

Inspiring success developing potential



Safeguarding

Recognising signs of abuse

Apprenticeship incentives

Cash bonus scheme doubled and extended

The Apprenticeship Service

More choice, options and control for accessing funding

Why do apprenticeships make good business sense?

Everyone has faced new challenges.
Apprenticeships are key to our recovery thanks to:

- Significant government investment
- Up to £4000 cash bonus for new starts
- New flexible delivery options
- Free recruitment service
- Tailored training by industry experts
- Remote enrolment and delivery options
- Wide range of programmes available



GP Strategies is here to support you during challenging times and help you adapt to new ways of working.

Visit www.gpstl-apprenticeships.co.uk for more information on how apprenticeships can provide you with a skilled workforce for the future.

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Welcome

Welcome to the latest edition of Insight magazine, a round-up of all the latest news, views and updates from GP Strategies Apprenticeships.

After the challenging year we left behind in 2020, a sense of optimism is more important than ever. Thankfully, as things stand, the roadmap to ease restrictions and provide a route back to a more normal way of life is on track. Everyone has made sacrifices in the fight against COVID-19, and by doing so we have collectively reduced its spread and brought infection rates right down.

Protecting our people and the communities we work in is a major priority for us as we move out of lockdown. The pandemic

has negatively affected the mental health and wellbeing of many people, and there has been additional pressures on families and workers.

At GP Strategies, we take our responsibility in safeguarding and promoting the welfare of learners, staff, young people, vulnerable adults and partners very seriously, and have recently launched a new dedicated safeguarding support line, available 24 hours a day, 365 days a year.

You can find more information in this latest edition of Insight, in addition to an update on the latest apprenticeship incentives, an overview of The Apprenticeship Service, and some useful articles on positive

leadership in uncertain times.

Apprenticeships will play a key role in our economic recovery thanks to significant government investment, including an extension to the cash bonus incentive scheme for new apprentice hires, and a clearly mapped route to put people's careers back on track, which is so crucial for our country's revival.

Take care, and if you have any comments, questions or any topics or issues you'd like us to cover in future editions, please get in touch.



David Martin
Vice President

Protecting our people and communities



Safeguarding

2020 has been an unprecedented year of challenges and changes, unlike anything we have ever seen before.

As lockdown eases and we enter the recovery phase, it is crucial we maintain a learning environment where young people, vulnerable adults and all learners regardless of gender, ethnicity, disability, sexuality or religion, feel secure, safe, are encouraged to talk, and are listened to.

New safeguarding measures

The safety and welfare of our learners, staff, young people, vulnerable adults and partners is our main priority and we have introduced a number of new measures to meet the new safeguarding challenges the coronavirus (COVID-19) pandemic has continued to present. This includes:

- Established a safeguarding senior management board to ensure that safeguarding is rooted in everything the organisation does.
- Reviewed and updated our safeguarding policies and procedures to strengthen protection and reflect legislative and other relevant guidance.
- Introduced a new training programme to all staff members to provide them with the skills and knowledge to recognise and respond appropriately to safeguarding concerns and referrals.
- Launched a dedicated safeguarding support line available 24/7.



Recognising signs of abuse

During the past year, there has been additional pressures on families and workers. Abuse can take many different forms and we all have a duty of care that extends to ensure that we understand the signs of abuse, and how we raise concerns.

Types of abuse in children

Examples	What are the potential signs?
Bullying	<ul style="list-style-type: none"> Belongings are lost or damaged Physical injuries such as unexplained bruises Asking for, or stealing money
Cyberbullying	<ul style="list-style-type: none"> Seem distant, upset or angry after using the internet or texting Being secretive on their online use of the internet or texting
Sexual	<ul style="list-style-type: none"> Avoid being alone with or frightened of a person Self-harm Changes to eating habits Changes of mood, feeling irritable or angry
Physical	<ul style="list-style-type: none"> Bruises, burns or scalds Bite marks Scarring Broken/fractured bones
Grooming	<ul style="list-style-type: none"> Being secretive about how they are spending their time Being upset, withdrawn or distressed Sexualised behaviour, or language that is not appropriate to their age
Emotional	<ul style="list-style-type: none"> Struggle to control their emotions They may have difficulty making or maintaining relationships Act in a way that is inappropriate to their age
Neglect	<ul style="list-style-type: none"> Poor appearance and hygiene Poor language or social skills Repeated injuries Displaying obsessive behaviour

