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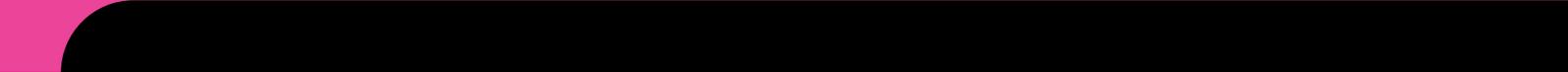


A practical guide to apprenticeships

For employers in the film, TV, VFX, animation and games industries

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What is an apprenticeship?

An apprenticeship is a real job, with the benefit of heavily government-subsidised training to support the role. Apprenticeships provide a cost-effective solution to developing your staff and business.

Did you know?

Graduates are eligible for apprenticeship training. This means you don't have to choose between a graduate or non-graduate, but that you can pick the person you feel is most able to develop the practical skills, knowledge and behaviours you need.

If you struggle to recruit the talent you need or want to upskill existing staff, apprenticeships can help. There are three ways in which apprenticeships can support organisations in the screen industries, described below:

Recruit new talent

Apprenticeships allow you to recruit not always based on previous experience, qualifications or connections, but also on attitude – with the benefit of tailored training to get the apprentice up-to-speed.

Build a more inclusive workforce

The screen industries must have diversity at their core to reflect society, enhance creativity and continue to produce world-class content.

Creative organisations with a diverse workforce not only gain new ideas and ways of working (by drawing on a wider range of experiences), but also support social mobility and even appeal to commissioners that collect diversity data.

Apprenticeships can support you to develop a more inclusive workforce. As paid, long-term positions, apprenticeships provide a steady income, job security and an opportunity to learn a job inside out. This appeals more strongly to many people from less affluent backgrounds than more traditional entry routes into the screen industries, like short-term runner placements, that are less likely to lead to further stable work.

Upskill existing staff

Many people leave an organisation if they can't see a clear career path or don't receive training to keep their knowledge up-to-date.

Apprenticeship training is not just for new recruits but can be used to help existing staff develop the skills to progress into more senior positions or to specialise.

Did you know?

A third of employers offering apprenticeships use them to train existing staff*. Apprenticeship training runs from GCSE level up to masters degree level, so there is plenty of opportunity to fit a training programme around existing staff development needs.

*Apprenticeships evaluation 2017: employers, IFF Research

The basics

Employers come together to create 'apprenticeship standards' – agreeing on a set of knowledge, skills and behavioural standards that a person needs to have in order to be competent in a specific role.

Bespoke apprenticeship training programmes are then designed in collaboration with each individual employer and a dedicated training provider to support an apprentice on their journey to competency.

Apprenticeships aren't about giving people qualifications (although industry qualifications can be included in the training programme) but about making sure they become capable professionals, adding real value to your business and their personal development.

Who can do an apprenticeship?

- Anyone aged over 16
- Graduates and non-graduates
- New or existing staff
- Individuals that have a right to work in the UK

The benefits*

Out of the employers using apprenticeships to recruit and train staff 96% say their business has benefited:

- 83% say they provide the skilled workers needed for the future
- 80% say apprenticeships reduce staff turnover
- 76% say they increase overall productivity
- 59% say that training apprentices is more cost-effective than hiring skilled staff

*CEBR The Benefits of Apprenticeships to Business, 2015

Did you know?

Recruiting an apprentice is very similar to recruiting a regular employee, except you work with a training provider rather than a recruitment agency. You also get subsidised training for that member of staff and can set wages that reflect the fact the apprentice is learning on-the-job and not yet the finished article.

Job roles

Standards contain a list of skills, knowledge and behaviours that employers expect apprentices working in these professions to have obtained on completion of their apprenticeship programme.

Whilst these standards have specific titles, it's important to know that many of them can be contextualised to similar roles that might need filling. For example, the Broadcast Production Assistant standard can often be used for production secretary and runner roles, and the Creative Industries Production Manager standard can be used to train production accountants.

