



The Hub Apprenticeships Work

Strategy and Strategic Action Plan
2015-2020

Liverpool City Region Apprenticeship Hub



LIVERPOOL
CITY REGION

Contents

Foreword	3
Introduction	5
Purpose of the Strategy	5
Vision	5
Liverpool City Region Apprenticeship Hub	7
Summary	8
Rationale for the Strategy	9
Apprenticeship Policy Context	9
Vision Indicators of Success Principles Measuring Impact	15
Vision	15
Aims	15
Principles	16
Measuring Success - Our Objectives	16
A Strategic Framework for the Liverpool City Region Apprenticeship Hub 2015-2020	18
Role	18
Liverpool City Region Summary Apprenticeship Hub Strategy 2015-2020	19

Foreword

We are pleased to introduce our Apprenticeship Hub Strategy for the period 2015-2020.

This document sets out a framework for enabling the Liverpool City Region Apprenticeship Hub to build upon the valuable work it has already taken since 2011 and to enable the following outcomes:

- Growth in the number of Apprenticeship Starts and the proportion of Completions;
- Growth in the number of higher level Apprenticeship Starts in particular at Level 3 and above (Advanced and Higher levels) and increased levels of progression onto, and starts at, Degree level Apprenticeships;
- Improving the relevance of the Apprenticeship offer locally, ensuring that the range of Apprenticeship provision better meets the needs of employers and learners; and
- Ensuring that Apprenticeships are viewed as a high-quality option for employers and learners of all ages in particular those young people aged 16-18 who are considering their learning options.

Enabling individuals and employers to have access to the right skills support is essential in order to maintain and improve further the competitiveness of the Liverpool City Region: transform, compete and thrive have been underpinning principles of our work for many years.



Improving the relevance, qualification levels and quality of Apprenticeship provision locally is key to this and is essential if we are to better meet the needs of employers and residents. There remains more to do if the Liverpool City Region is to narrow the skills and qualifications gap between local and national rates, particularly at Level 3 and Level 4, and Apprenticeships provide a valuable tool to achieve this.

Since the publication of the Liverpool City Region's Apprenticeship Strategy in 2010/11, the Liverpool City Region, and the Apprenticeship Hub, has been committed to ensuring that the provision of high-quality Apprenticeships forms a key component of the education and skills offer locally, supporting the narrowing of the skills gap, and supporting competitive people and competitive businesses.

Over the period 2015-2020, the Liverpool City Region Apprenticeship Hub is committed to growing the number of Apprentices locally, ensuring that the range of provision is relevant to the needs of employers, learners and the local economy.

Growth in the number of Apprentices locally can assist us to close the skills performance gap locally with other parts of the United Kingdom. However, there are significant challenges ahead including the changes brought about by Apprenticeship reform, including the introduction of a new Levy to fund Apprenticeships, the Digital Apprenticeship Service and new Apprenticeship Standards along with a new funding model. In the context of these changes, the only way to achieve the indicators and level of growth we have outlined above is to ensure improved levels of partnership working and collaborative activity. The Liverpool City Region Apprenticeship Hub can play a key role in facilitating that partnership work through the ambitious programme of work set out in this Strategy.



A handwritten signature in black ink, appearing to read 'Ian Maher'.

Councillor Ian Maher
Leader of Sefton
Council and Liverpool
City Region Combined
Authority Portfolio Lead,
Employment and Skills



A handwritten signature in black ink, appearing to read 'R Else'.

Richard Else
Operations Director,
Jaguar Land Rover
Halewood and
Chair, Liverpool City
Region Employment and
Skills Board

Introduction

Purpose of the Strategy

This document is intended to provide both a strategy and strategic operating framework for the work of the Liverpool City Region Apprenticeship Hub over the lifetime of this Parliament, namely 2015-2020.

The strategy sets out a series of key performance indicators, a vision and how the promotion and delivery of Apprenticeships will be improved across the Liverpool City Region. The strategy also defines a programme of activity, which will be led by the Liverpool City Region Apprenticeship Hub, over the period 2015-2020, in partnership with other agencies.

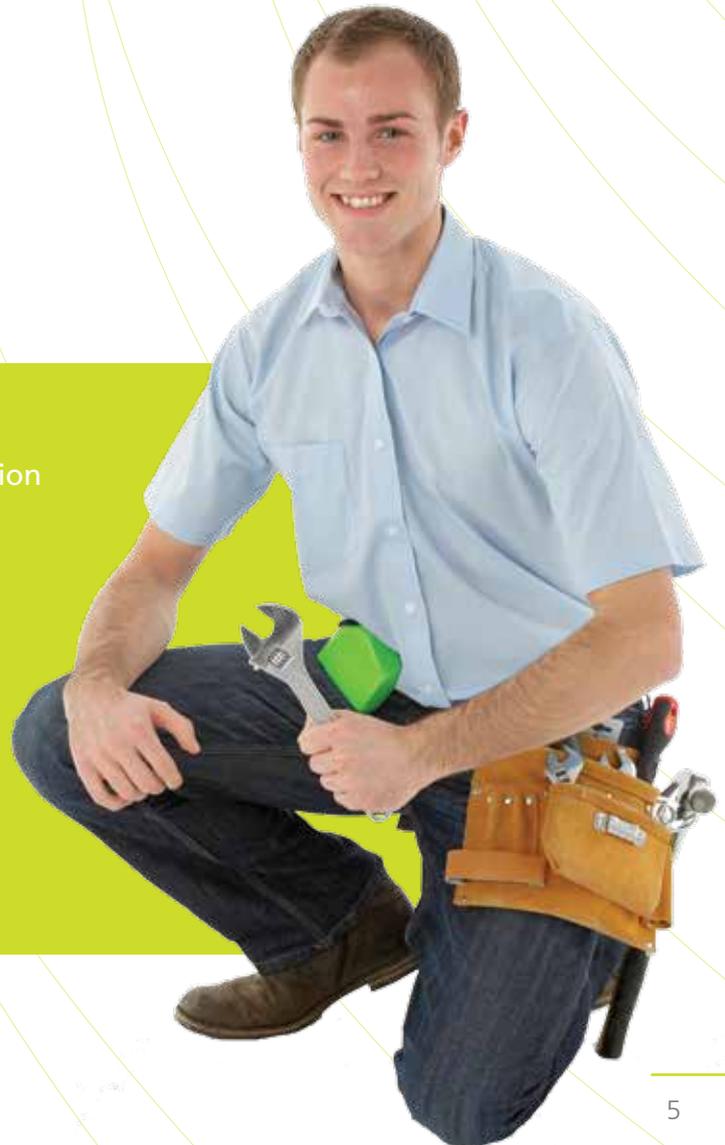
The programme of work and activities outlined in this strategy document has been shaped by emerging policy at a national and local level as well as evidence that points towards the need for certain activities. Over the coming years, the Government wishes to see a significant expansion of the Apprenticeship programme.

Alongside this, however, there will be a programme of policy and funding reforms which has the potential to reduce our ability to achieve growth, especially in the short term. We believe that, only through partnership and collaboration, can the Apprenticeship Hub and partners achieve the vision outlined below and an expansion of the Apprenticeship programme locally.

Vision

The vision that underpins the Liverpool City Region Apprenticeship Hub is described below.

By 2020, learners, parents and guardians and employers will, through the choices they make, view Apprenticeships as a high quality learning and skills option that has currency in the labour market and which will help deliver personal and economic success.



