

APPRENTICESHIP LEVY

**Transformative apprenticeships
in an inspiring environment.**



Henley
Business School



Making the most of the 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.

The Levy aims to address a skills crisis in the UK labour market with official figures showing a potential shortfall of almost 200,000 new managers a year.* It is a Government programme designed to boost productivity and competitiveness in England by investing in skills development. This means not just the technical skills traditionally associated with apprenticeships but also high-level executive and management training. Funding is now available to include Levels 6 to 7 (Undergraduate and Master's levels).

*Based on IER estimates in Working Futures 2012-2022, UK Commission.

Employers who are committed to training will be able to get back more than they put in, with the difference topped up by the Government. However, funds which are not spent will, from April 2019, be lost on a monthly rolling basis and made available for other businesses to use, so it's important to act quickly.

What it means for businesses

The Apprenticeship programme is an ambitious one that no major organisation can ignore. It will enable employers to:

- Address skills gaps and create a talent pipeline for the future
- Re-skill employees and gain qualifications in response to business changes
- Support social mobility by attracting and retaining people from diverse backgrounds.



Henley and EY: a powerful collaboration

To help companies maximise their return from the Levy, Henley Business School and EY have come together in a strategic collaboration. This combines Henley's world-renowned academic expertise as a triple-accredited business school with EY's experience of delivering practical transformation solutions.

This collaboration is perfectly positioned to address one of the biggest issues faced by organisations – how to develop current and future leaders with the agility to handle the diverse challenges facing businesses. The leaders of tomorrow may 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.

Together, Henley Business School and EY can help you to harness the potential power of the Levy. We can work with you to create compelling programmes of leadership development at all levels. These are carefully designed to deliver enhanced capability aligned to the transformation and performance needs of your business.

Initially the collaboration will focus on leadership but other skills disciplines will follow with the aim of widening access to professional development.

Focusing on leaders

We focus on six leadership characteristics identified as essential to face the challenges of the future. These have been identified by the Global Leadership Forecast (2018), produced by EY with Development Dimensions International and The Conference Board, which integrates data from over 25,000 leaders in 2,488 organisations.

- **Leaders at the Core** - leadership and talent are top of the agenda for CEOs and the readiness gaps continue to be significant
- **Digital & Data** - how a digital and data-rich business context accelerates the need to build the right capabilities to thrive
- **Growth & Potential** - the need for proven practices which aggressively develop leader talent and bench strength through a robust learning and growth engine
- **Leader Diversity** - understanding and advancing gender, generational and thought diversity in leaders to achieve the diversity dividend
- **Cultural Drivers** - the powerful forces that can propel - or if lacking, will undermine - rapid disruptive change
- **The HR Opportunity** - the need for HR to elevate and extend its influence on business outcomes to deliver on this strategic agenda.

A deep impact on your business

Successful organisations will be those that anticipate and invest in the capabilities of their leaders to adapt and grow with the business. Most realise this and are looking to apprenticeships as a way to deliver while maximising the benefit to the business.

Henley Business School programmes are designed to equip Leaders and Managers with core skills as well as inspire them to question convention and become agents of innovation and change. Henley has long-established expertise in delivering innovative Executive Education programmes and is a part of the University of Reading, which is an approved provider of Apprenticeship Levy services to the Education and Skills Funding Agency.

This fits seamlessly with EY's purpose to build a better working world. EY can provide deep insight into sector specific trends and challenges with a global outlook. This brings a wide range of influences to our leadership work and technical specialism across all areas of business and all stages of the employee lifecycle. EY works with companies to address complex issues related to transformation, employee life-cycle management, talent deployment and mobility, evolving and virtual workforces and the changing role of HR.

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.