Types of abuse in vulnerable adults

Examples	What are the potential signs?
Physical	<ul style="list-style-type: none"> Bruises, burns or scalds Bite marks Scarring Broken/fractured bones
Sexual	<ul style="list-style-type: none"> Avoid being alone with or frightened of a person Self-harm Changes to eating habits Changes of mood, feeling irritable or angry
Neglect	<ul style="list-style-type: none"> Poor appearance and hygiene Repeated injuries Displaying obsessive behaviour
Financial	<ul style="list-style-type: none"> Online sales of sanitation equipment that is never delivered Links to a fake daily newsletter for COVID-19 updates Fake insurance schemes and trading advice Fake government emails offering tax refunds



If you are worried about a child or vulnerable adult please call our **safeguarding support line** on **0330 0183 531** or safeguardingreporting@gpstrategies.com



Supporting you and your apprentice during COVID-19

The COVID-19 pandemic and the ensuing economic uncertainty has presented new and unexpected challenges this year for everyone. It has changed how services are delivered, and how we are all operating and interacting with each other.

Throughout the past year, we have taken all necessary steps to be as flexible as possible to support you and your apprentices in the achievement of their full apprenticeship award. By migrating to a remote delivery model, learning and assessment has continued so that apprentices can successfully progress and complete their programme. The measures we put in place to maintain business continuity during the coronavirus outbreak are continually being reviewed and assessed, and we will endeavour to continue to provide the highest standards of training at all times.

Protecting the workforce

Our employees have been issued guidance on how to protect themselves and others from COVID-19 and the steps to take should they experience symptoms.

Apprenticeship delivery

Apprenticeship programmes continue to be delivered remotely via our virtual 'learning hub', which offers a wide range of teaching and learning resources to cover all curriculum stages.

Remote sign-ups

New apprentices can be signed up via one of our recruiters through our remote enrolment process.

Assessing and monitoring progress

All skills coach visits and update meetings are conducted remotely, with face-to-face visits by arrangement if necessary. Evidence and work can be submitted via e-track or by email for remote feedback and assessment.

Furloughed apprentices

Furloughed apprentices can continue with their apprenticeship and is a great opportunity for employees to engage in learning whilst they are at home.

End point assessment

GP Strategies Assessment Services offers remote assessments adaptations and flexibilities for most apprenticeship standards.



Functional skills

Maths and English functional skills tests, where required, are being facilitated through GP Strategies centres where we have strict rules in place, employer site visits where it is safe to do so or by employer on site invigilated tests.

Virtual masterclasses

We offer a suite of optional virtual masterclass workshops in the areas of business and management, to complement apprenticeship delivery.



Diversity update



As a geographically diverse global organisation, GP Strategies is made up of diverse voices and experiences. To meet our diverse workforce's needs, and ensure that diversity is integrated into all aspects of our work, GP Strategies has an 'IDEA Council' to lead and guide us on all policies and practices related to inclusion, diversity, equity and accountability.

Focus: Stress Awareness Month - April 2021

STRESS AWARENESS MONTH has been officially recognised since 1992, to increase public awareness across the globe. According to the Mental Health Foundation, 74% of UK adults have felt so stressed at some point over the last year they felt overwhelmed or unable to cope.

Stress is a significant factor in mental health problems including anxiety and depression. It is also linked to physical health problems like heart disease, problems with our immune system, insomnia and digestive problems.

How can you reduce stress?

- **Talk about stress** - reduce the stigma associated with stress by talking openly with friends, family and colleagues.
- **Share your coping mechanisms** - what works for you, share the benefits.
- **Be kind to others** - treat others with compassion and empathy.
- **Take a moment** - take time out of your day to relax and do something you enjoy.
- **Try a stress test** - <https://www.stress.org.uk/individual-stress-test/>

Other notable dates coming up...

- **Ramadan**
12th April to 12th May
- **Mental Health Awareness Week**
10th to 16th May
- **Black Inclusion Week**
10th to 16th May
- **Pride Month**
June
- **Global Day of Parents**
1st June
- **World Humanist Day**
21st June

If you have any issues or concerns about equality or diversity, please contact our support line on 0330 0183 531 or email safeguardingreporting@gpstrategies.com

Receive up to
£4000 cash bonus
per new apprentice!

Apprenticeship incentives

Apprentice cash bonus scheme doubled and extended

The cash bonus scheme for hiring apprentices aged 25 and over is set to double to £3,000 and will be extended by six months to 30th September 2021.

