

# Tips and Takeaways

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Leadership & Management Apprenticeships

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**£1.28 BILLION**

SITTING UNUSED IN  
APPRENTICESHIP  
LEVY ACCOUNTS

If organisations in England continue to use the funding at the same rate, they risk losing as much as £139 million a month from April 2019, which could otherwise be used to build skills, attract and retain staff, and increase efficiency.

The Apprenticeship Levy should be seen as a “skills investment plan”, and the funds can be used to invest in programmes for school leavers and existing employees. Businesses may not even be aware that they can use the levy to train managers and leaders at every level. We now need more collaboration to ensure that this support from managers for apprenticeships translates into a new way of training and upskilling the workforce.

Petra Wilton, Director of Strategy and External Affairs, CMI



They want me to be an apprentice!

**Market the Programme**

**NOT**

**the Apprenticeship**

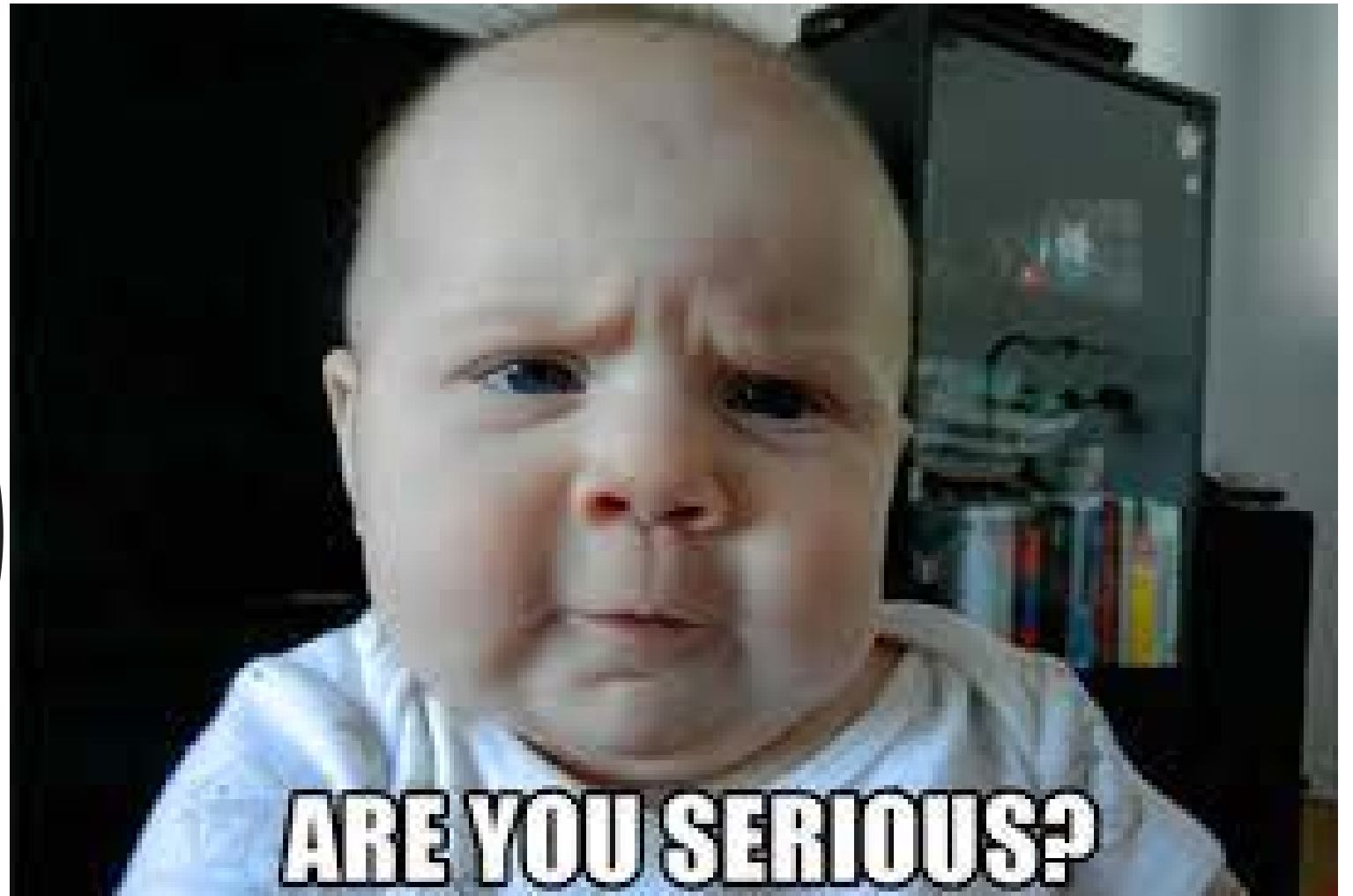
# EARLY ENGAGEMENT



**I have to do  
Maths,  
English and a  
Qualification!**



**20% off  
the job  
training!**







**Effective collaboration  
is the critical component  
for success**

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# Put the learner at the heart of the programme

