

About your project

Project name	Promoting the new style apprenticeships
Brief project description	<p>Apprenticeships at ESCC are changing, following the introduction of the government's apprenticeship levy. The levy will come into force in April 2017.</p> <p>Under the levy, large employers must spend a set percentage of their annual pay bill on apprenticeship training for employees. ESCC's commitment is around £500,000 per year, which represents a real opportunity to invest in apprenticeship training for employees across the Council.</p> <p>The apprentice training is available at two levels:</p> <ul style="list-style-type: none"> • entry level – for people new to the workplace, • professional development plan – for new and existing staff with experience who want to develop gain a vocational or professional qualification <p>There are three general strands to this communications & engagement work:</p> <ul style="list-style-type: none"> • Promoting apprenticeship options to managers within the County Council • Promoting apprenticeship options to existing staff within the County Council • Promoting apprenticeship options to potential new staff at all levels (specific hard-to-recruit jobs may also require tailored plans) <p>In addition, there are two linked areas of work that will require separate plans:</p> <ol style="list-style-type: none"> 1) Promoting the East Sussex Qualifications & Assessment Centre (ESQAC) to other employers. 2) Supporting schools to make the most of the opportunity to invest in apprenticeships.

1. Why?

Engagement and Communications objectives (Specific, Measurable, Achievable, Realistic, Time-focused)

Objective 1	<p>By November 2017, all managers and staff know where to find information about apprenticeships and progression routes onto training or professional qualifications.</p> <p>We will measure this by: analytics on the apprenticeship intranet page; awareness surveys; and analysing who has undertaken or is undertaking an apprenticeship (departments and teams they work in).</p>
Objective 2	<p>By November 2017, recruiting managers understand how the Apprenticeship Levy affects their job roles, and know where to find information on the process.</p> <p>We will measure this by: awareness surveys (especially around value and retention of staff); enquiries from recruiting managers; and analytics on the apprenticeship intranet page.</p>
Objective 3	<p>By May 2018, a good mixture of staff will have undertaken or will be undertaking a qualification as part of the Apprenticeship Standards. For example, new and existing staff; people from across the Council's departments; and staff at all levels where apprenticeships are available.</p> <p>We will measure this by: ESQAC data; case studies; and analytics of the East Sussex Learning Portal.</p>

2. Who? Audience

Stakeholder group	What information do they need?	What action do you want them to take (if any)?	Risks in communicating/engaging with this group
<p>Managers within East Sussex County Council</p> <p>(Targeting Adult Social Care as an early adopter)</p>	<ul style="list-style-type: none"> • How the Apprenticeship scheme is changing • Recruitment: how it affects the roles they recruit to • How the 20% off-the-job training will be managed • Benefits – staff retention, career development, project work to support the team • Where to go for more information 	<ul style="list-style-type: none"> • Support existing staff who want to undertake career development • Recruit to roles which have the Standards in place • Support training for apprentices • Identify project work which could help apprentices develop within their teams 	<ul style="list-style-type: none"> • Misunderstanding of the term 'Apprenticeship' • Resistance to 20% off-the-job training • Lack of time/priority to engage with change in process
<p>Existing employees</p> <p>(Targeting Adult Social Care as an early adopter)</p>	<ul style="list-style-type: none"> • How the apprenticeship scheme is changing • Opportunities to develop their career through the Standards 	<ul style="list-style-type: none"> • Gain support from their manager • Apply for and complete training • Encourage others in their 	<ul style="list-style-type: none"> • Misunderstanding and stigma surrounding the term 'Apprenticeship' • Managers will not support 20% off-the-job training leading to

	<ul style="list-style-type: none"> • How the training works • How to apply 	<p>team or who they work with to do an apprenticeship</p>	<p>fewer people applying for or completing qualifications</p> <ul style="list-style-type: none"> • Perceived lack of career progression in chosen areas (could consider allowing staff to take apprenticeships at the level above their current role, to support take-up and career development)
<p>Potential new recruits</p>	<ul style="list-style-type: none"> • How apprenticeships are changing • Options available for the different target groups: school leavers; NEETs; LACs; career change; professionals. • Information about the probationary period, salary and qualifications • 20% off-the-job training and how it works • How to apply 	<ul style="list-style-type: none"> • Ensure all recruitment to job vacancies where there is a relevant apprenticeship standard includes an apprenticeship training offer • Apply for roles that include an apprenticeship training offer • Successfully apply for and complete training • Encourage others in their team or who they work with to do an apprenticeship 	<ul style="list-style-type: none"> • Misunderstanding and stigma surrounding the term 'Apprenticeship'

