Manufacturing Stakeholder Group Campaign Update

3 September 2021
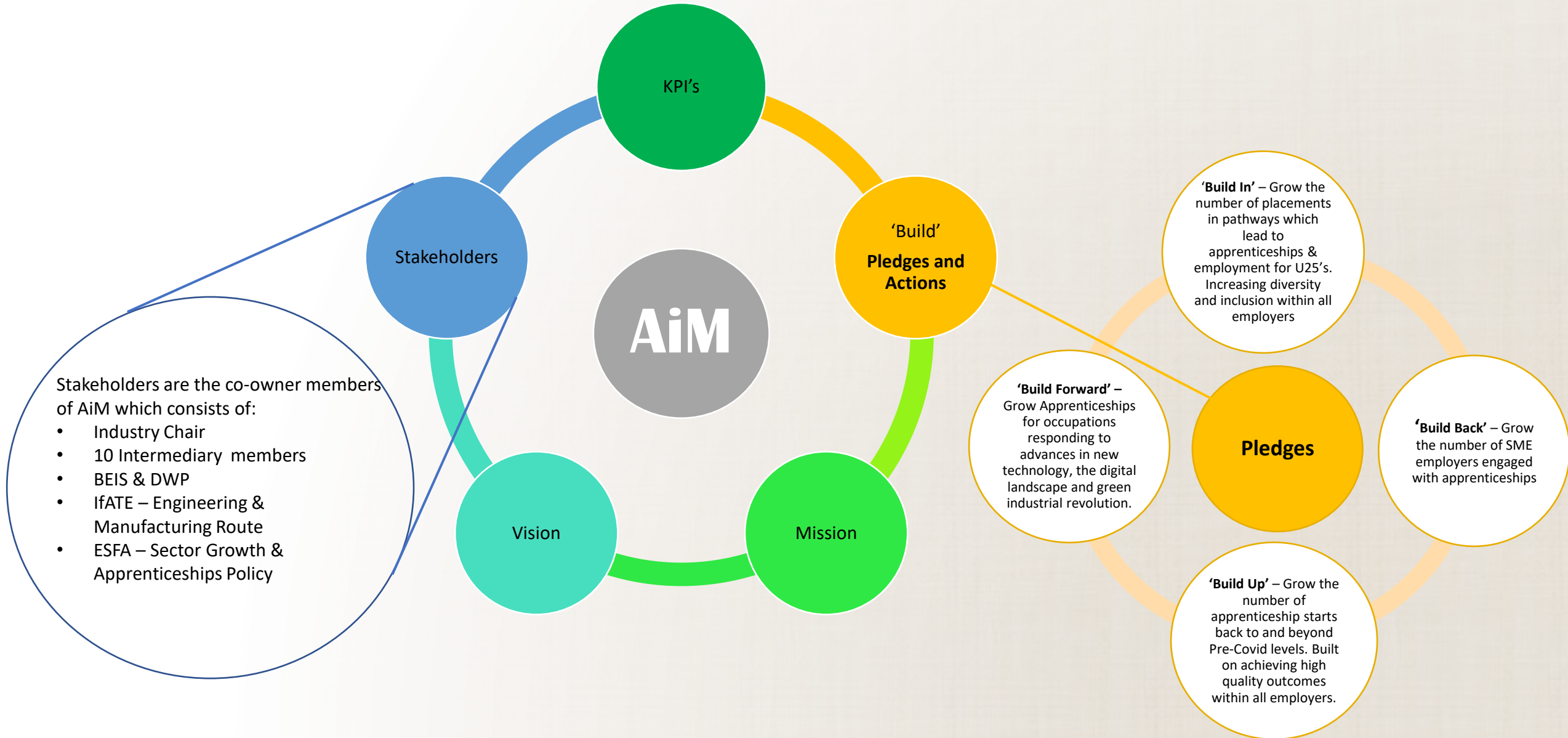
Apprenticeships

FIRE
IT UP
Apprenticeships

Apprenticeships in Manufacturing - AiM

AiM – High Level Structure

Stakeholders are the co-owner members of AiM which consists of:
- Industry Chair
- 10 Intermediary members
- BEIS & DWP
- IfATE – Engineering & Manufacturing Route
- ESFA – Sector Growth & Apprenticeships Policy