From 1st April, employers will be paid £3,000 for each apprentice they hire, regardless of the apprentice's age.

The new incentive is in addition to the £1000 bonus payment the government already provides to employers who take on a new 16-18 year old apprentice (or those under 25 with an Education, Health and Care plan).

This means that organisations of all sizes can receive an additional £4,000 for hiring a 16 to 18 year old!

Apprentice eligibility

There will be no limit on the number of incentive payments that an employer can claim for apprentices eligible to receive funding, provided each apprentice meets the criteria, including being a new employee.

The apprentice must have a contract of employment start date between 1st April 2021 and 30th September 2021 (inclusive) and must not have been employed by the organisation within the six months prior to the contract start.

Claiming incentive payments

To receive the incentives, all employers must be on the apprenticeship service (digital account). All claims must be made through the service from 1st September 2020. The incentive payments will be made in two equal instalments at day 90 and day 365 of the apprenticeship.

How do we approach change?

By Erica Tetuan ,
Principal Change Consultant

At work, change is an expected and necessary constant. The most successful organisations are those that can adapt and change faster than their competitors and emerging industry disruptors. Those that fail to grow and adapt are not likely to survive.

Leaders are drivers of change. For some of those changes you may be the innovator and designer of the change and for others there is little or no control over the design. All changes, regardless of how they are initiated, trigger an emotional response. We live in a time when the volume, velocity, and complexity of change are unprecedented; it can feel like rafting down a perpetual white-water river. How do we navigate the rapids?

Navigating change

The way you respond to a change can have either a positive or negative impact on your ability to adapt to the change. Your goal is to find a path to navigate the rapid waters and build resilience so you are best able to adapt.

For changes in which you have no direct control, taking on a growth mindset by approaching changes from a point of inquiry and learning allows you to gain much-needed certainty about the future state. Start by seeking answers to the following questions:

1. What exactly is the change?
2. Why is the change happening?
3. Why is the change happening now?
4. What would happen if the change didn't happen (what is the risk of not changing)?
5. What specifically is changing (what does the change mean to me)?

The answers to these questions allow you to take positive next steps to successfully adapt to the change. Once you understand the above, you will know how you need to work differently if you need to learn how to use new systems or tools.

You will also understand new reporting structures as a result of the change; determine if your job role has changed; and

learn how to interact with new processes, products, or services.

With this information, you will be in a position to make informed decisions and take actions that will have a positive impact on your success with the change. For example, you could build better relationships with appropriate stakeholders and attain the new knowledge and skills you need to be effective in the new way.

Equipping yourself with the appropriate information helps you navigate the ins and outs of the change and lead your team confidently.

Benefits of resilience

Developing resilience will help you manage the constant bumps and turns that arise as a result of the change. A simple way to define resilience is forward movement. It's about bouncing back quickly from the emotional and psychological challenges that come along with a change so that you can keep taking steps toward positive outcomes.



The Apprenticeship Service opens to all employers

The Apprenticeship Service has been opened up to employers of all sizes, regardless of whether you pay the apprenticeship levy or not. This means you can now have more control in apprenticeship training than ever before and the flexibility to plan, find and advertise apprenticeships, with the support of GP Strategies.

In addition, you can more easily access funds to pay for apprenticeship training, and the government incentives of up to £4000 per apprentice (depending on apprentice age and eligibility).

In summary, the Apprenticeship Service will enable you to:

Access apprenticeship funding and incentives

Find and save apprenticeships that meet your business needs

Recruit apprentices using GP Strategies free recruitment service

Add and manage apprenticeship programmes



The Apprenticeship Service: FAQs

What is the Apprenticeship Service?

The Apprenticeship Service is the online digital platform, created by the Education and Skills Funding Agency (ESFA), to support apprenticeships. It is used by both employers and training providers to find, fund and manage apprenticeship programmes.

Who can use the Apprenticeship Service?

The Apprenticeship Service was originally designed for large employers to manage their apprenticeship levy funds, but from January 2020, the service has been available to small employers that don't pay the levy.

Why should I use the Apprenticeship Service?

The service gives you better access to high quality apprenticeships as well

as greater control over apprenticeship training decisions. It enables you to:

- Reserve and manage funding to pay for training and assessment
- Apply for apprenticeship incentives for new hires (from 1st August 2020 – 30th September 2021)
- Select an apprenticeship that meets your business needs
- Recruit apprentices with support from GP Strategies
- Create and advertise apprenticeship vacancies with GP Strategies
- Choose GP Strategies as your preferred training provider
- Find an end point assessment organisation with support from GP Strategies
- Set permissions for allowing GP Strategies to take actions on your behalf
- Give real-time feedback on the quality of training

If I want to recruit an apprentice, is it mandatory that I register with the Apprenticeship Service?