The apprenticeships standards currently available for the screen industries are as follows:

-
- assistant technical director (visual effects)
 - assistant accountant
 - broadcast and media systems engineer
 - broadcast and media systems technical operator
 - broadcast and media systems technician*
 - broadcast production assistant
 - camera prep technician*
 - carpentry and joinery
 - advanced carpentry and joinery
 - costume performance technician*
 - creative industries production manager
 - creative venue technician
 - customer service specialist
 - event assistant
 - installation electrician
 - junior 2D artist (visual effects)
 - junior animator
 - junior content producer
 - junior VFX artist*
 - live event rigger
 - media production co-ordinator*
 - outside broadcasting engineer
 - photographic assistant
 - post-production technical operator
 - professional accounting technician
 - props technician
 - software developer
 - software tester
 - storyboard artist
 - VFX artist/technical director*
-

*Apprenticeship standards in development, not yet approved.

Did you know?

Apprenticeship training can include opportunities to obtain a university degree or chartered status. This means your staff can complete desirable qualifications without accruing any student debt – a great way to attract and retain employees.

How apprenticeships work

A real job

- You offer a real job that needs doing, with the understanding that the employee is in training. This can be for a new recruit or an existing member of staff.
- They carry out their day-to-day job for about 80% of their paid time.
- They learn the role through the experience you give them, picking up the knowledge, skills and behaviours listed in the apprenticeship standard that are needed to become competent in their profession.

20% off-the-job training

- At least 20% of paid time is spent in off-the-job training.
- Many employers say this percentage isn't too dissimilar from the informal training regular employees need to get up-to-speed.
- You design a training programme with an external training provider, deciding how much training you deliver and how much you want them to teach, taking the burden away from you.

End-Point Assessment (EPA)

- At the end of an apprenticeship, an apprentice is independently assessed to check they are fully competent in their profession.
- There is no obligation to offer a permanent job on completion of an apprenticeship. However, if you've invested in training someone to your standards, you're likely to want to keep them on.





What counts as off-the-job training?

Some employers are concerned that paying an apprentice whilst they are off-the-job for 20% of their paid time will make an apprenticeship programme unaffordable to run. Yet these concerns are often down to a misunderstanding of the off-the-job training criteria.

Off-the-job training can include training that you would deliver to any member of staff to get them up-to-speed. If it's supporting apprentices to learn new skills and is relevant to the apprenticeship standard, it counts towards the quota.

Government definition of off-the-job training:

"Training which is received by the apprentice for the purpose of achieving the knowledge, skills and behaviours set out in the apprenticeship standard."

Types of off-the-job training

- Attending formal sessions at an apprenticeship training provider's premises
- Attending external training sessions, with other (non-apprenticeship) training organisation
- Attending trade shows or going on industry visits
- Training on specialist equipment or software
- Online or distance learning
- Writing assessments and competing assignments
- Training from colleagues to show new ways of working
- Shadowing staff
- Skills competitions
- Mentoring others
- Role play or simulation practice

A government-approved training provider will work with you to identify how you need the training to be delivered so it works for your circumstances.

Examples of off-the-job training employers might deliver

An edit assistant of a post-production company must be able to use file transfer software to pass the Post-Production Technical Operator apprenticeship standard. When they start in the role, their line manager shows them how to use file transfer software to deliver assets to external clients. This counts as off-the-job training.

CASE STUDY: The Bauer Academy

Genevieve Potter, General Manager, The Bauer Academy

The Bauer Academy is a specialist training provider operating in the creative sector. They provide apprenticeship training to their parent company, the Bauer Media Group, as well as ITV, the7stars and DNEG.

What's different about apprenticeships from other training methods?

Apprenticeships are immersive. They work so well because they combine learning with work, so you accumulate knowledge over time. For employers that don't know about apprenticeships they can seem long, but it is because they are deep and meaningful that they work.

You are taking the time to embed your learning, going back over it again and again in a live context, rather than spending a few days going into a training room, then walking out and forgetting it all.

What if you can't see a standard that fits a role you need training for?