Costanza, R., R. de Groot, P. Sutton, S. van der Ploeg, S. J. Anderson, I. Kubiszewski, S. Farber, and R.K. Turner. 2014. Changes in the global value of ecosystem services. *Global Environmental Change* 26: 152-158. reefresilience.org/coral-reefs/reefs-and-resilience/value-of-reefs/

Together, we deliver:

- A **high-quality** academic education rooted in the latest thinking. Our academics continually update the curriculum based on up-to-date research and thought leadership. As a triple-accredited business school this quality of provision is externally certified.
- A direct contribution to business **value** through a learning experience which focuses on handling real business issues with participants tackling a live strategic issue as part of their on the job learning.
- Current, relevant and reliable **knowledge** built on the experience of our two leading global organisations. As a collaboration between an elite business school and a global consultancy firm, we offer deep understanding of the marketplace, the needs organisations have of their leaders and their likely future requirements.
- Solutions and services embedded in **your strategy**. Learners are required to focus on issues that are relevant to your organisation and we work with you to help identify people who will have the most benefit from the programme and those whose participation will have the greatest impact on the organisation.
- **Analysis and reporting** on the progress of learners, both in terms of their academic performance and their engagement.

A Flexible Learning Approach

As well as our Open Programmes, we offer tailored programmes in which managers from a single organisation work and study together. Programmes can be delivered both at Henley's Greenlands Campus in Henley-on-Thames and/or at a nationwide set of locations including your own offices if required. This tailored formula means we can create content that is actively focused on your business challenges of today and tomorrow.

All our programmes feature face-to-face learning, enhanced and supported by our mobile digital platform. This gives participants access to learning wherever they are and allows the cohort to collaborate outside as well as in the classroom.

Creating a challenging environment

Our programmes are designed to help develop learners' critical awareness of organisations and their environments, helping them to challenge the business and analyse and address workplace problems. Participants will be encouraged to think with clarity and act with confidence and conviction.

The focus is on exploring and resolving work-based challenges and enhancing management practices. Programmes are clearly linked to succession planning – many clients find that it helps to progress people from management levels to potential directors of the future.

Off the job training

As a condition of the Levy, employers must allow participants to spend a minimum of 20% of their time in learning away from the job. This can be spent working on a current work problem or project and doesn't have to take place out of the office. By undertaking practical and relevant activity, participants can demonstrate immediate ROI on their learning.

We will work with the organisation and the individual to help identify projects and assignments that are relevant to their academic learning. Work-based practice is a key component of our programmes and a tutor will be in regular contact with each learner and always available to guide them through the learning experience.

Guided self-study

Guided self-study, which forms part of the programme, is set by the academic team and may involve short webinars or reading recommended sections of core texts and relevant case studies. As well as compulsory learning, there is also optional recommended reading that participants are encouraged to undertake in their own time. They'll have access to the Academic Resource Centre with many references available online.

“We wanted a programme that would be far above the pedestrian courses offered by so many providers in the marketplace. It was immediately clear that Henley's approach was going to be radically different.”

Rosalind Penny, Deputy Director of Organisational Development, Royal Berkshire NHS Foundation Trust



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Apprenticeship programmes that serve different levels of management and leadership

For those completing either their management or leadership apprenticeship learners will be eligible to apply to become a Chartered Manager of the CMI

Level 6

BA (Hons.) in Applied Management – Chartered Manager Degree Apprenticeship

This is particularly suitable for new and existing staff who have significant management responsibilities and are seeking to further their careers into more senior positions.

On completion, learners receive a Level 6 Apprenticeship, a BA (Hons.) in Applied Management degree from Henley Business School, University of Reading.

Level 7

MSc Management for Future Leaders – Senior Leader Masters Degree Apprenticeship

Designed for relatively new graduates identified by you their employer as “high potentials” to fast-track into a senior leadership position.

On completion, learners receive a Level 7 Apprenticeship, a MSc Management for Future Leaders degree from Henley Business School, University of Reading.

Level 7

Henley Flexible Executive MBA – Senior Leader Masters Degree Apprenticeship

Apprenticeship Levy funding can now be used towards the Henley MBA. This programme is suitable for learners across the spectrum looking to further develop expertise in leadership and general management. We have multiple cohorts running through the academic year. On completion learners receive a Level 7 Apprenticeship and an Executive MBA from Henley Business School, University of Reading.

Level 7

Henley MA Leadership – Senior Leader Master’s Degree Apprenticeship

We also offer an MA in Leadership which can be funded by the Levy. This programme is suitable for learners specifically looking to apply an academic framework to their understanding of their leadership context and further develop their leadership capabilities. On completion learners receive a Level 7 Apprenticeship and an MA in Leadership from Henley Business School, University of Reading.

