

# APPRENTICESHIPS FOR RETAILERS

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Maximise the return on investment of your Apprenticeship Levy with leadership and management apprenticeships tailored for the retail industry

Our apprenticeships incorporate exclusive BRC retail industry insights, perspectives and content.

**SEE INSIDE  
FOR DETAILS.**





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**PREPARE YOUR  
EMERGING TALENT  
FOR TOMORROW'S  
RETAIL WORLD**

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# INTRODUCTION

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As the UK's largest private sector employer, the retail industry is committed to equipping its colleagues with skills for the future. At the same time, the UK government has introduced the Apprenticeship Levy to encourage employers to invest in their people.

However, many retailers have found the Apprenticeship Levy system too inflexible to fund training and skills development, or have struggled to find courses relevant to the retail industry. In doing so, they have often had to forgo their apprenticeship levy funding altogether.

That's why the British Retail Consortium (BRC) is delighted to be partnering with Leeds Business School, part of Leeds Beckett University, and Corndel to bring the industry apprenticeships that will equip students with the blend of industry knowledge and practical, relevant experience they will need to capitalise on the opportunities created by a dynamic retail industry. These apprenticeships include unique BRC retail industry insights, perspectives and content and will allow retailers to access high quality management apprenticeship programmes to attract new high-calibre colleagues and to develop existing staff.

This brochure will provide you with all the information you need to evaluate how these apprenticeships can support your company's objectives. Our team is ready to assist you as you take the next step.

Your sincerely,

A handwritten signature in black ink, appearing to read 'Helen Dickinson'.

**HELEN DICKINSON OBE**

Chief Executive  
British Retail Consortium

## WHO WE ARE

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The BRC leads the industry and works with our members to tell the story of retail, shape debates and influence issues and opportunities that will help make that positive difference. We care about the careers of people who work in our industry, the communities retail touches and competitiveness as a fundamental principle of the industry's success.

## OUR EXPERIENCE

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The BRC has been the voice of the UK retail industry for over 25 years. Our membership comprises over 5000 businesses delivering £180bn of retail sales and employing over one and a half million people. Working with the HR Directors of the leading UK retailers, the BRC has created the new **Future Retail Careers Framework**, around which our training programmes are designed and built.

**Corndel** is a leading training provider that helps individuals grow personally and professionally, achieving changes in behaviour and gaining new technical skills. Corndel prides itself on providing the highest quality service to their clients and delivering an exceptional learning experience for people on their programmes. One-to-one coaching and tuition is at the centre of the Corndel experience.

**Leeds Business School**, part of Leeds Beckett University, takes a collaborative and practical approach to learning in order to guide and encourage motivated and forward thinking graduates. The Retail Institute at Leeds Business School provides a further level of insight, helping retailers apply academic knowledge to solve industry challenges.

# FUTURE RETAIL CAREERS FRAMEWORK

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The **BRC Future Retail Careers Framework** aims to help those working in retail to understand and build the skills and capabilities needed for future retail careers. Working with leading representatives of the industry we have identified six areas where future retail careers will be focused. Driven by rapid changes in technology and consumer expectations, these six areas describe a future workforce that is dynamic, highly skilled and motivated, and a retail industry that can attract and retain the brightest and the best people.





### **CUSTOMER: INTERACTIONS AND SUPPORT**

Retail's front line workforce,  
embracing technology to create  
a world-leading experience  
for customers



### **FUTURE: BUSINESS SOLUTIONS**

Applying new business  
thinking to current retail  
practices



### **CUSTOMER: FUTURE EXPERIENCE**

On the pulse of consumer  
behaviours and habits  
to remain at the forefront  
of customer trends



### **PRODUCTS: RESEARCH AND DEVELOPMENT**

Innovating through design,  
research and procurement



### **PRODUCTS: SUPPLIER TO CUSTOMER**

Bringing high quality goods  
to consumers in the right  
place, at the right time,  
at the right price



### **FUTURE: RETAIL AND COMMUNITY**

Ensuring retail has a lasting  
role at the heart of the  
communities it serves

# 12 REASONS TO CHOOSE A BRC APPRENTICESHIP



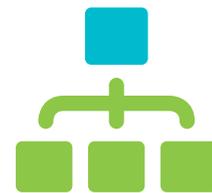
## 1. UNDERSTANDING THE INDUSTRY

We have listened to BRC members and worked with leading apprenticeship providers to design courses which address the specific challenges facing retailers.



