



UNLOCKING THE IMPACT AND VALUE OF MANAGEMENT APPRENTICES

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#BetterManagers

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- CMI's ability to deliver on its mission of increasing the number and standard of professionally qualified managers, as well as maintaining its revenue stream, are both supported by Government's ongoing investment.
- However, recent policy changes, criticism from some quarters and lower uptake, particularly among SMEs, have all led CMI to look to expand and bolster its evidence base to further prove the economic and social value of management apprenticeships to Government, especially the Treasury.
- The case studies developed as an output of this research will play a key role in empowering CMI in its engagement with both policy makers and media as it seeks to demonstrate the importance and value of continued investment in management apprenticeships.

The method:

- Depth interviews with recent apprentices and employers to understand their view on the impacts
- Aiming for a mix of different Apprenticeship level from Level 3 to Level 7, a mix of public and private sector and a mix of industries
- Each interview is written up as a short, 1 – 2 page case study that details their experience and the impact it had on themselves and the companies they work for
- Participants were recruited through CMI's network, all apprentices completed a questionnaire about their experiences ahead of the session as did several of the employers

As of 28th September 2022 Quadrangle achieved:

- 9 Employer interviews
- 11 Apprentice interviews

Interviews were conducted between July – September 2022

The benefits of management apprenticeships



Businesses know that apprenticeships make business sense – otherwise they wouldn't continue the programme. This research discovered 5 areas of tangible, specific and measurable impact on businesses by apprentices:

- Financial Impact
- Internal Progression
- Recruitment & Retention
- New Processes
- Time Saving

Intangible, or non-measurable, impacts were also discussed regarding 5 different areas:

- Improved Leadership
- Networking
- Confidence
- Engagement
- Feedback Systems



The tangible impacts of management apprenticeships

FINANCIAL IMPACTS

- Improved **revenues of £200k** following restructure and implementing agile processes
- **Cost saving** on textbooks through improved budgeting and negotiation strategies
- **Pay rises**, including **one of over £40,000**
- Improved practices **saving** a GP practice between **£5k – 10k annually**
- **Increase of 10%+ on margins** due to new systems implemented
- **Company growth of 60%** due to international trade which the apprentice helped to facilitate
- **10% increase in subscriptions**, leading to a **£5000 increase in revenue**

INTERNAL PROGRESSION

- **Reduction in time** from entry level to branch manager **from 15 years to 6**
- From entry level to future MD
- **Internal promotions for c. 60%** who completed the apprenticeship
- **Promotion from entry level 3**, to managing a small team and completing level 5, **going on to level 6**

NEW PROCESSES

- **New VAT management system** significantly improving cash flow
- Increasing use of an **IT self-serve portal from c.30% to 70%**
- **Achieved ISO accreditations**

RECRUITMENT AND RETENTION

- **Women account for 38% of entry level apprentices** compared to 12% of “standard” entry level
- **Improved retention rates** and reduction in agency / recruitment fees

TIME SAVING

- **Saving 5 hours of clinician time** per week through new digital processes

NB: these are all individual examples, not averages across the sample

The intangible impacts of management apprenticeships

IMPROVED LEADERSHIP

- For teams and for the business as a whole
- Able to support team's **capability and strengths**
- More able to identify who works well together to **improve productivity and working relationships**
- Able to **identify personal management styles** and **adapt** as needed to different occasions
- **Improved communication skills**
- Improvements in leadership from Level 5 upwards and some improvements in Level 3

NETWORKING

- Improved **inter-organisational working**, especially in public sectors with multiple apprentices from across the organisation (NHS, County Councils)
- **Improved networking** between business units helps to improve working relationships and morale

