



**HOW TO RECRUIT
YOUR FIRST
APPRENTICE**

**A GUIDE FOR EMPLOYERS
LET'S GET STARTED...**

CONTENTS

This guide is designed to provide you with a useful overview of the key steps to follow when recruiting an apprentice, particularly if you are unfamiliar with the apprenticeship system or a small or medium sized business.

We hope you find it useful!

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WHY APPRENTICESHIPS?

Why are apprenticeships a great option?

Apprenticeships are a fantastic option for employers to consider, whether recruiting a new member of staff, or thinking about upskilling an existing member of staff. You will be able to work with your provider to adapt the training according to the needs of your business, helping you to expand and upskill your workforce.

What is an apprenticeship?

An apprenticeship is a way for individuals to gain qualifications and experience, whilst working alongside your other employees. You probably will have heard the phrase 'earn while you learn', which means that the apprentice will be employed and earning a salary whilst they undertake their apprenticeship. An apprenticeship must provide for a practical period of work and training that lasts for a minimum duration of 12 months.

How does the training work?

Apprentices spend the equivalent of 6 hours per week of their paid time completing off-the-job training, usually with a college, university or training provider. The rest of their time is spent in the workplace, performing their job role and learning from the expertise of the colleagues around them.

What qualification will they achieve?

Many apprenticeships will contain a mix of qualifications, which could also include English and maths if required. When the apprentice completes their programme through a process called End Point Assessment (EPA), they will receive an overall 'Apprenticeship Certificate'.

Who can do an apprenticeship?

Apprenticeships can be suitable for anyone aged 16+, there is no upper age limit. The apprentice must be employed and have a contract of employment.

Can an apprenticeship be part-time?

Most apprenticeships are full-time (at least 30 hours per week) but part-time flexibilities are available (16+ hours per week).

Does the government provide any help?

Yes, the government provides both financial assistance and support services to employers (see page 5).

What are the benefits?

There are many benefits of apprenticeships, for both the employer and the apprentice.

- Tailored training: Work with your training provider to adapt the training to the needs of your business.
- Save on training costs: Depending on the size of your business, up to 100% of apprenticeship training costs could be paid for by the government.
- Diversify your team: Find new and innovative ways to attract, develop and progress talented individuals.
- Grow your business: Address skills gaps and expand your workforce.

Please note, this guidance is for apprenticeships in England. The other 3 nations have separate apprenticeship arrangements.

ALTERNATIVE OPTIONS

Are apprenticeships the right option for us?

Apprenticeships are a fantastic option for employers to consider. However, they are just one of many different government supported training and development options that you may wish to consider for the skills development of your workforce.

What else is there?

The education and training landscape is always dynamic, with new initiatives being introduced all the time depending on the needs of the economy. The government has invested in the development of lots of different options for employers, which could include the following:

T Levels

T Levels are relatively new post-16 qualifications, designed by employers. The individual is mostly in full-time learning, however a substantial part of their programme is the Industry Placement of around 45 days.

As an employer, you could offer a T Level placement (which is typically unpaid - although you do have the option to pay if you wish) which will give you early access to the brightest young people entering the market and the opportunity to develop your workforce of the future.

Higher Technical Qualifications (HTQs)

HTQs are level 4 or 5 qualifications, for those 18 and over. They can be undertaken by individuals who are in work (typically part-time study), or they can be taken by those who are not in work (typically full-time study). They usually take between 1 - 2 years to complete if studying full time.



Supported Internships

Designed for learners with an Education, Health and Care Plan (EHCP), a Supported Internship is an unpaid 6 to 12-month work placement for 16 to 24-year-olds with additional needs, including Special Educational Needs and Disabilities (SEND), supported by a qualified job coach.

Multiply

The Multiply programme allows you to build the skills of your current or future employees with low numeracy by offering fully funded numeracy initiatives and courses from pre-entry to level 2 for those aged 19 and over in your workforce.

Find out more

The Skills For Life pages on gov.uk set out a range of government programmes available for employers who are considering hiring employees, offering work experience or upskilling existing staff.

To find out more, visit:

<https://find-employer-schemes.education.gov.uk>

HOW MUCH WILL IT COST?

A key consideration for employers will be the training and salary costs.

The government has now introduced a new methodology for how employers pay the training costs for apprenticeships.