- ✓ Programme Tutor/Coach
- ✓ Pastoral care
- ✓ Encouragement & support on the journey
- ✓ Cohort learning (6-12)



# Assessment & Selection

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Eligibility 😊



Disappointment 😞

# Think about...

Learner must be in a management role

Must show significant uplift in skills, knowledge and behaviours and meet the eligibility criteria

Qualification is outside of the levy

Off the job training is any activity carried out in a developmental capacity within the working hours e.g. Chairing a meeting, Professional discussion with line manager, Viewing a bitesize 10 minute learning video on change management

Line management engagement is fundamental



**OWN IT!**

- don't plug and play
- use your existing content
- work in partnership with the provider
- make it feel like 'your programme'
- watch your language
- Include the right stakeholders
- do it for the right reasons

# The Golden Thread



**Using the Apprenticeship  
levy to develop your  
management population**



✓ Expands the talent pool



Creates a learning  
culture



Increased engagement  
and motivation



Increases productivity and  
staff retention



**2 in 5**

managers are concerned about current underinvestment in their organisation when it comes to upskilling managers

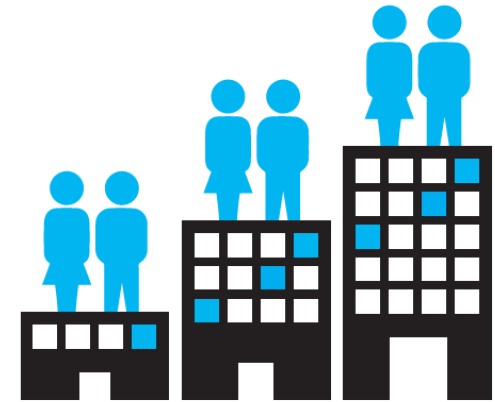
**19%**

of employers are aware that managers, directors and senior official job roles could be occupied by apprentices



**34%**

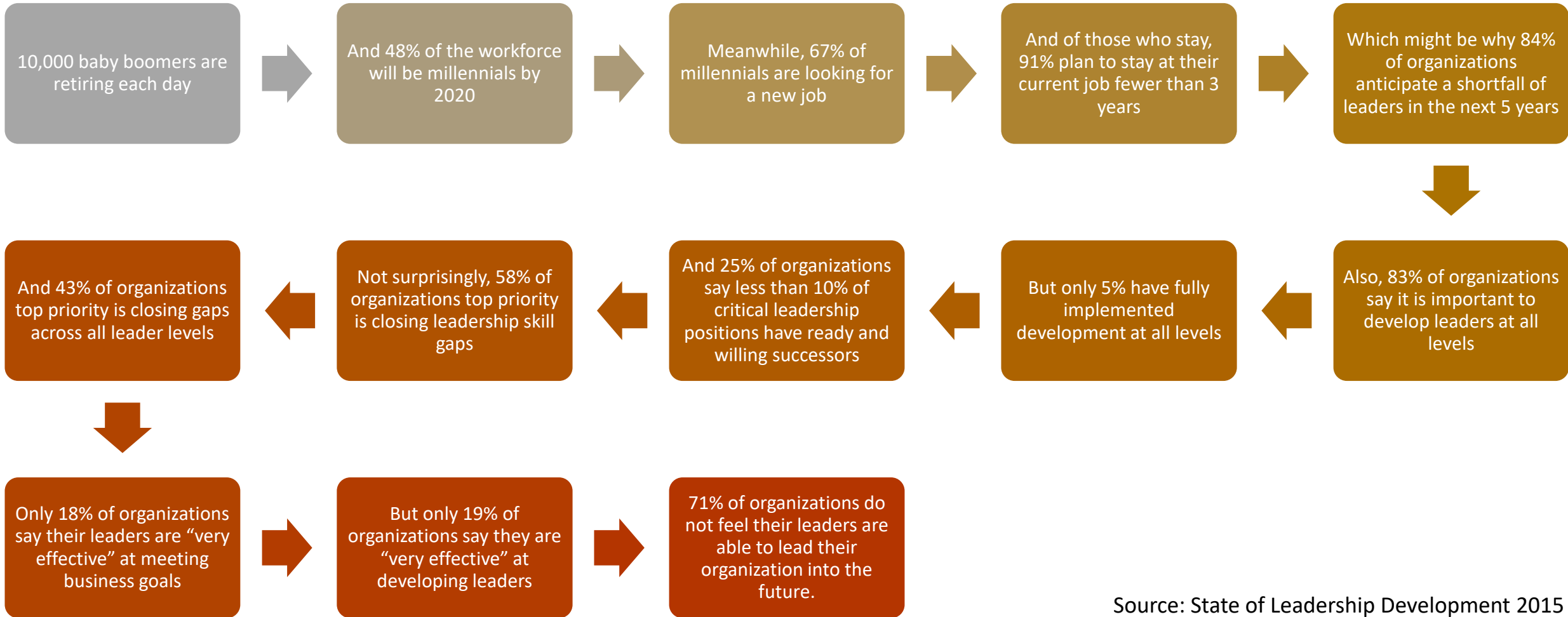
of employers from large organisations, eligible to pay the Levy, have delayed apprenticeship starts as they adjust to the new system