CONFIDENCE

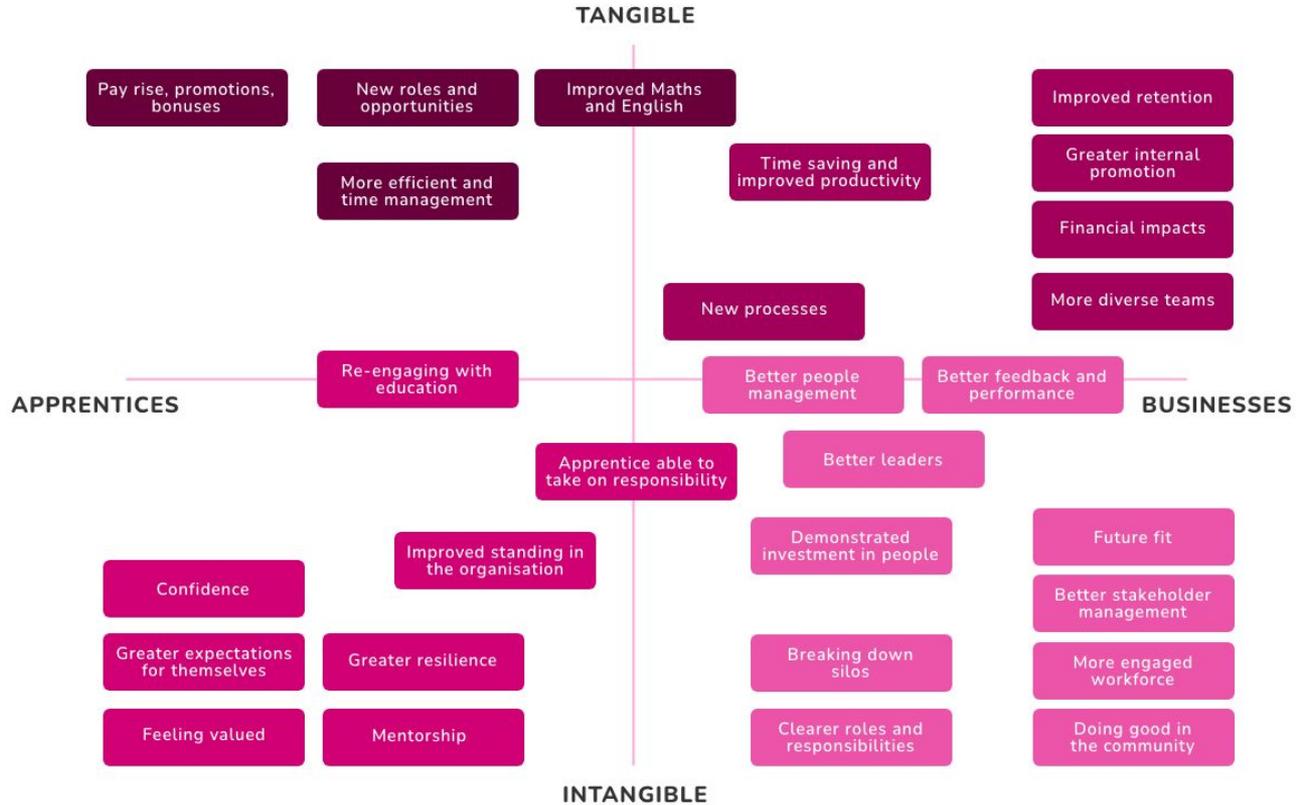
- **Improved personal confidence** in their role, their management and themselves
- Felt more confident to **speak up in meetings, take on new challenges and apply for new roles**

ENGAGEMENT

- Employees feel **more engaged** with their role and with the company
- **Feel they have a better understanding of the organisation** and its processes
- **Feel valued** by their employer due to being put forward for the apprenticeship

FEEDBACK SYSTEMS

- Implementing **360 reviews** and improved feedback processes
- **Ability to spot problems early** and act on them
- More **open and collaborative** ways of working as a team



Management apprentices create a virtuous circle

As there is more investment and training for employees, so businesses continue to grow and feel the tangible benefits.



Businesses take on apprentices to ensure future growth

Virtuous Circle

Businesses take on apprentices to help be future fit and ready by upskilling those they already have or by getting in the “next generation” of talent – it’s a scheme that looks to future opportunities.

We currently see high numbers of “accidental managers” as people are promoted based on technical competency rather than management competency.



Businesses take on apprentices to ensure future growth

Virtuous Circle

Taking on an apprentice is an investment in the future of the business – investing in the time to manage and mentor individuals over the course of 2 – 4 years.

Typically, these businesses are looking to grow through:

- Increasing the diversity of their workforce
- Bringing in new talent to the industry
- Upskilling existing talent to meet future needs of the business
- Taking advantage of new and emerging opportunities but lack the people, skills or experience to capitalise

We see this in the public sector as well as the private, especially as more public sector employers look to learn from the private sector to improve efficiencies, become more commercially minded and find revenue streams to supplement income and struggle with a skills gap of individuals.



Larger organisations have the infrastructure in place to recruit management apprentices externally. SMEs in particular are more likely to recruit internally for apprentice candidates – sometimes are the apprentice's initiative

INTERNAL RECRUITMENT

- Priority objective to meet skills gaps internally to ensure future fit and business readiness for the future
 - Introducing digital processes
 - Industries facing disruption that need to adapt and change
 - Finding better ways to manage existing processes
 - Knowing they need to change but unsure how to do so
 - Looking to hand over the business/ meeting 5 year plans
- Secondary objectives of employee retention and employee satisfaction
 - Identifying lack of opportunities for progression leading to employees leaving
 - Noticing the challenges of “accidental managers”
- Range of levels offered, including up to and including Level 7 and more instances of apprentices completing more than one apprenticeship Level (e.g. Level 3 then Level 5)
- Range from 1 apprentice to 100+ per cohort, majority skew towards a smaller cohort

