

## Apprenticeship Strategy 2018– 2023

All College Strategies adhere to the guidelines and ethos of Equality and Diversity

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Date of Origin	Last Updated	Proposed Review Date	EQIA Date	Responsibility For Review
Jan 18	Apr 19	Jan 22		AP: Learner Services & Quality AP: Business, Enterprise & Skills

# STRATEGY

This strategy document is intended to provide all stakeholders who have a responsibility for or interest in Apprenticeships with a clear understanding of our purpose and definition of our priorities and objectives.

It should be read in conjunction with the following Framework documents which present the detailed direction upon which this strategy will be implemented:

- FA Framework
- MA Framework
- GA Framework

Partnership working and employer engagement are central to the success of the Apprenticeship Strategy and it is pivotal that the Faculties and Business Development teams continue to nurture existing partnerships and develop new relationships; diversifying activities and providing enhanced opportunities as outlined in *Developing Scotland's Young Workforce*, Scotland's Youth Employment Strategy.

This document covers the five year period AY 2018/19 – 2022/23 and reflects regional commitments as detailed in Lanarkshire's Outcome Agreement (OA).

## PURPOSE

Provide an innovative, influential and professional service that works in partnership with local authorities, schools, employers, universities and stakeholders to develop and deliver Apprenticeships at all levels (FA, MA & GA)

## COMMITMENT

New College Lanarkshire (NCL) is committed to supporting the Scottish Government's (SG's) ambitions to grow, enhance and widen the Scottish Apprenticeship family.

We are determined to further enhance the quality and flexibility of the provision we offer to ensure that people have the correct skills to mould and negotiate the future labour market to help support and sustain economic growth in Scotland.

NCL recognises its key role in delivering the introduction and scaling of Foundation Apprenticeships (FAs) for senior phase pupils. We will develop appropriate plans in partnership with Local Authorities (LAs) and schools, in the context of a broader senior phase vocational pathways offer and thus promote the delivery and expansion of FAs.

We will play a key role in supporting the SG's ambition to increase the number of Scotland's MAs to 30,000 by 2020 and of providing up to 5,000 FAs by 2019.

As Graduate Apprenticeships (GAs) are being developed, we will proactively pursue opportunities to collaborate with universities in their design and delivery.

We will continue to work closely with Skills Development Scotland (SDS) to maximise opportunities to build and strengthen pathways into and across all of these Apprenticeship frameworks and target identified key sectors accordingly.

Lanarkshire Outcome Agreement (OA) National Measure:

*"5. The number of NCL starts for directly contracted Apprenticeships (including industry bodies such as CITB and SECTT)." 20% increase by 2021.*

## **DELIVERY**

Combine our educational and skills expertise with in depth knowledge of local industry to offer a cost effective, commercial approach to the delivery of Apprenticeship training: in the workplace, via distance learning or at our NCL state of the art premises.

Use specialist knowledge and expertise to secure external funding for Apprenticeships in the form of grants, contracts or awards.

Monitor and manage Apprenticeship activities in line with both internal and external audit requirements; mitigating risk and ensuring quality and consistency.