KPI's

Stakeholders

'Build' **Pledges and Actions**

Vision

Mission

AiM

'Build In' – Grow the number of placements in pathways which lead to apprenticeships & employment for U25's. Increasing diversity and inclusion within all employers

'Build Forward' – Grow Apprenticeships for occupations responding to advances in new technology, the digital landscape and green industrial revolution.

Pledges

'Build Back' – Grow the number of SME employers engaged with apprenticeships

'Build Up' – Grow the number of apprenticeship starts back to and beyond Pre-Covid levels. Built on achieving high quality outcomes within all employers.

AiM - Example Actions

- ESFA develop sector focused email campaign messaging for go live of new flexi-job apprenticeship schemes – early 2022
- Sector stakeholders share email campaign to raise awareness of traditional and flexi-job options with members / employers in sector

Maximise the impact of flexi-job apprenticeship schemes

Increased sector engagement with schools and colleges

- Sector stakeholders source case studies of successful employer engagement
- ESFA develop sector promotional plan
- ESFA develop core messaging and produce required content
- Sector stakeholders share email campaign with members / employers in sector

Sector Growth Campaign – Manufacturing

Digital Campaign – Focusing on Apprenticeships and disengaged SME's

**Sector specific IAG webinars**

- ESFA team in place and working on email / digital campaign design and messaging
- Specific content: Trailblazer groups, IfATE, sector stakeholders, sector employers
- Sector stakeholders share email campaign with members / employers in sector

- Webinars for the sector delivered by sector stakeholders
- Train the Trainer approach by ESFA for stakeholders
- High level content and collateral designed by the ESFA
- Provision for sector level content to be provided by sector stakeholders
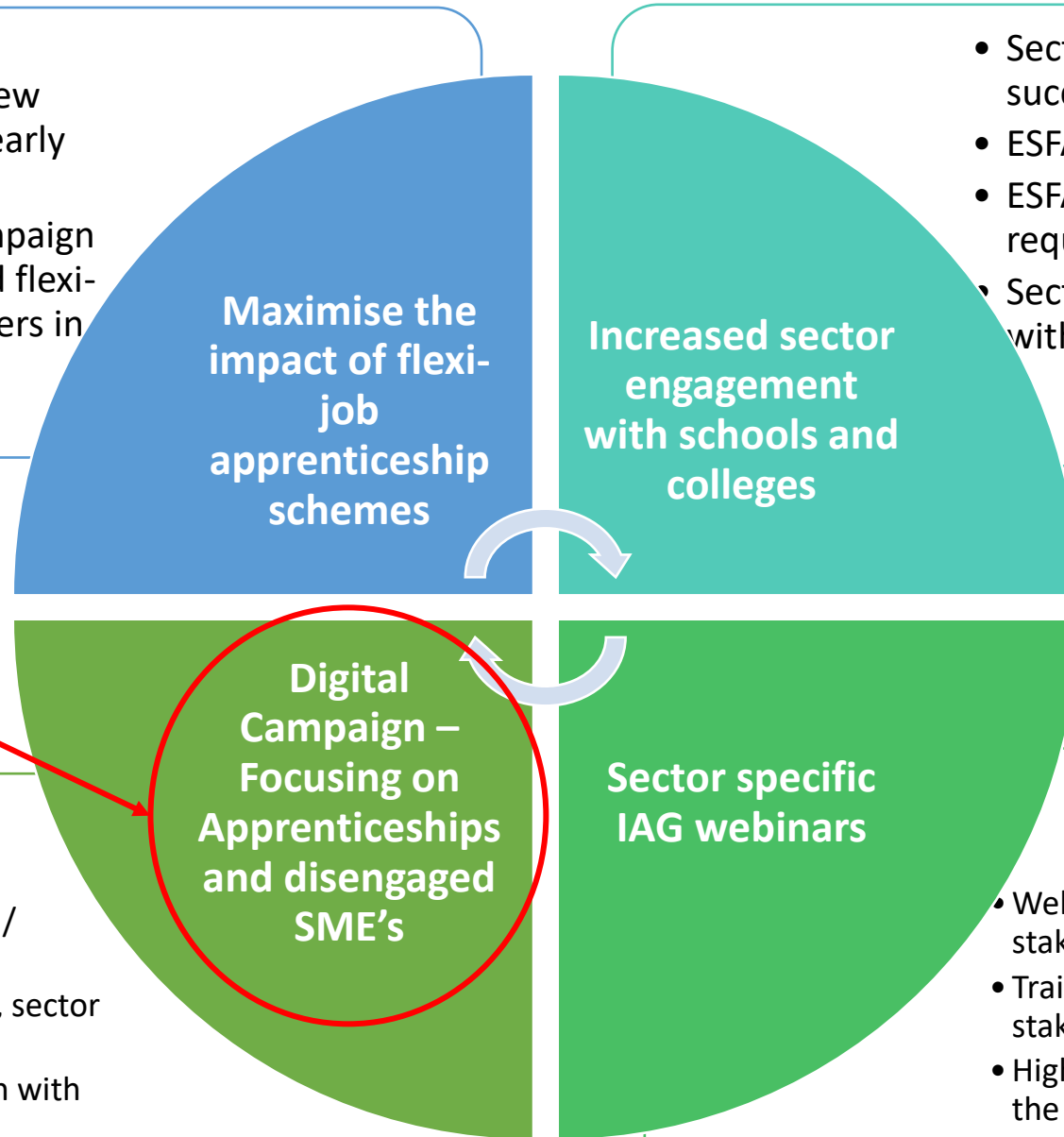
Sector Growth Campaign – Manufacturing