The apprenticeship levy: Paybill £3m+

Employers with a UK annual paybill in excess of 3 million pounds will pay the 'Apprenticeship Levy'.

Further guidance about the levy is available on the gov.uk website.

<https://www.gov.uk/guidance/pay-apprenticeship-levy>

Non-levy paying employers

For those employers that do not pay the apprenticeship levy, there are different ways that your apprenticeship training could be funded.

Employers with <50 employees

If you employ an apprentice aged 16-18, or 19- 24 with an Education Health & Care Plan (EHCP) or Care Leaver, the costs of the training will be 100% funded.

Employers with 50+ employees

If you employ an apprentice of any age, you will pay 5% of the training costs, and the government will pay the remaining 95% of the training costs.

Levy-transfer

Employers may benefit from levy-transfer, where employers with un-used levy funds can 'gift' their levy to another employer, which will cover 100% of the training costs.

Financial incentives

Employers and training providers could receive £1,000 each for taking on an apprentice who is either:

- aged 16 to 18 years old, or
- aged 19 to 25 years old and has an Education, Health and Care Plan (EHCP) or has been in the care of their local authority.

What can you use the payment for?

You can spend the financial incentive on any costs associated with supporting an apprentice in the workplace. For example, on uniforms, your apprentice's travel or their salary.

National Insurance exemptions

Employers are not required to pay National Insurance contributions for apprentices under the age of 25 on earnings below the higher tax rate.

Other incentives

At times, you may find that there are additional incentive initiatives available in your local area or through sector bodies. Ask your training provider to see if there are any schemes available for you to apply for.



Many employers pass the incentive onto their apprentice (in addition to their salary) to recognise their commitment and celebrate their achievements.

DECIDING THE SALARY & BENEFITS

Employers can create an attractive apprenticeship package.

When recruiting a new apprentice, employers are able to decide how much they wish to pay their apprentices, so long as it complies with National Minimum Wage requirements for the individual.

What should we pay an apprentice?

Establishing your apprentice's starting salary is an important decision for any employer. The salary will be a key part of the overall package that you offer, but you can also consider the other ways to make your position attractive to potential candidates.

You could do some research into other vacancies:

- What salary + benefits are other employers offering for similar vacancies?
- Have you spoken to your training provider about previous positions that they have helped employers to advertise? What worked well?

What is the National Minimum Wage for apprentices?

Each year, the government sets a national minimum wage requirement and included within this is a national minimum wage rate for apprentices. There are certain criteria that apply, such as the age of the apprentice and the year of their study.

Read more here

<https://www.gov.uk/national-minimum-wage-rates>

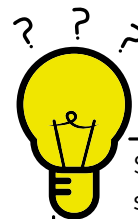
If you are offering an apprenticeship to an existing member of staff, it would not be expected that their terms and conditions would be changed.

Why should I pay higher than the National Minimum Wage for Apprentices (NMWA)?

The NMWA is the absolute minimum that an apprentice can be paid. However, the rate is significantly lower than the standard National Minimum Wage and many employers decide that they will pay a salary that is more in line with their workforce pay structure, and therefore more competitive.

As an employer, the investment that you make in an apprentice goes far beyond the salary alone. You will be investing in their training costs, and will also be investing a significant amount of time in their development.

It is important that employers pay a salary that is fair, and reflects the level of work and study being undertaken. Many employers will build in frequent incremental rises and will also pass on the apprenticeship incentive to their apprentices (see page 5).



Some employers will introduce a sliding scale for their apprentices where more frequent increase to salary can be awarded throughout the apprenticeship.

FINDING THE RIGHT APPRENTICESHIP

Which apprenticeship standard is right for us?

Selecting the most suitable apprenticeship will depend on the job role of the apprentice that you are considering.

What tasks will the apprentice be doing?

Whether an existing member of staff, or a new recruit, working through the key tasks that the individual will be performing in their role is a really useful way to ensure that you can find the most suitable apprenticeship standard. You could use a job description and/or person specification to structure the role.

What is a job description?

A job description should include a job title, the main duties and purpose of the role, information about the company and the job location.

What is a person specification?

A person specification should include essential and desirable knowledge, experience and the specific skills you are looking for in the candidate.



Try not to limit applications by placing unnecessary entry requirements on the role. For example, English and maths can be achieved as part of the apprenticeship.

