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# MAXIMISING YOUR APPRENTICESHIP LEVY

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## Introduction

The apprenticeship levy provides opportunity to maximise apprenticeships within the NHS. When procuring apprenticeship programmes, this resource will help you to consider ways in which you can get more for your learners and explore different routes to add value to programmes and maximise the levy fund.



### Transfer a percentage of your apprenticeship levy to another employer

#### Lancashire Teaching Hospitals NHS Foundation Trust

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From April 2019, employers can transfer up to 25 per cent of their apprenticeship levy to another employer to support with apprenticeship delivery.

When the transfer option was announced, Lancashire Teaching Hospitals NHS Foundation Trust (LTH) started conversations with their local clinical commissioning group (CCG) about how LTH could transfer part of their levy to the CCG. LTH and the CCG have agreed that the transfer of levy funds will support the following three apprenticeships in the CCG:

- Level 4 public relationships apprenticeship
- Level 3 business admin apprenticeship
- Level 3 finance apprenticeship

This equates to around £30,000 of apprenticeship activity.

Although not yet complete, the trust has so far found the process fast and efficient. It anticipates outcomes will include keeping money within the NHS and an opportunity to pilot how they may want to use levy transfers in the future. For example, LTH is part of the Lancashire and South Cumbria Sustainability Transformation Partnership (STP), which is considering how they can all transfer a percentage of each of their levies to support apprenticeships within the STP.

## Negotiate extras with training providers as part of the apprenticeship



### Northern Lincolnshire and Goole NHS Foundation Trust

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Northern Lincolnshire and Goole NHS Foundation Trust has moved away from a one-size-fits-all model of delivery and negotiated extras to tailor its apprenticeship programmes.

This was achieved when the head of people development created a process that added value from training packages and made the apprenticeship programmes more relevant, compared to traditional development schemes.

Having strong relationships with Higher Education Institutes (HEIs), and a knowledge and understanding as to what can be procured as part of the apprenticeship, allowed the trust to negotiate extras.

For example, as part of a level 3 apprenticeship programme for clinical leaders and ward managers, the trust removed the NVQ element and replaced it with bespoke workshops based on the trust's training needs for managers, which included sessions on the 360-healthcare leadership tool, ACAS difficult conversations and mental health first aid.



## Drive the market by procuring and negotiating collaboratively

### Berkshire Healthcare NHS Foundation Trust

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Across the Thames Valley region, 12 organisations agreed to conduct a collaborative procurement exercise for approximately 360 trainee nursing associate apprenticeships. Aiming to continue their successful partnership model from the trainee nursing associate pilot programme, the key enabler to working collaboratively was to trust each other and accept decisions made to progress the procurement exercise.

Three HEIs were procured, all of which worked together to develop the trainee nursing associate apprenticeship programmes. The group expressed a clear requirement for this approach as it added quality and value to the programme.

Procuring and negotiating collaboratively has supported the Thames Valley region with driving the local market for NHS organisations to procure apprenticeship programmes, and boost trainee nursing associate apprenticeships. It has also led to three neighbouring trusts in the region continuing to procure collaboratively for the nursing degree apprenticeship programme.

## Work closely with procurement and finance teams



### East Kent Hospitals University NHS Foundation Trust

To support collaborative working between the apprenticeship, procurement and finance teams, an apprenticeship levy working group was set up at East Kent Hospitals University NHS Foundation Trust.

This was chaired by the apprenticeship project lead, who took accountability for building a comprehensive understanding and knowledge base for procuring and financing apprenticeship services. It was in this working group that conversations took place as to what roles and responsibilities procurement and finance would have, and that both teams would only be brought in when required, so that support did not become onerous. This agreement has worked well and both procurement and finance are well engaged.

Working collaboratively with the procurement and finance teams has supported the following outcomes:

- Reduced procurement time from six months to two months.
- Management of six procurement exercises, all of which have been successful.
- Able to access knowledge and expertise from procurement and finance teams with more complex procurement exercises.