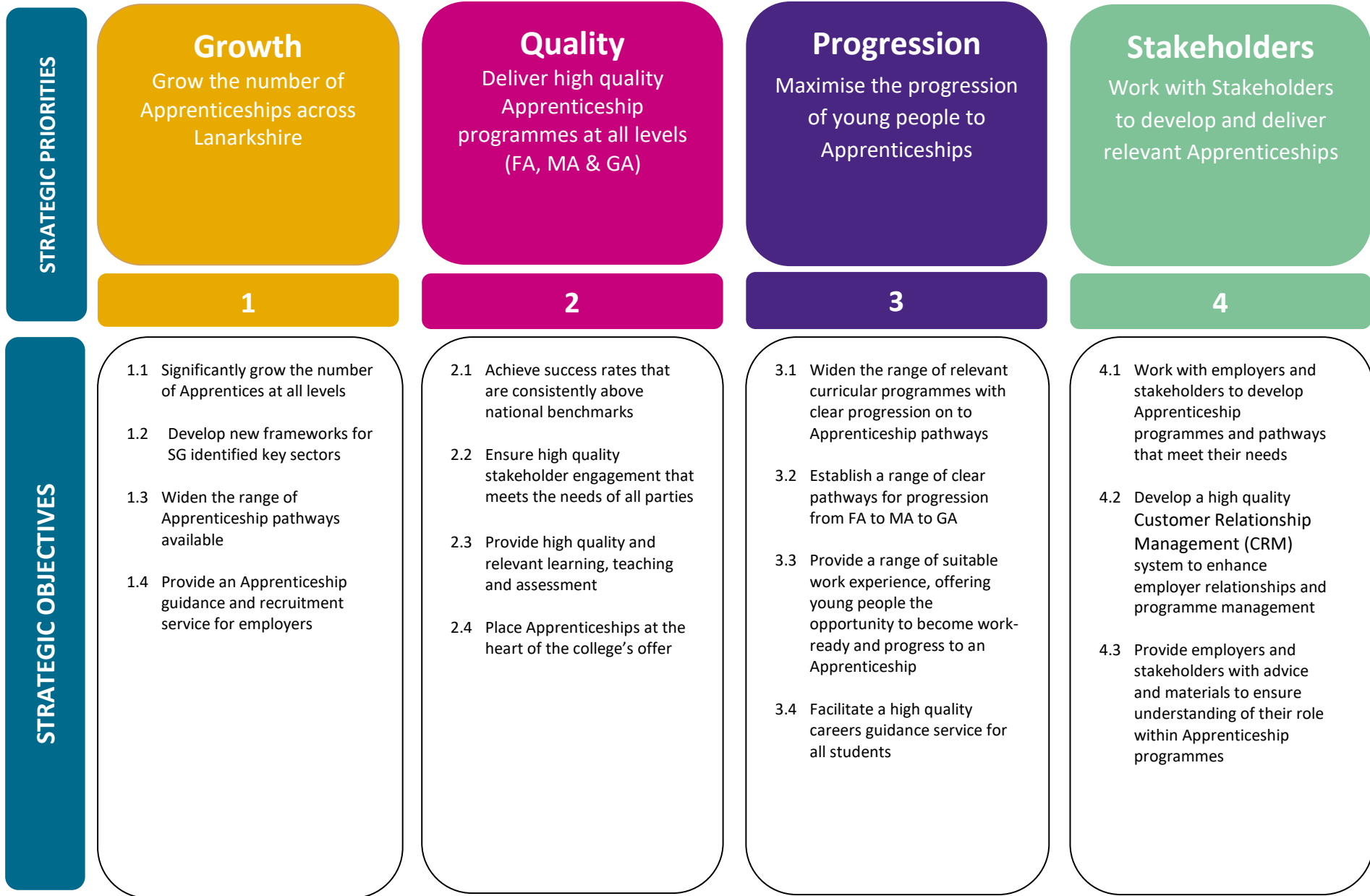
Facilitate all Apprenticeship activities in line with this strategy and stakeholder expectation; promoting the benefits of Apprenticeships and building reputation on a national stage.

Develop and nurture key stakeholder relationships in pursuit of strategic goals.

Work with employers in the region and the local community to equip businesses and employees with the skills, knowledge and qualifications that they need to remain competitive and ensure future sustainability.

Work with the Scottish Government and Local Government to align the delivery of our Apprenticeship programs with regional, national and international need.

The Vice Principal: Curriculum, Planning and Performance will support the Heads of Faculty and Business Development Managers by providing leadership, guidance and direction in order to ensure that strategic priorities, objectives and targets are achieved.



## KEY STRATEGIC ENABLERS

**Staff:** Ensure that all staff involved in Apprenticeships are empowered to meet the needs of the programme. Strive to provide an innovative, dynamic and fulfilling work environment where success and hard work are recognised and celebrated. Provide opportunities for and encourage relevant Continuing Professional Development (CPD) and make the discussion of ideas and innovation the norm.

**Communication:** Make sure Curriculum and Business Development teams communicate effectively and work together to meet our shared objectives. Engage effectively with key employers and stakeholders; demonstrate the success of our work; ensure people understand what we do and change perceptions where necessary. Ensure all staff know and understand the standard of service we are expected to provide. Employers and stakeholders should know the quality of services they should expect and know what we may reasonably expect of them. Provide opportunities to allow employers and stakeholders to communicate their needs. Provide a regular and consistent flow of information. Enable mechanisms to gather feedback to inform self-reflection and ensure quality of service and employer and stakeholder expectations are exceeded.