EXTERNAL RECRUITMENT

- Priority objective to bring “the next generation” into the organisation and the sector - in particular more “diversity of thinking” and diverse backgrounds
 - Recognise the potential of a diverse workforce, especially if other in-take strategies have failed to deliver or are too slow (e.g. graduate in-takes)
 - In a race for the best talent or an industry that finds it challenging to recruit people in
 - Have a need to upskill and replace people leaving the industry
- Focusing recruitment on younger audiences and those who have not attended university - widening participation
- Typically focusing on Level 3 - 6 with tailored and bespoke programmes for each employer to ensure relevance
- Range of cohort sizes, typically at least 10 per cohort
- Requires a dedicated resource internally to manage process

One of the key challenges becomes accidental managers

Virtuous Circle

People who are often highly competent are promoted into management positions that they are not sufficiently trained or prepared for. As such, they can struggle to meet the needs of the business and potential risks emerge.

Highly competent and experienced in their area of specialism, but want to progress their careers. At the same time, their company may want to promote them but are concerned about the potential risk of someone without management skills taking on these roles.

This creates a significant tension and a barrier to individual progression – and in turn, business growth and success.



One of the key challenges becomes accidental managers

Virtuous Circle

It can take years of experiential learning and learning from mistakes to become a competent manager without any additional training or support and some never reach that level on their own. This becomes a significant challenge as businesses look to capitalise on growth and success to continue to grow and scale in the future.

This challenge is not unique to the private sector. If anything, it is more evident in the public sector where strong clinical, technical, or teaching skills are not always transferable to management.



Management apprentices are a solution to this skills gap

Virtuous Circle

These schemes are a valuable solution to help close skills gaps for employers and give employees the training they need to succeed in their roles and future roles.

Management apprenticeships are one of the few ways that this type of formal, practical, work-based training can be accessed.

This is particularly the case for smaller businesses who may lack the funding to sponsor third party training or business degrees for employees. There are few, if any, other viable options for this type of training for employees – including both internally and externally recruited apprentices.



Management apprentices are a solution to this skills gap

Virtuous Circle

Management apprenticeships are a significant improvement on traditional “one or two day training courses” that were previously the type of training on offer. The length of time, the networking and mentorship is as vital to embedding the skills and knowledge gained as the technical training itself.

The training is also valued for its adaptability to different settings – the apprenticeship to become a branch managers at a construction company is very different to that in the NHS or for a large FMCG.

For employers who pay into the Apprentice Levy, it is a good way to make sure that the funds paid in are used and benefited from.



Management apprentices create impact from almost day one

Virtuous Circle

Management Apprentices are able to create impact in their organisations from “module one”. There are three primary ways that this impact is felt: on the emotional attitude towards work and their role, the network and business community around them, and impact on personal and business performance.

IMPACT FOR THE APPRENTICE

- Impact on morale
- Impact on the network around them
- Impact on their career development