It is not mandatory at the moment but we expect all new apprenticeships to be funded via the Apprenticeship Service from Spring 2021 so it is a good time to transition to the service. The government has also extended its latest incentive scheme until 30th September, so you can benefit from this additional cash bonus.

How do I register on the Apprenticeship Service?

The process is pretty straightforward and should be completed by a person of authority within your organisation. It is important that the right people in your company have the right access and permission levels to manage the system and budgets. There are four main steps you need to follow:

1. Create a user account using your name and a valid email address
2. Add a Pay as You Earn (PAYE) scheme on behalf of your organisation
3. Confirm your organisation details
4. Accept the employer agreement with the Education and Skills Funding Agency (ESFA)

What do I need to register?

You will need the following information before you start the registration process:

- A valid email address
- The Government Gateway login details (user ID and password) for your organisation - your payroll or finance department should have your organisation's Government Gateway details
- If your annual pay bill is less than £3 million, you can use

the accounts office reference number and employer PAYE scheme reference number

- Authority to add PAYE schemes to the account
- Authority to accept the employer agreement on behalf of your organisation

How many apprentices can I add to my Apprenticeship Service account?

The number of apprentices that small employers can start through the Apprenticeship Service has increased from three to 10.

How do I claim funding and incentives?

There is a range of funding and incentives currently available to cover the costs of recruiting and training an apprentice or trainee. It is easier to claim your funding through the apprenticeship service. You will need to register on the service to do this and as a

smaller employer, you can reserve funds in the 'finance' section of your account. You can also give your training provider permission to reserve funds on your behalf.

Do I need to manage my account or can I ask someone else to do this on my behalf?

You have the option of managing the account yourself or of instructing a training provider with an existing government contract such as GP Strategies to take on administrative responsibility. We are happy to guide you and discuss these options in more detail.

Further information

GP Strategies can support you to set up your Apprenticeship Service account. Please see our **Apprenticeship Service User Guide** for further guidance and support or call us on **0330 1000 610**.

Case Study:

Choosing the right career path

When Harley Ingle left college seven years ago, she wasn't sure what career pathway to take but she knew she wanted to get some real work experience, start earning money and continue her education. She applied for a Business Administration Level 2 Apprenticeship as this appeared to tick all these boxes, and she hasn't looked back since.

Seven years on, she has gained valuable administrative skills and knowledge, and has progressed and completed the Business Administrator Level 3 Apprenticeship with Distinction. Most importantly, she has loved everything about her experience!



Support and guidance

Throughout her apprenticeship, the York Teaching Hospital NHS Foundation Trust has been hugely supportive of Harley's training and development. She has also been supported and mentored by a GP Strategies Skills Coach with monthly meetings to help her embed the knowledge and skills gained, and keep her on track. In addition, she attended a number of internal workshops to reinforce learning and encourage practice.

Role and responsibilities

In her role as Learning Administrator, Harley works with the department that procures apprenticeships within the Trust. This has been advantageous for the team, as she's provided

insightful advice and intelligence from a learner's perspective. Day to day tasks include arranging meetings, answering queries, updating databases, designing promotional material and assisting with internal events.

Career highlights

Harley sees achieving a distinction in her Level 3 Business Administrator Apprenticeship as her real highlight, due to the hard work and effort she has put in to complete the qualification, and the opportunities this has opened up in terms of progressing within the organisation.

She says: "No day is ever the same in my role. Working in training means things are

always changing and I love that - nothing ever becomes boring! The Business Administration Apprenticeship allowed me to work to a higher level and take on tasks that stretched me more.

"I would urge anyone who is given the chance to undertake an apprenticeship to do it. It has helped me develop within my career so much, and I have enjoyed every minute of it!"

New job offer!

Following a successful interview, Harley has been offered a new role as Learning Support Officer which is just one other step up the career ladder, thanks to her apprenticeship!



Case Study:

Filling skills gaps by growing staff from within

Background

Northern Education Trust has worked in partnership with GP Strategies since 2017 to design and deliver apprenticeship training to new and existing staff. The Trust currently has over 40 employees undertaking apprenticeships across its schools and academies network.

