

# Working to Learn and Learning to Work

A Guide to Modern Apprenticeships for NHSScotland



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## Introduction

The Modern Apprenticeship (MA) Programme is one of Scotland's National Training Programmes. Based on the traditional idea of the apprentice as someone who learns while they work, the MA Programme is designed to bring benefits to both the individual learner and their employer.

By providing a framework for learning which leads to nationally-recognised qualifications, MAs ensure that the apprentice develops the knowledge and skills required to enable them to demonstrate competence in their chosen field. Meanwhile, the employer can be confident that, in working to meet these national standards, their apprentice is applying their new knowledge and skills directly in the workplace.

Around 100 MA Frameworks have been developed, many of which have direct relevance to roles within NHSScotland. However, how do you know if an MA programme is appropriate for your NHS Health Board? To help NHS Health Boards make the most of what MAs have to offer, NHS Education for Scotland (NES) and Skills Development Scotland (SDS) have produced this *Guide to Modern Apprenticeships for NHSScotland*. Along with information about the range, structure and content of MA programmes, it provides guidance to help you decide if and how MAs could be used as part of your NHS Health Board's approach to workforce development.

**NHS Education for Scotland (NES)** is a Special Health Board. Its remit is to develop and deliver education and training for those who work in NHSScotland, helping them to deliver the best in healthcare services for the people of Scotland.

**Skills Development Scotland (SDS)** is the non-departmental public body tasked with catalysing real and positive change in Scotland's skills performance by linking skills supply and demand more effectively and helping people and organisations learn, develop and use these skills to greater effect.

*The Guide to Modern Apprenticeships for NHSScotland* has been developed in partnership by NES and SDS. It is based on information and findings in *Modern Apprenticeships within NHSScotland*, a report commissioned by NES and SDS in 2010. The report can be accessed at <http://www.nes.scot.nhs.uk/education-and-training/by-discipline/administrative-services/resources/publications/modern-apprenticeships-within-the-nhs-in-scotland.aspx>



## What is a Modern Apprenticeship (MA)?

Apprenticeships have long been seen as a valuable way to ensure that inexperienced recruits to an occupation learn how to do their jobs well. By working alongside experienced and skilled workers, who act as their mentors, apprentices learn as they work and, by the end of the apprenticeship period, they are seen as competent, experienced workers.

Modern Apprenticeships build on this approach of working and learning at the same time. However, unlike a traditional apprenticeship, an MA does not rely solely on the skills and experience of the individual employer/mentor to ensure that the apprentice learns what is needed. Instead, MAs provide the formal support systems needed to ensure that apprentices gain national recognition for their knowledge and skills. Here are a few of the features of an MA:

- 1 A framework for learning:** The requirements for apprenticeships in different occupations are set at a national level. Each MA Framework specifies the qualifications which are the essential requirements for someone to reach competence at their chosen level in their chosen field. As a result, individuals and their employers can be sure that, wherever they completed their apprenticeship, the successful apprentice has shown that they have met national standards of achievement.
- 2 Registered training providers:** In order to offer MA training, providers must be registered with the Sector Skills Council responsible for the MA Framework. A wide range of providers are approved to offer MA programmes – from colleges and private training providers to employers themselves.
- 3 Formal training agreements between the employer, the apprentice and a registered training provider:** All MA programmes combine learning in the workplace with more formal learning, usually in a classroom setting. The structure of this learning programme is agreed between the employer, the apprentice and the chosen training provider. The length of time taken to complete an MA varies according to the area being studied.

## Who can be a Modern Apprentice?

Although often assumed to be for young people in the 16-19 age group, Modern Apprenticeships are open to **anyone aged 16 or over** who lives in Scotland and wishes to work towards recognised accreditations in their chosen occupation. They are particularly suited to new recruits to a role or area.

## How relevant are MAs to NHSScotland?

Traditionally, apprenticeships were seen as appropriate to trade and technical occupations. However, the approach of working and learning at the same time is appropriate to a very wide range of areas. As a result, a very large number of MAs are available – and many of these relate to areas within the NHSScotland workforce.