## 2. HAND-PICKED PROVIDER PARTNERS

Our provider partners have been hand-picked because they offer the best quality, and the flexibility that we know retailers need.



## 3. BRC FUTURE RETAIL CAREERS FRAMEWORK

Developed with leading representatives from the industry, our courses are tailored around six key areas that focus on a dynamic future workforce.



## 4. UNIQUE BRC CONTENT

Exclusive BRC retail industry insights, perspectives and content places learning within a retail context to ensure participants can apply it in their jobs.



## 5. SPECIALLY SELECTED AND ADAPTED MODULES

We have selected modules that form a bespoke retail pathway for those on the Chartered Management Degree Apprenticeship Programme.



## 6. FLEXIBLE DELIVERY

We understand the challenges of a fast-moving retail environment and incorporate flexible scheduling of the programmes to fit around your business needs.



### 7. RETAIL INDUSTRY CASE STUDIES

Throughout the courses we will introduce case studies drawn from the BRC membership to bring to life the real challenges facing today's retailers.



### 8. EXAMPLES OF INNOVATIVE PRACTICE

We're excited about the future of retail and will bring that excitement to the course by showcasing innovative practice from across the industry.



### 9. RETAIL EXPERT SPEAKERS

Using our extensive network within the retail industry we will help provide speakers who are right at the forefront of retail today.



### 10. BRC EVENTS AND WEBINARS

Apprentices will have access to BRC Events and Webinars on the hot topics that matter to retailers today.



### 11. WORKSHOPS AND ONLINE TEACHING

We work with you to co-design face-to-face workshops and online learning so they are contextualised for your business.



### 12. A PROFESSIONAL COACHING MODEL

Coaches and tutors are integrated into the induction process so they are fully briefed on your business priorities and expectations.

# BRC RETAIL INSIGHTS AND PERSPECTIVES

The BRC has a team of experts dedicated to providing insight into the UK's retail industry, providing in-depth analysis of both fast-moving market developments and longer-term structural trends.

Our apprenticeships make use of exclusive BRC retail industry reports, insights and perspectives, usually only available to BRC Members. They are presented in a variety of easy-to-understand formats, including reports, presentations and webinars, to provide relevant real-world information to help participants understand the changing face of retail and make better decisions for your business and the industry.



## TRENDS AND ANALYSIS

Overview of trends and issues influencing the retail industry.

### Examples include:

Quarterly Trends Analysis  
Footfall & Vacancies Monitor  
Retail Sales Monitor



## ECONOMIC AND POLITICAL ISSUES

Insights into the economic factors and political issues influencing consumers and the broader retail sector.

### Examples include:

Economic Briefing Report  
Pay in Retail Report  
Gender Pay Gap Report



## IN-DEPTH SURVEYS

Our surveys seek to facilitate the journey to better and more productive jobs in retail.

### Examples include:

Employee Perceptions Survey  
Payments Survey  
Crime Survey

# BRC RETAIL LEADERSHIP AND MANAGEMENT CERTIFICATE



## OVERVIEW

The BRC Retail Leadership and Management Level 5 Apprenticeship develops the critical knowledge and skills behaviours needed by senior managers.

Delivered in both open and closed cohorts, the programme develops highly trained effective managers who think critically about business challenges and nurture high-performing teams.