This strategy document highlights and responds to the key challenges facing the Hub and the activities that are required to address them. Contained in the strategy are our key objectives, the indicators against which our performance, and that of our partners, will be measured. These objectives include:

- Increasing the number of all-age Apprenticeship Starts by 5% year-on-year by 2020¹ - the Liverpool City Region Apprenticeship Hub, through a range of partnership and collaborative work, wishes to increase the number of Apprenticeship Starts by 24,868 to a total of 124,338 over the 5 year period covered by this strategy

- Increasing both the absolute number of Level 3, Higher Level and Degree Level Apprenticeships available to and accessed by residents and employers of the Liverpool City Region, and the proportion of higher level Apprenticeship Starts as a proportion of all Starts
- Increasing the range of Apprenticeship Sector Subject Areas available and delivered to Liverpool City Region residents and available to employers to meet their business needs
- Increasing the number of employers offering Apprenticeship opportunities and participating in the Apprenticeship programme; of all sizes and across all sectors
- Continuing to promote Apprenticeships as a high quality destination choice for all learners, not just those aged 16-18 years of age and as a high quality skills solution for employers and their employees
- Ensuring a robust, resilient and responsive provider base that can both adapt to reforms and changes to the Apprenticeship programme and meet the needs of learners, employers and address the wider economic and skills priorities of the Liverpool City Region
- Ensuring that learners, parents and guardians, employers and other stakeholders such as teachers are supported to access timely and accurate Information, Advice and Guidance about Apprenticeships, Apprenticeship Vacancies, entry requirements and progression routes



Liverpool City Region Apprenticeship Hub

The Liverpool City Region Apprenticeship Hub has operated since 2011. The Hub is underpinned by close collaborative and partnership work and reports to the Liverpool City Region Employment and Skills Board. Historically, the Hub's focus has been to increase the awareness of, the number of, and the quality of Apprenticeships available to residents of the Liverpool City Region, in particular those aged 14-19, reflecting statutory duties.

The Apprenticeship Hub has, since its establishment, taken forward a range of activities including marketing and awareness raising activities to promote Apprenticeships, particularly as a post-16 learning destination, celebratory activities to showcase the value of Apprenticeships, employer engagement and establishing a strong web-based presence to provide information on Apprenticeship opportunities and refer interested learners and employers to learning providers and other stakeholders.

Against the background of the Government's reforms and changes to the Apprenticeship programme in particular, Apprenticeship policy and funding reform; a national target to achieve 3 million new Apprenticeship Starts by 2020, local challenges and local skills priorities, the Apprenticeship Hub has a significant opportunity to broaden its role and act as the impartial strategic lead for Apprenticeships locally, and to ensure that key challenges are met. This is essential if the vision is to be realised and key indicators and objectives delivered.



Accordingly, this strategy defines that broader role and provides a strategic and operating framework for the Liverpool City Region Apprenticeship Hub over the period 2015-2020. The strategy details a range of priority actions that are grouped into 4 broad strategic priority areas, these are:

- Work with Learners
- Work with Employers
- Work with Apprenticeship Providers
- Creating a Connected and Sustainable Hub

The diagram overleaf provides a detailed overview of the range of priority actions we would like to take forward.

Whilst the Hub is not a formalised delivery body or entity in itself and, as such, is not singularly responsible for delivering and achieving specific outcomes e.g. achieving growth in Apprenticeship Starts, reconfiguring the range of provision locally, raising Quality etc. it is uniquely placed to mobilise partners and stakeholders, many of whom do have specific and statutory responsibilities, and working with them to respond to the challenges and priorities set out in this strategy. It is the combined collective and collaborative action of the Hub and partners that will deliver change and success for the city region.

Summary

Vision

By 2020, learners, parents and guardians and employers will, through the choices they make, view Apprenticeships as a high quality learning and skills option that has currency in the labour market and which will help deliver personal and economic success.

Connected and Sustainable Hub (CSH)

CSH1: Develop and enhance the role of the Apprenticeship Hub moving towards the Hub fulfilling the role of an independent and impartial strategic body that can act as the authoritative voice on Apprenticeships locally, and which can engage with national institutions.

CSH2: Ensure that the work of the Hub is aligned to local business focussed activity and the wider employment and skills infrastructure.

CSH3: The LCR Apprenticeship Hub drives forward innovative and developmental activity on behalf of the LCR that increases the quantity and quality of Apprenticeships locally.

Employers (E)

E1: Increase employer representation on the Board and secure greater employer involvement in the design and delivery of Apprenticeships and Apprenticeships support.

E2: Develop an Employer Ambassador programme to stimulate demand and promote quality and success across all sectors, and in SMEs as well as large companies.

E3: Employer awareness, engagement and research programme.

Learners (L)

L1: All Age marketing strategy that promotes the 'Brand' as a high quality choice and that promotes progression pathways.

L2: Expansion and Strengthening of Apprentice Ambassador Programme.

L3: Strengthen the promotion and role of Traineeships as an important destination option for young people for whom it is an appropriate programme.

L4: Ensure appropriate referral and IAG support is in place.

Providers (P)

P1: Work to ensure a responsive, resilient and sustainable Apprenticeship delivery infrastructure which is able to manage and implement the Apprenticeship reform programme.

P2: Ensure that employers, partners and stakeholders are informed about apprenticeship reform through the availability of timely and appropriately designed information and support, and that they are supported.

P3: Improve the balance and mix of provision to expand the number of Sector Subject Areas (SSA) available to and delivered for employers and learners, as well as more provision at L3 and above including degree Apprenticeships.

P4: Promoting Apprenticeships as a prestigious and high quality learning and skills option and celebrating achievement.

Measures of success include

- Achieve a 5% Annual Growth in Apprenticeship Starts
- A Strong Apprenticeship Brand locally with increased awareness of Apprenticeships
- Increased numbers of LCR residents undertaking Higher and Degree level Apprenticeships
- Increased participation and achievement in LCR and National priority Sector Subject Areas

Rationale for the Strategy

The Liverpool City Region Apprenticeship Hub Strategy describes a vision and a range of priorities for the Apprenticeship Hub over the lifetime of the 2015-2020 Parliament. The development of the Apprenticeship Hub Strategy has been shaped by a number of key drivers, these include:

- Government policy and targets and Apprenticeship reform which is set to be implemented over the period 2016/17
- Emerging guidance, issued to Local Enterprise Partnerships (LEPs) across England, that requires LEPs to set out plans on how to achieve growth and expansion in the number of local residents starting an Apprenticeship
- The local skills needs and priorities articulated by the Liverpool City Region Employment and Skills Board
- Current delivery of Apprenticeships across the Liverpool City Region (baseline data)
- The need for the Apprenticeship Hub, and partners, to face up to and address the above challenges

Apprenticeship Policy Context

The publication “English Apprenticeships our 2020 vision”² sets out the Government’s plans and ambition to increase both the quality and quantity of Apprenticeships in England, resulting in 3 million new Apprenticeship Starts by 2020. Supporting this level of new Apprenticeship Starts represents an increase of 25% on the number of Starts achieved in the last Parliament and is a significant challenge.

The 2020 Vision document sets out key targets and plans for how Apprenticeships will be funded and delivered. It also outlines the reforms to the Apprenticeship programme during the period 2015-2020. These include

Protecting the term “Apprenticeship” - the Government wishes to both develop and protect the Apprenticeship brand, improving both the quality and image of Apprenticeships amongst key groups including employers and learners.

A New Funding Model - this involves the roll out of a new and simplified funding model to raise participation levels, in particular amongst key target employer and learner groups through the use of incentives.

Apprenticeship Levy - the introduction of an Apprenticeship levy where employers, with a total annual payroll cost of £3m or more, are required to pay a 0.5% Apprenticeship levy to contribute to the costs of the Apprenticeship programme.

Digital Apprenticeship Service and Introduction of Employer Vouchers - the Government is committed to minimising the level of bureaucracy associated with recruiting apprentices and ensuring that employers have greater levels of control and choice over the selection of learning providers. The introduction of employer vouchers will mean that employers will be able to purchase training and select learning providers that best meet their needs.

A Focus on Higher Level Apprenticeship Programmes such as Higher and Degree Apprenticeships - The Government is committed to the promotion of Higher Level and Degree Apprenticeships as a means of raising skills levels, improving the quality and attractiveness of Apprenticeships and developing career and skills progression pathways.

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/482754/BIS-15-604-english-apprenticeships-our-2020-vision.pdf

Public Sector - Central Government is looking to the public sector, through its own recruitment practices and procurement of contracts and services, to stimulate the number of Apprenticeship Starts and contribute towards the national target of 3 million new Starts over the period 2015-2020.

Each of the above reforms is significant and it is critical that, at a Liverpool City Region level, we are prepared for the implementation of those reforms and changes. A failure to plan, and prepare both the employer and learning provider base in particular, could result in some short to medium term turbulence and result in the number of Apprenticeship Starts falling rather than increasing. As such, it is important that action is taken to mitigate the risk of any disruption if our objective of growing the number of Apprenticeship Starts is to be achieved.