Apprenticeship standards can be contextualised to different job roles. Employers need to see past the name of a standard.

For example, we deliver the Junior Content Producer, but call our apprenticeship programme 'brilliant story telling'. It doesn't matter what the specific role of your staff member is – if you want them to tell brilliant stories across different platforms, the apprenticeship can work for you.

Can apprenticeship training really help current employees progress at work?

Yes. There is often a lot of focus on entry-level jobs receiving training in a business – through apprenticeships or graduate schemes. The people that are past that stage of their career often drive their own development. Yet offering apprenticeship training to these employees can really motivate them to achieve and improve their work satisfaction.

Some employers worry that if you train staff they will leave, but there is a huge amount of evidence that shows the opposite is true and investing in staff makes them more loyal and engaged, and gives them better skills to do their job.

What advice would you give screen employers to make apprenticeships work for them?

Firstly, don't be put off by the 20% off-the-job training requirement. We call this Dedicated Development Time as it's a better description. You can still be at your desk and learning, so it's not about time out the office. The key is to find a training provider that is flexible, understands your business and can work a training plan around your needs.

Secondly, line managers are crucial to the success of apprenticeships. You must be open-minded and willing to give someone time to learn. Don't see apprenticeship training as losing someone whilst they are learning, but getting someone better, who is more engaged in their work and motivated to achieve.



The role of the training provider

If you offer an apprenticeship opportunity, you will work in partnership with a government-approved apprenticeship training provider. This could be a college, private training provider, university or even your own (government-approved) internal training team.

They are the apprenticeship experts and will lead you through the process. They are responsible for the compliance of the apprenticeship programme and the government paperwork, and will work with you to design a training programme that fits yours and the apprentice's needs.

They usually deliver the majority of the off-the-job training that supports your staff member to become more productive and competent during their apprenticeship programme.

The commitment statement

Before the apprenticeship programme begins, you'll sign a commitment statement. This clearly outlines the responsibilities of the employer, training provider and apprentice, and will even cover who will deliver which elements of the 20% off-the-job training requirement. This means you can be sure you're signing up to a programme that is realistic, will help your staff develop and work with your business processes and resources.

Training providers offer more than just training

Training providers also support you with recruitment, selection, interviewing and making sure your apprentice is motivated on the programme.

There are lots of training providers to choose from, so do speak to more than one before choosing the right training partner for you.

Visit: findapprenticeshiptraining.apprenticeships.education.gov.uk to search for providers.

Did you know?

Most apprenticeship training is delivered at the employer's premises or online. It doesn't have to be carried out one day per week or in weekly blocks at a training provider's premises, although these models have their benefits. Be open-minded when you talk to providers and find out why they deliver the way they do, before deciding what suits your circumstances.

The Apprenticeship Levy

The government asks large businesses to pay an Apprenticeship Levy. This is 0.5% of annual payroll costs over £3 million. This means if you have an annual payroll of £5 million, your annual Apprenticeship Levy contribution is £10,000.

The purpose of the levy is to encourage large businesses to employ and train staff on apprenticeship programmes. The business paying the levy gets first refusal on using their levy contribution to train apprentices, but if it isn't used, it helps other businesses pay for apprenticeship training.

Did you know?

Apprenticeship Levy contributions are only ring-fenced for 24 months. This means a levy-payer's contribution from January 2020 will be removed from its levy pot in January 2022 and then used to subsidise the costs for other businesses that are offering apprenticeship opportunities.

What's the difference between levy and non-levy-payers?

Levy-payers

- Pay the Apprenticeship Levy if the organisation has an annual payroll of more than £3 million
- Approximately 2% of businesses in the UK pay the levy
- Levy-payers pay 90% of the apprenticeship training costs
- The government tops up levy accounts by 10%

Non-levy-payers

- Don't pay the Apprenticeship Levy if the organisation's annual payroll is less than £3 million
- Approximately 98% of businesses in the UK don't pay the levy
- Non-levy-payers pay just 5% of the apprenticeship training costs (plus VAT in some circumstances)
- The government pays the remaining 95% of the costs

Transfer levy funds

Levy-paying organisations that are unlikely to spend all their levy funds can transfer 25% of their funds to other businesses. This can be to any business (levy or non-levy-paying) or a government-approved apprenticeship training agency. This is often used as a form of corporate social responsibility to help supply chains, charities or small businesses access training, where they can't afford to pay the 5% training costs.