Apprenticeship programmes for specialist business functions

Level 6

MSc Regulation and Compliance – Senior Compliance and Risk Specialist Apprenticeship

This course focuses exclusively on regulation and compliance covering three broad themes:

- How, when and why we regulate the financial sector
- The drivers of consumer behaviour
- Forming sound forward-looking judgements.

Learners will gain a Level 6 Apprenticeship and a Masters qualification that is valued across the industry, an externally recognised professional qualification and a CISI Diploma in Investment Compliance.

Level 7

MSc Digital and Technology Solutions – Digital Technology Solutions Specialist Apprenticeship

This equips learners with the knowledge and skills to investigate, identify and implement digital and technological strategic solutions through technology leadership. It helps prepare them towards becoming a digital and technology solution specialist able to apply leadership and change management skills in a digital transformation process. On completion they will gain a Level 7 Apprenticeship and a Masters qualification from Henley Business School, University of Reading andTech Partnership.

“ Rather than grappling with the logistics of our situation, Henley encouraged us to look at our strategic objectives and design something around that, combining existing modules with various tailor-made ones. They were the only provider that offered to co-create the programme with us, and it seemed to be logical and exciting.

Henley brought enormous credibility to the programme, and their professional approach to helping students with their continuous development and creation of portfolios has been invaluable.

The learning materials they provide are the best, most up-to-date materials available, created by world-class researchers, many of whom work at Henley. It's a far cry from the outdated frameworks and theories we've been fed from other L&D providers over the years.

Also, the Henley team's willingness to change, and to be flexible about the application of learning to our own environment and needs has been a breath of fresh air. ”

Rosalind Penny,
Deputy Director of Organisational Development,
Royal Berkshire NHS Foundation Trust



The best of both worlds

Our service to you

We can work with you to focus the opportunities offered by the Levy to your strategic business needs, supporting transformation and aligning to your wider people agenda including recruitment and performance management.*

Our approach is a highly personalised one and can include:

- Keeping you updated on Government systems and the latest policy thinking
- Sharing case studies of how other organisations are using the Levy
- Helping your organisation calculate and understand your Levy liability
- Development tutors who monitor and support learners throughout the programme.

For closed cohorts, our services also include:

- Providing you with an Account Manager to help produce a workforce development plan that focuses on your whole business, not just management issues
- Identifying your future skills needs to develop a talent strategy
- Building a business plan with clear steps through to implementation and beyond
- Identifying other providers who deliver standards that we don't currently offer



- Designing and managing your apprenticeship programme from recruitment through to retention and reward
- Reporting that delivers insight into the progress of your apprentices and predicts performance
- Taking on the administrative burden of managing funding reporting requirements and draw down
- Developing a detailed cost model and options appraisal to help you make the most of your Levy

- Training and supporting your managers who have employees on our programmes.

Additionally, we will manage the service around reporting requirements to you and the Education and Skills Funding Agency (ESFA), giving you understanding of how your participants are performing, the time commitment required and the return you are getting from your Levy contributions.

*These options are not available for open cohort programmes.



A complete solution

Naturally, embarking on a programme will have an operational impact on your organisation and we are here to help you with both the administration and operational support, including:

- Manager training to support managers with team members who are on the programme
- The screening process of potential learners
- Employee inductions that prepare participants for the programme with support on how to manage their time to get the best results
- System administration that includes the management of the HMRC Levy Gateway.

Throughout the programme, Development Tutors will monitor participants to ensure that they are making progress. This data can be shared with your Project Manager and if necessary, closed cohort programmes can be modified or refocused to meet changing requirements.

How your organisation benefits

- You develop a team of leaders who are equipped to meet your organisation's most important business challenges and drive growth
- Participants become more rounded employees who will contribute to your business by innovating, changing cultures, implementing new projects, challenging stereotypes and improving workplace relationships
- We will help you to identify your key strategic issues, embedding them in our programmes and directing them to deliver on these objectives to help you gain maximum return on your Levy investment.*

How your individual employees benefit

- They enjoy all the benefits of the 80,000 plus-strong, international Alumni Members of Henley Business School – one of the most distinguished alumni groups in the world.
- On successful completion, they may have the opportunity to become members of professional bodies, such as Chartered Managers and members of the CMI, in accordance with the relevant apprenticeship standard.

