

Standards  
Professionalism  
Trust



## The Talent Conundrum: the Apprenticeship Key

Best practice on using apprenticeships  
to develop your workforce

Managing  
General Agents'  
Association

**MGA**A



# Attracting talent

# Strategic context – a reminder of our starting point

## Skills shortage

- 74% of employers reported technical skills shortages in 2016. In 2009 this figure stood at 59%. *(CII Skills Survey 2016)*
- The main reported reason for the shortages is the impact of an ageing workforce. *(CII Skills Survey 2016)*
- Despite the high rate of reported skills shortages, three quarters of employers believe the UK sector is well placed to compete internationally in relation to skills. *(CII Skills Survey 2016)*
- 72% of insurance CEOs (globally) are concerned about the availability of key skills. Most CEOs (75%) say that a skilled, educated and adaptable workforce should be a priority for business in the country where they're based. *(PwC 19th Annual Global CEO Survey 2016)*

## Negative public perception as a career

- 56% of employers say that attracting talent is an issue. 48% say that retaining talent is problem. *(CII Skills Survey 2016)*
- Less than a fifth (18%) of students would consider a career in insurance, meaning employers are only drawing from a small pool of potential. *(CII Bridging the Gap research 2014)*
- Students who have engaged with Discover Risk (CII's initiative to promote insurance careers) are three times more likely to contemplate working in insurance. *(CII Bridging the Gap research 2014)*
- Insurance continues to be thought of as 'uninspiring' by many students. Attitudes are shaped by traditional media, family and friends. *(CII Bridging the Gap research 2014)*
- Insurance is an unpopular career choice for business students – only 0.5% *(Deloitte Talent in Insurance Survey 2015)*

## Poor understanding / visibility of the career opportunities

- Young people want better information about the sector and the opportunity to gain first-hand experience through work placements. *(CII Bridging the Gap research 2014)*
- Although most students have access to some careers information, only a third say that it is 'inspiring'. The most valuable means of support is provision of work experience opportunities. *(CII Bridging the Gap research 2014)*





# Helping the market implement change



CII Live  
Webinars

Hear from experts, employers and apprentices about the opportunities apprenticeship programmes offer firms

Featuring:

- National Apprenticeship Service
- Aon
- Apprentices from the profession



CII Podcast  
Series

4 part series providing insights on the important issues from the perspectives of the government, employers, apprentices and CII accredited training providers

*Episode 1 - Why Apprenticeships?*  
*Episode 2 - Training provider insights*  
*Episode 3 - Employer approaches*  
*Episode 4 - Apprentice experiences*



Facts and  
Figures about  
Apprenticeships

Fact sheets and articles about the apprenticeship levy and apprenticeship programmes

*Library of news and insights that will grow over time*



Helpline  
0800 015 0600

*powered by  
National Apprenticeship Service*

Freephone advisory service, available 7 days a week.

All government policy and levy related queries will be answered by NAS.

*Any queries requiring CII/profession specific information will be transferred to the CII Apprenticeship Unit*



# Apprenticeships as part of the broader talent opportunity

- Improved social mobility & diversity
- Increased standardisation of training outcomes
- Lower cost (than degree) to potential entrant
- A new way of engaging a disengaged talent pool
- Not just school leavers or graduates – existing and senior staff, return to work etc.
- Technical / core insurance functions and support functions

UK working population (FT+PT)	31,760,000 <sup>1</sup>	
Number of employees currently in insurance (UK)	305,500 <sup>1</sup>	<b>1.9%</b>
Number of new entrants to insurance p.a.	TBC	
Number of KS4 (16-18 YO) in England	619,000 <sup>2</sup>	
Number of A Level students in England	323,000 <sup>2</sup>	
Number of HE graduates p.a. (UK)	226,000 <sup>2</sup>	
Number of current apprenticeship starts (UK all )	509,000 <sup>3</sup>	
Current number of insurance apprenticeship starts	938 <sup>4</sup>	<b>0.4%</b>
Total Insurance Apprenticeship Levy	~£50m <sup>5</sup>	
Number of apprentices required to 'use up' the levy	~4,000-5,500	
2018 Technical insurance starts	~1,500	