Skills Funding Agency Growth Priorities

The Skills Funding Agency is the body that funds the delivery of Apprenticeships across England. It is the vehicle that will drive the creation of 3 million new Starts at a national level. In recent guidance to LEPs, the Skills Funding Agency has emphasised the importance of a multi-faceted programme of investment and activities that promote the Apprenticeship brand through the use of ambassadorial schemes and events, targeted activity upon employers in the public and private sectors and across all size bands and work to prepare employers and providers for the introduction of Apprenticeship reform.

Liverpool City Region Policy and Skills Priorities

The Liverpool City Region Employment and Skills Board and its partners are, at a local level, also committed to promoting and expanding the Apprenticeship programme. Critically, Apprenticeships have the potential to assist tackle a number of the key skills needs that exist locally and drive forward change. Skills policy at a Liverpool City Region level reflects a focus upon:

The Need to Close the Skills Performance Gap: the Liverpool City Region continues to lag behind the national average against a number of key skills indicators including basic skills and the number of individuals in possession of Level 2, 3 and Higher Level qualifications. As such the Liverpool City Region is committed to increasing the demand for and take up of higher level skills programmes. Apprenticeships can play a key role in increasing skills levels and closing the performance gap.

Key Growth Sectors: the Liverpool City Region partners are committed to supporting the growth of a number of sectors where there is the greatest potential for economic growth and job creation. As such a number of "Skills for Growth Agreements" have been developed for the following sectors: Visitor Economy, SuperPORT and Logistics, Advanced Manufacturing, Life Sciences, Financial and Professional Services, Low Carbon and Digital and Creative Industries. These agreements detail the specific nature of skills needs in each of those sectors.

A Focus on key Skills Needs: A number of skills needs and priorities have been identified, which unless addressed have the potential to restrict growth and help close the performance gap. These include: employability skills, customer service, practical logistics skills, digital skills, STEM skills, project management and leadership and management skills.

Recently, the Liverpool City Region partners have also signed a devolution deal with Central Government to draw down increased powers, control and resources from Whitehall to the city region. A key element of the devolution deal was the devolution of key 'skills and employment' powers and resources, designed to ensure that the local skills infrastructure continued to develop in such a way as to be more responsive to employer and local economic growth priorities. To that end, the Liverpool City Region is set to commission an Area Based Review of Employment and Skills activity and investment to ensure that the city region has the right balance of skills provision to support economic growth and meet the needs of the sub-region. It is important that the work of the Liverpool City Region Apprenticeship Hub is carefully aligned to support this wider work.

Current Delivery of Apprenticeships - Liverpool City Region Baseline Apprenticeship Information

The Liverpool City Region has traditionally performed well in terms of the number of individuals starting an Apprenticeship. Data sourced from the Statistical First Release (SFR) and Data Cube suggests that, in the year 2014/15, the city region saw some 17,770 Starts on an Apprenticeship programme, which equated to 3.64% of all Starts that year

in England. This was, however, down from 4.51% of all Starts nationally in 2010/11 and the peak of 4.62% in 2011/12. This shows that despite supporting proportionately more Apprenticeships starts than elsewhere in England it is proving harder, year-on-year to support growth and increased numbers of learners starting an Apprenticeship.

Notwithstanding this relatively strong starting position, there are questions over whether this current level of performance can be maintained and whether the current level of investment in Apprenticeships, the infrastructure, and the type of provision it supports, is appropriate for the needs of employers, learners and the wider city region economy.

This section of the Strategy highlights some key statistics relating to the delivery of the Apprenticeship programme locally. These baseline statistics³ indicate:

- **Declining Number of Starts locally** - at a national (England) level there was a 7.7% increase in Starts between 2010/11 and 2014/15. In contrast, the number of Apprenticeship Starts across the Liverpool City Region in 2014/15 represented a decrease of 13.3% on the 2010/11 baseline. This suggests that it may be becoming increasingly harder to engage employers and learners and support individuals to start an Apprenticeship programme locally. This may be due to a lack of relevant provision, a focus on a specific age group or a combination of those and other factors
- **The number of School Leavers aged 16 is set to fall** - data suggests that the number of 16 year olds entering the labour market is set to fall over the period 2015-2020 meaning that there will be a smaller pool of potential Apprentices in this age group. In practical terms, this means that partners will

³ Further baseline information can be found on the Liverpool City Region Apprenticeship Hub website www.apprenticeshipwork.org.uk

need to engage with a larger proportion of 16 year-olds just to maintain current levels of participation in the 16-18 age cohort and expand levels of participation or focus on other cohorts

- **The Age Profile of Apprentices indicates that the Liverpool City Region is heavily reliant on those aged 24 and over** - the most recent data suggests that 50.04% of all Apprenticeship Starts were by those aged 24 and over and that the Liverpool City Region is more dependent on this age group than elsewhere in the country
- **Over-dependence on certain Occupational or Sector Subject Areas** - a comparison of local and national data suggests that the Liverpool City Region, in contrast to England, is overly dependent on Business Administration and Law and Health, Public Services and Care to drive Apprenticeship Starts locally and supports fewer Apprenticeship Starts in Engineering and Manufacturing Technologies and ICT than elsewhere in England. This suggests that the current mix of Apprenticeship provision and programmes may not be appropriate to address the skills needs and priorities of the city region
- **Level of Provision** - An analysis of Apprenticeship Starts by level of qualification over the period 2011/12 to 2013/14 reveals that just over 3 in 5 Apprenticeship Starts, 60.63%, were at Intermediate Level or Level 2. Just under 2 in 5 Starts, 37.37%, were at Advanced Level or Level 3 and only 1.9% of Starts were at Higher Level. This profile suggests that more needs to be done to promote higher level Apprenticeship provision and increase participation on higher level programmes
- **Employer Involvement and Profile** - analysis of Skills Funding Agency Data Cube information reveals that companies employing between 4 and 10 employees were the largest recruiter and employer of Apprentices (accounting for 23.59% of Starts) in the city region and that companies employing less than 100 employees accounted for almost four in five or 78.59% of Starts. In contrast employers employing more than 300 account for only 9.62% of Starts. Whilst efforts need to be made to engage employers of all size bands and across all sectors, the city region is heavily dependent on small employers to generate Apprenticeship Starts. It is therefore important that work to prepare them for the introduction of changes and reforms to the Apprenticeship programme is taken forward
- **Profile of Learning Providers Delivering Apprenticeship Programmes** - over 97% of Apprenticeship provision is delivered by the private and FE sectors. Over the period 2011/12 to 2013/14, 71.13% of all Apprenticeship Starts across the Liverpool City Region were supported by the private or work based learning sector. Whilst some 26.2% of Starts were supported by the FE Sector, the prevalence of sub-contracting in this sector suggests that the proportion of provision delivered by the private sector may be higher than 71.13%. With this level of reliance upon two sectors it is essential, as with employers locally, that they are supported to prepare for the introduction of policy reforms and changes affecting the Apprenticeship programme

The Liverpool City Region Apprenticeship Hub

Since the formation of the Apprenticeship Strategy Group in 2011 through to its 'rebadging' as the Liverpool City Region Apprenticeship Hub in 2012, the Hub through its collaborative approach has overseen and guided a considerable number of activities associated with Apprenticeships across the city region.

Activities taken forward by the Hub have been a mix of cross-cutting activities such as Information, Advice and Guidance, and Marketing and promotion as well as activities designed to focus on key target groups such as young people, schools and employers.

In the main, although not exclusively, activities have focussed in two main areas:

- **Young people** - in particular influencing destination choices at ages 16-18. The Hub has invested considerable resources in developing marketing materials aimed at young people, parents and guardians, and schools and in developing promotional campaigns with the local media including radio advertising. It has sought to engage 1,500 apprentices in an apprenticeship graduation ceremony to promote achievement and success, and has engaged extensively in social media developments and interactions through its website, Twitter and Facebook as well as apprenticeship focussed articles in schools focussed publications such as 'Educate'. It has used the website to promote opportunities, generate interest and support referrals onto the Apprenticeship programme

- **Employers** - promoting Apprenticeships to generate more Apprenticeship opportunities offered by employers locally. The Hub has supported a range of business events and breakfast briefings across all six local authority areas. These events range from smaller to large events engaging up to 200 employers and learners at a time

Alongside this, the Liverpool City Region Apprenticeship Hub has been the primary vehicle, at a local level, for taking forward events that celebrate National Apprenticeship Week and the achievement of apprentices including graduation ceremonies.