Overview – Sector Growth Campaign: Manufacturing

Apprenticeships

- One of **five sector campaigns** that support recovery and growth in apprenticeship, especially for SMEs. Whilst also showing the progression routes from Traineeships and T Levels.

- Focus on the **manufacturing sector first**, enabling us to **develop** a campaign than can be reviewed, iterated and adopted by other sectors.

- A campaign that enables **testing** to build on sector personalisation and engagement. Starting with a deliverable campaign framework that we can **build and enhance** as the campaign is rolled out.

- Using an **indirect model,** working with key stakeholders to cascade messages on our behalf so they can target employers directly.

- First time we are building a multi-channel campaign focusing on the indirect model. Proving a **testbed for future campaigns**, supporting our **digital capability**.

- Campaign working group developed campaign inline with new Campaign Commissioning Governance process and following **OASIS and GCS Evaluation Framework 2.0**.

What we've done…

- Identified campaign project team
- Development of campaign aligning to **OASIS** and GCS Evaluation Framework 2.0
- Policy and communications campaign objectives
- Campaign KPIs (to support scoring and evaluation) *– we will be iterating these as the campaign develops. Gaining the insight before defining final KPIs – which will help set the benchmark for others*
- Defined the audience through data analysis
- Researched audience through user research and gathered insight
- Agreed behaviours to influence
- Reviewed key messages
- Explored channels
- Started to map user journey and call to action (CTA) considerations *– each email will require its own User Journey and content audit so we should build each one in turn*
- Developed model for campaign
- Initial brief of manufacturing stakeholders

What's next…

- All stakeholder consent received ✓

- Confirm stakeholder contact details (who will receive the message) ✓

- Guidance (best practice) for stakeholders ✓

- Develop detailed delivery plan with dates and timeline for manufacturing phase 2 and phase 1 for other sectors 🚦

- Finalise user journey, content schedule and content audit to identify assets need (existing or new) in line with agreed framework 🚦