Prior to the outbreak of COVID-19 in 2020, GP Strategies held a series of information events at a number of Northern Education Trust Academies to promote its schools apprenticeship offering. This included a session at The Ferns Primary Academy in Bolton, where six staff members enrolled onto the Level 3 Teaching Assistant Apprenticeship.

Challenge

The 14-month Teaching Assistant Apprenticeship has been delivered under challenging circumstances as schools adapted to the 'new normal' amid COVID-19 restrictions. GP Strategies acted quickly in the early stages of the pandemic to move apprentices' coursework to digital formats and to support remotely via phone, email and online platforms.

Outcome

Despite the impact of COVID-19, the staff have all remained on programme and continued to engage and progress well with their teaching training. The individually tailored programmes have enabled the Academy to fill skills gaps by growing staff from within, and has significantly improved staff confidence, knowledge and motivation.

In addition, the training has been fully funded through Northern Education Trust's Apprenticeship Levy so there has been no additional cost to The Ferns Academy and no cost to learners.



“

Our staff have felt empowered and confident through clear guidance and friendly support provided by Toni, our Skills Coach, and the rest of the team at GP Strategies. The dedicated programme is outcome focused and child centric, and has enabled our high quality learning staff to focus on their own personal growth and development.

”

Danielle Broadbent,
Acting Principal,
The Ferns Primary Academy

“

I have fully enjoyed doing my Teaching Assistant Apprenticeship, and without the support of my work colleague and my Skills Coach I wouldn't have come so far. I have gained so much incredible knowledge, and the experience has truly boosted by self-esteem and self-confidence. Thank you so much GP Strategies.

”

Tahera Arshed,
Teaching Assistant,
The Ferns Primary Academy

“

The apprentices have all demonstrated an excellent commitment to learning throughout the lockdown period. They produced reflective logs during this time, which has enabled them to reflect on how they are adapting their work roles to the restrictions, and how this is affecting learning and school routines.

”

Toni Hughes,
Childcare Skills Coach,
GP Strategies

Working with our levy paying employers



The apprenticeship levy continues to provide funded opportunities for many of our apprentice employers to attract new talent and retain existing staff, and we are delighted to have welcomed sixteen new clients over the past six months.

Introduced in April 2017, the apprenticeship levy sees all businesses with a wage bill over £3 million per year contribute an additional 0.5% to their wage bill into a 'levy pot' aimed at providing apprenticeship training in their business.

Maintaining continuity of learning

Like most organisations during the COVID-19 pandemic, we've had to adapt and respond quickly to ensure that apprentices can continue and complete their apprenticeship. Technology has played a crucial role in maintaining continuity of learning to well over 1500 learners, including the introduction of a new remote induction process and learning management system.

Management skills top focal point

Unsurprisingly at this time, managerial and supervisory skills are a top focal point for learning, particularly with managers being at the front line of so much uncertainty and change. We have recently designed

and developed leadership programmes for Hitachi Rail, Devon County Council, Bromsgrove District Council and Morgan Lovell. The programmes are underpinned by a consistent focus on creating an environment and team culture that drives effective change.

Programmes that span devolved administrations

We are also starting to run programmes that span devolved administrations to ensure that high quality apprenticeship opportunities are available to all staff, regardless of their place of work.

Apprenticeship achievers

A big congratulations to all our apprentices who have achieved their apprenticeship programme over the past year. This feat is

even more impressive as our apprentices had to maintain their focus and motivation while transitioning to our digital learning platform.

Thank you to all our front line services

Since the start of the pandemic, many of our apprentices have made a huge contribution to the delivery of essential services and we are extremely grateful to all our employers in the NHS, childcare and education settings and in adult care. A big thank you to employers and apprentices at University College London Hospital NHS Foundation Trust, Keys Group, Options, Star Academies, Northern Education Trust and Hft.



Apprenticeship levy transfers

Did you know that organisations who pay the apprenticeship levy can transfer up to 25% of their levy pot to cover the costs of training apprentices at local SMEs in need of apprenticeship funding? The transferred funds can be used to pay for training of recruited new apprentices or to develop the skills of existing employees.

Tap into unspent levy funds

A number of schemes have been launched nationally to help local smaller businesses tap into unused or surplus apprenticeship levy funds from large levy-paying organisations in their region.

Accessing funds

If you wish to access these excess funds, please contact our levy team at apprenticeshipsuk@gpstrategies.com who will assess your situation, advise you on any opportunities available in your area and where applicable, assist in matching you with a levy transfer employer.