How we can help –  
accessible practical guidance



# What have we done so far?



**Liaising with government  
on behalf of the profession**



**Working with major  
employers to create  
trailblazer at levels 3, 4 & 6**



**Telling the  
profession's story to  
attract talent**

**Overseeing quality of  
apprenticeship assessment**



**Accredited training  
providers**

**Consistent  
approach for our  
profession**

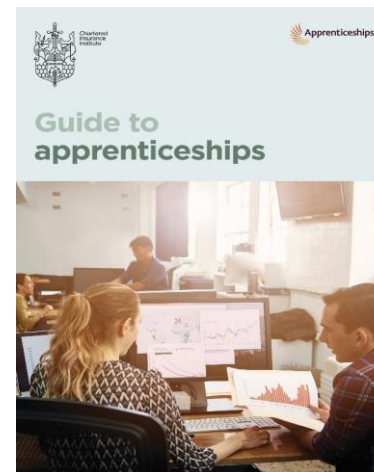
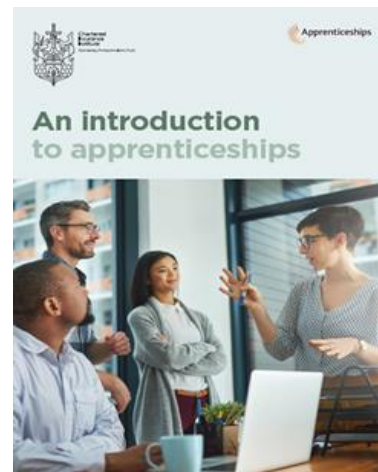
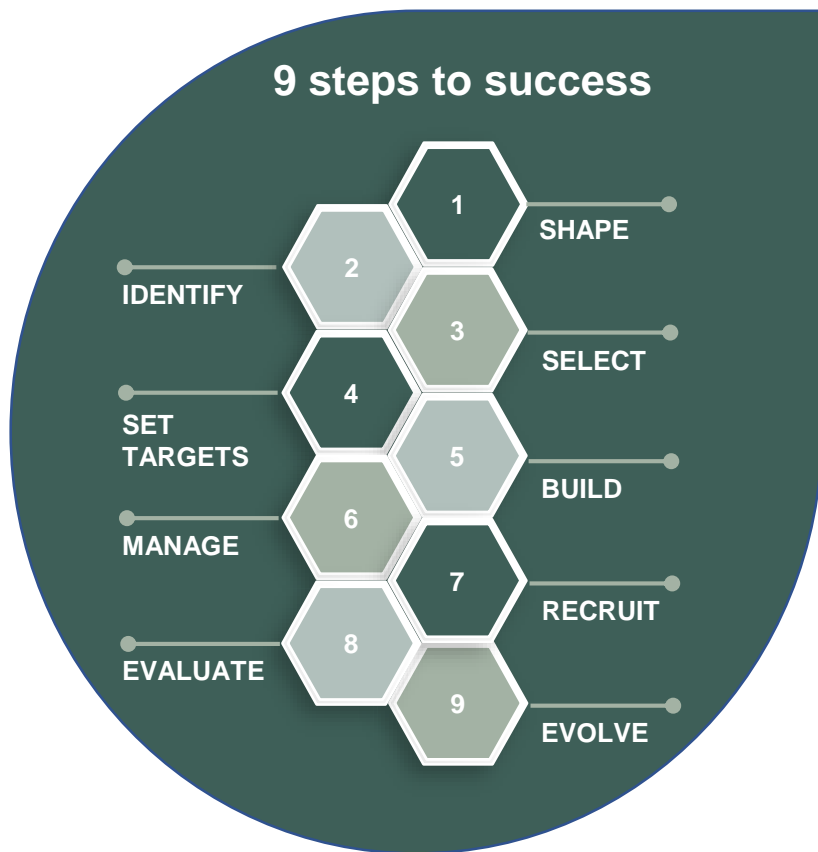


**Accessible  
practical guidance**





# Accessible practical guidance



**Apprenticeships**  
**Helpline**  
**0800 015 0600**

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*National Apprenticeship Service*



