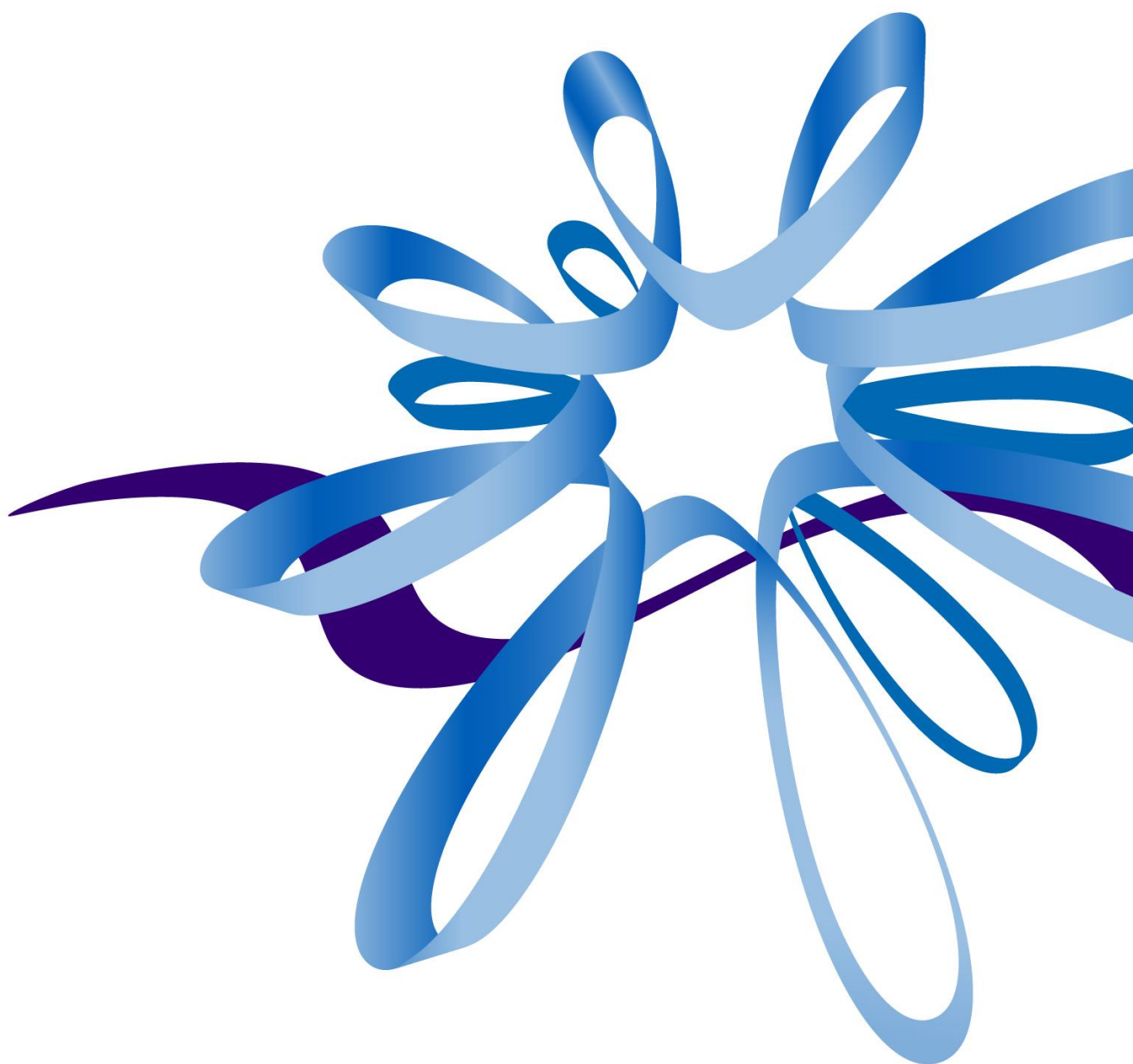


Leadership development for primary care

The potential of the apprenticeship scheme





1. Paying and accessing the levy

- Employers with an annual pay bill of more than £3 million, must pay the apprenticeship levy.
- Money is lodged in a digital apprenticeship account.
- Employers can make payments via their accounts to fund apprenticeship direct training costs but not associated costs such as wages, statutory licenses to practice, travel and subsidiary costs, work placement programmes or the setting up of an apprenticeship programme.
- Training must be against an approved apprenticeship 'standard' and purchased from an approved apprenticeship training provider.
- From April 2018 levy-paying employers can transfer funds to other employers, through the apprenticeship service. Transfers can be made to any employer, including smaller employers in their supply chain, and apprenticeship training agencies (ATAs). From April 2019 the rate available to transfer increases to 25% (10% previously) of the annual value of funds entering their apprenticeship service account.
- Unused funds expire 24 months after they enter the employer's account.
- Smaller, non-levy paying employers (such as general practices) can access funding directly from government.
 - They can do this by contracting with an approved apprenticeship provider who has a non-levy funding allocation. These can be found at <https://findapprenticeshiptraining.apprenticeships.education.gov.uk/>
 - Non-levy paying employers share the cost of training and assessment of their apprentices with government - this is called 'co-investment'. They pay 5% towards to the cost of training and government will pay the rest 95% up to the funding band maximum, as of 1 April 2019. Apprenticeships before this date continue at previous co-investment rate of 10% (90%).
 - It is also possible to get the full cost of the apprenticeship programme funded by a levy-paying employer via the 25% (10% previously) transfer mechanism.