Some examples of MAs for clinical areas include:

- dental nursing
- health and social care
- life sciences
- pharmacy services

Others are more appropriate for non-clinical areas. Some examples include:

- business & administration
- engineering
- hospitality
- information and communications technology
- management

Details of all current Modern Apprenticeship Frameworks available in Scotland can be found at:

<http://www.skillsdevelopmentscotland.co.uk/our-services/modern-apprenticeships/ma-frameworks.aspx>

## How are MAs structured?

The MA Framework details the learning which an apprentice needs to undertake. All frameworks consist of three elements:

- **The occupational SVQ (usually at Level 2 or 3), which is central to every Modern Apprenticeship Framework:** Completing the SVQ enables the apprentice to develop the knowledge and skills required for their job.
- **Core skills (communication, information and communication technology, numeracy, problem solving, working with others).** All apprentices need to demonstrate that they have achieved the required level in these transferable skills.
- **Additional components which vary from sector to sector.** In addition to the core occupational skills reflected in the SVQ, apprentices may need skills in other complementary areas. Additional components may include professional qualifications, additional SVQ units or other qualifications such as Higher National Certificates and Diplomas (HNC/HND).

Importantly, each MA Framework is developed in partnership with employers and representative bodies in the relevant sector or occupational area. As a result, employers can be sure that apprentices will learn the knowledge and skills required for their role.

## Who is responsible for development and delivery?

A range of organisations are involved in the development and delivery of MAs in Scotland:

- **The Sector Skills Council (SSC) for the relevant sector,** in consultation with **employers** and **qualification awarding bodies**, develops the MA Framework. Skills for Health is the SSC responsible for developing MA Frameworks in health-related topics.
- **The Modern Apprenticeship Group (MAG)** is an independent group, constituted by Scottish Ministers and is drawn from key stakeholders involved in the management and delivery of the Modern Apprenticeship programme in Scotland. It has responsibility for approval of MA Frameworks and for encouraging best practice.
- **Training providers** (e.g. colleges; learning & development units within employer organisations; private training providers) apply to the SSC for approval to deliver the MA programme. In order to become an approved **MA provider**, the training provider must also have the approval of the relevant awarding bodies to offer the qualifications included in the MA Framework.
- Once approved to offer the MA programme, the training provider can apply to **Skills Development Scotland (SDS)** for funding which may be available for the delivery of MAs in specific sectors or to specific groups (e.g. age groups).
- The employer (if they are not the MA provider) commissions the MA provider to deliver the programme for their employee(s). In order to participate in an MA programme, the apprentice **must be in employment**. Please note that MA funding cannot be used to fund employee costs – it only applies to the cost of the learning programme itself.



## What funding is available for MAs?

As one of Scotland's National Training Programmes, the Modern Apprenticeship Programme is a key platform for helping people to establish themselves in a new career. SDS is responsible for overseeing the development of the National Training Programmes, and for ensuring that funding is targeted at essential areas.

MA providers can bid to SDS to deliver Modern Apprenticeship places. SDS publishes a contracting strategy annually setting out the priorities for support. These priorities may include:

- specific age groups (e.g. 16-19 years)
- specific occupational areas, linked with Scottish Government targets for economic growth
- specific frameworks to increase the proportion of higher level apprenticeships at Level 3 and above

More information about becoming an MA provider can be found at SDS [www.providercentral.org.uk/OurServices/NationalTrainingProgrammes/National\\_Training\\_Programmes.aspx](http://www.providercentral.org.uk/OurServices/NationalTrainingProgrammes/National_Training_Programmes.aspx). SDS uses the Public Contract Scotland portal to advertise their activity and organisations can bid to deliver activity through this medium (<http://www.publiccontractsscotland.gov.uk>).

Even if your NHS Health Board does not deliver SDS-supported MA programmes, you may find that other local MA providers (e.g. colleges, training providers or other employers) are already funded to provide MAs for the particular area you are interested in, and you may be able to register your employees with these providers.