- Agree content sign off process ✓

- Go/no go decision : – Approved to go ✓

- **Go live: - September, w/c 6ᵗʰ (or possibly 13ᵗʰ)**

Your support – (status update: Stakeholder meeting on 18th June)

- Stakeholders agree to share campaign messages (emails, social etc) to all employer members - subject to your acceptance of the final content ✅

- Stakeholders to support campaign approach ✅

- Provide point of contact for further communications between our engagement team and your organisation regarding this campaign ✅

- Opportunity to provide advocacy statements, case studies and other campaign material to support the campaign 🚦

Objectives and audience insight

Objectives

Policy objectives

- Get the number of starts in the manufacturing sector to (or above) pre-COVID levels by the end of academic year 2022/23.
- Increase the number of manufacturing SMEs with apprenticeship starts, to (or above) pre-COVID levels, by the end of academic year 2022/23.
- Increase the proportion of apprentices under-25 in the manufacturing sector, to (or above) pre-COVID levels, by the end of academic year 2022/23.

Communications Campaign Objectives

Primary objective:
Using indirect channels and to reach, engage (phase 1 & 2) and convert (phase 3 – direct channels TBD) employers in the manufacturing industry to support the generation of more starts/commitments.

Secondary objective
Test and model the indirect marketing conversion funnel, especially the role of indirect emails through stakeholders and the role they play in generating leads in targeted economic sectors.

Campaign underpins quality outcomes

Audience Insight

SMEs find it difficult to navigate through the system[1]. As all employers are now self-serving, we need to ensure that the journey is as simple and clear as possible.

SME in the manufacturing sector have been slower to switch from frameworks. Not understanding the flexibilities, applicability and benefits is holding back adoption of standards[2]

Businesses have massive challenges for recovery, with SME in the manufacturing sector highlighting the lack of skills and flexibility in skills system to meet local skills needs as barriers. But would recruit apprentices or trainees to fill skills gaps. [3]

The manufacturing sector and their apprenticeships programmes have been particularly hurt by COVID. Apprenticeship starts in Engineering and Manufacturing Technologies from 35,500 (17.9% of all apprenticeship starts) to 20,800 (12.8% of all starts) between Aug to Jan 2019/20 and the same period in 2020/21, the largest drop by volume.[4]

Focus on **employers not engaged** with apprenticeships in the **10-249 size band** (approx. 24,000) to generate most impact:

- the **10-49 group** is a **large cohort (18,460)** and have seen the biggest reduction (1,010) in starts between 2017/18 to 2019/20
- the **100-249 group** has seen the **largest % drop (8.4%)** of employers with an apprentice between 2017/18 to 2019/20
- the average number of **starts per employer** across the **50-249 group is 2.79**, compared to 1.63 in the 10-49 group

User research : – Non-Levy employers

Principles that have supported the building of the campaign journey.

What are their needs?

I need to understand the options available to me and my business, so that I can make an informed decision about whether to take on an apprentice

- I need to understand the costs associated with having an apprentice

- I need to know what's in it for me

- I need to know what kind of apprenticeship suits my business

- I need to understand what my apprentice will be taught, so that I know it's relevant to my business

I need support in navigating through the process, so that I don't do the wrong thing

- I need help with understanding legal terminology and government jargon

- I need assistance in finding the right training provider

- If something goes wrong, I need to know where I can go for help

Strategy and Implementation

Strategy

- **SMEs are in recovery mode** after COVID, they are time poor and have limited capacity to engage in the skills system.

- They **need trusted advice** from Government and sector stakeholders that **speak their language**.

- Build a campaign that breaks down the barriers discovered through audience insight and takes the target audience on a journey: **Inform > Engagement > Onboarding**.

- Increase their knowledge and understanding of apprenticeships – navigating the system with ease, the benefits of standards, understanding the affordability and building a quality programme and recruitment.

- Focus on **indirect model,** primarily targeting key stakeholders, asking them to **cascade messages** on our behalf so they can target employers directly and act as a trusted source of truth.

