APPRENTICESHIP LEVY
DEVELOPING MANAGEMENT PRACTICE
OPERATIONS / DEPARTMENTAL MANAGER APPRENTICESHIP
Maximising your return from The Apprenticeship Levy

The Apprenticeship Levy is paid by all businesses in England with a payroll over £3 million. It can then be used to procure apprenticeship training from Henley Business School at the University of Reading or other Government-approved training providers using the Digital Apprenticeship Service.

What it means for businesses

The Apprenticeship programme is an ambitious one which no major organisation can ignore as it will enable employers to:

• Address skills gaps and create a talent pipeline for the future
• Reskill employee’s skills and gain qualifications as the business changes with disruption
• Support social mobility by attracting and retaining people from diverse backgrounds.

Henley Business School and EY have been adopting these benefits and supporting other organisations to do this. We have formed a strategic collaboration to focus initially on leadership with other skills disciplines to follow.

Henley and EY recognised the potential power of the levy as a strategy to power leadership development. We know that one of the biggest challenges faced by businesses in enhancing productivity and growth, is the ability to develop current and future leaders. Leaders with the agility and adaptability to handle the diverse and complex challenges facing businesses today.

A powerful collaboration

To address this challenge, Henley and EY have developed a strategic alliance. This brings together Henley’s world renowned academic expertise as a triple accredited business school, with EY’s experience of delivering practical transformation solutions to address clients’ strategic business challenges in global industry sectors. Together we can help you to harness the potential power of the Levy. These programmes are carefully designed to deliver enhanced capability aligned to the transformation and performance needs of your business.

Equipping managers for the future world of work

The leader of tomorrow will need to be comfortable managing a team of people and robots, using analytics to run the business and make decisions, while communicating complex information and creating a network of internal and external advocates. Our programmes are designed to respond to these conditions and equip leaders to handle the challenges ahead.

Did you know ...

Octopuses are well known for their intelligence, they use their colour changing ability to ward off predators and communicate with other octopuses.
Who is the programme for?

Our Developing Management Practice (DMP) - Operations / Departmental Manager Apprenticeship programme is designed for managers at all levels, working with teams or projects; from experienced senior managers with no previous development, to new managers transitioning from a functional role.

We can deliver this programme on your premises or at one of our own facilities nationwide, or at Henley’s historic Greenlands campus on the banks of the River Thames. This flexibility extends to the content of the programme itself, which we approach with your organisation’s requirements in mind.*

The programme has been developed around work based learning; your employees will be able to address live workplace projects as part of their learning journey, undertaking development work that is of direct value to your business. Face-to-face learning comprises one small part of the programme. Much of our learning is designed to be carried out where learners are, using our flexible online and mobile systems.

*Closed cohorts could be delivered in your own offices
Benefits to the individual

Programme members will develop essential management and people skills that enable them to support others through change, manage conflict, improve performance as well as enhance their communication and teamwork skills. The programme offers a personal development journey that will allow them to benefit from the confidence and clarity that comes from understanding their own strengths.

Benefits to the organisation

Whether you elect to send one participant or make this programme an intrinsic part of your management development approach, this programme will deliver real results to your organisation. It will set your managers on a path to senior leadership responsibility and help them and their teams to achieve the results required.
Programme structure

The DMP is a 15 month programme (including time for the End Point Assessment). It uses a blended learning method with a combination of face-to-face and online learning. The first two modules will have teaching sessions either on site at our Greenlands Campus in Henley or can be delivered off site for closed cohorts depending on client preference.

Off the job training

To meet the requirements of an apprenticeship, learners need to spend a minimum of 20% of their time in developing off the job. A small portion of this time is taken with face-to-face learning, some learning can be carried out by learners where and when it suits them, but the large majority is spent working on a current work problem or project and doesn’t have to take place out of the office. Henley will work with you and the individual to help identify projects and assignments that are relevant to their academic learning. Work-based practice is a key component of the programme and a work based learning tutor will be in regular contact with each learner.

Guided self-study

Participants may wish to invest some of their personal time. Guided self-study is set by Henley’s academic team and may involve short webinars or reading recommended sections of core texts and relevant case studies. As well as compulsory learning, participants are given optional recommended reading and, as with all Henley programmes, they’ll have access to the Academic Resource Centre with many references available on line. This academic rigour ensures they develop both their knowledge and understanding of the contextualised business challenges.
Developing Management Practice 1
The module aims to prepare learners to:
• Develop their understanding of the leadership journey present and future, current leadership theories and personal thought leadership
• Explore change models and how to support themselves and others through the transition
• Explore the stages of team development, the characteristics of high performing teams and what is required of the leader at each stage
• Identify the key values and motivators, understanding how their leadership and communication styles impact on others motivation.