If the Liverpool City Region partners are to achieve its ambitious target of a 5% year-on-year increase in Apprenticeship Starts it is imperative that there is a closer working relationship between the Apprenticeship Hub, learning providers and other stakeholders.

It is anticipated that this strategy will provide the focus for securing real input from and influence with the Local Enterprise Partnership, the Employment and Skills Board and the Combined Authority. Accordingly, it is the intention for the Governance and membership of the Liverpool City Region Apprenticeship Hub to be revised, strengthened and to focus on a programme of work that ensures that the Hub can add value to activities locally and whereby it fulfils a role as the impartial, strategic and authoritative voice locally on Apprenticeships.

Challenges for the Liverpool City Region Apprenticeship Hub

The Government is expecting each Local Enterprise Partnership (LEP) area to expand the number of Apprenticeship Starts and to contribute to the achievement of the national target 3 million new Starts.

The baseline data above highlights the key challenges facing the Liverpool City Region, the Apprenticeship Hub and learning providers if expansion of the Apprenticeship programme is to be achieved. These include:

- **Government Plans for Growth** - the Government wishes to see a 25% increase in Starts during this Parliament. In the context of a local decline in Apprenticeship Starts recently, the current provider base, on its own, is unlikely to be able to support the level of growth required meaning that new ways of working are required if key targets are to be met
- **Apprenticeships for All Ages** - with a declining 16+ school leaver population and increased competition with School Six Forms, Sixth Form Colleges, Further Education Colleges and other private training providers, and Higher Education, it is no longer possible to rely upon the 16-18 and 19-23 year old cohorts to deliver growth in Apprenticeship Starts. Instead, a whole age approach will be necessary, promoting Apprenticeships as a viable career development path to all employers and learners, especially those aged 24 and over. This will require co-ordinated marketing activity and campaigns across the city region
- **The Need to Reconfigure and Rebalance Provision** - as well as promoting growth in Apprenticeship Starts and increasing the number of individuals on an Apprenticeship programme, it is important that provision

locally becomes more balanced and is better configured to address the challenges and skills priorities and needs of the city region and which helps close the performance gap with England. This will require a broadening of provision to incorporate increased provision in areas that are currently under-developed, putting in place new provision where none exists, and increased levels of higher level provision e.g. at Level 3 and above

- **The need to raise awareness of key reforms to the Apprenticeship programme and prepare the Liverpool City Region for their introduction** - it is imperative that learners, employers and learning providers are aware of, and prepared for, the proposed Apprenticeship reforms. The introduction of the reforms has the potential to undermine, particularly in the short term, local expansion and rebalancing of Apprenticeships

Addressing the above challenges is beyond the scope of individual learning providers, many of whom lack the necessary capacity and scale to increase significantly employer engagement and participation on the Apprenticeship programme.

Without action, however, it is highly improbable that the above challenges will be met. What is required is a co-ordinated approach and one where the Liverpool Apprenticeship Hub takes the lead where appropriate and works closely with local learners, employers, learning providers and other stakeholders to create the conditions for a transformation in the way Apprenticeships are seen and viewed. By doing this, together we can stimulate demand for Apprenticeships and assist providers to respond to new opportunities.

Vision | Indicators of Success | Principles | Measuring Impact

Vision

Through partnership and collaboration, the Liverpool City Region Apprenticeship Hub is committed to achieving the following vision:

By 2020, learners, parents and guardians, and employers will, through the choices they make, view Apprenticeships as a high quality learning and skills option that has currency in the labour market and which will help deliver personal and economic success.

It is our intention that the Liverpool City Region Apprenticeship Hub becomes the lead body in the city region in mobilising partners and stakeholders, many of whom do have specific and statutory responsibilities, into responding to the challenges and priorities set out in this strategy. The Hub will add value to the work of providers, partners and stakeholders to increase the number, levels and breadth of high quality Apprenticeship opportunities available to the residents of, and within, the Liverpool City Region.

Aims

A sustainable and connected Hub will be best placed to deliver apprenticeship success for the city region, working in partnership and collaboratively with providers, partners, stakeholders, employers and learners. In so doing, the Hub's work will be focused on four key priority areas:

- Work with Learners
- Work with Employers
- Work with Providers
- Creating a Connected and Sustainable Hub

Within each of these themes, the Hub will lead the implementation of a number of actions intended to address a number of key objectives. These include:

- Raising the profile, and position, of Apprenticeships to be at the heart of conversations between National Government representatives and the Combined Authority to ensure that Apprenticeships form a key part of the wider Liverpool City Region Employment and Skills Strategy. To do this the Hub will become the lead body in the city region in mobilising partners and stakeholders to develop and implement key actions
- Supporting growth in the number of Apprenticeship Starts locally by 5% each year and contributing to the achievement of the Government's target of 3 million new starts by 2020
- Promoting Apprenticeships to all individuals and employers as a high quality learning programme, career development pathway and skills solution, not just to specific age groups
- Working with learners, parents and guardians and employers to ensure the smooth and timely communication of the Apprenticeship changes being introduced, as well as vacancy opportunities and entry and progression routes
- Using Apprenticeships to raise the skills of the current and future workforce locally, narrowing the skills gap between local and national levels, and supporting the transition of the Liverpool City Region to a knowledge based, high-skilled economy
- Raising quality standards and improving success rates, making the Apprenticeship brand stronger and more attractive to employers and, in particular, young people aged 16-18

- Ensuring that Apprenticeship provision is aligned to meet the needs of the local economy including working strategically with partners, and the local provider base, to ensure that it is able to respond to future challenges and the needs of employers in growth sectors

Principles

The work of the Liverpool City Region Apprenticeship Hub over the period 2015-2020 will be underpinned by a number of key principles:

- The Apprenticeship Hub's programme of actions must ensure that the needs of both employers and learners are addressed
- The strategy provides a framework for the Apprenticeship Hub to be the impartial strategic body that leads collaborative activity of delivery and funding bodies, partners and stakeholders (including employers and learners) in support of the Apprenticeship Hub's vision
- Delivering the vision is not the responsibility of one single organisation or partner: success will be secured through the combined collaborative efforts of the Apprenticeship Hub, its existing partnership and other stakeholder organisations. This is especially important as achieving the level of change and growth in the Apprenticeship programme locally cannot be achieved by a single organisation or organisations working independently of one another
- Sharing and promoting success and reporting progress to learners, parents and guardians, teachers and employers will be a key factor in influencing choice and changing behaviour

- Apprenticeship provision must focus on both quality and quantity. Improved quality of opportunity will help influence choice and change behaviour and support increased numbers of employers and learners participating on the programme
- Creating the right conditions for sustainability, supporting the development and maintenance of a robust, resilient and responsive provider base for delivering Apprenticeships, as well as ongoing future ease of access for learners and employers

Measuring Success - Our Objectives

Later in this document we have set out a number of strategic priorities and proposed actions that, as an Apprenticeship Hub, we believe will secure the achievement of our vision and our objectives. Each of these actions will, of course, be individually reviewed and evaluated regularly against their intended purpose and expected outcomes. That said, success will be measured and evaluated against a range of quantitative and qualitative indicators. These will include:

- Securing a 5% year-on-year growth in Apprenticeship starts⁴. Whilst the Liverpool City Region has historically seen proportionately more Apprenticeship Starts relative to the area's general population and economically active population we are committed to growing the number of Apprenticeship starts locally
- By 2020, we wish to create an additional 24,868 Starts
- By 2020, we will achieve increased numbers of higher level Apprenticeship Starts and the proportion of Starts at Level 3 and above will increase

⁴ The 5% year on year growth builds on the 2014/15 baseline of Apprenticeship Starts and will be reviewed annually to monitor the impact of changes and reforms to the Apprenticeship programme



- Increasing the awareness and understanding of Apprenticeships among local residents, parents and guardians and employers, promoting success stories and the quality of provision
- Improvements in the range and quality of apprenticeship delivery so that individuals and employers view Apprenticeships as a prestigious option to meet their skills or business needs
- The number of employers engaged in Apprenticeships increases along with an increase in the number of employers participating in the Board and becoming Apprenticeship Ambassadors
- The number of schools engaged and worked with to inform choice and promote Apprenticeships as a post-16 option
- The number of public sector apprenticeships increases reflecting the new statutory duties placed upon public bodies for the recruitment and employment of apprentices including Apprenticeships secured through public procurement activity



A Strategic Framework for the Liverpool City Region Apprenticeship Hub 2015-2020

Role

The Liverpool City Region Apprenticeship Hub is not a delivery body or a learning provider delivering Apprenticeship programmes. The delivery of Apprenticeship training programmes must be left to quality assured and accredited learning providers who are based or who are looking to locate into the city region.

