

THE L&D THOUGHT LEADERS' CONFERENCE 2017

ALISON LAMPLOUGH Q&A

Q. HOW DID YOU GO ABOUT DEFINING YOUR APPRENTICESHIP STRATEGY?

A. We had a clear strategy in regards of the types and numbers of apprentices we needed based on two key factors the work that we had already won and the jobs that we were at the preferred bidder stage. This gives us a clear line of sight for our apprentice requirements for the next 5 years. What we needed to do with the advent of the apprenticeship levy was to understand the impact that this would have on our ability to afford these apprentices.

We took the forecasting tool from the Governments Digital Apprenticeship Service and expanded it to allow us to forecast as far as we needed to in to the future.

As our apprenticeships range from a level 2 to 6 we needed to understand how quickly our levy funds would be used up and the cost of the co-contribution.

By developing the forecasting tool we have been able to forecast how quickly our Apprenticeship levy will be used up and at what point we will go into con-contribution. This has been a really useful exercise as we've identified that the monthly co-contribution figure will differ every month depending on the type and mixture of apprenticeship and their end points, so sometimes we will have a 10k co-contribution figure other months it will be in excess of 100k. With this level of clarity around what the additional costs will be to our business we are now able to plan in advance to make sure we have the additional funds that we are likely to need. This means our planned strategy won't really change as a result of the apprenticeship levy.

Q. WHAT IS YOUR BEST ADVICE IN SETTING UP APPRENTICESHIPS WITHIN AN ORGANISATION?

A. I would say that making sure there is commitment to taking on apprentices and providing them with the level of support and training that will be necessary to make them successful.

Before we agree to any part of our business taking on an apprentices we make sure a whole range of support is in place and everyone that will be involved knows the part they have to play. I spoke about the network we have in place during my presentation. See answer to question 13.

Q. HOW DO YOU MAKE THE CONSTRUCTION SECTOR APPEALING TO THE NEXT GENERATION?

A. This is a very big question and one what the industry is working hard to achieve. As a sector we already do huge amounts of work in terms of school engagement to try to support new entrants into the industry we also work with teachers and those providing careers guidance. One of the things we have to tackle is the myth that construction is laying bricks and plastering. There are a huge number of careers in the industry and what could be more exciting than building the world that we live in! Walking past iconic building and infrastructure projects and saying " I helped build that "!



The industry is working together as a priority to tackle what will continue to be a significant challenge.

Q. SHOULD WE ALSO SEE APPRENTICES AS A POSSIBLE ANTIDOTE TO BREXIT CONSEQUENCES?

A. Absolutely!

Q. LOOKING AT YOUR APPRENTICESHIP OFFERING IT SEEMS TO FOCUS ON TRADES, WHAT DO YOU DO FOR SUPPORT FUNCTION?

A. Our apprentices cover skilled trades, technicians, business administration, IT, construction management, commercial management and engineering. We are also looking at finance apprenticeships for next year. We currently offer 26 different apprenticeships which is growing every year. It does take a significant amount of work to increase this as it's important to build close relationships with your providers to make sure that the apprentices is going to have the best experience through the provider as well as at work.

Q. HAVE YOU CONSIDERED MILITARY SERVICE LEAVERS TO FILL THOSE TRADE GAPS? IF SO HOW DID YOU APPROACH IT?

A. Yes we have an ex-serviceman whose key responsibility is military recruitment and we're hopeful that this will prove to be a rich source of recruitment in the next few years.

Q. HAVE YOU LOOKED AT ANY ALTERNATIVE TALENT POOLS? IF SO, HAVE YOU FOUND ANY PROS AND CONS TO THESE ALTERNATIVES?

A. We are trying different attraction approaches, using press, colleges, and the national apprenticeship service. Any ideas please let me know.

Q. HOW DO YOU RETAIN EMPLOYEES IN A SECTOR THAT SEEMS TO BE QUITE TRANSIENT- IS THERE ANY TIE ON OR PAYBACK IF THEY LEAVE DURING/AFTER AN APPRENTICESHIP?