*Closed cohorts only.



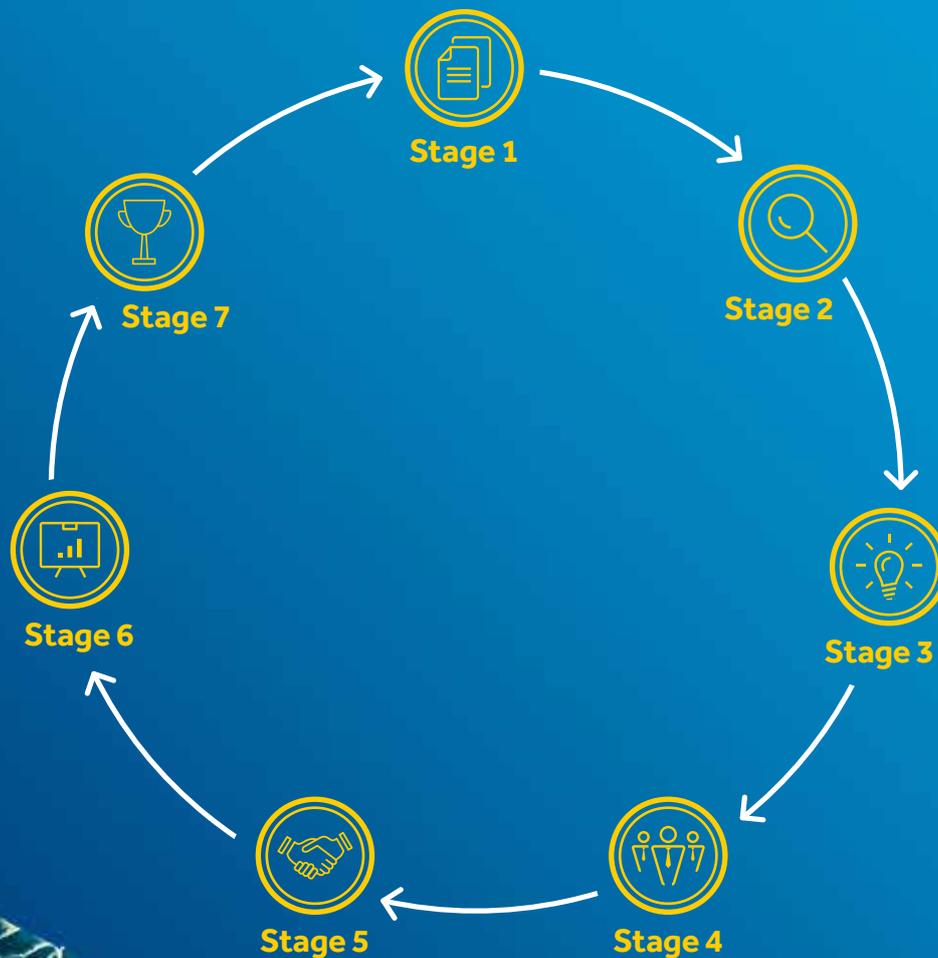


The journey

From start to finish, our programmes are designed to help you add new dimensions and capabilities in your people and help transform the performance of your business in the process. To achieve this, we support you and your staff at every stage.

Our programmes are contextualised through work-based projects. These provide learners with dedicated time to undertake change interventions and apply learning to gain a better understanding of their organisation, its context and its ability to perform effectively.

This journey provides an opportunity to positively lead and impact organisational change.



Did you know ...

Sea turtles have an excellent sense of direction. They can detect the Earth's magnetic field and they use it as a compass for their annual journey home to nest.

 **Stage 1**

We'll work together to assess the opportunity the Levy presents for your organisation and update you on any changes to the Levy regulations.

 **Stage 2**

We'll work with you to identify the key strategic issues you wish to address. Then help devise a project plan, agree governance and direct the content and project work towards issues pre-agreed with your organisation. If you require specialist training in an area our academics don't cover, we can also help develop new content or find you a provider who can deliver in the area you need.