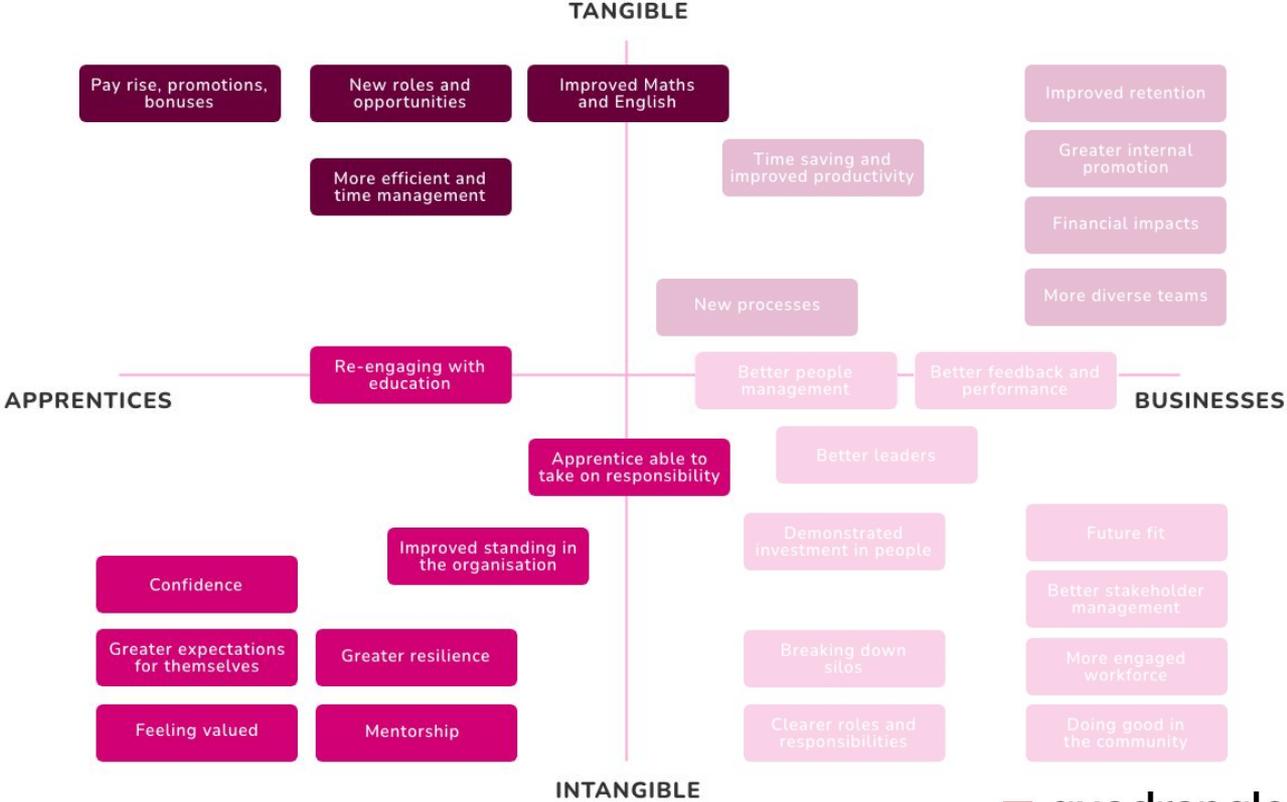
IMPACT FOR THE BUSINESS

- Impact on the workforce
- Impact on the business community
- Impact on business performance

Ultimately, these impacts turn into further success and growth for the business for the long term and greater growth and opportunities for the apprentice, making them a win-win situation for all parties.



The impacts for apprentices are mostly intangible



Apprentices experience multiple benefits

IMPACT ON MORALE

Significant emotional improvements about how they feel both about themselves, and their abilities, specifically:

- Improved confidence
- Feeling valued and supported
- Greater resilience
- Greater expectations of themselves

Apprentices really feel that the apprenticeship is transformational for them, opening up new opportunities for progression and personal growth.

IMPACT ON THE NETWORK AROUND THEM

Their role and recognition in their organisation and the social interactions with others changes for the better:

- Peer value where people see the apprentice differently or in a new light
- Improved standing in the organisation
- People having greater expectations of them
- People management
- Greater responsibility
- Mentorship relationships including the value of having and being a mentor
- Advocacy for the programme

IMPACT ON THEIR CAREER DEVELOPMENT

Apprentices see their careers fast track and accelerate, opening up new opportunities:

- Financial including through pay rises, promotions, and bonuses
- Removal of ceilings to progression
- Re-engaging with education
- Improved English & Maths skills (for those taking Level 3)
- More efficient and improved time management
- New roles and opportunities including faster progression both internally and externally

IN THEIR OWN WORDS:

*“I think the apprenticeship has had a huge impact on my working life. I started on the frontline so it was a very clinical role... **The apprenticeship enabled me to apply for jobs and have roles I would never have been able to have before that.** It essentially fast tracked me to a management position, whereas if I stayed in my previous role, I would have had to work years and years and years just to get to a position where I could have that management responsibility”*

NHS, Level 5

Impact on morale



Significant emotional improvements about how apprentices feel both about themselves, and their abilities. Ultimately feeling more invested in their own learning and their role within the company.

Developing themselves

- Employees universally acknowledged the impact that their apprenticeship had on them as an individual in terms of how they feel about themselves and their capabilities.
- Improved confidence was a common theme, particularly being able to “speak up” in meetings more with senior stakeholders. This additional confidence also led them to taking on greater roles and responsibilities within their organisation.
- The apprenticeship stretches individuals, especially for those who have been out of education for some time, re-engaging them with education and the learning process. This in turn helps to build resilience and the ability to take on new challenges.
- For some, it gives them the confidence to look for a new role and opportunity.

Bringing out the best in them in the workplace

- Feeling valued and invested in was a common theme, feeling noticed for their capabilities, enthusiasm and dedication to learning and personal development.
- In turn, they feel more engaged in their role and more empowered to solve problems and take initiative.
- Through their technical training and the skills they gain, they have greater expectations of themselves and what they feel they can achieve.