3. What?

Key messages for your project

Stakeholder Group	Key messages
Managers within East Sussex County Council	<ul style="list-style-type: none">• The Council is committed to a workforce-led approach to embedding apprenticeship training across all levels of the organisation• It's a case of use it or lose it with the levy funding so the Council needs to make the most of the opportunity invest in training• Managers can save money as training comes from a central apprenticeship budget• The 20% off-the-job training can be front-loaded and flexible so it fits as best as possible with day-to-day work• The potential benefits are better staff retention, career development opportunities, and project work to support your team• Where to find information about career development pathways and support for you and the staff to manage the new approach to apprenticeships• The recruitment process is the same as for anyone joining ESCC – and once your recruit is in post, you'll get lots of support from ESQAC or other training providers
Existing staff	<ul style="list-style-type: none">• Apprenticeships are now for everyone• You can grow your career – whether that's development in your current profession or a career change

	<ul style="list-style-type: none">• Get professional qualifications and 20% off-the-job dedicated time for learning and development• Where to find information about available qualifications and career development pathways, and support to develop your learning programme
New recruits	<ul style="list-style-type: none">• Apprenticeships are now for everyone• You can grow your career – whether that's development in your current profession or a career change• Get vocational and professional qualifications and 20% off-the-job dedicated time for learning and development• Where to find information about training salaries and the probationary/qualification period• Where to find information about available qualifications and career development pathways, and support to develop your learning

4. How?

What engagement and communications methods and channels do you plan to use

ESCC intranet, Czone, Yammer, Jobs section of ESCC website, Talentlink	Existing staff newsletters – To the Point, Brief Encounter, Reach Out etc	Learning & Development portal website incl. custom landing pages
Existing staff groups and meetings covering workforce, operational issues and training e.g. Practice Managers Forum, ERG in ASC	Targeted email, with links to video and audio	Flyers and posters (internal buildings) for ESQAC and promotion to existing staff
National Learning Week & other national promotional opportunities	12-4-2 appraisal process	Case studies
Banners	Apprenticeship Champions	Endorsement/push from Becky/CMT

Communications & Engagement delivery plan

Activity	Objective	Audience	Timescales	Responsibility	Costs/ resources
Meet with managers in ASC and establish relationships	Dispel myths and answer questions about the scheme, address issues and provide information	Adult Social Care managers	April 2017	Martin Kelly, Thomas Kingston, Jo Murfin	N/A

National Learning Work photo comp and 'how did you get here' interviews	Generate awareness of apprenticeships and the changes	Managers and staff	May 2017	Flora Aldridge & Cathy Heys, Martin Kelly	N/A
Intranet pages about apprenticeships go live and finalise structure (where sits)	Make sure information about the changes and impact on managers/staff is available	Managers and staff	May 2017	Flora Aldridge & Cathy Heys, Martin Kelly	N/A
12-4-2 promotion (Flag using 'latest box' on the page; are there any reminders that go out to staff?)	Use appraisals time as a hook to promote Apprenticeship opportunities to existing staff and managers via intranet page and any reminders sent out	Teams with roles that could undertake standards within ASC and wider council	May 2017	Flora Aldridge & Cathy Heys,	
Intranet touch points to include latest box with links to apprenticeship page	Relevant intranet pages to include latest box flagging the changes (see touchpoints list in appendix)	Managers and staff as appropriate	May/June 2017	Flora Aldridge & Cathy Heys, Martin Kelly (and page owners)	N/A
Learning portal information about apprenticeships	How apprenticeships have changed and the offer (internal and external)	Internal and external audiences	May/June 2017	Flora Aldridge & Cathy Heys, & Jenny Millott	N/A

Redeployment template email	To promote apprenticeship offer	Staff in redeployment pool	May/June 2017	Martin Kelly, Cathy Heys & Flora Aldridge	
Articles and enews etc all to happen in the same week/fortnight					
CMT article/ endorsement of ESCC approach	Show executive support for approach	All staff	May/June 2017	Flora Aldridge & Cathy Heys, Martin Kelly & TBC	N/A
Intranet advert and news article	Promoting changes and the intranet page	Managers and staff	May/June 2017	Flora Aldridge & Cathy Heys, Martin Kelly	N/A
To follow CMT, article to go in all relevant staff newsletters	Promoting the changes, the intranet page and what they need to do	All staff	May/June 2017	Flora Aldridge & Cathy Heys, Martin Kelly & TBC	N/A
Epayslip website advert	Promote the changes and training offer	Managers and staff	June 2017	Flora Aldridge & Cathy Heys, & TBC	TBC
Email to all talent link account holders	Promote the changes and let them know what need to do when recruiting (job libraries if relevant too)	Recruiting managers	June 2017	Flora Aldridge & Cathy Heys, & TBC	TBC