Finally, if you feel that an MA is appropriate to the needs of your department or, more widely, your NHS Health Board, you should consider if funds can be made available from within your NHS Health Board's training budget to support it.



MAs are one of a range of vocational learning solutions which can support the development of skills in the workplace. Whether you are considering a place on an MA programme for a single employee, or the embedding of a more substantial MA programme within your NHS Health Board, it is important to identify how both the Board and the individual learner(s) will benefit from the investment which is made.

Before making your decision, it is recommended that you speak with other staff responsible for workforce planning, workforce development

and/or commissioning other learning programmes to ensure that the MA links with wider workforce development goals.

For more information about the range of vocational qualifications available to NHS staff in Scotland, visit the NES/SQA VQ Finder website ([www.vqfinder.nes.scot.nhs.uk](http://www.vqfinder.nes.scot.nhs.uk)).

The following sections of the guide are designed to help you decide if – and how – MAs should become part of your NHS Health Board's workforce development solutions.

## Is an MA programme right for our NHS Health Board?

Working towards nationally-recognised qualifications means that the learning undertaken by NHS staff is measured against consistent benchmarks and is transferable across the service. For each workforce development need you identify, there may be a range of suitable learning programmes and qualifications. When considering whether or not to use Modern Apprenticeships as an option for workforce development in your NHS Health Board, it is important to consider a range of questions:

- **Who will participate in the programme?** MAs are appropriate for all age groups. However, you need to consider the level of experience which individuals have before deciding if the MA is the most appropriate learning solution.
- **What skills do they need to develop?** It is important to remember that MA Frameworks contain more than the occupational SVQ. They enable individuals to develop and demonstrate important core skills and additional skills related to their main area of learning. For example, the MA will help staff develop their IT skills along with the key occupational skills in their area. In making your decision, it is important to consider how these additional skills might address workforce development needs.
- **Does an MA Framework exist to meet our needs?** All vocational qualifications are developed in consultation with employers. However, a range of other organisations are involved in the development process, including Sector Skills Councils, regulatory bodies (including SQA Accreditation) and qualification awarding bodies. As a result, the development process can be very time consuming. Before deciding that an MA – or any other vocational qualification – is the most appropriate solution to a particular workforce development need, it is important to understand what is currently available.

- **How does the learning take place?** All vocational qualifications bring together learning on-the-job with more formal learning requirements. However, the way in which this learning is organised is dependent on the qualification(s) the individual is working towards. Central to learning on an MA programme is the learning contract agreed between the employer, the employee and the MA provider. This outlines the responsibilities of each in ensuring that the apprentice's learning is successful.

There are a number of reasons why your NHS Health Board might want to make use of MAs, for example:

- where you are bringing in new employees, especially in the 16 to 19 age group
- where there is a recognised need to equip employees with core skills and additional skills that are appropriate to a number of jobs

The table opposite is designed to help you decide whether an MA programme is the most appropriate learning solution for your situation – or if an SVQ, HNC/D or other qualification might be more appropriate.