Impact on the network around them



Their role and recognition in their organisation and the social interactions with others changes for the better:

Building and developing their own network

- Improving line management skills is a key focus and benefit of apprenticeships – especially Level 5, 6 and 7. These additional skills in line management include implementing 360 feedback, spotting performance issues sooner and more structured feedback processes.
- In addition, the mentorship aspect of Apprenticeships give them access to senior leaders in the business to learn from and continue to develop. Several apprentices then also go on to mentor others within the business.
- Advocacy for apprenticeships has become important for a few, actively speaking at local community events or local colleges to communicate the impact and value of apprenticeships.
- The networking aspect with other companies through provider events and during the apprenticeship is also highly valuable, helping to develop their professional network.

Impact on the network around them



Their role and recognition in their organisation and the social interactions with others changes for the better:

Finding their role within the network

- The benefits of apprenticeships extend beyond the immediate individual and their team to the wider network.
- Peer value and improved standing within the organisation was shared multiple times – both from employers but also by employees who felt they were better regarded in the business following their apprenticeship.
- Several apprentices have achieved promotions as a result of the apprenticeship which helps give them a new role and standing within the organisation.
- Stakeholder management techniques were a key technique and benefit to come from the apprenticeship. Including stakeholder mapping exercises, identifying potential “supporters and saboteurs” and who to engage, and how and when.

Impact on their career development



Apprentices see their careers fast-track and accelerate, opening up new opportunities:

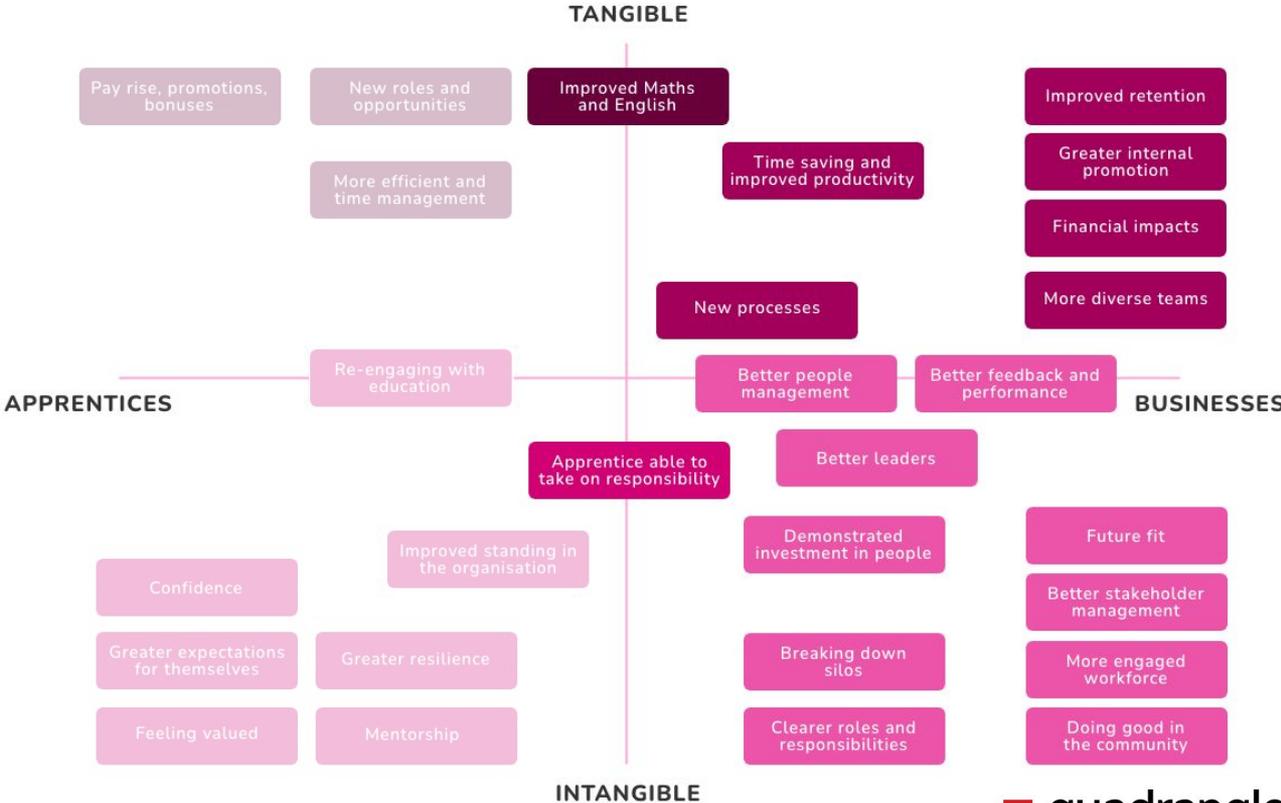
Financial impacts

- Several apprentices achieved significant financial impacts as a result of their apprenticeship including pay rises and promotions, including:
 - Three new job roles, each building on the other to achieve a £40,000 pay increase moving from front line NHS to leading change management projects for NHS England
 - An increase of £6,000 for completing the apprenticeship
 - Promotions from entry level to branch manager within 6 years
- These financial impacts are a reflection of the greater skills and experience that the apprenticeship develops. Those who have not yet had a promotion or pay rise, are hopeful of one in the future and anticipate the apprenticeship will help them to achieve it.
- The apprenticeship helps to “fast track” apprentices to success.

