

# Managers Guide to Apprenticeships

## Introduction

If you are looking to develop new skills and boost motivation and retention amongst your staff, apprenticeships could be your answer. Apprenticeships are an excellent way of attracting new talent, upskilling existing staff, tackling skills shortages and succession planning.

Apprenticeships are fully funded and there is no cost to the department for any individual undertaking an apprenticeship.

## Apprenticeships have changed

Apprenticeships have been reformed and have developed from the entry level qualifications of the past to a full array of occupationally based apprenticeships from entry level to Masters level apprenticeships

## Background to Apprenticeship Reform

The government introduced Apprenticeship Reform in 2017 in response to the Richard Review (2012) where the recommendations of simplification and placing Employers in the driving seat were adopted.

An overview of the main changes

### The Apprenticeship Levy

Since May 2017, the authority has been contributing 1.5 % of its monthly PAYE bill to an Apprenticeship Digital Account fund which is ring fenced funding to provide its employees with apprenticeship training. Funds which are placed in the account expire after 24 months, so for example any unused funds which were placed in the account in September 2017 will expire in September 2019.

### Apprenticeship Standards

“Trailblazer” groups of Employers were formed and continue to be formed to design Apprenticeship Standards for around singular occupations. The old Apprenticeship Frameworks are gradually being phased out and are being replaced by the new Standards which include features such as End Point Assessment (EPA) grading of Pass, Merit, Distinction where appropriate and the use of a more blended approach to delivery and assessment of programmes.

<https://www.instituteforapprenticeships.org/apprenticeship-standards/>

### Government Target and the Public Sector

The Government set a target for 3 million apprenticeships to be taken up by the year 2020. As part of this target the Government required the Public Sector to contribute by ensuring that at least 2.3% of its workforce has taken up apprenticeships.

## What is an Apprenticeship?

An apprenticeship is a training programme which combines a wide mix of learning in the workplace, off the job training and the opportunity to practice new or enhanced skills within in real work environment. The formal off the job training takes place as workshops and online learning and less usually as day release or block release. Some individuals will be required to undertake functional skills in English and Maths as part of the Apprenticeship

### What is off the job training?

Off-the-job training is defined as 'learning which is undertaken outside of the normal day-to-day working environment and leads towards the achievement of an apprenticeship'.

This can include training that is delivered at the apprentice's normal place of work but must not be delivered as part of their normal working duties. The off-the-job training must be directly relevant to the apprenticeship and could include the following:

- The teaching of theory which could take the form of lectures, role playing, simulation exercises, online learning or manufacturer training.
- Practical training this could take the form of shadowing, mentoring, industry visits and attendance at competitions
- Learning support and time spent writing assessments/assignments

Your Training Provider will be able to provide advice regards Off the Job training and you are encouraged to view the Off The Job flowchart in the appendix.

### Functional Skills

To achieve an apprenticeship at any level, achievement of a level 2 in Maths and English is essential. Where an individual has already achieved a level 2 in Maths and English, they will not be required to undertake a level 2 during the apprenticeship. In this case the individual must be able to provide the certificates to confirm this and exempt themselves from functional skills

A Level 2 is equivalent to a C at GCSE or in the new numerical grades, a 4 at GCSE.

Where functional skills are required to be undertaken, they do not form part of the 20% off the job training element and should be studied for in the individual's own time. The Training Provider will provide support and access to learning, usually on-line, to support the individual's progress.

*Please note that individuals who do not have a Level 2 qualification or certificate will need to demonstrate that they are capable of reaching Level 2 ( or level 1 in the case of a very small amount of apprenticeships) at the commencement of the apprenticeship programme*

### End Point Assessment

Individuals will be required to undertake an End Point Assessment at the end of their apprenticeship to confirm their ability to apply the knowledge, skills and behaviours to their role. The End Point Assessment takes place once the Employer, Training Provider and Individual have agreed that they are ready to take the Assessment. A Training Provider who is independent from the Training Provider who delivered the apprenticeship will undertake the End Point Assessment. End Point Assessments are appropriate to each apprenticeship and may take the form of exams, projects, presentations and professional discussions.