Your commitment

Apprenticeships are not a quick fix. If you're looking to give your staff training in only one or two elements of their job, apprenticeships are not the right route. However, if you want to recruit and develop staff with a comprehensive package of training, they are proven to work very well.

Below is your commitment:

- Apprenticeships last at least a year, often longer
- You must work in partnership with a government-approved training partner
- You must allow your apprentices to spend at least 20% of their paid time in off-the-job training
- Be prepared to pay towards some of the training costs (either through your levy pot or up to 5% of the apprenticeship training costs)
- Pay a suitable wage to your apprentice that will help you attract and retain quality staff
- Assign a mentor and line manager to support progress

What to expect in return?

It's important that you identify real jobs that need filling and monitor the impact the training is having on apprentices and your business. Over time, you can use this insight to work with the training provider to tweak the programme and begin to:

- Become more productive
- Attract and retain staff better
- Improve the diversity and inclusion of your organisation
- Be better prepared to meet future challenges
- See a substantial return on your training investment



CASE STUDY: Framestore

Amy Smith, Head of Talent – Film, Framestore

Framestore is an Academy and BAFTA award-winning creative studio that offers a range of visual effects, production, direction and post-production services to its clients.

What is your current apprenticeship offer?

We've been hiring apprentices for a number of years. Currently we employ five apprentices across two apprenticeship standards as junior 2D artists and assistant technical directors. We support the development of apprenticeship standards and in the future hope to employ up to 20 apprentices. Our apprenticeship offer supports the recruitment of new entrants and will facilitate career development for existing staff.

Why did you start offering apprenticeships?

The VFX industry started to develop its apprenticeship offer before the Apprenticeship Levy was announced, to help diversify the workforce and build the skills pipeline. We were concerned that young people had opted out of the skills pipeline at a young age and that we were missing out on talented young people who didn't go to university. We wanted to build a progression route for more diverse candidates.

What impact have apprenticeships had on your business?

It's been incredibly positive – a lot of our existing staff say they wish they could have taken the apprenticeship route. We find that our apprentices are at least two levels ahead of their university peers, allowing them stronger progression opportunities. The apprentices have helped to change perceptions across the business, and we've been able to diversify the workforce and bring younger people into the studio environment. Hiring apprentices has also allowed junior staff to develop their organisational and leadership skills through mentoring opportunities. By supporting young people into the industry, we have widened the talent pool and increased the skills pipeline. This has also allowed us to retain staff in a competitive market. Our apprentices tend to be more loyal because they know that we've invested in them and in return they invest in us.

How easy was it to hire an apprentice?

We work with Next Gen Skills Academy to recruit our apprentices. Next Gen Skills Academy is an organisation set up by industry to support the skills pipeline, and they organise the recruitment of apprentices, process applications and organise a recruitment day. When they are hired, apprentices remain with the training provider for three to four weeks on block release, when they learn general housekeeping rules and get to understand expectations and the fundamentals of the role. So when they arrive in the studio they aren't completely green, and are ready to go.

Why do you think apprenticeships have been successful for the VFX industry?

The VFX industry has come together to support apprenticeship provision and this has been hugely beneficial. As an industry we have been able to collectively define our skills needs, procure a training provider and secure ongoing training provision. We have been able to diversify our workforce more and ensure that people are receiving the right training. It has allowed our apprentices to see themselves as part of a wider industry and to build their own networks. By working collectively, we have made apprenticeships work for our industry.

“ By working collectively, we have made apprenticeships work for our industry. ”

Costs and benefits



Costs

Training costs

You must pay towards the cost of the apprenticeship training (either through your levy funds, or if you are a non-levy-payer 5% of the training costs).