Underpinned by one-to-one executive coaching, the programme develops strategic management and leadership skills, in addition to self-awareness and communication skills.

## BENEFITS OF THE COURSE:

- Tailored for the retail industry to meet the needs of a dynamic future workforce
- Incorporates BRC insights, perspectives and content placing learning within a retail context to ensure participants can apply it in their jobs
- Includes short videos that engage participants and bring the training to life
- Engaging, interactive workshops focus on your strategic priorities to make a difference to your business
- Fortnightly one-to-one coaching from a Professional Development Expert supports each participant through the course
- Quarterly 360° feedback and three-way progress reviews with line managers are included to support career development
- Accredited by the Chartered Management Institute (CMI), participants can apply to be awarded Chartered Manager (CMgr) status on completion of the programme

**QUALIFICATION GAINED:**  
**CHARTERED MANAGEMENT**  
**INSTITUTE (CMI) LEVEL 5 CERTIFICATE**



# BRC RETAIL LEADERSHIP AND MANAGEMENT CERTIFICATE

## COURSE STRUCTURE

1

### UNIT 1: MANAGING TEAM AND INDIVIDUAL PERFORMANCE

- The golden thread and organisational alignment
- Key management theories
- SMART objectives
- The GROW model of coaching
- 360 degree feedback
- Performance management

2

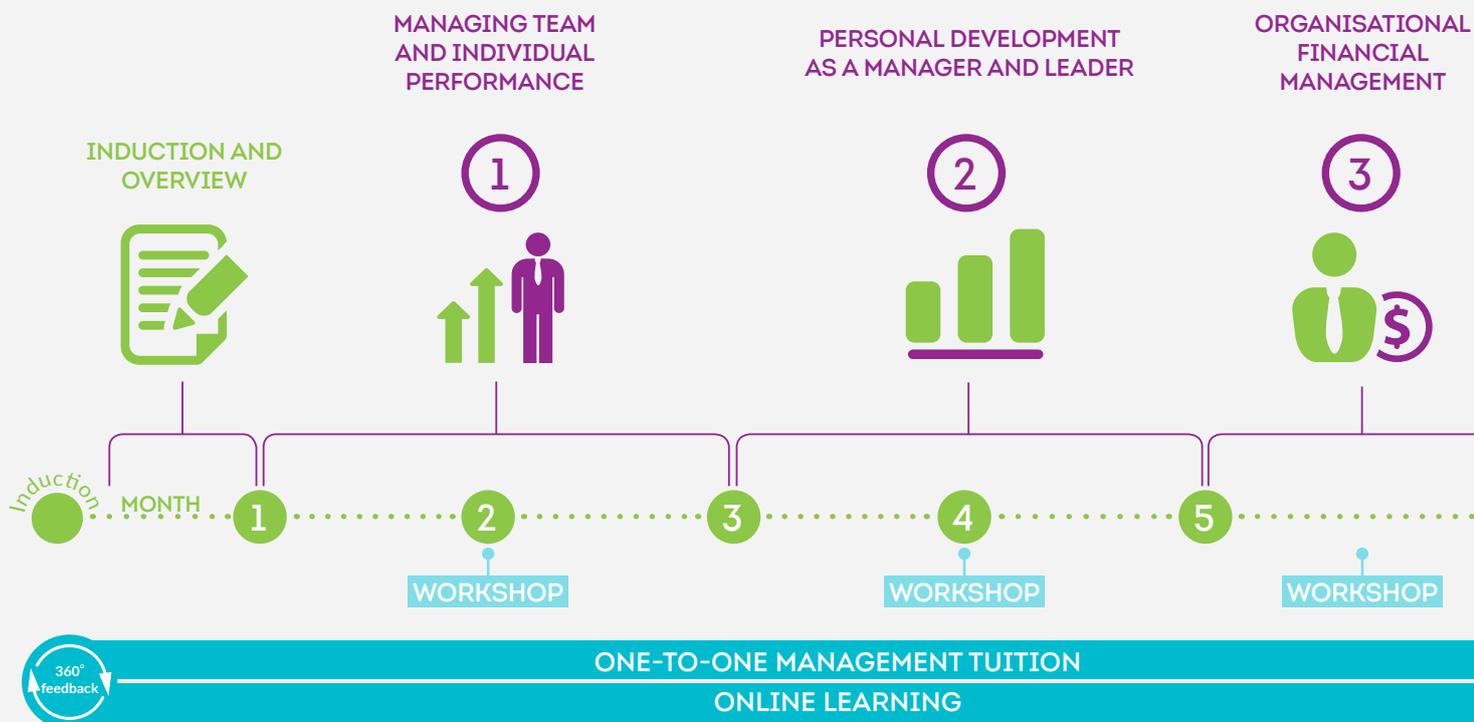
### UNIT 2: PERSONAL DEVELOPMENT AS A MANAGER AND LEADER