## Who can undertake an apprenticeship?

All existing staff can undertake an apprenticeship regardless of age. Recruiting Managers are also able to recruit externally into apprenticeship positions and can consider making any position within their establishment an apprentice post.

Where staff or external recruits have prior qualifications at higher levels than the selected apprenticeship staff can undertake an apprenticeship providing the training will allow them to acquire substantive new skills. The content of the training must be materially different from any prior training or qualification. In practice this means that any member of staff can access an apprenticeship, as long as they are learning new skills, which are related to their job role.

### Eligibility

- 16+
- Must have an employment contract long enough in length to enable the completion of the apprenticeship
- For existing staff there is no change to employment terms and conditions or pay
- For newly recruited apprentices they will be paid the wage consistent with the law relating to Apprenticeship Wages. For more details on wage arrangements for apprentices please refer to your council's terms and conditions
- Have a job role (or roles) within the organisation that provides the opportunity to gain the knowledge, skills and behaviours required to achieve their apprenticeship

### Identifying opportunities

You are able to identify opportunities for using apprenticeships for development within your team at any time of the year. A good time to consider apprenticeships as a learning and development tool is during PADP and you would identify an apprenticeship training need in the same way as you would for another learning and development programme. You would not need to factor in a cost as the funds for the training would come out of the Apprenticeship Levy. You are encouraged to view the Local Government Association Mapping tool which will give you guidance on apprenticeships available for all roles which is in the appendix of this document

### Considerations for Managers

Apprenticeships are used to close skills gaps within your team either when considering an individual's skills set or when planning for the future direction of the team. To ensure that the apprenticeship experience is a positive one for the team and the individual, a manager should consider

- How the off the job training element will be managed for the individual
- Identifying a suitable mentor for the staff member
- Ensuring that the individual has exposure and access to the appropriate experience

## Apprenticeship Commitment Statement

Before commencement of an Apprenticeship, the Manager, Apprentice and Training Provider will sign a commitment statement document. The Commitment Statement details the development that the individual will undertake and how this will be delivered by inclusion of a training schedule. By signing the commitment statement each party is committing to the apprenticeship programme and the employer is ringfencing the funds to enable the individual to be developed for the duration of the apprenticeship programme.

## Role & Responsibilities of the Manager

An apprentice is managed in the same way as any other member of staff, however there are some additional aspects to consider and managers are required to

- Follow the recruitment guidelines for apprenticeships
- Identify and implement mentoring support
- Participate in the training provider reviews
- Ensure apprentice has access to the relevant learning and experiences to meet the requirements of the apprenticeship
- Release the apprentice for the 20% off job training requirement. Apprentices could be required to attend workshops, complete online learning or other development detailed on the training schedule or timetable
- Agree with the apprentice and the training provider when the apprentice is ready to progress to their End Point Assessment

When the apprenticeship is achieved the apprentice will remain with the employer in their existing role or be confirmed into their role in the case of a newly recruited apprentice. Exceptionally an apprentice will be taken on, on a fixed term basis and will either complete their contract or apply for an available position upon the achievement of their apprenticeship.

## Role & Responsibilities of the Apprentice

- Engage with initial assessment process to determine literacy and numeracy levels at outset of programme. This applies even when the apprentice has already reached the level required and supplied certificates and identifies strengths and weaknesses for the apprentice and training provider
- Engage with the on job and off job training and take an active part in the 3 way reviews with the managers and the training providers
- Take an active responsibility for their own learning and work diligently towards achievement
- Alert appropriate colleague or training provider to any potential barrier to their progression on the apprenticeship
- Declare any learning difficulty, disability or additional needs required to successfully complete their apprenticeship. Training Providers will have been requested to supply information on how they support individual learning needs and individuals should be encouraged to declare these. *Please note that this will be shared between the individual and the Training provider unless the individual confirms that they agree it can be shared with the employer*