## Does an MA fit your workforce development needs?

<p>All MA Frameworks are linked to the levels of the Scottish Credit &amp; Qualifications Framework (SCQF)</p> <p>For more information, visit <a href="http://www.scf.org.uk">www.scf.org.uk</a></p>	<p><b>Modern Apprenticeship</b></p> <p>MA Frameworks sit at Level 2 (SCQF 5/6)</p> <p>Level 3 (SCQF Level 6/7)</p> <p>Level 4 (SCQF 8/9)</p>	<p><b>SVQ</b></p> <p>(Scottish Vocational Qualifications)</p> <p>Available at all levels from SCQF 4 to 11</p>	<p><b>HNC/D</b></p> <p>(Higher National Certificates &amp; Diplomas)</p> <p>HNC = SCQF Level 7</p> <p>HND = SCQF Level 8</p>	<p><b>Other vocational qualification</b></p> <p>(including Professional Development Awards – PDAs)</p> <p>Available at SCQF levels 6 to 12</p>
<p><b>Who are the participants?</b></p>	<p>Particularly suitable for new recruits to an occupational area. Funding may be available if they fall into the 16-19 group, or into other areas targeted by SDS funding.</p>	<p>Suitable for both new and experienced staff who need to demonstrate how they are applying knowledge/skills in their role. The SVQ is the central qualification within all MA Frameworks.</p>	<p>HN qualifications are for people who may be preparing to enter a particular role or area of work. They focus on different occupational areas and prepare people with the knowledge to work in those areas. As a result, they may be particularly appropriate for staff preparing to take on new/extended roles or for people preparing to enter the NHS.</p>	<p>This group covers a wide range of qualifications specific to a particular occupational area or topic. Many are 'smaller' qualifications that SVQs or HNC/D, containing as few as 2 units. MA Frameworks may contain one or more of these additional qualifications.</p>
<p><b>What skills do they need to develop?</b></p>	<p>In addition to the occupational skills in the SVQ, apprentices need to demonstrate their core skills (including literacy, numeracy &amp; IT) and the skills required by any additional components included in the MA Framework.</p>	<p>The SVQ focuses on the specific knowledge and skills required for the individual's role, and how those are being applied in the workplace.</p>	<p>HN qualifications focus on the knowledge required for a particular occupational area. As a result, they require a programme of formal study, usually with a college or other learning provider. This may be full-time or part-time study. Some HNCs/HNDs also require an element of on-the-job learning.</p>	<p>Depending on their content, these qualifications can combine on-the-job learning with elements of formal study.</p>
<p><b>Does a solution exist to fit our needs?</b></p>	<p>For details of all MA Frameworks available in Scotland, visit <a href="http://www.skillsdevelopment.scotland.co.uk/our-services/modern-apprenticeships/modern-apprenticeship-group/modern-apprenticeship-frameworks/">www.skillsdevelopment.scotland.co.uk/our-services/modern-apprenticeships/modern-apprenticeship-group/modern-apprenticeship-frameworks/</a></p> <p>Information about all national vocational qualifications in Scotland, including SVQs, HNC/D qualifications and Modern Apprenticeships, is available on the NES/SQA VQ Finder website (<a href="http://www.vqfinder.nes.scot.nhs.uk">www.vqfinder.nes.scot.nhs.uk</a>)</p>			

# How should we deliver a Modern Apprenticeship?

## What are the options for MA delivery?

Modern Apprenticeships may only be delivered through organisations approved by the relevant Sector Skills Council to deliver the MA Framework. These MA providers may be:

- the employer of the apprentice(s)
- an external provider, such as a Further Education college or private training provider

Depending on your context, it may be possible to partner with another public sector body in order to deliver an MA programme. An example of this might be an MA in Business & Administration delivered in partnership with a local authority. In such cases, one of the partner organisations would normally be the MA provider.

The MA programme itself can be delivered in a number of ways, including:

- **internal delivery**, where the employer is the MA provider and is responsible for all aspects of the programme
- **external delivery**, where the employer contracts with an external provider to deliver all aspects of the Modern Apprenticeship

More commonly, **hybrid** models are delivered where some elements of the overall process are subcontracted externally.

## What's involved in delivering an MA programme?

The process of Modern Apprenticeship delivery can be broken down into a number of specific areas and the in-house/subcontract option can be considered for each of these elements:

- recruitment of trainees on to the programme (where needed)
- learning delivery on-the-job (usually mentored by an experienced member of staff)
- learning delivery off-the-job (which could be internal and external)
- assessment (using either workplace assessors or assessors supplied by an external provider)
- administration of the candidate registration and certification processes
- setting out training plans and conducting the necessary reviews

When some form of hybrid model is adopted, some of these processes may be retained in-house, even when the NHS employer is not the MA provider.

## Should we become a Modern Apprenticeship provider?

To become an MA provider, the organisation must make a formal application to the relevant Sector Skills Council. They will also typically need to be approved by an appropriate Awarding Body as a provider for assessment of the relevant SVQ within the MA Framework. Certain other requirements in terms of quality systems may also be set out.

