

Quality framework model

The quality framework apprenticeship model, published by The City & Guilds Group and the Industry Skills Board (ISB), was put together following a series of interviews with businesses and training providers about what constitutes a quality apprenticeship and how they ensure the best experience for apprentices and employers.

Planning



Recruitment and induction



Putting learning at the heart of apprenticeships: Real experience, practice and problem solving to achieve productivity and autonomy



Validation of learning outcomes and mastery



Independent end-point assessment



Career progression

To read the full report click here

Making Apprenticeships Work: A reflection on practice

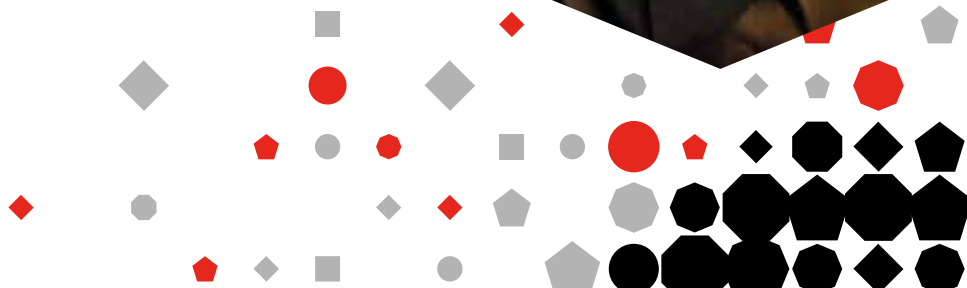
Marston's is one of the UK's top public house and brewing businesses, having been established in one form or another for 180 years. It employs more than 14,000 people across the country and has a long history of recruiting apprentices. It currently has 500 apprentices across the group on 13 different standards ranging from Level 2 to Level 5. Apprentices join on a 15-month contract and move to a standard contract on successful completion of the apprenticeship.

Planning

The apprenticeship programme is a key part of Marston's people strategy. Two years ago, it outlined the aims of the programme which are to increase retention and improve stability, attract and develop young talent, address the issue of critical and hard-to-fill roles, and target top talent for succession planning. More than half of its pubs now employ an apprentice and it is fully optimising its levy. To meet the needs of the business and achieve its objectives, it has doubled its planned new standards and introduced 13 programmes which

is resulting in a much more diverse range of apprentices. For instance, it previously had no apprentices in head office roles where training is minimal but now has 40 including customer service advisors, team leaders and department managers and Level 3 and Level 5 HR and L&D apprentices.

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Recruitment and induction

Marston's offers apprenticeships to existing staff and new recruits. It also offers work experience to school and college students as a route into apprenticeships. Around 20 per cent of its current apprentices are recruited externally. It recruits through training providers, which undertake telephone screening and compile a shortlist with Marston's general managers. The company takes part in events such as the National Apprenticeship Shows and UK World Skills under the 'Loving Hospitality' banner alongside competitor companies Mitchell & Butler and Greene King. It also advertises on major job platforms and the Government platform, Find an Apprenticeship. Marston's has a 13-week induction programme in place which can be completed online. While there isn't a formal mentoring programme, general managers are encouraged to assign a buddy – an experienced



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colleague – as the 'go-to' person for apprentices. It also helps that some senior managers are typically studying for a Level 5 qualification concurrently so understand the demands of an apprenticeship.