What is an apprenticeship standard?

Apprenticeship standards set out what an apprentice will be doing and the skills required of them, by job role. They are developed by employer groups which are known as 'trailblazers'.

An apprenticeship standard is essentially the job role that the apprentice will be training for. The knowledge, skills and behaviours (KSBs) set out within the standard are tailored specifically to ensure that the apprentice succeeds within that job role.

There are more than 650 approved apprenticeship standards to select from covering around 1,700 job roles and ranging from level 2 through to level 7.

How do I know which standard is the best one for us?

There are a few different ways that you can start narrowing down the options.

A great place to start is through the Institute for Apprenticeships and Technical Education website (please see the next page).

You may also already have a training provider that you are working with, and they will be able to offer you some advice about the different apprenticeship standards.

You could also speak to another business, ask about the apprenticeships that they offer and see if they can give you some suggestions.

SELECTING THE STANDARD

How do we select the apprenticeship standard?

Visit the Institute for Apprenticeships and Technical Education website

The full range of apprenticeship standards can be found through the Institute for Apprenticeships and Technical Education website:

<https://www.instituteforapprenticeships.org/apprenticeship-standards>

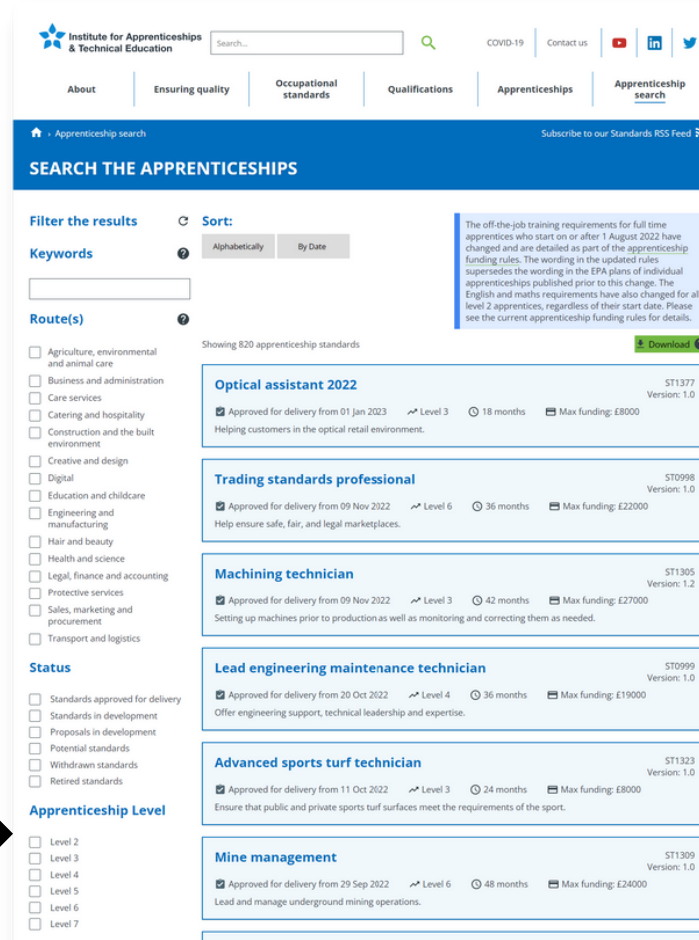
The Institute website contains a library of all apprenticeship standards that are available for delivery, and also those that are in development.

It can be a really useful place to start as you may find apprenticeship standards that are better suited to the job role than perhaps you had previously considered.

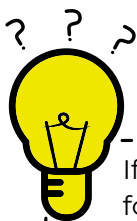
There is a helpful 'Keyword search function' where you can type in key phrases and see what comes up.

You can select particular sectors and this will bring up a range of apprenticeship standards that could typically be linked to roles in those industries.

The apprenticeship levels range from 2 through to 7. Try to stay open-minded at this point as it's about trying to find out which options there are and which standard might best fit the job role.