Funding criteria

- Funds are paid monthly for the duration of the apprenticeship.
- Only levy-paying employers can make a transfer but any employer can receive and use transferred funds (subject to availability and eligibility).
- Sending and receiving employers have to be registered on the apprenticeship service and have a signed agreement with the Education and Skills Funding Agency (ESFA) - you will be guided through this should you apply for a transfer.
- Transfers can only be used for new apprenticeship starts.
- If the apprenticeship ends early then the funding will stop, but you won't have to pay any funds back to the sending employer.

Mindsets for all seasons and all leaders

By Leah Clark, Director, Strategy and Planning, GP Strategies Corporation

Leadership research conducted by GP Strategies uncovered the need for four particular mindsets to lead effectively:

- Growth
- Inclusive
- Agile
- Enterprise

Inside a steady-state or business-as-usual environment, these mindsets can ground leaders, helping them support their teams, each other, and their organisation. But what about times of uncertainty or crisis? Do these mindsets go out the window in favour of something else? Quite the opposite. During times of uncertainty, these four kinds of mindsets can help refocus leaders on the attitudes they need to succeed.

Growth

A growth mindset reminds us to learn from our setbacks and challenges and use them to improve. When situations are challenging - customer demands are shifting, markets are in flux, employee roles are being changed or eliminated - it can be hard to remain positive.

A growth mindset is an acknowledgment of current realities combined with a

commitment to how you'll address those challenges differently. How are your client or customers' needs shifting and how can you be better prepared to meet them going forward? With organisational changes, how can you alter what you're doing to support the organisation? Is there something new you can learn or take on to contribute in new or different ways?

Look around at the ways businesses and communities are flexing to change what they deliver to their customers and students. Adaptations like click and collect, distance learning for children, or Zoom meetings to connect colleagues or family members are real-time examples of the growth mindset - creative ways to accomplish goals through different means.

When we move forward in spite of obstacles and look for new ways to accomplish tasks, we make room for growth and

skill's development. From there, it's possible to move forward with confidence and instil that confidence in our teams.

Inclusivity

Times of uncertainty and change are also times where you need your team to step up and bring their ideas and support to what you're trying to accomplish.

When a leader has an inclusive mindset, they recognise the need to make sure they are seeking the input of all members of their team and not simply falling back on the thoughts and opinions of a trusted few. They can do this by actively reaching out to get feedback and ideas from those with diverse perspectives.

In addition, creating an environment of psychological safety is particularly important during times of uncertainty because you want your team

to feel comfortable sharing all ideas. If a team member feels pressure to 'get on board' even if they have doubts or other ideas, you run the risk of repressing information that might be useful.

Diverse opinions can reveal new ways of adapting work from home scenarios to be more sensitive to working parents or better address the time zone differences of global team members. An inclusive leader helps all team members feel as though their unique differences and opinions are relevant at all times - including times of change.

Agility

Agility might be the most important mindset during times of change and uncertainty. When confronted with change, some people (including leaders) are so overwhelmed that they freeze, unable to act in a way that moves them, or their team, forward. You yourself might want to hold off on making decisions until the best decision comes into focus or you gather more information, but playing the waiting game and choosing inaction may not be the best choice.

An agile leader is increasingly comfortable with ambiguous situations; is able to make decisions with incomplete information, and helps their team take actions that propel them forward.

Agility can be seen in the adaptations leaders and their people have made to leverage technology in new ways to keep their teams connected and contributing. An agile leader cultivates personal resiliency and encourages their team to do the same. The result of agility can be new and innovative ideas, opportunities to get things done differently, or approaches that might not otherwise have surfaced if a leader didn't to pivot from their current reality.

Enterprise

Change can cause leaders, and their teams, to lose focus. You may be distracted by world events, volatile market conditions, or upheavals in your personal life such as working from home while juggling family responsibilities. Under these circumstances, it's easy to become disengaged and feel unsure where to spend your time and energy.

One way to refocus is to tap into your enterprise mindset and think about the contributions you need to make to your team members, organisation, and customers. Reminding yourself, and your team, of the shared purpose you have to make contributions that benefit your clients and customers can keep you focused on the task at hand.

Likewise, research shows that the best enterprise leaders link the work their team is doing to organisational goals. When you remind yourself of what or who you're working for and re-centre around the efforts you can make to contribute, you can increase your (and your team's) engagement.