The total cost of training can be anywhere from £1,500 to £27,000.

This means if you're a non-levy-payer you can access up to £27,000 worth of staff training for only 5% of the cost, i.e. £1,350.



Savings

Reduced recruitment costs

Save money and time in recruitment costs by recruiting for talent and training for skill, rather than searching for the finished article.

This isn't just advertising costs, but HR time and recruitment fees, too.



Costs

Off-the-job wages

You must pay apprentices for the 20% of the time they are off-the-job.

The off-the-job training that apprentices receive is your investment in them. It is aimed at making them more productive. Statistics show that, on average, apprentices generate an annual return of £1,670* whilst they are in training and far more once they have completed.



Savings

Reduced wages

It's acceptable to pay a training wage that recognises an apprentice is not the finished article just yet.

The apprenticeship minimum wage is currently £4.15/hour, but most employers pay more.

The important thing is to demonstrate the opportunity that your apprentice is working towards, and to reward apprentices financially when they are up-to-speed.



Costs

Mentoring

Good apprenticeship programmes use mentors to check the apprentice is on track, support them throughout and give constructive feedback.

You need to take into account this person's time away from their job, but remember, this staff member is learning new skills too – such as delegating, communication and managing staff.

*CEBR The Benefits of Apprenticeships to Business, 2015



Savings

No employer's National Insurance

If you're likely to employ apprentices under the age of 25 you won't have to pay employer NI contributions.

For example, if you paid an apprentice £16,000 a year, that would be more than a £1,000 saving.



Costs

Attrition rate

Not all working relationships with employees work out; the same is true for apprentices.

Remember that they don't have previous experience in the role, so the job might not be what they expect. Make some allowance for attrition and support in the early weeks.



Savings

Include sector qualifications

Apprenticeships can include training towards industry-standard qualifications or chartered status if the training supports the knowledge, skills and behaviours needed to pass the programme.

This can be a huge saving if you had intended to pay for this training at full cost.



Costs

Company costs

There may be additional costs specific to your company.

This could be an increase in insurance for taking on unqualified workers, or expenses for overnight off-the-job training, for example.



Savings

Additional incentives

Employers are given £1,000 for employing 16- to 18-year-old apprentices.

The same financial incentive applies to employers that take on 16- to 24-year-old care leavers or those with a disability that have an education, health and care (EHC) plan.



Alternative models

For most organisations, employing an apprentice directly and working with a government-approved training provider is the simplest way to get an apprenticeship programme up-and-running.

However, if you are large enough to have your own internal training team, there are other options you may want to consider.

1. Employer-provider

You can become a government-approved apprenticeship training provider in your own right and be responsible for the off-the-job training your apprentices receive. Your internal training team will deliver the apprenticeship training in line with government requirements and your staff can be paid for this activity.

However, this is usually done by organisations that employ more than 1,000 people, as it is not your core business and resourcing and set-up costs are significant. You will also be subject to Ofsted inspections and ESFA audits.

Barclays, NHS Trusts, Rolls Royce, Royal Air Force and Virgin are some of the companies that use this model to provide training for their apprenticeship programmes.

2. Supporting provider

For companies that have their own training team, but do not wish to be responsible for Ofsted grades or government compliance, there is an option to become a supporting provider.

In this scenario, you still work in partnership with a government-approved apprenticeship training provider, but your internal learning and development staff can formally deliver elements of the training plan and be paid for their time doing this.

Digital Skills Partnership, John Lewis, Toyota and Walkers Snack Food are some of the companies that use this model to provide training for their apprenticeship programmes.



Get involved

Is apprenticeship training right for my organisation?

If your organisation is big enough to recruit and employ staff, apprenticeship training can work. The process of employing apprentices is very similar to employing regular employees. Follow the seven steps below to get started.

1. Identify skills gaps

If you need to recruit for a role or want to promote an existing member of staff, consider apprenticeships as an option.