As such, the resources of the Liverpool City Region Apprenticeship Hub are relatively limited and it must focus its work and activities on areas where it can bring about change and lay the foundations for the promotion and growth of the Apprenticeship programme locally.

For the key indicators and challenges, outlined earlier, to be both achieved and addressed it is clear that there is a need for an organisation that works at a city region level and which works alongside learning providers to bring about a transformation in the way Apprenticeship programmes are delivered locally, prepares the city region for the introduction of new policy reforms and brings about an expansion of Apprenticeships locally.

The Liverpool City Region Apprenticeship Hub is well placed to fulfil that role. In order to achieve a transformation in the way Apprenticeship provision is delivered locally, namely an expansion in the number of Apprentices and a rebalancing or reconfiguration of provision, the role of the Hub needs to change and to become more focused upon collaborative work with partners and learning providers, and ensuring that they are able to adapt to change and respond to support growth locally.

Over the remainder of this Parliament the Liverpool City Region Apprenticeship Hub's role will become more proactive and effective, playing more of a strategic and developmental role, taking forward activities that complement the work of learning providers and partners.

Therefore, a programme of work, built around 4 key drivers or areas of work, has been agreed, which includes:

- Work with Employers
- Work with Learners
- Work with Learning Providers
- Developing a Connected and Sustainable Hub



Liverpool City Region (LCR) Summary

Apprenticeship Hub Strategy 2015-2020

VISION

By 2020, learners, parents and guardians, and employers will, through the choices they make, view Apprenticeships as a high quality learning and skills option that has currency in the labour market and which will help deliver personal and economic success.

Strategic priorities	The issue (s)	Proposed actions	Metrics of success	Delivery/ owners	How this will add value?	Measuring impact
EMPLOYERS (E)						
<p>REF E1 Increase employer representation on the Board and secure greater employer involvement in the design and delivery of Apprenticeships and Apprenticeships support.</p>	<p>No employer representation on the Board, yet employers are at the heart of the reformed Apprenticeship system.</p> <p>There is a need to generate additional apprenticeship opportunities from those employers already engaged in offering Apprenticeships, as well as engaging new employers with a particular focus on SMEs, and those large employers in scope for the apprenticeship levy.</p> <p>Working with employers and securing apprenticeship participation from those already in the workplace will be a key factor in achieving the local growth target.</p>	<ul style="list-style-type: none"> - Increase the number of employers on the Board to a maximum of 5, engaging employers who have been engaged previously in LCR activity .e.g. Skills for Growth - Ensure that a public sector delivery group is established and supported with Hub representation to drive apprenticeship recruitment in the public sector and the meeting of the new public sector duties including those around procurement - Work with public body HR departments to identify and facilitate support for apprenticeships - Ensure diverse employer representation to reflect size, sector and geographical location - All board members, including employer board members, to be Apprenticeship ambassadors 	<ul style="list-style-type: none"> - Employers appointed to the Board (up to a maximum of 5) - Regular employer attendance at meetings and input into the Hub's work and the wider skills agenda in the LCR including involvement in new standards development - Additional Board member Apprenticeship ambassadors - New employers engaged in apprenticeship design, delivery and implementation - Diverse employer representation secured 	<p>The Hub working with the LCR Employment and Skills team and the provider base, GMLPF, MCA, and the new public sector delivery group. The Hub partnership should utilise/ maximise existing employer relationships to minimise duplication.</p>	<p>Employers are at the heart of the new system, which includes new statutory duties for Public Sector employers. Their views will help shape/ determine priorities and delivery responses to ensure employer needs are met.</p> <p>Employers and employer networks can help promotional and communication activity.</p>	<ul style="list-style-type: none"> - Overall number of employers engaged in the design and delivery of Apprenticeships and the work of the Hub - Diverse employer representation - SME, Large & Public Sector Employers - Employer feedback- provides immediate employer feedback to Hub partners - Public sector apprenticeship target and progress towards this target - Activities impact on overall LCR Apprenticeship Starts target

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<p>REF E2 Develop an Employer Ambassador programme to stimulate demand and promote quality and success across all sectors, and in SMEs as well as large companies.</p>	<p>Employers are at the heart of the new system. Creating employer role models and sharing success stories, side-by-side with their own apprentices, will help promote the Apprenticeship brand as a high quality and prestigious learning and skills option.</p> <p>There is a need to generate more apprenticeship opportunities from employers already engaged in Apprenticeships as well as new employers.</p> <p>Engaging employers in a broader range of sectors is required if the balance and mix of provision locally is to change, as well as better meeting employers' skills needs through Apprenticeships.</p> <p>The Hub Website should detail the role of ambassadors and the type of support they can provide. These challenges can't be met by individual learning providers/ individual organisations acting independently.</p>	<ul style="list-style-type: none"> - Identify and secure new employer Apprentice ambassadors - Ensure that an Apprentice ambassador is also recruited as an ambassador from the same employer e.g. develop 'my story' (learner) 'our story' (employers) promotional thread - Ensure ambassadors' programme also links to and engages with key dates in provider provision planning cycle. An Ambassador programme is developed to incorporate actions that include some or all of the following: <ul style="list-style-type: none"> - Ambassadors to be kept updated on policy and apprenticeship opportunities for all employers - The Hub will identify/ develop suitable promotion and communication material for employers to use in their role as ambassadors - An events and engagements calendar will be produced for each ambassador, and which reflects their business market/sector 	<ul style="list-style-type: none"> - A broad based group of employer ambassadors spanning all types and sizes of business, all local growth/ priority sectors, the public sector, and organisations in receipt of significant levels of public funding - Total number of Employer Ambassadors appointed - Total Number of Public sector employer ambassadors appointed - 6 named LA contacts for each LCR LA in respect of new responsibilities placed upon public sector organisations - Single Public Sector employer ambassador for the LCR - LEP employers to become apprenticeship ambassadors - Number of events attended and organisations/ individuals reached via events - Number of queries and referrals generated - Number of marketing / press features and social media traffic 	<ul style="list-style-type: none"> - The Hub will work with the LEP GMLPF, MCA, providers and SFA (linking to national campaigns for local implementation) to ensure all elements of the programme are in place and up-to-date, and will co-ordinate bookings/ meetings - Providers to identify good practice and the impact of apprenticeship programmes upon employers and develop a network of Employer Ambassadors with the Hub 	<ul style="list-style-type: none"> - The proposed activity refreshes and broadens the existing Ambassador programme. It will help provide a clearer set of roles, responsibilities and opportunities in terms of promoting Apprenticeships - Ambassadors will be given a programme of support to fulfil their role and there will be greater alignment between employer ambassadors and apprentice ambassadors - Activity helps, promote and celebrate positive role models and success improving the brand and laying the foundations for growth in Apprentice numbers 	<ul style="list-style-type: none"> - Positive changes in employer awareness, attitudes and engagement - Number of employers becoming ambassadors - Increased employer duration as ambassadors - Increased participation by employers locally in the Apprenticeship programme - Activities impact on overall LCR starts target - Activity will help support provision that is relevant and meets local labour market needs