A. No we don't have the tie in particularly at apprenticeship level. We pay our apprentices a very competitive wage, we don't pay apprenticeship rates. The opportunity to earn overtime on top of that is also an incentive. As you say it is a transient industry and we think our unique offering is our people which is why provide good training, we pay well and we have an ongoing order book which means we have continuation of employment. The ongoing employment has got to be a better position than moving from one subcontract job to hopefully the next.

Q. ONE OF THE BEST QUOTES I HAVE HEARD RE THE APPRENTICESHIP PROGRAMME V:S A TRADITIONAL DEGREE IS : " DEBT FREE BY 23"

A. I think it's more like earn while you learn!

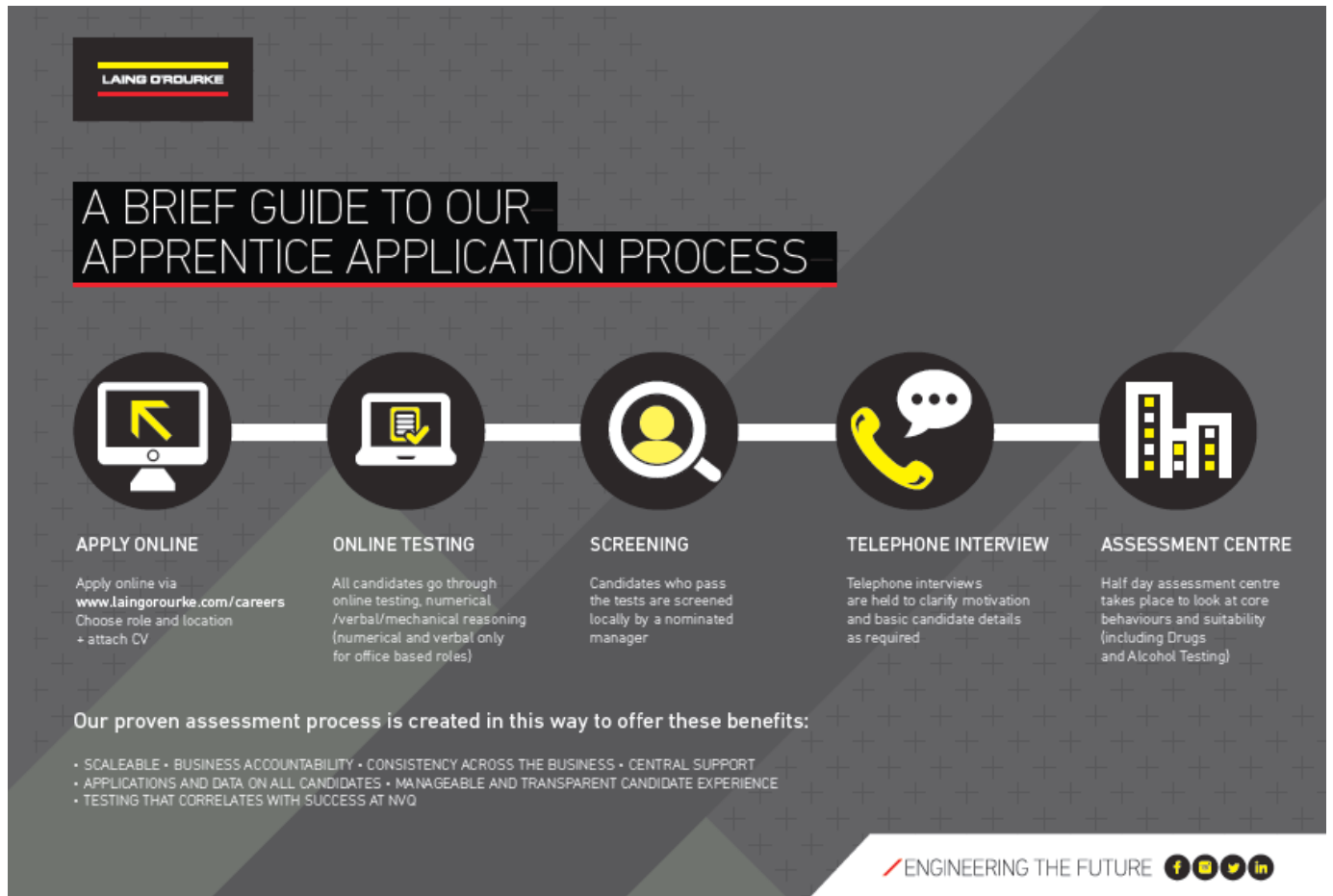
Q. HOW DID YOU DEFINE AN APPRENTICESHIP SALARY AGAINST THE MINIMUM

APPRENTICESHIP SALARY GUIDES?

A. We have a trainee rate and that's what we pay our apprentices, it's obviously dependent on the type of role.

Q. WHAT DOES YOUR ROBUST RECRUITMENT PROCESS INCLUDE?

A.



Q. HOW DO YOU CELEBRATE SUCCESS AS INDIVIDUALS OR AS A COLLECTIVE?

A. We believe that celebrating success is really important so we have graduation events wherever possible to celebrate success.

Q. DO YOU USE INTERNAL COACHES AND/OR MENTORS WITH YOUR APPRENTICES? IF YOU DO, WHAT TIPS CAN YOU SHARE?

A. We do, I would refer back to my presentation when I mentioned the whole support network we put around apprentices. My advice would be make sure mentors/ coaches whatever the network looks like is trained and committed.

SUPPORT STRUCTURE

KEY CONTACTS

- SUPERVISOR OR LINE MANAGER**
 - Responsible for putting the apprentice to work with the correct people to ensure that they work safely and receive the correct training and work experience to gain their qualification.
- WORK BASED RECORDER**
 - The Tradesperson or experienced worker the apprentice is assigned to in the workplace.