2. Find apprenticeship training providers

Visit: findapprenticeshiptraining.apprenticeships.education.gov.uk

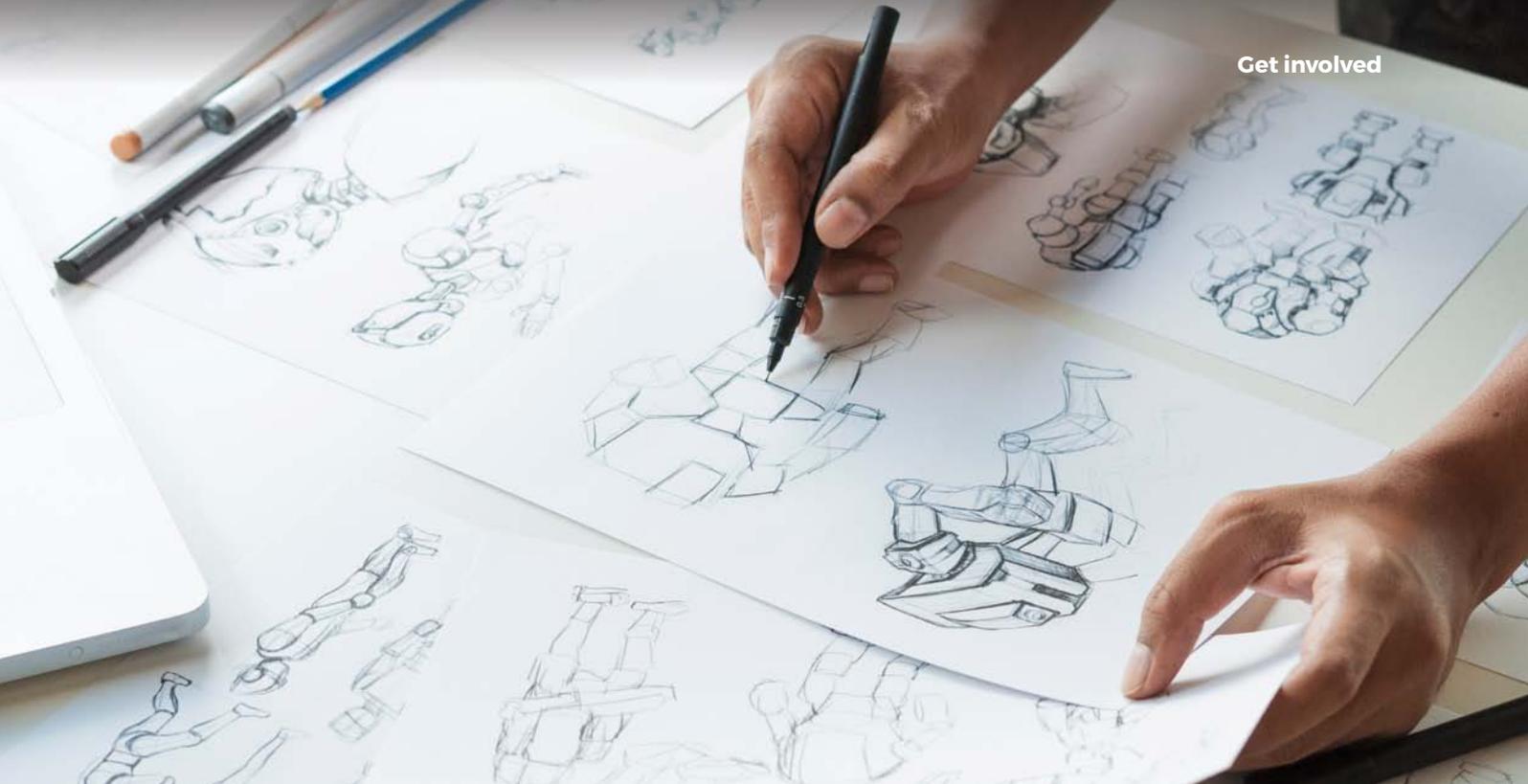
Enter a job role to see your apprenticeship options. Then click on 'Find Training Providers' to view the organisations that can support you.