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		<ul style="list-style-type: none"> - Events will link to national events such as National Apprenticeship week, as well as local events such as the apprenticeship graduation ceremony, School open days (potentially using employers already engaged in schools); - 'Have a go' events led by employers and working with providers 				
REF E3 Employer awareness, engagement and research programme.	<p>The LCR needs to ensure that provision meets the needs of employers, especially in the Growth Sectors, and in particular SMEs where most employment growth and Apprenticeship opportunities are being generated.</p> <p>Public Sector bodies will also have new statutory duties to meet, including targets and new roles and responsibilities in connection to procurement activity.</p> <p>There needs to be a broader range of apprenticeship opportunities in terms of vocational areas and levels. Given the level of Apprenticeship reforms in the pipeline supporting employers (and their representative bodies)</p>	<ul style="list-style-type: none"> - Employer focussed marketing and awareness raising campaigns focusing specifically, over period 2016-2018, on introduction of Apprenticeship reforms such as Apprenticeship Levy - Longitudinal employer needs, awareness and attitude research programme or feedback mechanism that is designed and influenced by the Board and employers themselves - Development of interventions/ responses in light of feedback and research analysis - Utilise public sector sub-group to obtain feedback, and as a two way communication channel 	<ul style="list-style-type: none"> - Timely and accurate labour market intelligence that informs skills commissioning and delivery - Niche and bespoke marketing that addresses the needs and priorities of employers, and the LCR's key sectors which is able to inform skills planning and commissioning - At least 500 employers informed about policy and funding reforms annually - including higher apprenticeships - Employer focussed events/ workshops and 300 employers engaged annually through workshops and events developed in conjunction with the Growth Hubs - Total number of Hub website hits 	<ul style="list-style-type: none"> - Marketing strategy/ awareness campaigns delivered in collaboration with LCR partners e.g. LCR LEP, Growth Hub, GMLPF, MCA, providers, Local Authorities, HE sector, and the wider public sector - The Hub will work closely with the new skills brokers to exchange information, LMI and identify ways of joint working 	<ul style="list-style-type: none"> - Over time, the Hub will be able to gather LMI and planning evidence that helps improve the quality and relevance of delivery. The Hub can play an impartial and 'honest broker' role - Securing increased employer involvement and feedback that informs the design, development and delivery of apprenticeship provision will improve relevance and secure greater value for money 	<ul style="list-style-type: none"> - Positive changes in employer awareness, attitudes and engagement - Changes to balance and mix of provision - Reduction in employer queries/ complaints - Public sector bodies are able to be fully compliant with new statutory duties in respect of Apprenticeships - Increases in quality, responsiveness and relevance of provision - Improved learner (apprenticeship) retention levels - Increases in value for money - Activity supports local Starts target

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	<p>to navigate through the changes is essential to ensure minimal levels of disruption and growth in the volume of Apprenticeship Starts locally.</p> <p>Awareness raising and engagement work with employers should focus upon preparing them to adapt to reforms to the Apprenticeship programme.</p>	<ul style="list-style-type: none"> - Briefings at employer/ business focused events, liaising with other employer-facing organisations and intermediaries - Working with the LEP and Growth Hub (skills brokers) work to ensure a single point of access for businesses in the City seeking impartial advice and guidance on Apprenticeships - Engage the HE sector to identify collaborative activity in support of degree apprenticeship development and delivery 	<ul style="list-style-type: none"> - Number of employer referrals 			

LEARNERS (L)

<p>REF L1 All Age marketing strategy that promotes the 'Brand' as a high quality choice and that promotes progression pathways.</p>	<p>Parents, teaching staff and many learners still view an Apprenticeship as being 'for somebody else'. The cohort size of 16 year-olds declines over the five-year period with approximately 3,000 fewer 16 year-olds. Apprenticeships as a destination after KS4 has remained fairly static. Most Apprenticeships starts are for those aged 19+, and in particular 24+. Growth in Apprenticeship numbers will only be achieved through an All Age campaign and approach.</p>	<p>Marketing and promotional activity and materials to raise awareness, influence and inform choices. Focus of [collaborative] activity to include:</p> <ul style="list-style-type: none"> - Informing KS4 destination choices - 16-18 year olds (including those on one-year programmes) - Primary and secondary schools - Parent focussed literature - Employer focused literature - Employees aged 19 and over 	<ul style="list-style-type: none"> - Marketing strategy agreed and implemented by Hub partners - Number of individuals engaged - Number of organisations engaged (incl. employers, schools) - Number of marketing and promotional campaigns events 	<p>The Hub will work with the GMLPF, MCA, providers and employers and stakeholders to develop and implement key messages and campaigns.</p>	<ul style="list-style-type: none"> - Greater collaborative and joint working can secure greater value for money - Single LCR marketing and engagement strategy allows the Hub to be proactive and deliver joined up activity - Focus on, and promotion of, quality of opportunity and quality of outcome will stimulate increased participation on Apprenticeships 	<ul style="list-style-type: none"> - Activity will support overall LCR starts target - Maintain as a minimum 16-18 participation levels - Growth in take up of Apprenticeship programme opportunities by all age groups - Stimulation of greater interest from schools - Increased queries and referrals
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	<p>Marketing campaigns should promote both Quality and Opportunity, as well as linking to the Government's inspiration agenda. Government believes that 16-18 Apprenticeship participation will increase over time based on learners viewing them as a high-quality option.</p> <p>Employers should be encouraged to view Apprenticeships as a Workforce Development solution for all employees, both new AND existing employees. Many potential Apprenticeship programme participants are already in employment.</p> <p>Careers and inspire events are delivered by many primary schools in years 4-6 so any schools focussed activities should not be confined to targeting just 11-16 year olds, and their parents/ guardians.</p>	<ul style="list-style-type: none"> - Progression routes including progression to higher level and Degree Apprenticeships - Promotion of learner success stories- those on programme as well as those who have completed - Ongoing use of Ambassador programme to raise awareness, promote success stories and strengthen delivery. Activity ongoing throughout the year but at key dates in the delivery cycle e.g. - National Apprenticeship week - June- Sept - January perceptions of Apprenticeships as a quality option 				
REF L2 Expansion and Strengthening of Apprentice Ambassador Programme.	<p>Young people - especially those who secure good GCSE results - have several post-16 destination options but many do not consider an Apprenticeship as an option.</p>	<p>Work with providers to identify and secure additional ambassadors spanning all key age groups, and ensuring that the Apprentices' employers are also recruited as an Ambassador (those currently on their apprenticeship,</p>	<ul style="list-style-type: none"> - Increased number of Apprentice Ambassadors appointed - Number and range of Apprentice Ambassadors recruited and supported reflects the wide variety of Apprenticeship opportunities 	The Hub - working with providers, GMLPF, MCA and the LEP	<ul style="list-style-type: none"> - The proposed activity refreshes and expands the existing Ambassador programme and will help provide a clearer set of roles, responsibilities and opportunities in terms of promoting Apprenticeships 	<ul style="list-style-type: none"> - Positive changes in learner, parent and employer awareness, attitudes and engagement - Number of current AND past apprentices becoming ambassadors

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	<p>There is a strong need to promote the Apprenticeship programme to learners of all ages and create a pool of all age, positive role models to promote the brand as a high quality and prestigious learning option.</p> <p>Employer and Apprentice ambassador activity is fragmented and needs joining-up to promote a unified message.</p>	<p>as well as those that have completed)</p> <p>'my story' (learner)</p> <p>'our story' (employers)</p> <ul style="list-style-type: none"> - Ensure ambassadors' programme also links to and engages with key dates in planning cycle <p>Ambassador programme to incorporate actions that include some or all of the following:</p> <ul style="list-style-type: none"> - The Hub will keep ambassadors up to date on policy and apprenticeship opportunities - The Hub will identify/ develop suitable promotion and communication material for ambassadors to use in their role as ambassadors - An events and engagements calendar will be produced for each ambassador, and which reflects their business market/sector - Events will link to national events such as National Apprenticeship week, as well as local events such as the apprenticeship graduation ceremony, School open days (potentially using employers already engaged in schools); Apprentice ambassadors assisting in 'Have a go' events 	locally, namely of all ages, employed across the private, VCS and public sectors and within key growth sectors		<ul style="list-style-type: none"> - Ambassadors will be given a programme of support to fulfil their role and there will be greater alignment between employer ambassadors and apprentice ambassadors - Activity helps, promote and celebrate positive role models and success - Ambassador programme can help provide immediate learner feedback to Hub partners 	<ul style="list-style-type: none"> - Increased apprentice duration as ambassadors - Activity supports local starts target - Activity will help support provision that is relevant and meets local labour market needs - Increased requests for ambassador attendance and subsequently increased apprenticeship enquires