 - Capable of supervising the apprentice day to day activities.
 - Experienced to sign off apprentices work in line with their qualification targets.
 - Meets with Training Officer and apprentice to review progress and sign off targets.
- REGIONAL WORKFORCE MANAGER OR HC ADVISOR**
 - Resources and places people on projects in line with business requirements.
 - Can support in moving an apprentice to ensure their experiences supports their qualification needs.
 - Deals with disciplinary issues.
- PROJECT MANAGER**
 - Is responsible for apprentices health safety and welfare whilst working on their project.

- OFFICE MANAGER**
 - Manages the pay of all weekly paid people on site.
 - Records all weekly paid apprentice personnel data on the company time keeper system.
 - Monitors site and college attendance records.
- APPRENTICESHIP+ MANAGER**
 - Manages the development programme.
 - Refines and improves the programme in line with business development.
 - Ensures there is a range of diverse candidates for the placements.
 - Ensures the training provision meets the LOR expected standard.
- APPRENTICESHIP+ ADMINISTRATOR**
 - Co-ordinates assessment.
 - Sends out all documentation to the apprentice.
 - Co-ordinates regional programme inductions.
 - Co-ordinates internal development modules.
- TRAINING OFFICER**
 - The liaison between site and college to ensure that the apprentice is receiving the correct training.
 - Will hold regular meetings with college tutor and Work Based Recorder to ensure site training is in line with qualification requirements.

Q. HAVE YOU CONSIDERED OFFERING THE DUKE OF EDINBURGH AWARD AS PART OF YOUR APPRENTICESHIP PROGRAMME?

A. Yes, we found the time commitment away from work was too much of a commitment for us to make.

Q. HOW MANY APPLICATIONS DO YOU GET FOR YOUR APPRENTICESHIPS?

A. The easy answer is not enough!

Q. WOULD WIDER USE OF LEGO ATTRACT MORE MILLENNIALS?

A. Maybe, if it works for you let me know and I'll try it!