Better ways of working

- The apprenticeship helps improve ways of working, including:
 - Time saving measures through implementing new (often digital) processes
 - Improved English and Maths skills (for those taking Level 3 as part of the foundation preparation)
 - More efficient teams through better project management, task allocation and team management.
 - Improved project management and organizational skills
- These improved ways of working help them to perform more successfully within their role as well as spotting future opportunities for improvement and change.

Businesses see both tangible and intangible benefits



The benefits to businesses are significant

IMPACT ON BUSINESS PERFORMANCE

Seeing real change implemented across the business that turns into improvements against key metrics.

- Improved retention
- Internal promotion
- Time saved
- New processes (digital etc.)
- Financial impacts (cost savings, reduced costs, increased sales, more efficient processes)
- Better prioritisation of tasks
- Better stakeholder management
- Improved productivity
- Future fit / future readiness

IMPACT ON THE BUSINESS COMMUNITY

A ripple effect out to the wider business community including outside the business to the local community and suppliers.

- Doing something good for the community
- Networking across the business, greater connection across the business
- Breaking down internal silos
- More diverse teams (diverse incl. diversity of thought, backgrounds, ethnicity etc.)

IMPACT ON INDIVIDUALS

More confident, engaged employees invested in their role and in the future with the company, improving retention and wellbeing.

- A more engaged workforce who you have greater confidence in
- Better feedback leading to better performance
- Better leaders
- Clearer roles and responsibilities
- Demonstrating you invest in your people

IN THEIR OWN WORDS:

“It’s raised her game. It’s increased her capability and what she can tackle. She can do things now that she couldn’t have done before.”

Employer, Learning and Development

“This is where the lifechanging stuff comes in.”

Employer, Supply Chain Management

“It’s had a profound effect on the business. I can’t think of a part of the business it hasn’t affected”

Employer, Business Services

Impact on individuals



More confident, engaged employees invested in their role and in the future with the company, improving retention and wellbeing.

Becoming better leaders for the future

- Apprentices are the business leaders of the future – with paths to progression from Level 3 all the way up to Level 6 and even Level 7.
- They are able to use their skills and experience to fast-track their career and be better leaders and advocates for their team and for the business. The business is able to trust in the individual to perform and to continue to improve, taking on additional responsibilities and roles.
- By investing in their people, these future leaders feel more engaged and purposeful in their role and can see a path forward for them within the business.
- Their interpersonal skills develop further, bringing their improved confidence and business acumen to their role. Ultimately creating a team that the business can have confidence in.
- In some cases, in SMEs, the apprentices are being trained to become partners in the business and future MDs. The roles that apprentices go on to fulfil are meaningful roles with real potential.

Impact on individuals



More confident, engaged employees invested in their role and in the future with the company, improving retention and wellbeing.

Improving feedback, learning and development

- New HR and feedback systems, particularly 360 feedback, and improved learning and development systems came through consistently, especially for Level 5 and Level 6 apprentices.
- Apprenticeships help to create a culture of learning and development within the organisation, engaging and inspiring others as they bring what they learn into their role and share with the business.
- Taking on review and develop these programmes were used by several apprentices as a specific project they completed as part of the apprenticeship.
- These typically involved:
 - Revising the timing to align with financial points through the year
 - From an ad-hoc and informal system to a formal structure
 - 360 feedback so feedback is gathered not only from immediate managers but from across the business
- The impact of these is seen in more engaged teams, better retention, reduced churn, more “refer a friend” recommendations, improved responses from recruiters on LinkedIn. All in helping to create a more stable and engaged workforce.

Impact on the business community



A ripple effect out to the wider business community including outside the business to the local community and suppliers.

Immediate business community

- One of the vital ways that apprenticeships impact businesses is by helping to recruit and retain people from more diverse backgrounds, especially those for whom university education would not have been the right route to success.
- The impact of this is starting to be seen in some larger companies with sizable cohorts of apprentices:
 - An increase of female apprentices with 38% female management apprentices compared to 12% in more “traditional” entry level routes
 - Giving people who do not have degrees the opportunity to continue to degree level education via an apprenticeship
- In addition, the holistic nature of apprenticeships helps to break down internal silos, building connections across the organisation either through rotations or by working with other teams or other apprentices completing the same apprenticeship.