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<p>REF L3 Strengthen the promotion and role of Traineeships as an important destination option for young people for whom it is an appropriate programme.</p>	<p>Progression onto an Apprenticeship is currently too low. Many young people need additional support around English and Maths, vocational training and work experience and which therefore inhibits access to an Apprenticeship. Traineeships offer a useful pathway onto Apprenticeships for those aged 16-19.</p> <p>Traineeships' delivery has now been opened up to more providers in potentially more sectors and with more existing employer links.</p> <p>Providers often work with a 'hard to help' cohort and sharing good practice and ideas would be beneficial for those delivering Traineeships for the first time.</p>	<ul style="list-style-type: none"> - Marketing and awareness campaigns - including joint marketing with providers and referral agencies - Facilitate greater collaboration and sharing of good practice - Strengthen the work with referral agencies such as Jobcentre Plus/ DWP, National Careers Service and those working with those who are NEET/ at risk of becoming NEET - Establish a network of Traineeship partners to promote good practice and exchange ideas- including networking events - Greater sharing and interpretation of local Labour Market intelligence (LMI) and employer employability requirements 	<ul style="list-style-type: none"> - Increased progression from Traineeships to Apprenticeships - Number of young people who are NEET accessing a Traineeship - Increased levels of collaboration and joint working among partners and referral agencies 	<p>The Hub - working with GMLPF, MCA to develop appropriate marketing materials, good practice, and learning and development support to remove barriers to progression and to facilitate the sharing of good practice.</p> <p>The Hub will facilitate a greater input from JCP/ DWP, LA and LA 14-19 teams.</p>	<p>Progression from Traineeships into an Apprenticeship and/or employment has been low nationally. By bringing partners together and adding greater coherence to the work locally of partners, Traineeship participation and progression can be enhanced.</p>	<ul style="list-style-type: none"> - Activity will support overall LCR starts target - Increased progression from Traineeships into an apprenticeship and therefore impacting on LCR Apprenticeships starts figure
<p>REF L4 Ensure appropriate referral and IAG support is in place.</p>	<p>Learners need to be able to access information about Apprenticeships and current vacancies (entry requirements, progression routes etc.). Learners often require support to navigate systems such as 'Find an Apprenticeship' and also require IAG on application processes.</p>	<ul style="list-style-type: none"> - Promote and develop the Hub to become the first point of access for Apprenticeship queries locally - Ensure on-line, telephone or one-to-one IAG enquiries are supported with appropriate marketing materials, on-line website content and referral processes 	<ul style="list-style-type: none"> - Website development- including query handling service - Number of queries received and responded to - Number of individuals engaged and assisted - Number of organisations engaged and assisted - Number of referrals 	<p>The Hub - working with GMLPF and MCA, National Careers Service, [National] Careers and Enterprise Company, and other referral agencies to develop appropriate marketing materials, good practice and learning and development support.</p>	<p>Relevant and timely Information, Advice and Guidance- which can take many forms- have the power to inspire and motivate learners in support of their ambitions and aspirations. Learners require different levels, types, and frequency of support.</p>	<ul style="list-style-type: none"> - Increased number of Apprenticeships Starts - Feedback from employers on a range of factors such as the number and quality of applicants for vacancies - Increased awareness of, and involvement of schools in, Apprenticeships

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	<p>Although higher than other areas, LCR participation in Apprenticeships after KS4 is still relatively low compared to 19+ participation, and the 16 year- old cohort size is declining.</p> <p>Actions will need to be targeted and nuanced just to maintain current levels. As significant levels of Apprenticeship recruitment will need to come from those already in the labour market and employment, the Hub will need to develop further its links to employer facing support such as the Business Growth Hubs in order to access learners and facilitate entry onto Apprenticeships.</p>	<ul style="list-style-type: none"> - Promotion and awareness raising of Apprenticeship vocational areas and job entry routes and progression opportunities e.g. mapped out - Work with schools to ascertain information needs/ information and support gaps and for these to be addressed - Lead the engagement of a range of organisations and partners to communicate LCR employment and skills priorities 		The Hub will work with Unionlearn to support those already in the workplace.	The Hub, leading collaborative activity, can ensure the communication of clear IAG pathways for those in primary school through to those already in employment. The Hub will also be able to lead the engagement of a range of organisations and partners to communicate LCR employment and skills priorities and ensure that IAG content is reflective of these.	- Increased numbers of enquiries from those already in employment
PROVIDERS (P)						
REF P1 Work to ensure a responsive, resilient and sustainable Apprenticeship delivery infrastructure which is able to manage and implement the Apprenticeship reform programme.	The Government has outlined a significant number of Apprenticeship reforms, and it is important to prepare the local provider base for the introduction of key Apprenticeship reforms. Additionally, there is a need to improve the dialogue with the local Learning Provider base and improve their understanding of the key role	<p>Series of events to engage with Apprenticeship providers:</p> <ul style="list-style-type: none"> - To develop dialogue and improve their understanding of key priorities - To improve their ability to transform Apprenticeship provision - Establish / agree a mechanism for disseminating information, capturing feedback 	<ul style="list-style-type: none"> - 1 Skills Priorities event per annum - Planning workshops with the GMLPF, MCA and providers to ascertain how provision might be reconfigured to reflect local and changing skills priorities 	The Hub leading activity with, GMLPF, MCA, providers and the LEP, ESB.	<p>Learning providers are better placed to understand and respond to the needs of the local economy and configure their Apprenticeship programmes, delivery of training, and engagement of employers accordingly.</p> <p>Increased collaborative approaches and joint ways of working will help activity and provision to be</p>	<p>Closer alignment of Apprenticeship delivery with the needs of the local economy:</p> <ul style="list-style-type: none"> - Increased delivery of Apprenticeships in growth areas with a mix of provision that better reflects the needs of the economy - Increased delivery of higher level Apprenticeship programmes at Level 3 and above

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they can play in developing a modern, fit for purpose sustainable learning infrastructure that is able to deliver a broader range of high-quality apprenticeship opportunities.	<ul style="list-style-type: none"> - Annual events to communicate annual LCR Skills Priorities & Targets - Identify joint ways of working agreement with GMLPF and MCA - Support and participate in the Area Review process and its recommendations 				<p>more focussed on addressing local skills priorities, be more responsive and minimise unnecessary duplication. The work of the Hub and its partners can help support a successful Area Review Process that puts in place a fit-for-purpose learning and skills infrastructure.</p> <ul style="list-style-type: none"> - Providers are better prepared for their introduction 	<ul style="list-style-type: none"> - Increased responsiveness
REF P2 Ensure that employers, partners and stakeholders are informed about Apprenticeship reform through the availability of timely and appropriately designed information and support, and that they are supported.	The Government has outlined a significant number of Apprenticeship reforms which, if not communicated clearly and in a co-ordinated manner, has the potential risk of creating confusion, uncertainty and an adverse impact on delivery.	A programme of events to promote awareness of the reforms and potential changes and impact of changes.	Over the period 2016-2018 a minimum of 6 events per annum to highlight the impact of Apprenticeship reform, namely: <ul style="list-style-type: none"> - Employer Levy - Digital Apprenticeship Service - New Standards and Funding Model - Public sector duties and targets 	GMLPF and MCA with Hub support; LCR/ LEP communication.	<ul style="list-style-type: none"> - The impact of proposed reforms are outlined and discussed and providers have worked to ensure that employers, partners and stakeholders are better prepared for their introduction - Less risk of a significant decrease in Apprenticeship starts enabling the LCR Apprenticeship Hub and partners to work towards key performance indicators 	<ul style="list-style-type: none"> - Monitoring the number of Apprenticeship Starts each year - Monitoring attendance at events - Securing co-operation and co-investment of organisations such as Greater Merseyside Learning Providers Federation - Number of queries about Apprenticeship reform decreases over time
REF P3 Improve the balance and mix of provision to expand the number of Sector Subject Areas (SSA) available to and delivered for employers and learners, as well as more provision at L3 and above including degree Apprenticeships.	There is a need to make local Apprenticeship provision more relevant to the needs of employers and learners and to broaden what is available for learners and employers to access.	<ul style="list-style-type: none"> - Dissemination of training related labour market intelligence <p>Working with local providers to reconfigure provision:</p> <ul style="list-style-type: none"> - Broader base of SSAs - Delivery of greater volumes of learning in areas where skills needs exist 	<ul style="list-style-type: none"> - 8 events per annum coupled with the establishment of a series of working groups - Ensured that the Hub and strategic partners works together to inform curriculum planning and the identification of skills priorities which subsequently 	The Hub - working with GMLPF and MCA, the LEP, and HE and putting in place a series of generic and sector specific events designed to raise awareness of the need to transform and reconfigure provision locally.	Greater collaboration and focussed activity will result in a transformation in the delivery of Apprenticeships locally, expand choice and improve the quality and responsiveness of provision.	<ul style="list-style-type: none"> - Activity will support overall LCR starts target - Increased number of Starts in Growth Areas - Increased Starts in areas where there are identified local skills needs - Increased provision at Level 3 and above

