



# The Hub Apprenticeships Work

Strategy and Strategic Summary  
2015-2020

Liverpool City Region Apprenticeship Hub



**LIVERPOOL  
CITY REGION**

# 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 2020<sup>1</sup> - 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



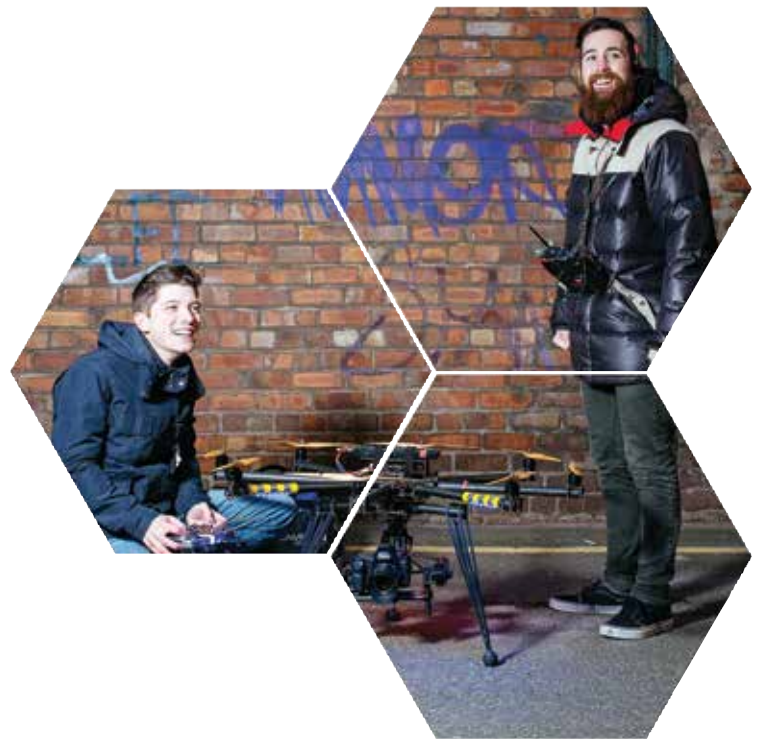
<sup>1</sup> This performance indicator will be reviewed annually and may be subject to change

## 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

