEAVING SCHOOL BUT NEEDED A JOB TOO SO NOW IT FITS IN PERFECTLY. I THINK PERSONALLY IT HAS HELPED IMPROVE MY SELF CONFIDENCE AND HAS GIVEN ME A REAL SENSE OF ACHIEVEMENT.'

KYLE DUDLEY, A RESTAURANT AND BAR TEAM MEMBER FROM TELFORD

THE VALUE OF APPRENTICESHIPS

AS DEMONSTRATED THROUGH THE CASE STUDIES IN THIS GUIDE, APPRENTICESHIPS OFFER A PRACTICAL AND COST-EFFECTIVE SOLUTION FOR RECRUITING, RETAINING AND DEVELOPING KEEN AND MOTIVATED STAFF.

Apprenticeships have been proven to deliver a positive return on investment for organisations of any size.

MOTIVATE YOUR WORKFORCE

88%

OF EMPLOYERS CITE APPRENTICES AS CONTRIBUTING TO A MORE SATISFIED WORKFORCE

80%

FEEL THAT APPRENTICESHIPS REDUCE STAFF TURNOVER

57%

REPORT A HIGH PROPORTION OF THEIR APPRENTICES GOING ON TO MANAGEMENT POSITIONS WITHIN THE COMPANY

REMAIN COMPETITIVE

89%

OF EMPLOYERS VIEW APPRENTICES AS KEY TO THE FUTURE SUCCESS OF THEIR BUSINESS OVER THE NEXT TWO YEARS, AS THEY FIGHT THEIR WAY OUT OF RECESSION

66%

BELIEVE APPRENTICESHIPS ARE VITAL TO ENSURE THAT THE UK CAN COMPETE IN THE CHANGING GLOBAL ECONOMY

75%

EXPECT APPRENTICESHIPS TO PLAY A BIGGER PART IN THEIR RECRUITMENT POLICY AND SOURCING OF TALENT IN THE FUTURE

IMPROVE YOUR BOTTOM LINE

76%

CONSIDER APPRENTICES TO BE A REAL BOOST TO PRODUCTIVITY

52%

OF THE COMPANIES THAT ALREADY RECRUIT APPRENTICES BELIEVE THAT THEY OFFER GREATER VALUE THAN HIRING UNIVERSITY GRADUATES

80%

OF PEOPLE ARE MORE LIKELY TO PURCHASE OR USE A PRODUCT OR SERVICE FROM A BUSINESS IF IT HAS APPRENTICES

Sources

Skills Economy research, City & Guilds research report, July 2011

Building Business Through Apprenticeships, City & Guilds research report, February 2011

CITY & GUILDS FOR BUSINESS

CITY & GUILDS IS THE UK'S LEADING VOCATIONAL EDUCATION BUSINESS. CITY & GUILDS FOR BUSINESS IS THE PART OF CITY & GUILDS DEDICATED TO WORKING DIRECTLY WITH EMPLOYERS.

We are the experts in supporting employers with apprenticeship schemes in everything, from administration and funding support, to programme management and training delivery. As well as working with large corporates, we support small and medium sized organisations through our network of City & Guilds approved training providers.

Our team have experience of working at senior executive and board level in some of the largest national and multinational organisations including Virgin Atlantic, Disney, British Airways, Flybe, BMW and Tesco, meaning we truly understand your business needs.

How we support you

The way you deliver apprenticeships has to be right for your business. City & Guilds for Business spends time to understand your organisation to recommend a solution tailored to meet your needs. Our unique position within the City & Guilds Group enables us to offer end to end solutions, from shop floor to boardroom.

We are passionate about supporting business to ensure apprenticeships are simple and effective. We put quality, progression and your employee experience at the heart of everything we do.

We can support you with:

- Advice and guidance on everything relating to apprenticeships
- The right qualifications for your business
- Administration and funding support
- Programme design that reflects the way you want to train
- Managing partnerships with training providers and colleges
- Training delivery with our unrivalled network of trainers and assessors

Take the next step

Starting an apprenticeship scheme in your business can be simple, effective and efficient with City & Guilds for Business.

We work across all sectors, from hospitality and catering through to retail and banking.

WE'RE HERE TO SUPPORT YOU.

TALK TO US.

CONTACT CITY & GUILDS FOR BUSINESS:

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MILLION EXTRA

Our mission is to lead a talent revolution by helping to ensure that one million people start an Apprenticeship by Summer 2013, and shine and grow through them. Million Extra is how we're going to make this happen. We are creating a range of inspiring programmes and support for our training centres, employers and learners.

From the most demanded and effective Apprenticeship qualifications, to a million hours of cutting-edge content and support for our training centres – it's all dedicated to helping build the sustainable skills the economy needs, and creating opportunities and equipping learners for lifelong success.

Business is key to helping to achieve this ambition. That's why we promise to listen, respond and support employers in helping overcome barriers in order to open up more Apprenticeship places. Our mission depends on commitment and collaboration. Only together, with you, can we make Million Extra happen.

Find out more on how to play your part at
www.million-extra.co.uk

Follow us on Twitter
[@MillionExtra](https://twitter.com/MillionExtra)