Developing Management Practice 2
The module aims to help learners to:
• Further develop their understanding of the leadership journey present and future, current leadership theories and personal thought leadership
• Explore functions of performance management and the implications for team effectiveness
• Identify preferences for handling conflict and develop strategies to positively handle this in the workplace
• Identify key stakeholders and their roles within an organisational context.

Managing a Project
This online module is self-taught and encourages programme members to develop and learn how to:
• Analyse, plan, implement and evaluate the management of a project
• Identify and apply knowledge of Operational Management into a project context
• Demonstrate understanding of financial and budgetary considerations in project planning
• Undertake decision-making activities which engage all stakeholders in the delivery of project objectives
• Evaluate the impact and effectiveness of the project against KPI’s and organisational strategic objectives, and provide project evaluation reports.

Did you know ...
Healthy coral reefs are among the most biologically diverse and economically valuable ecosystems on the planet. The value of coral reefs globally is $9.9 trillion USD.

The Henley experience

The Henley experience blends the development of knowledge, personal skills and behaviour with state-of-the-art teaching and learning environments and an inheritance of strong belief that the role of wealth creation in society is to better everyone rather than just the few.

The Henley way is highly practical, collaborative and academically rigorous. We develop confident leaders and professionals who are able to take a fresh perspective and have the energy, capability and resilience to ensure that they and their organisations are successful.

The Henley way:

Engagement
We engage with you at the deepest level, fostering a shared spirit of curiosity, exploration, investigation and learning. We collaborate with you in order to challenge assumptions and mindsets, and get to the heart of the real business issues you face.

Awareness
By creating a safe environment that promotes self-reflection, you are able to ask yourself those crucial questions that allow you to learn more about what informs your strategic business decisions and actions.

Alignment
We work closely with you to diagnose your strategic individual and organisational aims. We then identify programmes that are best aligned to these goals, or we can co-evolve a learning design specifically aimed at achieving these strategic outcomes.

Rigour & relevance
We draw on world-class research and originate leading-edge thinking – but theory remains theory unless it is applied to real-world business. All of our programmes are delivered by experienced faculty who integrate academic rigour with commercial application. What you learn translates into business results.

Trust
Our customers rely on our long history and global reputation for successful executive development. These strengths underlie our responsible and collaborative way of working with you to co-create the very best executive learning experiences and commercial outcomes.

The Henley Way is much more than a set of principles. It is ingrained in our spirit and fundamental to our purpose and heritage, characterising the way we can help you to deliver exceptional performance. At Henley we know we cannot just be exceptional – we are here to help you become exceptional.
How to apply

Applications are done through your company nominations. Each candidate put forward will have an initial ESFA (Education & Skills Funding Agency) check that will establish whether they are eligible to receive apprenticeship funding.

Once those nominations and checks have been done, an online application will be sent to the prospective learner for them to apply online. Our Business Development team are available to help should individuals need any support with this.

In addition to the candidate’s application, contracts between the three parties will also need to be signed before students can successfully enrol onto the programme.
DISCLAIMER

This brochure was issued in November 2018 and is aimed at prospective clients wishing to apply for a place or places at the University of Reading ("the University") and start an Apprenticeship Levy course. The brochure describes in outline the courses and services offered by the University. It makes every effort to ensure that the information provided in the brochure is accurate and up-to-date at the time of going to press (November 2018). However, it may be necessary for Henley to make some changes to the information presented in the brochure following the publication — for example, where it is necessary to reflect changes in practice or theory in an academic subject as a result of emerging research, or if an accrediting body requires certain course content to be added or removed or otherwise in accordance with the rules of the Employment and Skills Funding Agency. To make an informed and up-to-date decision, we recommend that you check henley.ac.uk/executive-education/apprenticeship-levy for information.

The University undertakes all reasonable steps to provide the services (including the courses) described in this brochure. It does not, however, guarantee the provision of such services. Should industrial action or circumstances beyond the control of the University interfere with its ability to provide the services, the University will take reasonable steps to minimise any disruption to the services. Henley Business School and EY are working in collaboration to support the provision of Levy Apprenticeship courses.

All courses are Henley Business School courses and are not accredited by EY. EY is not an awarding body and is not on the Education Skills Funding Agency (ESFA) register of apprenticeship training providers.

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