**Facts and  
Figures about  
Apprenticeships**



**CII Live  
Webinars**



**Podcast**  
**CII  
Podcast  
Series**



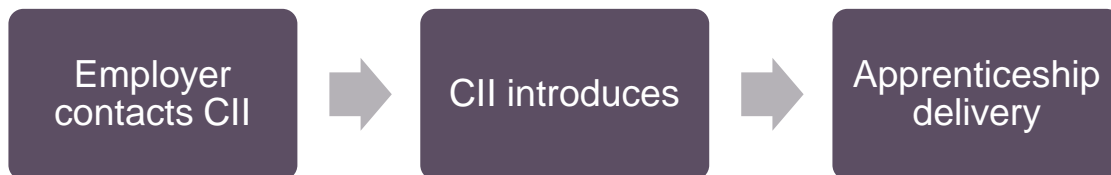
**CII Accredited  
Training  
Providers**

Register at [www.cii.co.uk/apprenticeships](http://www.cii.co.uk/apprenticeships)



# ‘Apprenticeship in a box’ ASPIRE

- For non-levy payers – different funding model
  - Simple ‘off the shelf’ default proposition
  - Delivered in partnership with Babington (initially, with room to grow)
  - Focus on L3 (for now)
- Covers all stages
  - Recruitment support
  - Manage Cohorts
  - Funding management and administration
  - Delivery of On Programme Learning (OPL) (incl. prof quals)
  - Arrange End Point Assessment (EPA)
  - ‘Occupationally Competent Individual’
- Available now



## CII ASPIRE

**CII & Babington** working together to ensure non-levy payers are able to access the L3 Insurance Practitioner apprenticeship. A 15 month structured training programme, which includes completion of Cert CII.



# Market feedback

In-depth interviews with 12 HRDs alongside ongoing anecdotal feedback from large and small employers to inform our apprenticeship proposition