2. Apprenticeship standards

The full list of approved apprenticeship standards can be found [here](#). There are set funding bands for each programme.

Apprenticeships must all have 20% off-the-job training, but this does not have to strictly equate to one day per week; for leadership and management, much of the off-the-job training is 'on-the-job' project work etc.



Apprenticeship standards relevant to leadership and management are summarised below:

[Senior leader – level 7](#)

Includes MSc or MBA.

Up to £18 000 funding band.

A **senior leader** is someone with senior management responsibility, and this can include formal governance/director responsibilities. They are responsible for direction and vision, providing a clear sense of purpose and driving strategic intent. They take into account market trends and environmental influences, identifying longer-term opportunities and risks. Through inclusive leadership, they are responsible for developing ethical, innovative and supportive cultures with the ability to deliver results. They are a role model, with responsibility for those in senior positions/significant organisational budgets.

[Chartered manager – level 6](#)

Includes BSc in Management as a ‘non-integrated’ degree programme.

Up to £22 000 funding band.

A **chartered manager** is someone who can take responsibility for people, projects, operations and/or services to deliver long term organisational success, with the professional recognition of their ability to deliver impact, behave ethically and demonstrate their commitment to continual learning and development.

[Improvement leader – level 6](#)

Non-degree qualification.

Up to £15 000 funding band.

Improvement leaders are responsible for developing improvement strategy, providing leadership in improvement for the business and for coaching and supporting improvement specialists in advanced analysis. The Improvement Leader typically reports to board members or heads of department and manages a team of improvement specialists, who deploy strategy, and lead improvement projects. They work closely with all functions of the business to support the setting and achievement of business goals, often accountable for improvement activities within the largest-scale and highest priority programmes of work.

[Operational manager – level 5](#)

No university associated qualification.

An ILM or CMI qualification can be included.

Up to £7 000 funding band.



An **operational manager** is someone who manages teams and/or projects, and achieving operational or departmental goals and objectives, as part of the delivery of the organization's strategy. They are accountable to a more senior manager or business owner. Working in the private, public or third sector and in all sizes of organisation, specific responsibilities and job titles will vary, but the knowledge, skills and behaviours needed will be the same. Key responsibilities may include creating and delivering operational plans, managing projects, leading and managing teams, managing change, financial and resource management, talent management, coaching and mentoring.

[Dental practice manager – level 4](#)

No university associated qualification.

Up to £9 000 funding band.

A **dental practice manager** is responsible for managing all non-clinical aspects within a specified practice/s to achieve excellent patient care, quality, cost and delivery performance in line with practice strategy, goals and values. The Practice Manager leads the team by providing support and direction to enhance performance, skills and knowledge of all practice staff.

[Team leader – level 3](#)

No university associated qualification.

An ILM or CMI qualification can be included.

Up to £4 500 funding band.

A **team leader/supervisor** has a first line management role, with operational/project responsibilities or responsibility for managing a team to deliver a clearly defined outcome. They provide direction, instructions and guidance to ensure the achievement of set goals. Working in the private, public or third sector and in all sizes of organisation, specific responsibilities will vary, but the knowledge, skills and behaviours needed will be the same whatever the role. Key responsibilities are likely to include supporting, managing and developing team members, managing projects, planning and monitoring workloads and resources, delivering operational plans, resolving problems, and building relationships internally and externally.

3. Training providers

Training Providers must be registered on the [Register of Apprenticeship Training Providers](#) to offer apprenticeship programmes to employers. Providers can be found by using the [government search service](#).



Not all providers are universities or education institutions. The Practice Managers Association, for example, is a registered training provider and offers programmes largely targeted at level 5 (operational manager).

Some providers may also have a separate contract with the [Education and Skills Funding Agency](#) which enables them to fund non-levy employers under the 95%/5% co-investment model.

4. How to access funded training

Step 1 – Identify a suitable apprenticeship standard

Step 2 - Find a training provider with non-levy funding on <https://findapprenticeshiptraining.apprenticeships.education.gov.uk/>

Step 3 - Contact training provider to discuss your specific requirements

Step 4 – Your chosen provider will enrol the learner and fund 95% of the cost. You will be invoiced for the remaining 5% e.g. an £18 000 L7 Senior Leadership Programme requires £1 800 co-investment from the employer.

5. For further information and advice

The UK government [apprenticeship website](#).

Skills for Health's directory of apprenticeship standards [Healthcare apprenticeships online](#).

HEE in 2018 produced a detailed guide; [Apprenticeships in Primary Care Information Pack](#) for all primary care employers. Procurement guidance for larger employers and networks is available [here](#).

For bespoke advice and guidance, please contact your local Health Education England team apprenticeship lead.

Thanks to Jane Hadfield and Lucy Hunte, national programme managers from HEE's apprenticeship team, for their help in preparing this guide and Paul Tipper from NHS Leadership Academy for updating the document.

Information correct as of 02-May-19