 **Stage 3**

We'll make sure all the employees you put forward are eligible for Levy funding, and even help you with the screening process. To choose participants we recommend you select a group of people within your organisation who you see as important to your future and have the skills and maturity required to complete the programme.

 **Stage 4**

We'll induct your staff – making sure they know exactly how to get the most out of the programme. This includes time-management, as well as HMRC Levy Gateway training, and learning management advice. We'll also provide guidance to their managers on how to support those on the programme.

 **Stage 5**

Our Apprenticeship Tutors and reporting service will track and support learners to ensure they have the opportunity to make sufficient progress and achieve their learning aims. If required, we'll arrange appropriate support to help them fulfil their learning potential. We'll also provide you with management information.

 **Stage 6**

Each module combines reflective and workplace learning with one-to-one sessions and group masterclasses. This blended approach gets the best out of every type of learner, and ensures that the programme material is relevant to the organisation's day-to-day activities, key challenges and future strategies.

 **Stage 7**

Evaluation to ensure that the programme is delivering the ROI set out at the initial engagement.

A school with a rich and diverse heritage

A tranquil location

The Greenlands Campus offers a tranquil riverside location and is perfect for reflection. It is home to all our Executive Education programmes and our world-ranked part-time MBA programmes* and offers the perfect environment for personal and professional development.

World-renowned academics

Henley Business School has world-renowned academic staff with over 150 experienced business practitioners and academics who combine teaching with research to ensure that your employees benefit from the latest business thinking.

Many are well respected and experienced in engaging with contemporary business issues and are widely published.

*Financial Executive MBA rankings 2019.
Financial Times Executive Education ranking 2020.

Executive Education at Henley

Executive Education has been at the heart of Henley Business School for over 70 years . We have worked with some of the UK's most successful organisations and offer highly-regarded courses in Leadership, Strategic Management, HR and Coaching.



Henley Alumni

All graduates of our apprenticeship programmes automatically become part of our extensive alumni members network. This is a vibrant, truly global community of more than 75,000 individuals in 150 countries, including many high calibre business professionals. The strength of our network gives them the opportunity to forge connections across professions, occupations, industries and countries.

“Henley provides the perfect location for reflective and applied learning and the staff have been very supportive of my goals - both for personal learning and applied leadership practice.”

Jamie Dormandy, Head of Customer Service and Support, RNIB, Henley MA Leadership



Henley graduates stand out

About Henley Business School

One of the UK's first business schools, Henley is also one of only 88 in the world to hold triple-accredited status from the UK, European and US awarding bodies (AMBA, EQUIS and AACSB).

- Over 70 years of delivering Executive Education
- Full range of Degrees including: Undergraduate, Master's, MBA, PhD, DBA and Executive Education
- Part of the University of Reading.

Our programmes are designed to develop outstanding leaders who are strong, adaptable and able to wrestle a successful outcome from any situation.

Henley Alumni members have a quality that sets them apart from the crowd, distinguished by a group of characteristics we call the five C's:

Curious

They're continuously exploring new possibilities and applying this thirst for knowledge to the achievement of personal and organisational success.

Context

They recognise the need for context in leadership and understand the subtle changes in approach required in different situations.

Confidence

They have the confidence that comes from self-awareness, knowledge, reflection and applied intellect – so they feel empowered to make brave decisions.

Choice

When they make a choice, they consider their obligations to society and the business's future, as much as the short-term financial gain.

Community

They're conscious of the need for community. They network, and make a conscious effort to develop their peers, as well as themselves.

“

Don't be afraid to push the boundaries, to ensure that the programmes are right for you. Find a partner with the kind of resources that Henley has, nationally and internationally, commercially and in the public sector; that capability and breadth of knowledge is invaluable. ”

Steve McManus, CEO,
Royal Berkshire NHS Foundation Trust



Did you know...

Clownfish have a unique symbiotic relationship with sea anemones much like Henley and EY aim to develop with their clients.

Where business comes to life

Henley Business School

For more information please contact:

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All information is correct at
time of print October 2020



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DISCLAIMER

This brochure was issued in October 2020 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 (October 2020). 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 /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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