## Role & Responsibilities of Training Providers

A Training provider will be engaged to deliver the apprenticeship programme to the individual and their responsibilities are as follows

- Conduct a basic skills assessment at the commencement of the apprenticeship programme to identify areas that the individual may need additional support with
- Take into account any learning difficulties, disabilities or additional needs that an individual may have. *Please note that this will be shared between the individual and the Training provider unless the individual confirms that they agree it can be shared with the employer*
- Provide a training schedule detailing key dates for workshops and any applicable deadlines to enable the manager and the individual undertaking the programme to plan forward
- Deliver the training and development as per the training schedule.
- Conduct progress reviews which involve the individual and the manager or nominated mentor. These can be face to face or remote.
- Provide advice and guidance regards the Off the Job training element so that the manager and/or mentor is able to plan these activities in to their work programme.
- Provide information, support and learning materials should the individual require functional skills

## Learning and Development Support

Learning and Development will:

- Support managers in identifying suitable apprenticeships for individuals or roles within their team
- Provide guidance to managers where the apprenticeship is not available to be delivered by the in-house training provider and assist with procurement
- Maintain the Apprenticeship Dynamic Purchasing System for use by Managers to source external Apprenticeship training
- Manage and authorise payment to the training providers from the levy
- Conduct Contract Management of Apprenticeship Training Providers
- Take action to resolve Training Provider underperformance
- Monitor and publish Training Provider satisfaction rates on the Dynamic Purchasing System

## The Dynamic Purchasing System for Apprenticeships

The Dynamic Purchasing system for Apprenticeships is managed by Learning and Development and can be used by Managers to source Apprenticeship Training where the in-house Apprenticeship provider does not deliver the Apprenticeship Standard required. The Providers who are listed upon the system have been through a rigorous procurement process. All providers listed are Ofsted rated outstanding (1) or good (2) and their policies and practices have been vetted allowing for a simplified and vastly shorter time to engage a Training Provider. Managers will be able to use the system to set up mini competitions between providers on the system safe in the knowledge that these providers have already been through procurement.

## External Recruitment of Apprentices

Apprenticeships are an excellent tool for attracting new talent into the organisation and can be used to attract individuals of all ages and experiences. Recruiting using Apprenticeships means that you are looking to recruit an individual who has potential and a skills gap that the apprenticeship training will assist in closing. Apprentices are recruited in exactly the same way as other externally recruited staff but there are some further considerations to make

- At the advertising stage, it would need to be made clear that the apprenticeship opportunity was open to anyone of any age who is looking to train in this area. Applicants should not already possess qualifications in this area and at the same level or experience at this level which would disqualify the applicant from undertaking the apprenticeship.
- At the shortlisting stage, prior qualifications should be reviewed and where an applicant has declared a qualification which is similar to the apprenticeship they are applying for this would need to be reviewed. Please refer any queries regards existing qualifications to your Training Provider/ Apprenticeship Coordinator or Learning and Development.
- Like existing staff, external applicants need to demonstrate that they are able to reach the required level for functional skills should they not have achieved the required level at GCSE or no longer have their certificate. Therefore they would need to undertake a basic skills test to demonstrate their ability to reach the required level before being offered the role
- External applicant's expectations with regard to the End Point Assessment will need to be managed. They should be made aware that at the end of their programme there will be an End Point Assessment and what that would entail for the specific Apprenticeship Standard and continuing employment with the council.

Please consult your specific Council's Apprenticeship Policy and Pay Scales for more details

## Contact

For further information and enquiries please contact

[LearningandDevelopment.NCC@northnorthants.gov.uk](mailto:LearningandDevelopment.NCC@northnorthants.gov.uk)

## Frequently Asked Questions

### Do apprentices have to be employed full time?

No, should a staff member not be employed full time then the total duration of the apprenticeship would then need to increase, so as to give the candidate sufficient time to complete the standard.