The screenshot shows the 'SEARCH THE APPRENTICESHIPS' page. It features a search bar at the top, navigation tabs for 'About', 'Ensuring quality', 'Occupational standards', 'Qualifications', 'Apprenticeships', and 'Apprenticeship search'. Below the search bar, there are filters for 'Filter the results' (Keywords, Route(s), Status, Apprenticeship Level) and 'Sort' (Alphabetically, By Date). A list of apprenticeship standards is displayed, including 'Optical assistant 2022', 'Trading standards professional', 'Machining technician', 'Lead engineering maintenance technician', 'Advanced sports turf technician', and 'Mine management'. Each entry shows approval dates, levels, durations, and maximum funding.



If you can't find what you're looking for it could be that you need to adjust your search terms or broaden your search by removing some of the filters.

SELECTING A TRAINING PROVIDER

How do we select a training provider?

If you are not already working with a training provider, you will need to start researching which providers offer the apprenticeship standard that you would like to use, and you will ultimately need to select which provider you want to work with to deliver your apprenticeship.

What is a training provider?

An apprenticeship training provider works with employers and the apprentice to help plan the overall apprenticeship, and to deliver the off-the-job learning that will help your apprentice to develop new skills and gain valuable workplace experience.

Who can be a training provider?

All apprenticeship providers must be approved to be able to offer apprenticeships. Approved providers will then be able to receive government funding through the Education and Skills Funding Agency (ESFA), part of the Department for Education.

What are the different provider types?

There are different types of training providers, which could include:

- Independent Training Providers (ITPs)
- Further Education Colleges
- Universities
- Employer Providers

How do I find a training provider?

There are different ways that you may select your training provider.

You may already know your provider

It is possible that you have a relationship with a training provider if they are currently or have previously supported your business.

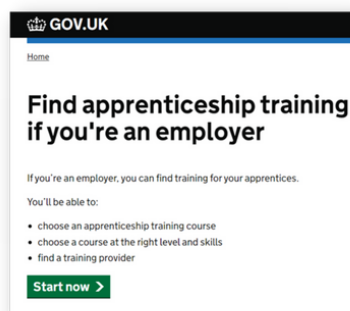
Local providers

Many employers will start by contacting providers in their local area. Find out if you have a Local Provider Network by contacting your local Careers Hub or Chamber of Commerce, who may have a list of providers.

Ask your contacts

You could speak to other employer and business owners to ask about the apprenticeship providers that they use. They will be able to share their experiences and possibly make some recommendations.

Use the 'Find a training provider' service



Please see the next page....



Take time to research and find the provider that will best meet the needs of your business. Many providers now work nationally and will offer online / flexible learning.

SELECTING A TRAINING PROVIDER

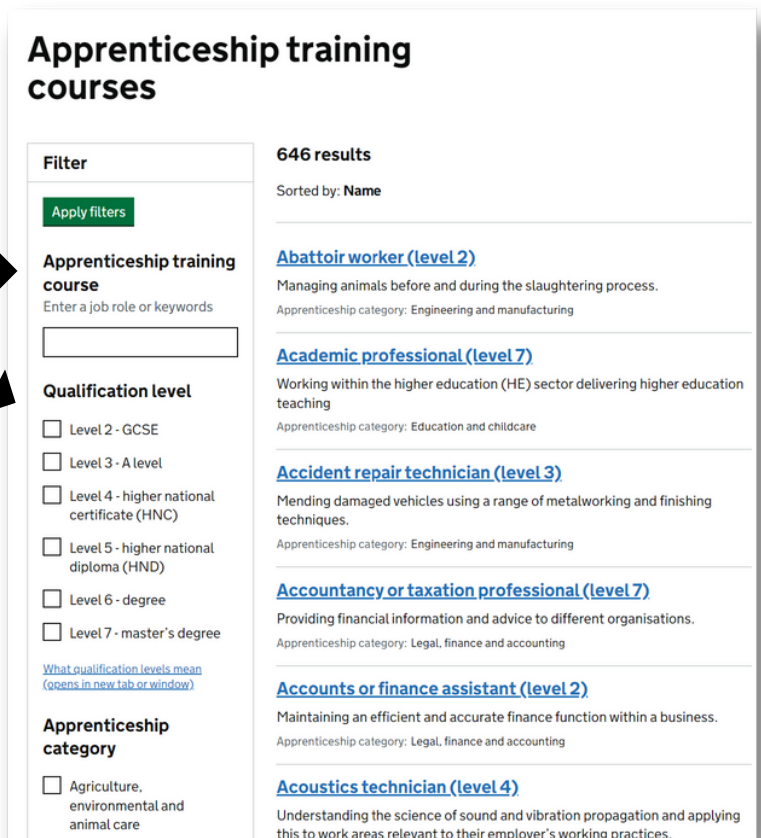
Using the 'Finding a training provider' service

The government has developed an online portal:
<https://www.gov.uk/employers-find-apprenticeship-training>

It's important that you take time to fully research which providers are available, and that you have an idea of the priorities for you.