3. Contact training providers

Call several training providers, explain the role you're looking to recruit for, and ask how their apprenticeship programme could help. This is a similar process to calling a recruitment agency.

4. Money and motivation

Work out roughly how much you can afford to pay someone and who will line manage the apprentice.



5. Choose your provider

Choose the training provider that you feel you can build a long-term relationship with. They will lead you through the remaining set-up phase – carrying out a health and safety audit and discussing how to make the training work for your business.

6. Sign an agreement with the training provider

Once you're happy you've found the right partner, sign a service agreement with the provider and they will support you through the remaining steps, such as:

- Supporting you with your government apprenticeship account
- Writing a job description and personal specification
- Advertising, sifting vacancies and even interviewing with you
- Creating a bespoke training plan for you and your apprentice
- Working through any questions or queries you might have

7. Employ your apprentice

Now the apprentice is ready to start. Book in the first few training sessions – and you should steadily see them become a competent and productive member of your team.



CASE STUDY: BBC

Huw Davies, Early Careers Portfolio Manager, BBC

The BBC uses apprenticeships to recruit and develop staff in entry-level roles, and increasingly uses apprenticeship training to enable staff reskilling, to address the shortage of emerging digital skills that are required for an internet-fit broadcaster. Apprenticeships can be found across four key areas of the organisation: production, journalism, business and technology.

Why has the BBC embraced apprenticeship training so readily?

The BBC has been developing staff on the job for as long as it's been established, so we know it works.

Because of our culture of learning, the apprenticeship model works well for us and helps the BBC to better develop talent in our organisation. In 2013, we took the decision to invest more in this space and have grown our apprenticeship intake every year since.

How do apprenticeships help you recruit more diverse talent?

Our apprenticeship programmes have been brilliant for attracting a wider pool of talent to the BBC. In the past, we only offered traineeships across our primary sites and found that most applicants had a mum or dad that had worked in a similar field.

Our regional hubs now offer apprenticeship schemes and the BBC promotes apprenticeships across social media and in schools. This means there is a BBC apprenticeship scheme available to candidates in most of the English regions. We get hundreds of great applications from a diverse set of backgrounds ready to work hard and learn the ropes for a rewarding career in public service broadcasting.

Are you able to contextualise the training programme to your exact requirements?