- Personal development planning
- Learning styles theories
- Managing work-life balance
- Time management
- Effective delegation
- Effective communication

3

### UNIT 3: ORGANISATIONAL FINANCIAL MANAGEMENT

- Balance sheet, P&L and cash flow statements
- Understanding key financial ratios
- Controlling costs
- Absorption and marginal costing
- Budgeting and Variances
- Understanding financial risk



**Duration:** 13 months  
**Cost:** £7000

4

### UNIT 4: PROJECT DEVELOPMENT AND CONTROL

- The project lifecycle
- Key project management models
- Project charters, work breakdown and critical path
- Managing project finances
- Risk appraisal and management
- Progress monitoring

5

### UNIT 5: INFORMATION-BASED DECISION MAKING

- Using data and information effectively
- Knowledge management
- Evidence-based decision making
- Decision-making tools and techniques
- Communicating decisions
- Communicating to groups

6

### UNIT 6: MANAGING RECRUITMENT, SELECTION AND INDUCTION

- Human resource planning
- Skills auditing and gap analysis
- The recruitment process
- Employment law
- Interviewing, selecting and inducting new employees
- Expectations and cultural fit

#### PROJECT DEVELOPMENT AND CONTROL

4



#### INFORMATION-BASED DECISION MAKING

5



#### MANAGING RECRUITMENT, SELECTION AND INDUCTION

6



#### END POINT ASSESSMENT



ONE-TO-ONE MANAGEMENT TUITION  
ONLINE LEARNING





# CHARTERED MANAGEMENT DEGREE APPRENTICESHIP (RETAIL)



## OVERVIEW

The Chartered Management Degree Apprenticeship (Retail) provides current and aspiring managers with relevant knowledge and understanding of the theory and practice of effective management, in the context of the challenges and opportunities facing retailers at a time of rapid change.

Year one focuses on core management themes and includes the Retail Economics module where participants will be introduced to the retail industry's unique economic context. Years two and three build on the core management themes in more depth and introduce management strategy, plus retail specific modules focused on Retail Management and Retail Futures.

Participants will work on live company projects throughout the programme and will benefit from a flexible learning model, including face-to-face and online teaching, the resources of Leeds Business School and the expertise of the BRC.

## BENEFITS OF THE COURSE:

- Incorporates BRC insights, perspectives and content to place learning within a retail context to ensure participants can apply it in their jobs
- A personal tutor and a workplace mentor is assigned to each participant, supporting them through the programme
- Participants work on projects that are relevant to their employer with a strong emphasis on real workplace impact to make a difference in their own businesses
- There are no exams, instead a portfolio of evidence is gathered under the guidance of their personal tutor and workplace. All course materials, submissions and evidence gathering is carried out online, reducing the administrative burden to a minimum
- Accredited by the Chartered Management Institute (CMI), participants can apply to be awarded Chartered Manager (CMgr) status on completion of the programme