This portal allows you to:

- Choose an apprenticeship training course.
- Choose a course at the right level and skills.

As you move through the sections of the portal, you will then be able to:

- Narrow down providers based on how you would like your apprentice to undertake their training e.g. at the workplace / day release etc.
- View employer and apprentice reviews.
- See an overview of the provider.
- Access their contact details (email, telephone and website).
- Add them to a shortlist.

QUESTIONS

Here are some questions that you could consider asking your training provider...

- How will this training meet the needs of my apprentice and/or business?
- How will I (the employer) be involved in the design of the programme?
- Which are the customisable parts of the programme?
- Which delivery models do you offer and what are the benefits of these?
- What flexibility is there within the model that you offer?
- What support will my apprentice receive?
- Which staff will be involved in my apprentice's programme?
- How will apprentice progress be reviewed?
- Which other employers have you worked with that are similar to mine?
- What are your plans for improvement over the next few years?

YOUR APPRENTICESHIP ACCOUNT

All employers will need to create an apprenticeship service account.

Your apprenticeship account will be used to access and administer all apprenticeship funding and is a mandatory part of the apprenticeship process. You can view further guidance about setting up your digital account here:

<https://www.gov.uk/guidance/manage-apprenticeship-funds>

Key features of the account include;

- It is free of charge.
- It is hosted on gov.uk.
- It is relatively quick and easy to set up, provided you have key information available such as your Government Gateway login for your organisation (or you can use the accounts office reference number and employer PAYE scheme reference number if your annual pay bill is less than £3 million).

Employers must reserve their funding

The current apprenticeship funding system requires employers who do not pay the apprenticeship levy to reserve funds before an apprenticeship can commence. This is administered through the account that you will have created.

Why is there a reservation system?

This reservation systems assists the government in forecasting, monitoring and managing the availability of funding for apprenticeships through the apprenticeship service.

What is the reservation process?

Employers are able to reserve funding for up to ten apprenticeships in advance of recruitment or an offer of an apprenticeship being made to an existing employee.

This reservation ensures that employers can plan, and that funds will be available to pay for the training from the point the apprenticeship starts.

Turning the reservation to a commitment

The employer must then turn this 'reservation' into a 'commitment' once the training provider and an apprentice are confirmed. At this point funding can be released to the training provider in the usual way.

What if I change my mind?

Reservations will expire if they are not turned into a commitment within 3 months of the apprenticeship start date, detailed within the reservation. Where a reservation is not required it can be deleted by using the apprenticeship service.

ADVERTISING YOUR VACANCY

Help your vacancy to reach potential applicants.

If you are recruiting a new apprenticeship position, you will need to think about the potential candidates that you are trying to reach. There are a number of ways that you can advertise your vacancy (you are not limited to just one) and lots of help out there for you too.

Your own website / internal comms

One of the best ways to attract candidates will be word of mouth. Ensure your colleagues and suppliers are aware of the position that you are creating and encourage them to share this with their personal networks and communities. You could add information to your company website so that it is easy to find.

Find an Apprenticeship (FAA)

The government portal, Find an Apprenticeship, is free of charge to use and thousands of future apprentices use it each year to search and apply for positions. You will need to add your vacancy through the employer side of the system, which can be accessed through your Apprenticeship Account (see page 11). Your training provider will also be able to help you if you need assistance.

Further guidance can be found here: <https://www.gov.uk/guidance/creating-an-apprenticeship-advert>

Linking recruitment systems

You can link your own HR system to the FAA portal, meaning that when candidates wish to apply, it will come straight through to you. Alternatively you can utilise the FAA system to manage your applicants through the government portal. You have options and your provider will be able to guide you.

Local schools and colleges

Reaching out to local schools and colleges is a great way for your vacancy to be shared with potential candidates and many will share jobs lists with their students. Ask about any opportunities to speak with students through assemblies or careers fairs.