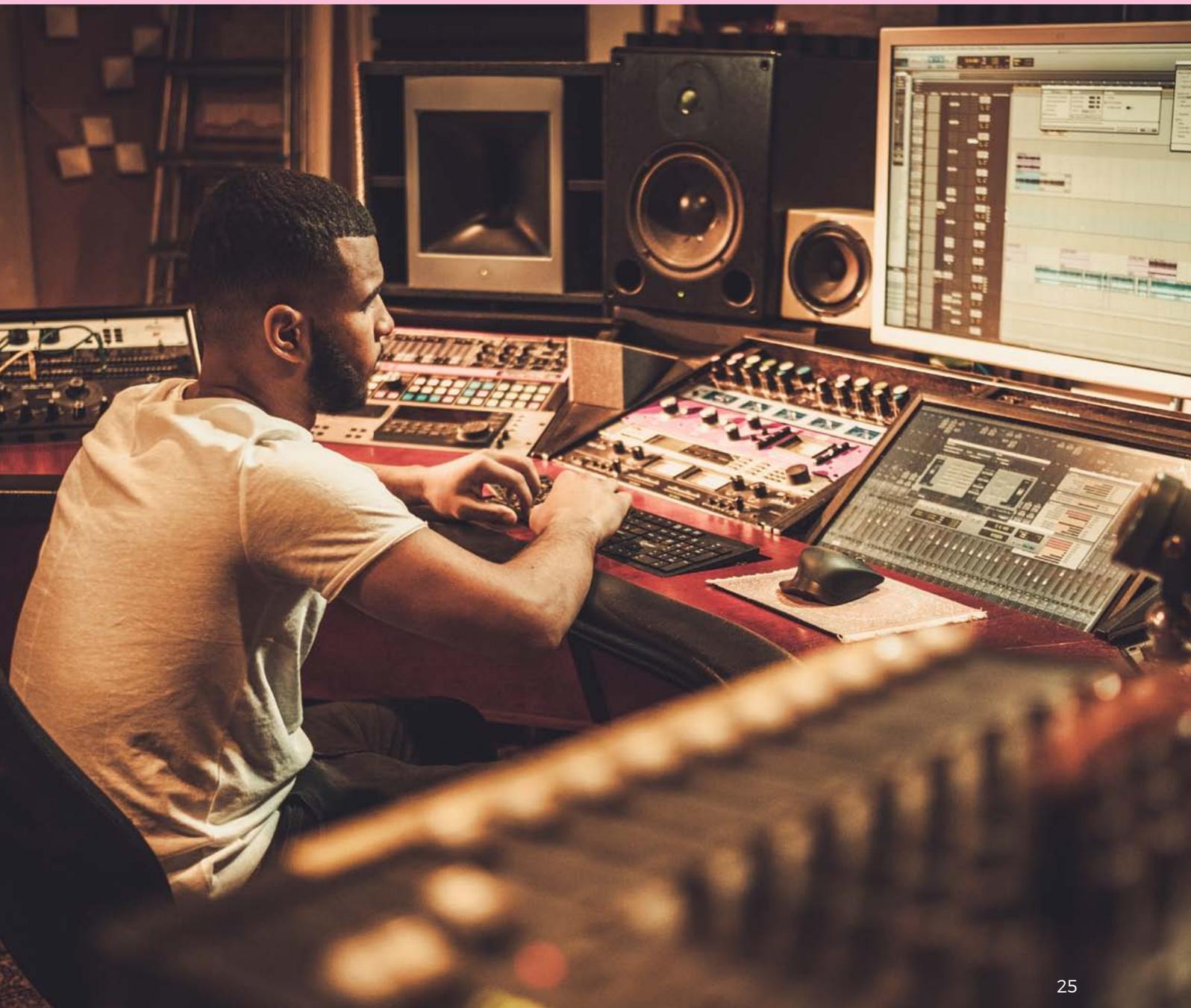
Yes. The apprenticeship standards can be contextualised to work across several job roles. For example, we run the Broadcast Technical Operator apprenticeship and expect people to progress into roles as diverse as camera operations, TV vision mixing, sound and vision editing, media managing, newsgathering operations, network monitoring and more.

Do you have any hints or tips for other screen employers interested in apprenticeship training?

If you only need apprenticeship training for one or two apprentices, they will typically form part of a larger cohort with apprentices from other organisations. To make sure the training is as relevant as possible to your business, consider collaborating with other screen employers. Businesses shouldn't compete on apprenticeship design.

At the BBC, we often let screen apprentices from smaller businesses join our cohorts, so we are better able to support the wider industry. We also run the Broadcast and Media Systems Engineer degree apprenticeship in partnership with ITV, CNN, Arqiva and other organisations, to give apprentices experience of the full broadcast infrastructure end-to-end.

Both initiatives are really successful so be open-minded when considering your apprenticeship possibilities.



ScreenSkills support

ScreenSkills is committed to supporting screen-based organisations to employ and train the next generation of talent. The demand for high-quality content is growing and we need the diverse, skilled workforce to underpin the success of our industry.

As such, ScreenSkills offers:

- Impartial advice on setting up an apprenticeship programme
- Opportunities to learn from and work with other organisations involved in apprenticeships
- Wider industry support in developing apprenticeship standards

Contact ScreenSkills for support:

T: 020 7713 9800

E: apprenticeships@screenskills.com

W: www.screenskills.com/education-training/apprenticeships

 [@UKScreenSkills](https://twitter.com/UKScreenSkills)

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This guide was written and created by Strategic Development Network.

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T: 020 7713 9800

E: apprenticeships@screenskills.com

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