**FAST TRACK  
OPTIONS ARE  
AVAILABLE FOR  
DEVELOPING YOUR  
HIGH-FLYING  
TALENT, KEEPING  
YOUR EMPLOYEES  
COMMITTED AND  
MOTIVATED.  
CONTACT US  
FOR FURTHER  
DETAILS ON  
020 7854 8921**

**QUALIFICATION GAINED:  
BA (HONS) BUSINESS  
MANAGEMENT PRACTICE**



# BRC RETAIL LEADERSHIP AND MANAGEMENT CERTIFICATE

## COURSE STRUCTURE

### YEAR ONE

INDUCTION

ACCOUNTING AND FINANCE FOR MANAGERS

MANAGING ORGANISATIONS AND PEOPLE



NUMBER OF FACE TO FACE TEACHING DAYS



### YEAR TWO

INDUCTION

MANAGERIAL DECISION MAKING

BUSINESS PERFORMANCE MANAGEMENT



NUMBER OF FACE TO FACE TEACHING DAYS



### YEAR THREE

INDUCTION

BUSINESS STRATEGY

LEADING INNOVATION AND CHANGE



NUMBER OF FACE TO FACE TEACHING DAYS



**Duration:** 3-4 years  
**Cost:** £22,000

FAST TRACK OPTIONS ARE AVAILABLE FOR DEVELOPING YOUR HIGH-FLYING TALENT, KEEPING YOUR EMPLOYEES COMMITTED AND MOTIVATED. CONTACT US FOR FURTHER DETAILS ON 020 7854 8921

GLOBAL ECONOMIC AWARENESS



UNDERSTANDING MARKETS AND CUSTOMERS



RETAIL ECONOMIC ENVIRONMENT



INVESTIGATORY CONSULTANCY REPORT



RETAIL SUPPLY NETWORK DESIGN & OPERATIONAL MANAGEMENT



RETAIL MANAGEMENT



PERFORMANCE IMPROVEMENT PROJECT



STRATEGIC RETAIL MANAGEMENT



RETAIL FUTURES



PERFORMANCE IMPROVEMENT PROJECT



KEY



NUMBER OF FACE TO FACE TEACHING DAYS IN ADDITION TO ONLINE LEARNING

Retail Specific Modules (highlighted) put learning into the context of the challenges and opportunities facing retailers today.

“ BY DELIVERING BENEFITS FOR INDIVIDUALS, BUSINESSES AND OUR ECONOMY, THE REFORM AND GROWTH OF APPRENTICESHIPS WILL HELP ADDRESS OUR GROWING SKILLS SHORTAGES: BY ENSURING SIGNIFICANTLY GREATER NUMBERS OF HIGHER QUALITY APPRENTICESHIPS THAT MEET EMPLOYERS’ NEEDS. ”

HM Government | Apprenticeships: Our 2020 Vision

## NEXT STEPS

Get in touch to find out more or to discuss your apprenticeship needs



[020 7854 8921](tel:02078548921)



[APPRENTICESHIPS@BRC.ORG.UK](mailto:APPRENTICESHIPS@BRC.ORG.UK)



[BRC.ORG.UK/LEARNING](https://BRC.ORG.UK/LEARNING)

Our dedicated apprenticeship team will support you at every step of your journey.



“ WE ARE SEEING THE APPRENTICESHIP SYSTEM IN THIS COUNTRY COME OF AGE, WITH LEADING EMPLOYERS WAKING UP TO THE BENEFITS APPRENTICESHIPS CAN BRING ”

Damian Hinds | Education Secretary

Get in touch to find out more or to  
discuss your apprenticeship needs

 020 7854 8921

 APPRENTICESHIPS@BRC.ORG.UK

 BRC.ORG.UK/LEARNING

 THE BRITISH RETAIL CONSORTIUM  
4<sup>TH</sup> FLOOR, 2 LONDON BRIDGE  
LONDON SE1 9RA