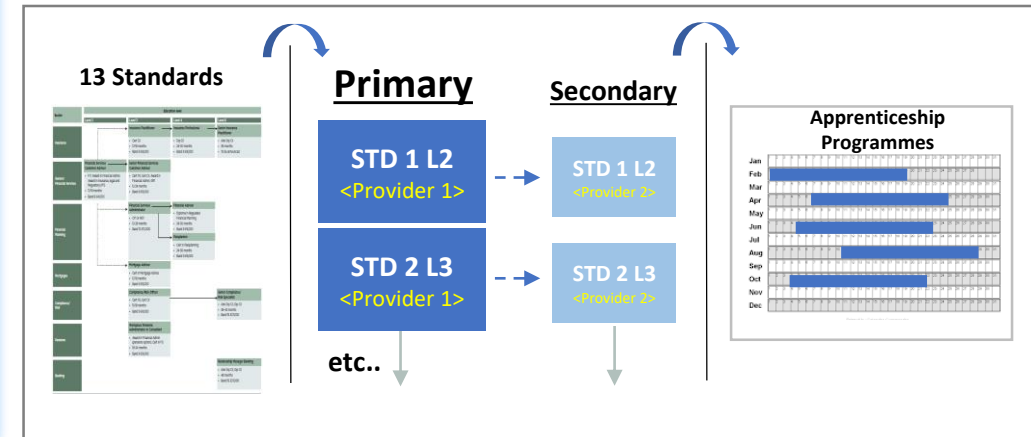
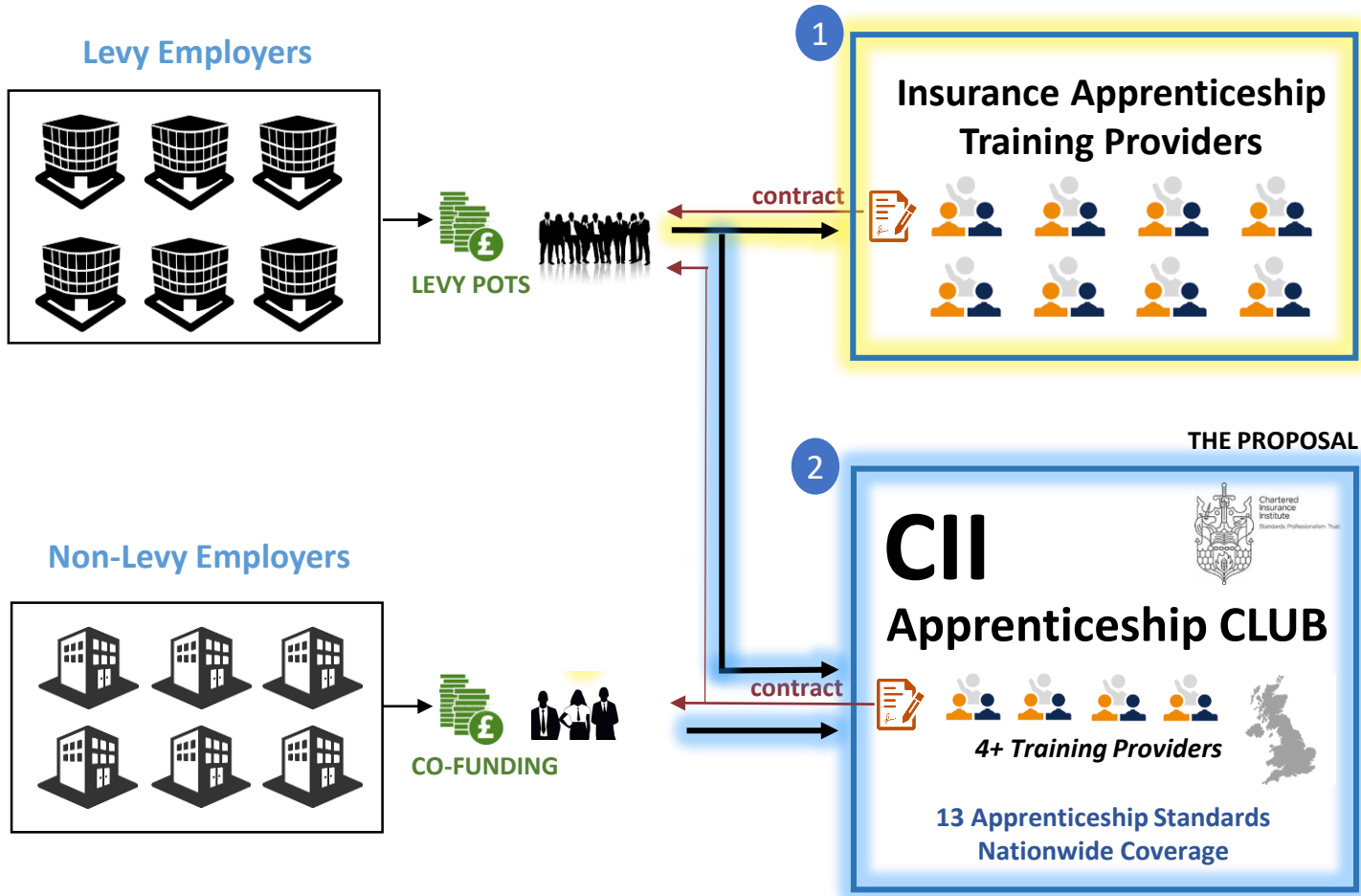
## Key highlights

- There remains a lack of understanding on how to use the levy
- Shifting focus from school leavers to Graduate level – 6 (now approved)
- 20% off the job training has caused confusion / difficulty for many
- Some seeking managed learning suppliers
- Wide support for a one-stop-info service
- Recognition of the need to use it strategically but only a few have done so to date
- Limited plans to substantially grow new entrant apprentice numbers – increased interest in existing staff
- Number of Insurance apprenticeships is static YOY, across all other industries has fallen back 61% YOY





# Apprenticeship training - Access







# Apprenticeships: next steps

- Level 6 Senior Insurance Professional apprenticeship signed off – can use to train graduate intake
- Industry trailblazer group to continue meeting. Work will include:
  - Lobby policy makers – collective industry voice
  - Gap analysis – as firms develop strategies, are new apprenticeships required?
- More work with MGAA to explore specific needs of MGAs

## Key policy issues

- Apprenticeship levy rules – increase flexibility. Firms currently comfortable with young entrants but struggling with upskilling existing workforce.
- Improving diversity/social mobility – current funding rules make it difficult to offer options that support returners to work etc.





Register today at  
[www.cii.co.uk/apprenticeships](http://www.cii.co.uk/apprenticeships)  
to receive in-depth guidance for your firm