Social media

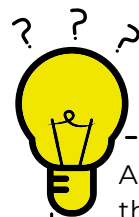
Social media is a quick and cost effective way to share news about your vacancy, and also to remind potential candidates about where to apply and the closing date.

Recruitment sites

There are lots of jobs sites and specialist agencies that promote apprenticeship vacancies, many are low/no cost.

Your training provider

Your provider may also be able to support you in advertising the vacancy to candidates that they are supporting, such as those on pre-apprenticeship programmes.



Allow yourself more time than you think you will need to advertise and gather applications from potential candidates.

MANAGE YOUR ADVERTS ON FAA

Through your apprenticeship account, you can create new vacancies.

As part of your apprenticeship account on gov.uk, you can create new vacancies that will appear on Find an Apprenticeship for potential candidates to view. The form is quick and easy to complete, and can be linked to work with your existing HR systems and processes.

Create an advert

You can use your apprenticeship account to create and post new vacancies which will appear on Find an Apprenticeship (FAA). You can also give your provider 'recruitment permission' to create an advert on your behalf.

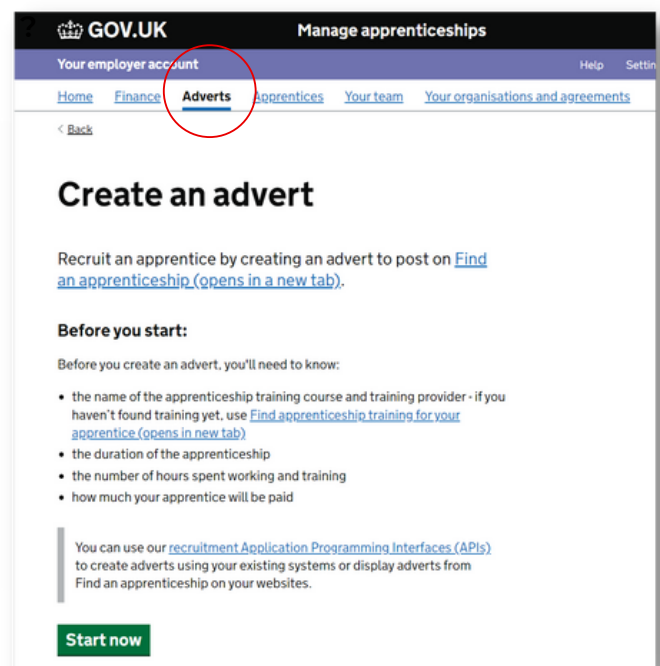
What if we have our own HR system?

When you create a vacancy, you can select whether to receive applications via the FAA system, or whether to direct applicants to a different website (which could be your company careers page or any other weblink).

What happens when candidates apply via FAA?

If you select this option, the applications will follow the standard format application form, containing the following fields.

- Education history
- Subject/qualification(s)
- Work experience/history
- About you (4 questions)
 - What are your strengths?
 - What personal skills would you like to improve?
 - Is there anything we can do to help you at interview?
 - What are your hobbies, interests or achievements?
- Additional questions (x2) if you have set these up.



Setting up your additional questions

You may personalise the application by including two questions of your choice. This is an opportunity to find out more about the applicant and to show their passion and interest in your role.



Think creatively about the 2 x additional questions that you could ask that would allow the applicant to showcase their talent.

WIDENING ACCESS TO APPRENTICESHIPS

Attracting talented individuals to apply for your vacancies.

Apprenticeships are a good way for employers to also achieve wider social impact, by considering the diversity of the workforce, in creating opportunities that could enable an individual to demonstrate their talents, and in supporting local communities.

Recruiting differently

Many employers are now thinking differently about the ways that they identify and recruit talented individuals into their businesses. Employers are putting traditional recruitment methods such as CVs and entry requirements to one side, and instead are focussing on how they can design dynamic recruitment processes that allow the individual to demonstrate their talents and potential. This doesn't mean that English and maths or prior qualifications aren't important, but many employers are realising that they are only one of many measures that they could be using.

Language and listings

The language you include in your advert, where and when you advertise it will be really important when trying to attract a wider pool of candidates. See page 18 for some useful guides.