**48%**

of managers expect to see a rise in the number of new apprentices in the next 12 months





Source: State of Leadership Development 2015

# Advantages

## Apprenticeships

- Designed by industry for industry
- Opportunity for Chartership on completion (via CMI)
- Maximising Levy expenditure
- Can include industry recognised qualification (CMI or ILM)
- Diploma level qualification
- Detailed and Comprehensive programme of learning

## Non Apprenticeships

- Employer stipulates the learning outcomes
- More flexibility in programme design
- Qualifications can be Award, Certificate or Diploma
- No set time frames for non qualification programmes
- Available for all employees

# Options?

Standard	Level	Timeframe
Team Leader/Supervisor	3	18 Months
Operations/Departmental Manager	5	24 – 30 Months
Chartered Manager Degree	6	48 Months
Senior Leaders Masters degree	7	18 – 36 Months

# Perceived Disadvantages

## Apprenticeships

- Set timeframe
- Misperception of the term Apprentice or Apprenticeship
- Eligibility criteria dictates who can access the learning
- ESFA guidance can be vague
- Off the job training and the impact this has on operations

## Non Apprenticeships

- Can not be paid for from levy pot
- Requires a culture of learning to be effective
- Can be seen as a timewaster
- Not always taken seriously in the workplace
- Only affective is the learning in the classroom can be applied in real life

## Approach to learning

# Less time. More engagement



KNOWLEDGE IS  
OF NO VALUE  
UNLESS YOU PUT  
IT INTO PRACTICE.

# Example Learning Journey (Level 3)



Week 1-3	Week 4	Week 5 – 64	Week 64 onwards		
<ul style="list-style-type: none"> <li>• Identify specific individual learning needs</li> <li>• Complete skill scan</li> <li>• Complete initial assessment in Maths and English</li> </ul>	<ul style="list-style-type: none"> <li>• Full briefing on apprenticeship programme</li> <li>• Induction to CMI</li> <li>• Familiarisation and practice with apps and equipment</li> <li>• Building a portfolio</li> <li>• Registration documentation completed</li> </ul>	<ul style="list-style-type: none"> <li>• Face to face workshops</li> <li>• Online learning</li> <li>• On the job experience</li> <li>• Activities set by programme tutor</li> <li>• Assessment activities</li> </ul>	<ul style="list-style-type: none"> <li>• Line Manager &amp; Apprentice (with support from provider)</li> <li>• identify when learner ready for end point assessment</li> <li>• Fully meeting the requirements of the standard</li> </ul>	<ul style="list-style-type: none"> <li>• Test of knowledge using scenarios with questions</li> <li>• Competency-based interview</li> <li>• Assessment of portfolio of evidence</li> <li>• Professional discussion relating to CPD activity</li> </ul>	<ul style="list-style-type: none"> <li>• Industry designed apprenticeship</li> <li>• Recognised professional management qualification</li> </ul>

# Get Apprenticeship ready

- ✓ Why are we doing this?
- ✓ Align to corporate objectives
- ✓ What does it need to include?
- ✓ Make it your own programme
- ✓ Who's the audience?
- ✓ Clear the hurdles in advance
- ✓ Engage all relevant stakeholders
- ✓ Communicate, communicate, communicate.
- ✓ Define success at the start
- ✓ Select the 'right fit' partner



# Thank you

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