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	Apprenticeship delivery locally has traditionally been in a small and relatively static number of SSAs which has lessened its appeal to both employers and learners as a high quality option. There is a need therefore to diversify and broaden the local Apprenticeship Offer (This Action relates to research undertaken with employer base).	- Development and implementation of Higher Level and Degree Apprenticeships etc.	informs/ determines skills provision			
REF P4 Promoting Apprenticeships as a prestigious and high quality learning and skills option and celebrating achievement.	Apprenticeships locally need to be promoted as a prestigious and high quality learning and skills option. There are many learners and employers who have benefitted hugely from successful participation in Apprenticeships. Celebrating success and good news stories on a regular basis and ensuring visibility through marketing and engagement will help raise the profile of and interest in Apprenticeships.	<ul style="list-style-type: none"> - Annual Awards event to celebrate both Learner and Employer Achievements and Success - Marketing and promotional activity - Website content - Link to ambassador programmes - Sponsorship of/ involvement in local business awards to better integrate apprenticeships and business 	Minimum of 2 events per annum.	The development and hosting of a series of annual awards event to celebrate Learner and Employer Achievements and Success.	<ul style="list-style-type: none"> - Greater levels of co-ordinated joint working and collaborative activity delivered - A series of city region events will help raise the profile of Apprenticeships 	<ul style="list-style-type: none"> - Number of events held - Extent to which the events are supported and attended - Quantitative and Qualitative feedback e.g. Positive press and web coverage generated; social media statistical analysis

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ENSURING THE DEVELOPMENT OF A CONNECTED AND SUSTAINABLE APPRENTICESHIP HUB (CSH)						
REF CSH1 Develop and enhance the role of the Apprenticeship Hub moving towards the Hub fulfilling the role of an independent and impartial strategic body that can act as the authoritative voice on Apprenticeships locally, and which can engage with national institutions.	<p>The Apprenticeship Hub is not sustainable in its current form in terms of its role, funding and integration with the wider employment and skills infrastructure.</p> <p>Its current role, remit and governance arrangements are too narrow and it is not clear how the Hub relates to the learning provider base.</p> <p>Currently, the LCR lacks an appropriately structured organisation to engage with national organisations.</p> <p>Additionally, providers who deliver large volumes of Apprenticeships locally are insufficiently engaged as individual providers able to shape and influence provision, and share and exchange good practice.</p>	<p>To further develop and enhance the role of the Apprenticeship Hub moving towards the Hub fulfilling the role of an independent and impartial strategic body supporting collaborative work across the Liverpool City Region.</p> <p>This will involve the LCR Apprenticeship Hub:</p> <ul style="list-style-type: none"> - Reviewing its governance arrangements to: Involve greater numbers of learning providers on the Board, and involve greater numbers of employers on the Board - Develop, implement and review a marketing and engagement strategy (see also Learners, Employers, Providers) - Leading on activities that require solutions at a LCR level and where individual learning providers and partners are not best suited to deliver - Developing innovative new programmes of activities that support the ongoing operation of the 	<ul style="list-style-type: none"> - Wider and more inclusive Board membership with a more representative cross section of organisations represented and new ways of working/ terms of reference - Secure employer membership up to a maximum of 5 employers - Increased level of support delivered to partners - Greater engagement with individual providers who deliver significant volumes of Apprenticeships locally 	The Apprenticeship Hub working with the LEP, ESB and providers and their representative bodies (GMLPF, MCA).	<p>The value of a more inclusive Board lies in the development of closer working links with learning providers, greater input from employers in the ongoing development of the Hub and laying the foundations for greater levels of collaborative work.</p> <p>Development of new projects and activities that add value to the work of individual partners and learning providers and which position the Hub to be an innovative and development organisation and which generate revenues to support the long term work of the Hub.</p>	<p>The impact of the work in this area will be measured by:</p> <ul style="list-style-type: none"> - Development and implementation of a of new Board structure and terms of reference - Increased learning provider and employer membership - Improved rates of attendance at Board meetings - Increased levels of collaborative activity in particular with learning providers - Additional funding secured

Strategic priorities	The issue (s)	Proposed actions	Metrics of success	Delivery/ owners	How this will add value?	Measuring impact
		<p>Hub and which showcase the value of having a Hub</p> <ul style="list-style-type: none"> - Engage with national organisations such as the Careers and Enterprise Company and Institute of Apprenticeships - Agree ways of working with GMLPF and MCA which includes identifying increased collaborative activity co-ordinated by the Hub, and the identification of funding opportunities to lever in additional resources 				
<p>REF CSH2 Ensure that the work of the Hub is aligned to local business focussed activity and the wider employment and skills infrastructure.</p>	<p>The Apprenticeship Hub is insufficiently integrated into the wider business support and employment and skills landscape. If the starts target is to be achieved, as well as changing the balance and mix of provision to meet a wider base of employer needs, the Hub will need to support and work closely with the Growth Hub, Careers Hub and the local skills brokers, and other business facing organisations or their representative bodies.</p>	<p>Delivery of events that involve key partners and which support wider work of the Hub including work to:</p> <ul style="list-style-type: none"> - Grow Apprenticeship numbers - Broaden the range of provision being delivered - Position the Hub as the leading partner in all issues connected to Apprenticeships - Provide support, briefing sessions and marketing and engagement materials to the Growth Hub - Engage with local chambers of commerce and federation of small businesses 	<p>Holding series of events each year to raise the profile of the LCR Apprenticeship Hub and position itself to add value to the work of the Liverpool City Region, in particular the Employment and Skills Board and learning providers</p> <ul style="list-style-type: none"> - Engagement and activities delivered with a broader range of partners and organisations 	<p>The Hub working with the LEP, ESB and the Growth Hub.</p>	<p>Such activity will position the Hub to lead on the development of work that facilitates the expansion of Apprenticeships at a LCR level and be seen as an impartial and independent lead body.</p> <p>The value of this area of work will also be to ensure:</p> <ul style="list-style-type: none"> - That the work of the LCR Apprenticeship Hub is aligned more carefully with national and local bodies - That Apprenticeships, both opportunities and provision, are more effectively promoted. 	<p>The impact of the work in this area will be measured by:</p> <ul style="list-style-type: none"> - Delivering a minimum of 2 training events per annum hosted by the LCR - Apprenticeship Hub - Capturing feedback from partners on the value of such events - Development of new activities and collaborative programmes of work with partners such as the Employment and Skills Board, local Skills Brokers and learning providers

Strategic priorities	The issue (s)	Proposed actions	Metrics of success	Delivery/ owners	How this will add value?	Measuring impact
						<ul style="list-style-type: none"> - Progress towards agreed performance indicators - Development of working relationships with the Growth and Careers Hubs - Development of referral mechanisms and subsequent tracking of referrals to ensure that opportunities are maximised
<p>REF CSH3 The LCR Apprenticeship Hub drives forward innovative and developmental activity on behalf of the LCR that increases the quantity and quality of Apprenticeships locally.</p>	<p>Currently, there is no specific vehicle operating at an LCR level for taking forward innovative and developmental Apprenticeship activity. Such activity is typically driven forward by learning providers in isolation and small groups which restricts the ability to deliver impact and value for money.</p>	<p>Ongoing analysis of data, information and research and work with learners, employers and providers to identify activities that might help boost the quality and quantity of Apprenticeships locally.</p>	<p>New projects and services developed.</p> <p>Number of collaborative or consortium based projects developed.</p>	<p>The Hub working with learners, employers, learning providers and stakeholders.</p>	<p>Development of new project and services that will reinforce a role for the Hub and develop activity that will promote and enhance participation in Apprenticeships.</p>	<ul style="list-style-type: none"> - New collaborative projects developed - Innovative activity is taken forward that supports achievement of Starts target and reconfiguring of provision