**Planning and Self-Evaluation:** Work to encourage Curriculum and Business Development team participation in the self-evaluation and planning process, through looking inward, outward and forward. Develop direct involvement to help facilitate shared values, ownership, empowerment, pride and job satisfaction. Use this as the platform upon which to continually build upon our high standards of management, delivery and quality of service. Assist all Curriculum and Business Development team members see their part in contributing to the delivery of the College strategy, operational objectives and goals.

**Budgeting:** Utilise sound financial planning, monitoring and control to ensure an ongoing ability to deliver our Apprenticeship strategic objectives whilst operating within strict budgetary constraints. The continuing development of all budget holders' ability to project income and expenditure in relation to Apprenticeships is essential.

## Key Indicators

### Growth: Substantially grow the number of Apprenticeships across Lanarkshire

1.1	1.2	1.3	1.4
<p>Increased number of directly contracted apprentices enrolled year on year; from AY 15/16 Baseline:</p> <ul style="list-style-type: none"> <li>• MAs increased by 20% (from 249 to 299) by 2021 and maintained through 2023</li> <li>• FAs increased from 12 to 250 by 2021 and to 300 by 2023</li> <li>• GAs maximised by supporting partner Universities with substantial numbers established by 2023</li> </ul>	<p>New frameworks developed for:</p> <ul style="list-style-type: none"> <li>• Digital Skills</li> <li>• Early Years &amp; Childcare</li> <li>• STEM related industries</li> </ul> <p>With key milestones for new frameworks in 2019, 2020 and 2021</p>	<p>Increased number of new frameworks and pathways available in line with the planned increase in FA places stated in 1.2; from AY 15/16 Baseline</p>	<p>Apprenticeship Guidance and Recruitment service available to Employers by 2020</p>

### Quality: Deliver an outstanding Apprenticeship programme at all levels (FA, MA & GA)

2.1	2.2	2.3	2.4
<p>Positive HGIOC evaluation formal endorsement recognised as being above national benchmarks</p> <p>Improved year-end SFC success rates and KPIs; from AY 15/16 Baseline</p> <p>Improved year-end SDS Achievement/Leaver ratios; from contract year 15/16 Baseline</p>	<p>Positive results from Stakeholder satisfaction surveys</p>	<p>Positive HGIOC evaluation formal endorsement</p> <p>Positive endorsement from Education specialist reviews including Aspect reviews</p> <p>Positive endorsement from awarding body external verification reports</p> <p>Positive audit and feedback reports from SDS</p>	<p>Positive results from Apprentice satisfaction surveys</p> <p>Positive feedback from 'Be Heard' events</p>

### Progression: Maximise the progression of young people to Apprenticeships

3.1	3.2	3.3	3.4
<p>Curricular programmes with clear pathways to Apprenticeships available across the widest possible vocational areas and industry sectors</p>	<p>College Apprenticeship journey/pathway document available to all stakeholders by 2020</p> <p>Apprenticeship Framework documents available to all stakeholders by 2020 for:</p> <ul style="list-style-type: none"> <li>• Foundation Apprenticeships (FA)</li> <li>• Modern Apprenticeships (MA)</li> <li>• Graduate Apprenticeships (GA)</li> </ul>	<p>Work experience programmes available for full time learners across all 6 Faculties by 2021</p>	<p>Careers guidance service available to all students by 2020</p>

### Stakeholders: Work with Stakeholders to develop and deliver relevant Apprenticeship opportunities

4.1	4.2	4.3
<p>Productive Employer/College working groups to establish employer needs in place; enhanced and improved by 2020</p> <p>Provision of a range of customised Apprenticeship programmes where appropriate; based on feedback from Employer/College working groups</p>	<p>Suitable Customer Relationship Management (CRM) system in place for use by appropriate stakeholders by 2020</p>	<p>Apprenticeship 'Guidelines', 'Info Packs' and appropriate documentation made available to employers and stakeholders by 2020</p> <p>Details of advisory discussions and materials provided are recorded on Customer Relationship Management (CRM) system</p> <p>Increased number of partnership agreements relating to Apprenticeships with LAs and Universities; from AY 15/16 baseline</p>