## Include apprenticeships in your workforce planning to maximise them

### University Hospital Southampton NHS Foundation Trust

University Hospital Southampton NHS Foundation Trust (UHS) has embedded apprenticeships into its workforce strategy to support workforce supply shortages, training needs and benefit services. The trust has undertaken a number of activities to support this, including:

- A review of training needs
- Identification of trust-wide contributions to the levy, and understanding of how this contribution is being spent
- Created a comprehensive managers' guide to include a visual representation of all apprenticeships available.

The visual guide has been replicated across nursing and allied health professionals within the trust. This resource is shared in conversations with managers (and individuals) to support them with understanding the career pathways available for apprentices within the organisation.

As a result, the trust has seen more managers approaching the apprenticeship team to recruit apprentices within their divisions and has had an increase in staff asking which apprenticeships are available to them.



## Subcontract up to £2,500 per trainee nursing associate to cover clinical placements

### Berkshire Healthcare NHS Foundation Trust

The Education and Skills Funding Agency (ESFA) has permitted apprenticeship levy funding to be used to cover the cost of clinical placements for trainee nursing associate apprentices. Trainee nursing associate apprentices are required to undertake mandatory clinical placements in settings other than the primary place of employment, and up to £2,500 of the levy (per trainee nursing associate) can be subcontracted back from the higher education institute (HEI) and used to cover the costs attributed to this.

Berkshire Healthcare NHS Foundation Trust has utilised this by subcontracting £2,500 per trainee nursing associate from the university they work with to fund a learning environment lead within their trust. Their role is to support trainee nursing associates' learning needs and placements, as well as other local clinical training support.

Subcontracting was included as part of the procurement of the trainee nursing associate programmes. Getting the contract in place and agreeing the terms was a challenge, but support from the trust's procurement lead ensured that the learning and development team had expert advice and were assured to approve the contract.

Being well-supported and having a learning environment lead has helped the trust to increase their trainee nursing associate numbers from the pilot, and they're considering how they can increase these numbers again next year.

## Become a training provider



### Greater Manchester Mental Health NHS Foundation Trust

Greater Manchester Mental Health NHS Foundation Trust has been delivering apprenticeships since 2011. Prior to the apprenticeship levy this delivery was under subcontract funding with Skills for Health. The levy reforms brought the opportunity to deliver the trust's own apprenticeship training and they applied to the register of apprenticeship training providers.

In March 2017, the trust received notification that its application to become an employer provider was successful, since then its apprenticeship programmes have gone from strength to strength. Apprenticeships are embedded into the trust's workforce strategy and supported by the board's commitment to grow its own talented workforce. The trust delivers a variety of programmes internally and works with external partners to provide a variety of clinical and non-clinical apprenticeship opportunities from levels two to seven.

## Additional apprenticeship resources

### Apprenticeship levy transfer briefing

<https://www.nhsemployers.org/case-studies-and-resources/2019/04/apprenticeship-levy-10-per-cent-transfer-briefing>

### Using your apprenticeship levy

[www.nhsemployers.org/case-studies-and-resources/2018/03/using-the-apprenticeship-levy](http://www.nhsemployers.org/case-studies-and-resources/2018/03/using-the-apprenticeship-levy)

### Using the levy to embed apprenticeships - case study with Northern Lincolnshire and Goole NHS Foundation Trust

[www.nhsemployers.org/case-studies-and-resources/2018/07/we-used-the-levy-to-embed-apprenticeships-across-the-trust](http://www.nhsemployers.org/case-studies-and-resources/2018/07/we-used-the-levy-to-embed-apprenticeships-across-the-trust)

### Embedding apprenticeships off-the-job training - case study with Greater Manchester Mental Health NHS Foundation Trust

[www.nhsemployers.org/case-studies-and-resources/2018/09/embedding-apprenticeship-off-the-job-training](http://www.nhsemployers.org/case-studies-and-resources/2018/09/embedding-apprenticeship-off-the-job-training)

### Degree apprenticeships: what employers need to know

[www.nhsemployers.org/case-studies-and-resources/2017/12/guide-to-degree-apprenticeships](http://www.nhsemployers.org/case-studies-and-resources/2017/12/guide-to-degree-apprenticeships)

For further information, resources and guidance, visit [www.nhsemployers.org/apprenticeships](http://www.nhsemployers.org/apprenticeships)

## Contact us

For more information on how to become involved in our work:

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