Impact on the business community



A ripple effect out to the wider business community including outside the business to the local community and suppliers.

Outside the business

- Some businesses noted the impact that apprentices have on the wider community including with suppliers, other partners and beyond.
- Some large employer-providers are able to take on and train apprentices from other local SMEs to help give them a chance to gain the benefits of apprenticeships.
- In addition, they are working with suppliers to share information and technical skills to improve ways of working and new systems to help improve ways of working for both the employer and the supplier.
- In one case, the business encourages apprentices to take part in managing a project that directly benefits the local community as their final project or stretch project. This is part of how they give back to the local community and support the communities they operate in. Without the apprenticeship there would not be a formal way for this level of local engagement to happen.

Impact on business performance



Seeing real change implemented across the business that turns into improvements against key metrics.

Financial impacts

- It can be a challenge to put a figure on the exact financial impact of apprentices, however, employers agree that it is good for the business and there is a return on the time investment in the apprentice.
- Specific, measurable financial impacts include:
 - Improved cash flow through better financial management
 - Increased revenues by over £200,000
 - Increased membership subscriptions by 10% (including therefore an increase in fees)
 - Cost savings from improved negotiation with suppliers
 - Improved processes saving £5000 - £10,000 annual for a GP practice
- Other businesses are expecting to see additional financial impacts in the future as the skill and development begins to “bed in” to the business and the impacts of new processes start to be felt.

Impact on business performance



Seeing real change implemented across the business that turns into improvements against key metrics.

Future fit and ready for the future

- Apprentices are an investment in time in the businesses future, ensuring that the “next generation” of talent is brought into the business earlier. The impact of this will be seen in the coming years but businesses are seeing:
 - Better processes and management
 - More modern management strategies (especially digital)
 - Better prioritisation of tasks
 - Improved productivity of employees
 - Improved retention and reduced churn
 - Internal promotion, less loss of knowledge
 - Improved stakeholder management
- Overall, there is expected to be further, measurable impacts on the business into the future.

However, it is not all smooth sailing

There are challenges for businesses and apprentices when it comes to managing and completing the apprenticeship

Apprentices	Businesses
<ul style="list-style-type: none">● Time management and time pressure● Face-to-face vs virtual sessions● Repetitive materials	<ul style="list-style-type: none">● Bureaucracy and paperwork● Internal resource to manage apprentices● Time invested into the apprentice● Tailoring the programme to business needs● Changing and transitioning between providers● Inability to share levy funds with SMEs the business has a connection to, limiting reach● Inability to spend levy funds to cover bank staff to enable clinical staff to take time out for the apprenticeship

Significant challenges for apprentices



Apprentices were highly positive of the experience, however, there were three areas that proved a challenge

TIME MANAGEMENT

- Time management and the amount of time needed to complete the apprenticeship was often underestimated at the outset, requiring evening and weekend hours in addition time in-role
- The ability to “protect” the 20% time in-role could be a challenge, especially in high pressure industries and those working with tight deadlines
- Several apprentices needed to “extend” the time taken to complete the apprenticeship, from aiming to complete in a year or 18-months to two years+, in some cases
- Many apprentices credited supportive managers who were able to help ensure they had the time available to them to study and complete the apprenticeship

FACE-TO-FACE VS VIRTUAL

- The majority of the apprentices interviewed had completed their apprenticeship during the Covid-19 pandemic, meaning that face-to-face learning moved to virtual learning during part of the course
- Apprentices saw greater value in the face-to-face aspects of the course, helping to facilitate networking, improving their ability to learn, and with fewer distractions (i.e. fewer distractions compared to dialling in from the office or from home)
- The ideal situation going forward is to have a mix of on-site and off-site, virtual learning

Significant challenges for apprentices



Apprentices were highly positive of the experience, however, there were three areas that proved a challenge

REPETITIVE MATERIALS

- A minority, particularly those who had disrupted learning during Covid or who have completed multiple apprenticeships felt that the materials could be repetitive between modules
- With less disruption due to Covid-19 going forward this issue should be alleviated
- In addition, apprentices completing apprenticeships “back-to-back” anticipate there may be some repeated materials for the benefit of those who have not completed previous apprenticeships
- Ensuring clear “what this apprenticeship will cover” and which modules have overlap between apprenticeships could help lessen apprentices applying for apprenticeships that are less appropriate in favour of more “bitesize” or additional short courses.