During times of change and uncertainty, there's a lot we can't control. But with some conscious effort, you can align your thinking and bring forth an attitude of growth, inclusivity, agility, and enterprise thinking to help you move forward. And when you align your thoughts, your actions will follow, further enabling you to lead yourself, and others, through change.

Virtual masterclasses

We have launched a suite of optional virtual masterclass workshops covering a number of essential leadership and management topics to complement apprenticeship delivery.

- Delivered by professionals in their field
- Available virtually using Microsoft Team or WebEx
- Challenges apprentices to apply learning to their workplace setting
- Mirrors our 'in-class' format to maximise interactions

- and dialogue
- Capped class sizes to ensure quality of learning

For further information about our workshops, please email apprenticeshipsuk@gpstrategies.com



Congratulations to Hft ranked 11th best apprenticeship employer in the country

We are delighted to see our apprenticeship partner, Hft, being recognised as one of the top 15 best apprenticeship employers in the country.

Hft, a national charity supporting adults with learning disabilities, was revealed as number 11 in the Top 100 Apprenticeship Employers 2020. The organisation was also the highest ranked charity and social care provider in the list released by the Government, which celebrates employers from a wide range of industries across both the public and private sectors.

Apprentices account for around 20% of Hft's workforce and are focused on gaining skills, experience and qualifications

while earning a wage. The first apprentice funded by the Government's Levy scheme began in August 2017, and today there are more than 600 apprentices across the organisation taking part in nationally recognised training and development programmes to start or further careers, predominantly in social care and management, but also in areas such as administration, IT and accountancy.

Sue Hill, Hft's Head of Organisational Development, said: "We are absolutely thrilled to be named as the eleventh best apprenticeship employer in the country. It is fantastic to be recognised for the opportunities we offer and is a testament to both the hard work of those working behind the scenes that are responsible for driving the

delivery of the training, and our apprentices' commitment to the programmes.

Dave Martin, Vice President, GP Strategies, said: "I'd like to congratulate Hft for its well-deserved ranking in the Top 100 Apprenticeship Employers 2020. Apprenticeships are the cornerstone of career progression at Hft and we are proud to be working in partnership with such a forward-thinking employer. This recognition is testament to the organisation's commitment to grow its own talent, inject new skills into its workforce and develop high calibre employees who thrive and progress."



Thank you for your amazing work and dedication

THANK YOU TO OUR EMPLOYER AND APPRENTICES WORKING in health, childcare and adult care for the wonderful work you are doing during these difficult times.

We are proud of you for your commitment and dedication in putting others first and keeping vulnerable people safe under such challenging circumstances.

You really are making a big difference to the lives of so many.

And thank you to all our staff volunteers for all the help and support you've provided to the NHS, charities and your local communities. Here is a list of some of our helpers and what they did:

- **DOT GILBERT** registered for the NHS and was out in the community doing what she does best – shopping! Helping people at risk and in isolation who've been unable to get out during lockdown.
- **JONATHAN MILLARD** and **NICOLA MCLEAN** also registered with the NHS, while **LINDA O'HARA** has been collecting shopping for vulnerable people and working at her local Ambulance HO station serving breakfast, teas and coffees – keeping everyone's spirits high!
- In addition to delivering medication, **ANGELA FLAMSON** created a new system to help people who were shielding whereby they placed a red card in their window if they needed something, while a green card meant all was good.
- **MARTINA CRELLIN** has been shopping for many vulnerable elderly people in her community.
- **CAROLE MCQUARRIE WATSON** is in regular contact with an elderly lady in isolation and as president of her local Women's Institute, sends emails or calls members to check if they need help, provides assistance where needed and also ensures everyone's birthdays are celebrated!
- **JULIE PHILLIPS**, from our Blackpool office registered for GoodSAM NHS, check and chat section.
- **MARK GILBERT**, from our Cheshire centre volunteered for Age Concern and has been delivering shopping to the elderly in his community.

Level up with apprenticeship progressions

With an apprenticeship, the learning doesn't need to stop once your apprentice has completed their current qualification. Most apprenticeships have a natural progression onto different levels, allowing employees to start their next stage of learning with ease.

By continuing to train and develop people with the right skills for the job, apprentices can do a wider range of tasks and take on new responsibilities, which in turn can help you reduce skill shortages, minimise staff turnover and improve business performance.