- **Enhance this messaging** with sector specific social media, PR, webinars and work through ambassador networks and other stakeholders/influencers/advocates.

- First time we are building a campaign using the indirect model. Providing a **testbed for future campaigns**, which will support our future **digital capability** and set benchmarks for campaigns using the same model

- **Develop a campaign** that can be reviewed, iterated and adopted by other sectors.

# Strategy – multichannel digital campaign

![Apprenticeships logo]

Primarily using **Email** to indirectly reach employers through key stakeholders
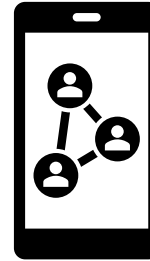
Social channels (Apps Twitter, NAS LinkedIn, retweets from ESFADigital and other products – T Levels) using key messages from the campaign framework – gives consistent message

Training the trainer/briefing **webinars** to stakeholders so they understand the campaign and have the expertise and knowledge to support employers
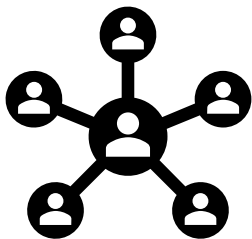
Stakeholder channels – asking stakeholders to share content (email, social, newsletter etc) through their channels
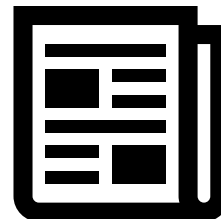
Sector Press – potential to promote Awards Finalists (if in priority sectors)

OASIS

High level user journey – indirect model

Implementation

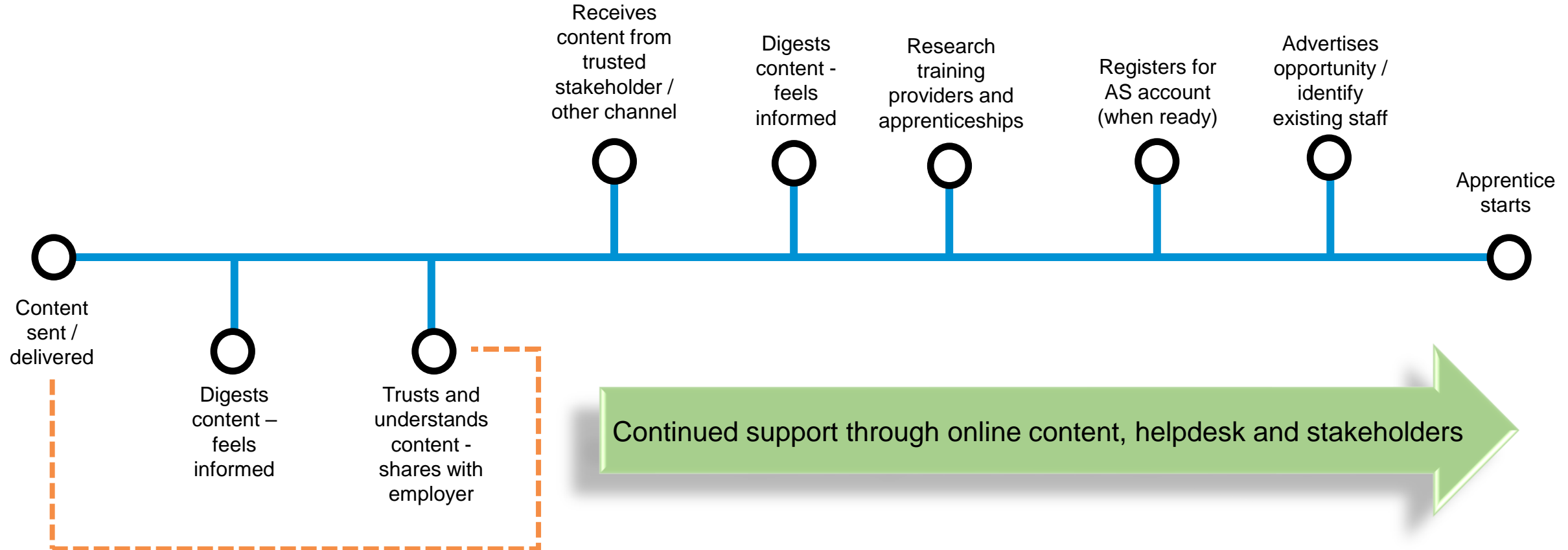Develop a clear integrated campaign bringing influencers (stakeholders) on board to increase impact by sharing our messages, gaining their feedback and by in on our approach and messages. All supported by using no cost channels.