Many NHS Health Boards are already approved as SVQ centres, and so you might consider seeking approval to become an MA provider. However, before considering this option, it is important to consider:

- a) if the necessary support mechanisms exist in your NHS Health Board
- b) if the number of participants – and the envisaged lifespan of the programme – will justify the work involved in becoming an MA provider

Staff in your NHS Health Board's SVQ Centre may be able to provide advice and guidance on these issues. Information about SVQ Centres within NHS Scotland may be found on your NHS Health Board intranet or via the NES/SQA VQ Finder ([www.vqfinder.nes.scot.nhs.uk](http://www.vqfinder.nes.scot.nhs.uk)).





## What's the most appropriate approach to delivery in our situation?

The table below lists the functions required for delivery of Modern Apprenticeships and shows where responsibilities lie when programmes are delivered a) internally and b) externally. The third column highlights how responsibilities can be assigned in a hybrid model of delivery.

You can use this table to support discussions with your own SVQ Centre and with external providers.

Task	Internal Model	External Model	Hybrid Model
Recruitment of the Modern Apprentice	Employer	Employer	<p><b>In a hybrid model, the employer will take on some of the responsibilities of the training provider in the external model. The responsibilities to be taken in-house will depend on the individual context. When this approach is taken, the employer should discuss how delivery costs might be affected.</b></p>
Payment of Modern Apprentices in line with organisational policy and current legislation	Employer	Employer	
Agreeing roles and responsibilities for on-the-job training	Employer	Employer & Training Provider	
Agreeing where off-the-job training is required and defining roles and responsibilities for this	Employer	Employer & Training Provider	
Registering candidates with the SSC and, where appropriate, SDS	Employer	Training Provider	
Compiling and agreeing assessment plans	Employer	Training Provider	
Meeting with trainers, assessors, verifiers and the Modern Apprentice to review progress	Employer	Employer	
Witnessing candidates performance and verifying evidence	Employer	Training Provider	
Judging performance evidence	Employer	Training Provider	
Ensuring that the experience, facilities and training necessary to achieve the outcomes of the training plan are made available	Employer	Employer	
Completing assessment records	Employer	Training Provider	
Reviewing candidates' progress at regular intervals	Employer	Employer & Training Provider	
Submitting records and evidence for moderation	Employer	Employer & Training Provider	
Supporting and encouraging Modern Apprentices generally	Employer	Training Provider	
<p><b>In your discussions, be sure to identify who within your NHS Health Board would be involved in the delivery of the areas identified as the Employer's responsibility.</b></p>			

## Taking the first steps

Modern Apprenticeships have a great deal to offer NHSScotland. They provide frameworks and support mechanisms which can help to:

- bring new pools of talent into vital support roles within the service
- engage interest in service areas which may be considered as difficult to recruit to
- ensure that new recruits in service area learn exactly what is needed for their role, and develop skills to enable them to develop further as they become more experienced
- support effective succession planning

If you are interested in using MAs as part of your workforce development solutions – either as a full programme of apprenticeships, or for a small number of individual recruits – you may be required to put together a business case for your decision.

The checklist opposite is designed to help you gather the information you need to make the case for Modern Apprenticeship(s) in your area.

## Useful links and further information

The following links and resources are designed to help you identify if/how Modern Apprenticeships might be appropriate for your context.