Develop and promote apprenticeships policy/guidance (TBC if needed – based on learning from ESQAC so far)	Promote via established channels (plus via departments such as ASC information alerts)	All staff	June/July 2017	Flora Aldridge & Cathy Heys, & TBC	N/A
Set up Yammer group on apprenticeships (maybe manager and staff groups?)	Answer questions about apprenticeships, share tips and get support while training	All staff	June/July 2017	Flora Aldridge & Cathy Heys, & TBC	N/A
Branding for apprenticeships and training offer	Design eye-catching branding to attract attention from staff	Existing staff and managers	June/July 2017	Flora Aldridge & Cathy Heys, Martin Kelly	Internal only
Flyers and posters for internal buildings including in the training centre	Raise awareness of Apprenticeship scheme and ESQAC for recruiting managers and interest from existing employees in training opportunities	Recruiting managers Existing employees	June/July 2017	Flora Aldridge & Cathy Heys, Thomas Kingston, Martin Kelly	Printing (costs, if any tbc)
Roll out engagement at meetings and briefing pack for	Encourage other departments to embed into workforce planning etc	All departments (excluding early adopters)	July onwards 2017	Flora Aldridge & Cathy Heys, Martin Kelly	N/A

other departments					
Continue to develop Apprenticeship intranet pages – adding more content and information	Adding more information and content as required, also consider adding videos, case studies etc or link to learning portal and develop a recognisable and branded pathway which people can find and follow	Managers Existing employees New apprentices	July onwards 2017	Flora Aldridge & Cathy Heys, Martin Kelly	
Identify and use early adopters for case studies to promote via intranet, yammer and in newsletters	Target teams who could provide case studies and help test out best model	Teams with roles that could undertake standards within ASC and wider council	July/August 2017	Flora Aldridge & Cathy Heys, Jo Murfin & Martin Kelly	None
Develop ESQAC comms plan	Develop comms plan to promote roll out of ESQAC as provider of training to external organisations	Statutory organisations; providers; and businesses etc	July/August 2017	Flora Aldridge & Cathy Heys, & Jenny Millott	
Develop a schools comms plan	TBC	All schools	July/August 2017	TBC	TBC

Use facts and figures about local apprenticeships and East Sussex CC	Dispel myths about the scheme and address queries – promote successes	All	August/Sept 2017	Flora Aldridge & Cathy Heys, & TBC	N/A
Twitter promotion to new recruits in specific jobs	Promote career and training options to professionals as the new standards come online	New recruits	August/Sept 2017	TBC	N/A
Review of materials and touchpoints	Reflect on any learning and update & refresh materials for promotion and developing messages	All	Sept/Oct onwards	Flora Aldridge & Cathy Heys, & TBC	
Case studies of early adopters in PR and intranet, internal newsletters	Use case studies with other departments to promote uptake of apprentices	Recruiting managers	September 2017	Flora Aldridge & Cathy Heys	

Appendix 1: Promotion of Apprenticeships to Managers and existing staff: touchpoints:

Recruitment manager:	
Intranet	Recruitment toolkit and any other guidance
	Probationary page and related guidance
	hard to fill vacancies page (include a reference or link to this page)
	Job libraries – do we need anything else other than the plan to embed standards
Activity:	Redeployment process and related guidance etc. – to consider whether someone could get training to make them able to do the role through the levy
	Job evaluation process – flagging apprenticeship training and training salary
	Designing the question sheet etc. (could a question around apprenticeship training etc. be added to the library of questions?)
Website and activity:	Talent Link – needs embedding into information and processes on TL
Website	ESCC website and grading information and salaries (flag it here)
Line management:	
Intranet	Personnel pages – flag and embed here as appropriate
	Departmental homepages – short term promotion here
	Training home page – add a box around apprenticeship training opportunities
	Secondments – add something to this page (e.g., if you needed someone to work on a project for 1 day a week, could they be seconded from their current role and that project be their apprenticeship as would be 20% if they were full time)
	Managing change webpage and performance management information
Activity	Staff surveys – link to outcomes where teams are looking for development opportunities
	Embed into workforce planning and employee groups where managers are involved
Intranet and activity	Maximising performance – embed on intranet page and guidance, plus link in with the activity more (eg, templates for supervision)