Flexibilities and funding for apprentices

Speak to your training provider about the flexibilities and funding that are available for apprentices who may require additional support. Your training provider will potentially be able to claim additional funding to make reasonable adjustments and to provide additional earning support to apprentices. This is in addition to schemes such as Access to Work.

QUESTIONS

- Are there local community groups that you would like to encourage to apply? How are you reaching those groups?
- Have you thought about your job advert, the language used, where and when it is advertised and the closing date? Is there anything you could change to encourage more individuals to apply?
- Have you explained any industry jargon or acronyms?
- Are there any local schemes or initiatives that support potential apprentices to connect with employers?
- Have you spoken to your training provider and asked if they can support you with community outreach?
- How much flexibility has been built into the job role? E.g. Part-time working, school hours / term-time working?
- Have you considered any potential barriers? E.g. Is it fixed term? Is the salary fair? Are you offering to reimburse travel costs?
- Have you considered the data that you would like to capture ?

THE APPLICATION PROCESS

Encouraging and receiving applications for your vacancy.

Depending on the system you are using, you will have different options for processing the applications that you receive for your position. Your training provider may be able to help you with the shortlisting process if you would like them to be involved.

What are the options?

Find an Apprenticeship is a good option for employers. It is free of charge, easy to manage through your apprenticeship account and provides you with a ready-made application system. This can be useful for smaller employers or those that do not have a HR function within their business.

Is it mandatory to use Find an Apprenticeship to advertise (FAA)?

It is mandatory that your training provider informs you about the option of using the free Recruit an apprentice service (the employer portal), but it is not mandatory for you to utilise it. Some employers decide to use their own in-house recruitment systems, or prefer to work with referral partners, particularly if they are trying to take positive-action or to attract particular groups to apply for their vacancies.

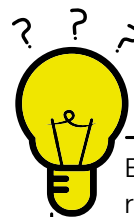
What other application systems could be used?

It depends on your organisation and the processes that you have in place, but potentially you could be quite innovative in the way that candidates apply. This can be particularly useful if you are thinking about attracting candidates that may not feel confident in navigating online systems, or for whom might struggle to demonstrate their talent through a formal application form.

ALTERNATIVE IDEAS

If you're interested in doing things differently, have a think about the following ideas.

- Simplify the process by asking for a CV and/or cover letter. This could be a 'digital' CV (such as a video recording)
- Encourage candidates to submit a statement about why they would make a great apprentice in a format of their choice - it could be a poster, letter, film etc.
- Attend a local careers fair and start by having a conversation with individuals in person.
- Ask your provider if they could facilitate an event for potential candidates to visit your workplace and meet the team, then ask them to create a presentation about what interests them most.



Employers should ensure that all recruitment methods treat candidates fairly, without discrimination or bias.

THE SELECTION PROCESS

Employers are able to design their own selection processes.

Selecting staff has two main stages: shortlisting and assessment. In both stages employers should ensure that their selection methods treat candidates fairly, without discrimination or bias, and that selections are made based on the candidate's ability to perform the role, contribute to the organisation and their potential for development.

Working with your provider

It may depend on how many applications you receive as to the level of involvement that you ask your training provider to have. You could receive hundreds of applications, or you may find that there is a smaller more manageable number. Your training provider is there to help you and will work with you to select the most appropriate level of involvement.

Unsuccessful applicants

It is important that unsuccessful candidates are given honest and constructive feedback in order to support them with future applications.

Try to build time to communicate with all applicants, including those that are unsuccessful, so that they can hear your feedback, learn from the experience, have some ideas to take forward to their next application and maintain a positive outlook about your company.

Inclusive recruitment practice

Your organisation may have pre-determined methods in place for the shortlisting and assessment of candidates. However, if you do have the opportunity to do things a bit differently, we have provided some ideas that you may wish to consider.

INNOVATIVE PRACTICE

- Offer candidates the opportunity to see interview questions in advance so that they can prepare their answers.
- Provide a 'guaranteed interview' to individuals that meet a certain criteria (e.g. from underrepresented groups).
- Create a short film of the workplace, introducing the interview panel and ask them to say a few encouraging words to individuals who are shortlisted for interview.
- Be clear about the dress code for the interview e.g. if you expect candidates to wear a suit.
- Provide candidates with a photo of the interview room so that they can visualise the layout beforehand.
- Offer applicants the option of having travel costs re-imbursed.
- Invite all candidates to join you for lunch (that you have provided) so that you can speak with them in a less formal situation.