For information about...	Visit...
MAAs in Scotland	Skills Development Scotland (SDS) <a href="http://www.skillsdevelopmentscotland.co.uk/our-services/modern-apprenticeships.aspx">http://www.skillsdevelopmentscotland.co.uk/our-services/modern-apprenticeships.aspx</a>
MA Frameworks available in Scotland	Skills Development Scotland <a href="http://www.skillsdevelopmentscotland.co.uk/our-services/modern-apprenticeships/modern-apprenticeship-group/modern-apprenticeship-frameworks/">http://www.skillsdevelopmentscotland.co.uk/our-services/modern-apprenticeships/modern-apprenticeship-group/modern-apprenticeship-frameworks/</a>
Setting up an MA programme in a health-related area	Skills for Health ( <a href="http://www.skillsforhealth.org.uk/developing-your-organisations-talent/apprenticeship-service">http://www.skillsforhealth.org.uk/developing-your-organisations-talent/apprenticeship-service</a> ) Alliance for Sector Skills Councils ( <a href="http://www.sscalliance.org/">http://www.sscalliance.org/</a> )
Becoming an MA provider	Skills Development Scotland <a href="http://www.providercentral.org.uk/OurServices/NationalTrainingProgrammes/National_Training_Programmes.aspx">www.providercentral.org.uk/OurServices/NationalTrainingProgrammes/National_Training_Programmes.aspx</a>
The range of vocational qualifications available for NHSScotland staff	Information about all national vocational qualifications in Scotland, including SVQs, HNC/D qualifications and Modern Apprenticeships, is available on the NES/SQA VQ Finder website ( <a href="http://www.vqfinder.nes.scot.nhs.uk">www.vqfinder.nes.scot.nhs.uk</a> )
How MAAs have been used already to support staff in NHSScotland	NHS Education for Scotland – case studies are being developed for the website <a href="http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/workforce-development/modern-apprenticeships-(mas).aspx">http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/workforce-development/modern-apprenticeships-(mas).aspx</a>
SVQ Centres in NHSScotland	Details are available on the NES/SQA VQ Finder ( <a href="http://www.vqfinder.nes.scot.nhs.uk">www.vqfinder.nes.scot.nhs.uk</a> )
Learning for Healthcare Support Workers	The Healthcare Support Workers' Toolkit <a href="http://www.hcswtoolkit.nes.scot.nhs.uk/">http://www.hcswtoolkit.nes.scot.nhs.uk/</a> For administrative staff – visit The Admin Centre at <a href="http://www.theadmincentre.nes.scot.nhs.uk">www.theadmincentre.nes.scot.nhs.uk</a>
The Scottish Credit & Qualifications Framework (SCQF)	SCQF website <a href="http://www.scqf.org.uk">www.scqf.org.uk</a>

## Modern Apprenticeships: Decision-making Checklist

Consider....	Your notes....
<p><b>1. What is the Service Need?</b></p> <p>What tasks/functions need to be carried out?            What level/range of skills are needed to do this?            What evidence do you have of the service need?</p>	
<p><b>2. Which MA Framework would help address this need?</b></p> <p>What level of learning is required?            Which SVQ is included in the Framework?            What additional elements are there?            Why are they relevant to the service needs?</p>	
<p><b>3. Who would participate?</b></p> <p>Which staff members are in your target group?            For example, are they existing staff members who may be in a new or extended role, or will the programme focus on recruits to vacancies in a specific service area?            Why is the MA the most appropriate route for them?            How many people will participate?</p>	
<p><b>4. What is the most appropriate delivery model?</b></p> <p>Who is the MA provider?            Who would need to be involved in order to deliver the Employer's responsibilities?</p>	
<p><b>5. How will it be funded?</b></p> <p>Is internal funding available for the MA programme?            Is the MA Centre funded to deliver places on this programme?            What other resources need to be funded?</p>	
<p><b>6. How will you know if the MA programme has delivered what is needed for the service?</b></p> <p>Remember to build in evaluation planning from the outset so you can demonstrate the impact of the programme on the service.</p>	

For further information and guidance on planning effective learning solutions – including Modern Apprenticeships:

Visit **Testing for the Best** ([www.test4best.scot.nhs.uk](http://www.test4best.scot.nhs.uk))

NES's online tool to support those involved in commissioning, developing or delivering learning solutions for NHSScotland

Or contact: [educational.services@nes.scot.nhs.uk](mailto:educational.services@nes.scot.nhs.uk)

## Different format required?

This resource can be made available, in full or summary form, in alternative formats and community languages.

Please contact us on 0131 656 3200 or email [altformats@nes.scot.nhs.uk](mailto:altformats@nes.scot.nhs.uk) to discuss how we can best meet your requirements.

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