Phasing the campaign so it tells a story and takes the audience on a journey. It will create awareness and consideration (phase 1), increase understanding and breakdown barriers (phase 2), leading to lead conversion (phase 3).

Review points to be put in place before commencing with the next phase. As the first sector progresses the next sector campaign(s) will become live.

Consider the use of data capture to support phase 3 and the possibility of direct communications.

Proposed channels
- Email
- Social Media
- Webinars uploaded to YouTube
- Sector press
- Stakeholders (and their channels)
- Ambassador networks (Apprenticeship and Intermediary)
- *Telephone support – consider as part of phase 3*

Telling the story……

Each block to have it's own user journey
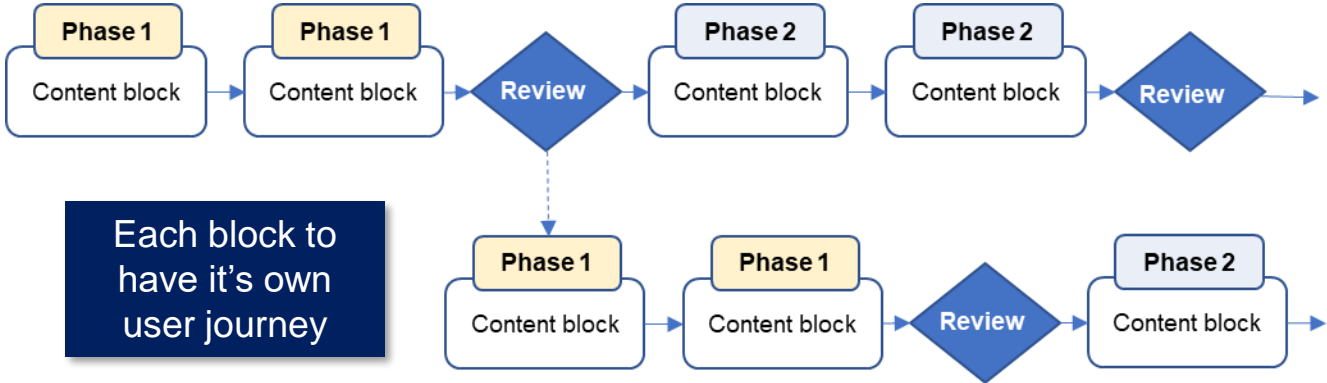
Phase 1 timeline

(subject to change)