AGREEING EXPECTATIONS & SUPPORT

Employers and apprentices will be required to complete documentation.

As apprenticeships are government programmes, there are a number of agreements and other documentation that you, and your apprentice, will be required to sign at the beginning of the apprenticeship. This is the same for all employers, regardless of size and helps to ensure that all parties are clear about the expectations of the apprenticeship.

Contract of employment

An apprentice is an employee, and will require a contract of employment, exactly the same as any other member of staff. This is not provided by the government, however your training provider will be required to ensure that this is in place.

Apprenticeship Agreement

An apprenticeship agreement must be signed at the start of the apprenticeship. It is used to confirm individual employment arrangements between the apprentice and the employer. A template is provided on gov.uk, however you may have your own template that you prefer to use, and your training provider may also have one that they can provide to you.

<https://www.gov.uk/government/publications/apprenticeship-agreement-template>

Training Plan (previously called a commitment statement)

The training plan sets out the training (including the volume of off-the-job training hours) that will be delivered and documents how all three parties (apprentice, employer and main provider) will support the achievement of the apprenticeship. the employer.

Training contract / service level agreement

The employer will also sign a training contract or service level agreement with the training provider which outlines the details of the programme, who is involved, how communication will work and so on.

What support will the employer need to have in place?

Employers will be expected to put good support structures in place for their apprentice, which will include mentoring, feedback and support. Employers will also be expected to contribute to progress reviews (minimum every 12 weeks) and to be in regular contact with their training provider to jointly review the progress of the apprentice, and to identify where additional support may be required.

What support will we receive from the training provider?

Your training provider will be very familiar with the full requirements of the apprenticeship and will be able to guide and support you throughout the programme to ensure that you have everything in place. They will also be able to share ideas with you of the best way to support your apprentice, and may even offer additional training and support for key staff (line manager / mentor) involved in the apprentice's programme.

USEFUL LINKS AND SUPPORT

There is lots of really useful information and support available to employers who are setting up or developing their apprenticeship programmes.



Time for Change webinar series

A free of charge programme of webinars that employers can access to hear best practice from the sector when widening access to apprenticeships.

<https://www.genieprogramme.com/time-for-change/>



The Apprenticeship Ambassador Network

Connect with employers who have already established their apprenticeship programmes. You can share stories, ask for advice and develop best practice.

<https://engage.apprenticeships.gov.uk/aan>



Quality roadmap

The government has set out a useful 'Roadmap to a quality apprenticeship' on the Apprenticeships.gov.uk webpage.

<https://www.apprenticeships.gov.uk/employers/the-road-to-a-quality-apprenticeship>

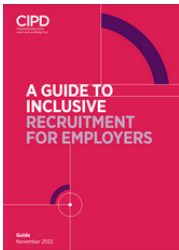


LWI: The Line Manager's Guide to Apprenticeships

Learning and Work Institute has produced four guides to support apprentices' on-programme experience, including a brilliant guide for Line Managers, packed with useful hints and tips about how best to support your apprentice.

<https://learningandwork.org.uk/resources/research-and-reports/improving-apprentice-experience/>

USEFUL LINKS AND SUPPORT



CIPD Guide to Inclusive Recruitment

This useful guide by CIPD sets out guidance and suggestions to employers for every stage of the recruitment process.

<https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/inclusive-employers>



Sutton Trust Employer Toolkit: Social Mobility In The Workplace

This guide covers a wide range of issues, from how to measure the socio-economic make-up of your workforce, through to contextual recruitment, including internships and apprenticeships.

<https://www.suttontrust.com/our-research/social-mobility-in-the-workplace-an-employers-guide/>



Social Mobility Commission Apprenticeship Toolkit

This toolkit contains a wide range of practical ideas and case studies for employers, providers and apprenticeship practitioners.

<https://socialmobilityworks.org/wp-content/uploads/2021/10/SMC-Apprenticeships-Toolkit.pdf>

Institute for Apprenticeships & Technical Education: Raising the Standards

The Institute's apprentice panel have developed a guide to quality apprenticeships and improving the apprentice experience. The guide is aimed at employers, training providers and apprentices.

<https://www.instituteforapprenticeships.org/raising-the-standard-best-practice-guidance/>