Training and learning programmes

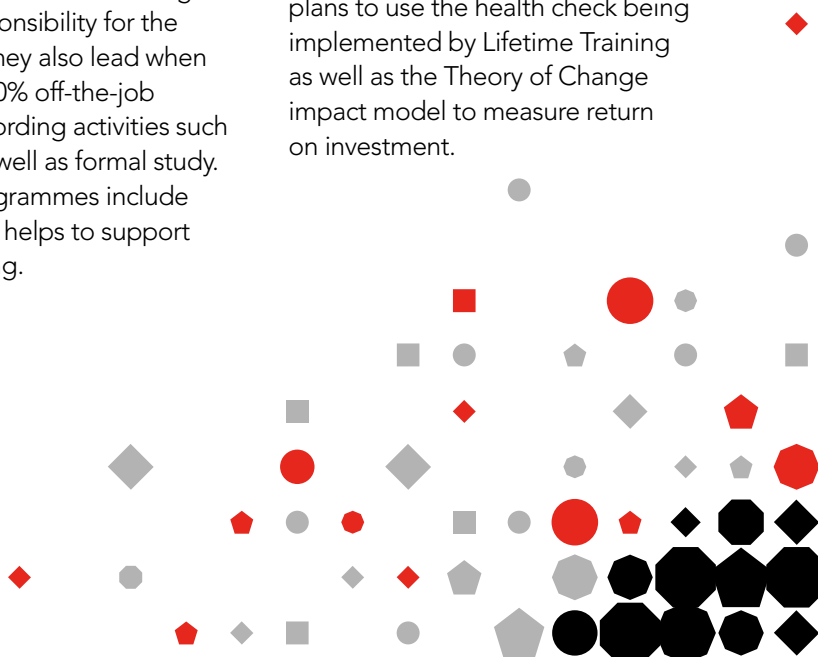
Marston's takes a partnership approach with the learning provider and has jointly designed its Level 3 to Level 5 hospitality offerings. The structure varies for each programme but it generally takes a blended approach to on-the-job learning. Apprentices have access to a range of training and learning methods including online platforms. Individuals also experience considerable real-life responsibility in their roles as they progress through the apprenticeship.

Monitoring, assessment and feedback is undertaken via a mixture of group and one-to-one sessions, review meetings as well as in one-to-one tuition sessions. Regular face-to-face reviews are held between trainer, line manager and the apprentice. Throughout the apprenticeships, Marston's also uses Facebook as a vehicle for ongoing support and it holds a number of activities such as an annual chef and apprentice awards programmes to ensure individuals remain motivated. The line manager has ultimate responsibility for the apprentice and they also lead when it comes to the 20% off-the-job requirement, recording activities such as workshops as well as formal study. A number of programmes include workshops which helps to support off-the-job training.



Learning outcomes and mastery

Performance expectations are defined in the apprenticeship agreement. Marston's has a number of activities and strategies in place to ensure apprentices have mastered the skills required to perform in their respective role. These include carrying out internal audits, mystery visits, customer and TripAdvisor reviews and line manager feedback. The company expects a 100 per cent pass rate in functional skills and the apprentice needs to show a progression from Level 2 to Level 5 to demonstrate they have mastered their particular craft. It reports that the behaviours built into the standards have been a huge help in instilling business-like attitudes. Line managers assess an apprentice's ability to work autonomously by their confidence levels. The company also plans to use the health check being implemented by Lifetime Training as well as the Theory of Change impact model to measure return on investment.



End-point assessment

Thirty-nine apprentices from Marston's have successfully passed through the EPA and while they have achieved the expected grades and outcomes, there have been fewer distinctions. The company will focus on this as an area for improvement because achieving distinctions opens up more opportunities in terms of its academy programme and long-term career progression. It greatly values certification from the EPAO and the Institute for Apprenticeships and also awards its own certification (hand-delivered by the area operations manager).

The company has some concerns around the volume of assessors required for EPA and the consistency challenge this potentially brings. It also points out that with the functional skills requirement bar relatively high, this does pose a challenge for some apprentices and could prove to be a blocker to some people.

Career progression

There is a career path and a wide range of opportunities open to apprentices when they are ready to move on from their destination role. For example, four out of six of the company's first Level 5 Operations Manager apprentices on secondment from their pub management role have already been offered a permanent



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area manager appointment. High-performing apprentices also have the option of going on to Marston's academy programme.

Business benefits

- **lower turnover of chefs: 58 per cent retention of apprentice chefs compared to the industry average chef turnover of over 100% (39% of apprentices are chefs)**
- **apprentices stay at the company longer: 68% of apprentices stay with the company for more than a year. The company turnover is in line with the industry average of 104% but apprentice turnover is only 32% and it has beaten its own target by 3%**
- **recruitment cost-savings: An annual saving of £85,560 has been saved in recruitment costs due to the lower turnover of staff.**