### Is there an age limit?

Apprenticeships are available to anyone aged 16+. There is no upper age limit.

### Can staff members who already have a degree become an apprentice?

Yes, however to be able to access the levy funding apprentices must be 'genuinely learning new skills'.

Apprenticeships must:

▣ be a higher level than a qualification the apprentice already holds;

▣ must be materially different to any qualifications they already hold.

The apprenticeship must be aligned to their job role, and you must evidence that the repeat or lower level apprenticeship is supporting the apprentice to acquire new skills and knowledge.

### Who monitors the apprentice's training progress?

The training provider will complete regular reviews with the Apprentice. As with all employees regular supervision (1:1's and appraisals) should be undertaken with the apprentice's line manager. Any training progress or concerns should be discussed as part of this supervision.

### How long does an apprenticeship last?

Apprenticeships take between 1 and 4 years to complete. It depends on the level and complexity of the role and training requirements. The minimum period for an apprenticeship framework is 12 months and for an apprenticeship standard is 374 days, to allow for the end point assessment (EPA).

### Do individual staff members make any financial contribution to their apprenticeship?

No, the funding for the apprenticeship come from the Apprenticeship Levy account

### Can I ask my staff member to sign an agreement to repay the cost of the apprenticeship should they leave during or after the apprenticeship programme is completed?

No. If an Apprenticeship leaves during their apprenticeship they have the option of transferring it to the new employer, if the new employer is able to fund it and the new job provides the right experience. Funds are not able to be recouped should an apprentice leave after completing the apprenticeship.

### I have looked for an apprenticeship to suit a particular role and can only find an Apprenticeship Framework, can my staff member complete an Apprenticeship Framework?

Yes, there are a small amount of Apprenticeship Frameworks still available and they are suitable to use to upskill and develop staff and can be funded using the Apprenticeship Levy fund. These Frameworks will gradually be phased out as new Apprenticeship Standards are developed. They differ from the Apprenticeship Standards in that there is no End Point Assessment and the Training provider delivering the Apprenticeship will also assess and sign off the individual at the end of the apprenticeship

### What are qualifications are apprenticeships levels equivalent to?

There are a range of apprenticeship levels that lead to different qualifications, and they typically take between 1 and 4 years to complete. The below table details what the levels of apprenticeship equate to and gives an indication of the level of study required. The level of apprenticeship will be determined by the Employer and the Training Provider based upon the content of the apprentice's job role

Apprenticeship level	Level descriptor	Equivalent qualification
Level 1		Five GCSEs graded D-G or numerical grades 1-3  Functional Skills Level 1
Level 2	Intermediate level apprenticeship	Five GCSEs grades A* - C or numerical grades 4-9  Functional Skills Level 2  BTEC first diploma and certificate
Level 3	Advanced level apprenticeship	Two A/As levels (any grade)  NVQ Level 3  BTEC Diplomas, Certificates and Awards
Level 4	Higher level apprenticeship	Certificate of higher education  (first year of bachelor's degree)  NVQ L4
Level 5	Higher level apprenticeship	Diploma of higher education  Foundation degree (second year of bachelor's degree)
Level 6	Degree level apprenticeship	Bachelor's degree
Level 7	Masters level apprenticeship	Master's degree

## Useful Links

### Apprenticeship Standards

<https://www.instituteforapprenticeships.org/apprenticeship-standards/>

### How Can I Support My Apprentice as a Mentor



How can I support my Apprentice as a r

### Supporting Young Apprentices



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### Off the Job Training Flowchart



Off-the-job\_training\_FLOWCHART.pdf

### Apprenticeship Policies



Apprenticeship Policy (CCC).pdf



Apprenticeship Policy (NCC).pdf



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### Examples of Career Pathways



Business and Administration appr



Leadership and Management Career



Childrens Workforce Career Pe



Adult Social Care Career Pathway.pdf