Apprenticeships

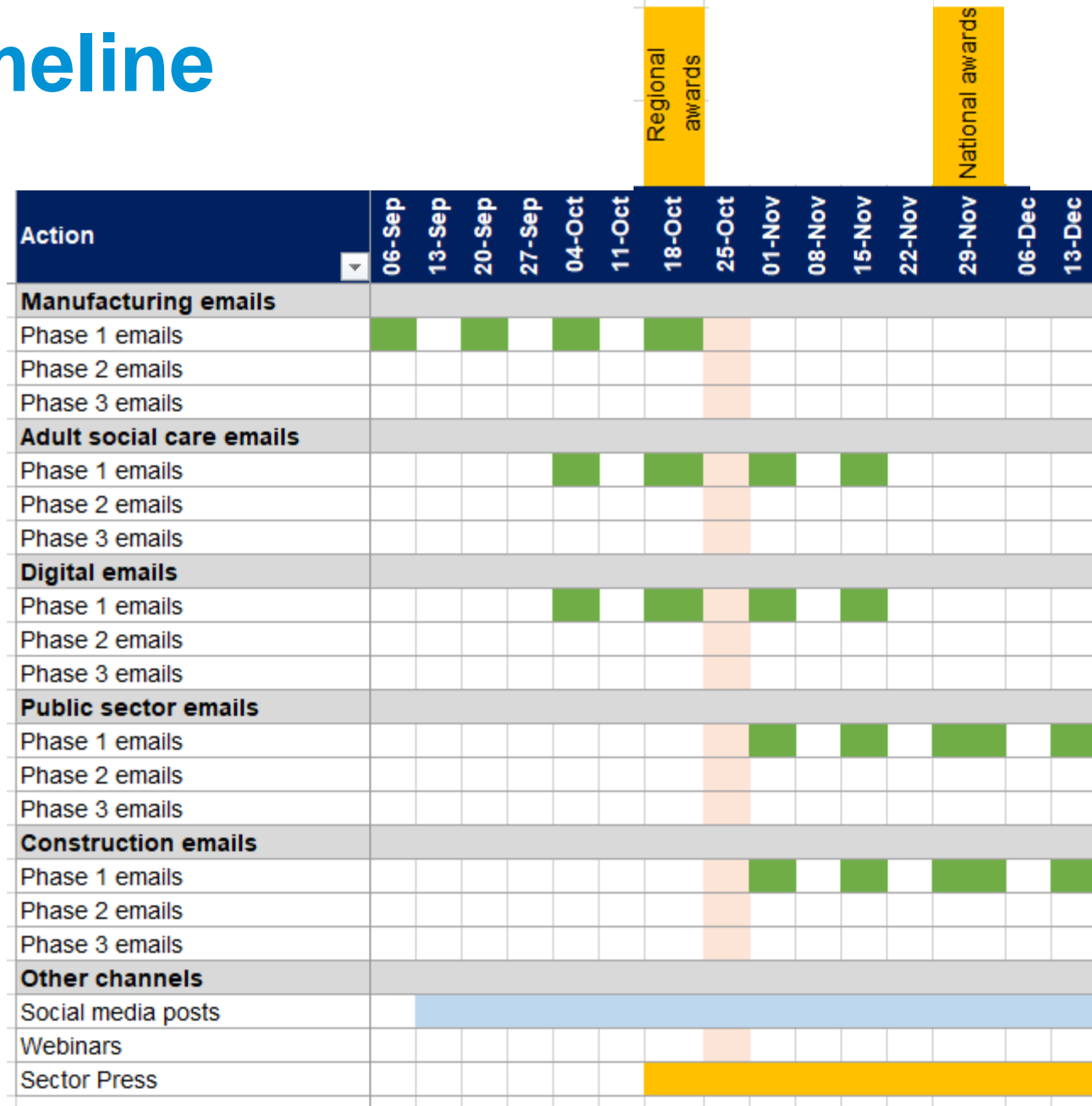| Action	06-Sep	13-Sep	20-Sep	27-Sep	04-Oct	11-Oct	18-Oct	25-Oct	01-Nov	08-Nov	15-Nov	22-Nov	29-Nov	06-Dec	13-Dec
Manufacturing emails															
Phase 1 emails	■		■		■		■								
Phase 2 emails															
Phase 3 emails															
Adult social care emails															
Phase 1 emails					■		■		■		■				
Phase 2 emails															
Phase 3 emails															
Digital emails															
Phase 1 emails					■		■		■		■				
Phase 2 emails															
Phase 3 emails															
Public sector emails															
Phase 1 emails									■		■		■		■
Phase 2 emails															
Phase 3 emails															
Construction emails															
Phase 1 emails									■		■		■		■
Phase 2 emails															
Phase 3 emails															
Other channels															
Social media posts															
Webinars															
Sector Press															

Regional awards

National awards

Manufacturing
- w/c 6 September

Adult social care and Digital
- w/c 4 October

Ongoing Review

OASIS