How apprenticeships can grow your business

- Develops a workforce with the skills specific to your organisation
- Raises the level of skills and expertise for the future
- Allows you to strengthen and diversify your business
- Reduces training and recruitment costs by promoting within
- Improves loyalty and reduces staff turnover
- Motivates staff and increases job satisfaction
- Ensures workplace skills and academic qualifications are up to date



GP Strategies' career pathways

GP Strategies offers a range of pathways to help your apprentice advance their career across a range of sectors and professions including adult care, childcare and education, business, and management.

We can work with you to develop a sustainable strategy for developing your teams through apprenticeships that will ensure your workforce has the skills and expertise to meet the changing needs of the future.

Adult Care



Childcare & Education



Business & Management



An independent End Point Assessment Service you can trust



- ✓ A nationwide team of highly qualified assessors
- ✓ Wide range of support and guidance materials
- ✓ Rigorous internal quality assurance policies
- ✓ Flexible booking and payment options
- ✓ Ongoing support from a dedicated team
- ✓ A comprehensive online platform to track progress

As a Government approved End Point Assessment Organisation, GP Strategies Assessment Services works with employers and training providers to deliver high quality, cost-effective End Point Assessments for Adult Care and Management Apprenticeships.

We understand how important your Apprenticeship training is and will prepare your apprentices for successful assessment by providing them with support, preparation and guidance to ensure they perform to their highest level.

Apprenticeship standards we assess:



To find out more about how GP Strategies Assessment Services can help you with all your EPA needs, call us on **0161 429 2551**, email EPA@gpstrategies.com or visit www.en-gb.gpstrategies.com/end-point-assessment-services/



Celebrating success and recognising the achievements of our employers and apprentices

Apprenticeship Programmes

England - Apprenticeship Standards

Apprenticeship	Level	Duration*	End Point Assessment Service**
Adult Social Care			
Adult Care Worker	2	15 months	Yes
Lead Adult Care Worker	3	15 months	Yes
Lead Practitioner in Adult care	4	18 months	Yes
Leader in Adult Care	5	18 months	Yes
Childcare & Education			
Early Years Practitioner	2	14 months	
Early Years Educator	3	15 months	
Children, Young People & Families Residential Practitioner	4	18 months	
Children, Young People & Families Residential Manager	5	20 months	
Children, Young People & Families Manager within the Community	5	20 months	
Teaching Assistant	3	14 months	
Business & Management			
Business Administrator	3	14 months	Yes
Team Leader/Supervisor	3	14 months	Yes
Operations/Departmental Manager	5	18 months	Yes
Business Improvement Technician	3	14 months	
Business Improvement Practitioner	4	14 months	
Digital Marketer	3	14 months	
Data Analyst	4	18 months	

Scotland - Modern Apprenticeships

Course Title	SCQF Level	AV Duration*
Diploma for IT & Telecommunications	6 & 8	12 months
Digital Applications	6	12 months
Digital Marketing	6	12 months
Business & Administration	5 & 6	12 months
Management	7 & 9 & 11	12 months
Children & Young People (CYP)	7 & 9	12 months

*The length of the apprenticeship will vary dependant on the individual. Durations are agreed at the start of the course and monitored throughout for their appropriateness. **End point assessment is a mandatory element of all apprenticeship standards. GP Strategies Assessment Services is registered end point assessment provider.

Mental Health

Mental health remains a major priority in the recovery of the nation post-Covid, and our mental health and wellbeing is a key cornerstone to this recovery. It is important to know that if you have a mental health issue you are not alone - 1 in 4 people will experience a mental health problem of some kind this year. Our attitude to mental health could change someone's life.

Useful contacts

GP Strategies

T: 0330 0183 531 (this number is available 24 hours a day, 365 days a year)
E: safeguardingreporting@gpstrategies.com

ChildLine

T: 0800 1111 (freephone) - the ChildLine number won't show up on your phonebill if you call from a landline or from most mobile networks

Action on Elder Abuse

T: 0808 808 8141

Financial: Action Fraud

T: 0300 123 2040

Samaritans

T: 116 123 - providing confidential, non-judgemental emotional support

Mind Infoline

T: 0300 123 3393 (9am-6pm Mon-Fri) - for confidential mental health information services

Mental Health Foundation

W: www.mentalhealth.org.uk/
- offers a range of free guidance and advice

Carers Direct

T: 0203 904 4520



England | www.gpstl-apprenticeships.co.uk
0330 1000 610 | apprenticeshipsuk@gpstrategies.com

Scotland | www.gpstl-apprenticeships.co.uk/scotland
01786 478478 | modernapprenticeships@gpstrategies.com

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