Significant challenges for businesses



The amount of time to manage the apprenticeship and the level of bureaucracy and paperwork is a challenge for businesses

BUREAUCRACY AND PAPERWORK

- The amount of paperwork to submit and navigate is a considerable barrier to taking on apprentices – especially for SMEs who are taking on small numbers of apprentices
- The bureaucracy is actively off-putting for some SMEs who feel they need additional help and support to navigate it
- Even larger enterprises and organisations who are familiar with the application system find it frustrating and overwhelming – especially when compared to other, simpler, government forms and applications

INTERNAL RESOURCE TO MANAGE

- Larger organisations with larger cohorts of apprentices typically have someone within HR or Learning and Development with overall responsibility for apprentices – in some cases, there is even an apprentice manager if they are taking on 100s of apprentices across disciplines
- This is a considerable investment by the business in managing these apprentices and liaising between providers, submitting applications and external recruitment
- Even for smaller SMEs there is a need to manage the process and handle the logistics which requires time and effort to set up, manage and navigate

Significant challenges for businesses



The amount of time to manage the apprenticeship and the level of bureaucracy and paperwork is a challenge for businesses

TIME INVESTMENT

- The time investment of both internal mentors and the apprentices can feel significant, especially for SMEs where it can be a considerable loss of resource for over a year
- Time is a valuable commodity for businesses, especially considering that many are understaffed in the current climate (both private and public sector)
- This time investment is believed to be beneficial and pay off in the long run, but the short term loss of time is something additional to manage – even though apprentices start to make an impact from the first modules

Finding the right provider

Providers changing which apprenticeships are offered or no longer being able to offer face-to-face or tailored apprenticeships can be a challenge

Tailoring the apprenticeship

Several larger organisations have tailored their apprenticeship to their business ensuring it is relevant and meaningful to employees, there is a desire to continue to do so, however, some providers are no longer able to offer this, causing employers to seek new providers.

In particular, this has been the case for one employer where the local provider is not longer offering the apprenticeship or willing to offer it as a tailored apprenticeship for the company – and offer it on-site and face-to-face. This limits their ability to continue to offer the apprenticeship to their employees as the only solution is fully remote and online.

Transitioning between providers

Several businesses expressed frustration with having to switch and transition between providers due to changing apprenticeships and offers.

This transition between providers can cause inconsistencies in the training provided and confusion about exactly what the apprenticeship is, what it includes and the level (for example, whether or not Level 7 is an “MBA” or not, if becoming a Chartered Manager is included or not).

Ultimately, finding and keeping the right provider is crucial to the longevity of apprentices for employers and continuing to apply for and enrol apprentices

Greater flexibility for use of funds

The current structure of how funds can be spent is perceived to be rigid, if this were more flexible, it could potentially open up additional routes to apprenticeships

Limits on transferring the levy funding to known businesses

One business commented how they are open to levy transfer to enable more apprentices in their industry to access apprenticeships and to benefit from the training and funds available which SMEs are not always equipped to manage directly.

However, this business is not always able to do so, due to their existing relationships with the potential SMEs. This limitation prevents the levy transfer to the SME and prevents the business from being able to provide and facilitate the apprenticeship on their behalf as an apprentice provider.

If this could be possible, the business believes it would enable more SMEs to take on apprentices, thus helping to drive up the number of apprentices in the industry and upskill the industry as a whole.

Greater flexibility for use of funds

The current structure of how funds can be spent is perceived to be rigid, if this were more flexible, it could potentially open up additional routes to apprenticeships

Using the levy to cover bank or agency staff

Anecdotally, clinical staff are often “accidental managers”, promoted due to their clinical skills and experience and would benefit from apprenticeships in management.

However, for those in the NHS, freeing up time for clinical staff to take part in apprenticeships is a significant challenge as many trusts are understaffed and do not want to potentially increase wait times, cause additional delays or create unsafe staffing levels.

One potential solution would be to use levy funding to pay for additional agency or bank staff to cover the time out of the trust the apprentice would need to have in order to complete the apprenticeship.

This would help to increase the number of clinical staff who are able to take on, and complete, apprenticeships. Currently it is (anecdotally) easier for management staff and support staff to be “freed up” to take part in apprenticeships.

Future KPI development for better measurement

Making ROI and evaluating the impact of an apprenticeship could be included in final submissions and evaluations, forcing measurement and collection of this data. This would give an improved bank of evidence and data on the tangible impact of apprentices.

RETENTION AND IMPROVED PERFORMANCE

Length of tenure increases, improved performance in feedback

SPEED OF PROGRESSION

Average time to promotion of apprentices compared to non-apprentices

TIME SAVING

Evidence from timesheets where time is spent and any time savings of tasks

FINANCIAL IMPACTS

Cost savings from new processes, improved working with suppliers/negotiation

MORE DIVERSE TEAMS

Changes in workforce demographics

NEW PROCESSES

Impacts of new suppliers, time saved through digital processes