



THE  
THRIVE  
APPRENTICESHIP  
ACADEMY

# Guide to Managing Apprenticeships in Primary Care

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# Welcome to Apprenticeships

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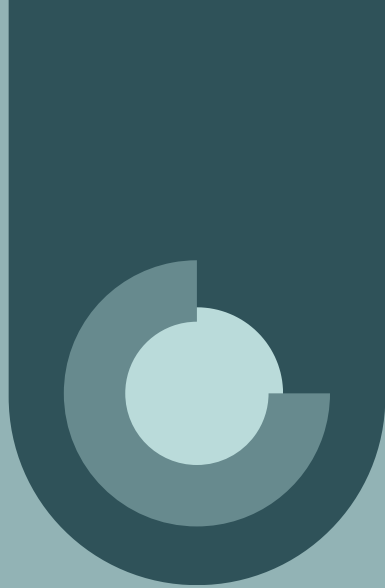
The purpose of this toolkit is to support primary care staff who are either looking to take on an apprentice, or whom have an apprentice within their team.

In this toolkit we will walk you through the roles and responsibilities of those involved in the learner journey, including sharing how managers can best support their apprentices in simple terms.

Our apprenticeship team are always on hand to help you bring out the best of your apprentices and to ensure that you feel supported throughout the journey.

Managers shape the experience and progress of apprentices in many ways. This guide brings together useful insights, tips and things to keep in mind as you support an apprentice. Feel free to read it all or go straight to the sections that match what you need.

Although we use the term 'line manager', many workplaces use titles such as supervisor, team leader, section leader or reporting manager. The focus is on the person responsible for guiding an apprentice through their daily tasks.



# Apprenticeship Overview

## What is an apprenticeship?

An apprenticeship gives people the chance to earn while learning skills for a defined job. Apprentices are employed on a contract that lasts for the full programme, with many staying on in their roles long term.

Although some still see apprenticeships as only entry-level or trade-focused, they now offer high-quality training across many careers. Better funding, clearer expectations and strong role-specific standards make them a valuable option for people at any stage of life.

## Apprenticeship Delivery

An apprenticeship can be delivered through several methods, each offering unique benefits:

- **\*\*Workplace Training\*\***: This involves hands-on experience where apprentices learn directly on the job, gaining practical skills and knowledge from experienced professionals in a real-world setting.
- **\*\*Online or In-Person Workshops\*\***: These workshops provide structured learning opportunities, either virtually or face-to-face, allowing apprentices to engage with instructors and peers, gain insights from industry experts, and participate in interactive sessions.
- **\*\*Self-Study Learning\*\***: This approach encourages apprentices to take initiative in their learning by accessing various educational resources, such as books, online courses, and tutorials, enabling them to learn at their own pace and focus on areas that need improvement.

# Off and On-the-Job Training

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The Practice will engage an accredited training provider to coordinate and deliver formal off-the-job training for the apprentices. Apprentices are required to dedicate a minimum of 20% of their time to off-the-job training. However, additional training may be necessary, for instance, in English and mathematics. The Trust and the training provider will determine the method of delivering the off-the-job training.



The Practice will offer apprentices the opportunity to apply new skills in a professional setting, known as on-the-job training. This approach aids apprentices in acquiring the specific competencies required for the workplace. Apprentices should receive support from a line manager and/or mentor.

Further details regarding what qualifies as off-the-job training can be found on [gov.uk](https://www.gov.uk).

# Importance of a Good Line Manager

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## The Role

Line managers are crucial to the success and advancement of apprentices. Apprentices can come from diverse backgrounds; some may bring substantial workplace experience, while for others, this might be their first employment opportunity. Although the duties of an apprentice line manager align with those for all staff, they also bear the responsibility of guiding apprentices in developing the necessary knowledge, skills, and behaviors to successfully complete their apprenticeship and become fully competent members of the workforce.

## An Ideal Manager for an Apprentice

Individuals in this role should possess extensive experience and proficiency in the apprentice's occupational field. They must excel in communication, as they are ideally positioned to engage with the apprentice, address their concerns, and provide guidance and coaching. They will be responsible for ensuring the apprentice meets their targets, remains committed to the organization, and progresses in their learning relevant to the job role.

A commitment to the wellbeing of their direct reports is essential, alongside fostering an open and trusting environment where support needs and flexibility can be openly discussed. This may involve implementing reasonable adjustments as necessary.

They must also value the importance of learning, development, and progression within the workplace, actively supporting and identifying opportunities for both on-the-job and off-the-job training. Additionally, they will ensure that team members are informed, understand the apprentice's role, and know what is expected of them concerning apprentices.



# Preparing For Your Apprenticeship

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## **Meet The Apprenticeship Team**

- Ensure you have met with KRFT Apprenticeship Manager and have been made aware of all of the support available to you and your apprentice
- Check that you know who the Training Provider is, and have an initial introduction meeting

## **Clarify Your Expectations**

- Set clear expectations for the role, responsibilities and goals to the apprentice
- Discuss the apprenticeship learning objectives and tasks they may be undertaking

## **Monitor Work-Life Balance**

- Be mindful of the apprentices workload and work-life balance
- Promote a healthy work environment, encourage them utilise the academy

## **Support Skills Development**

- Offer opportunities for hands-on learning and development
- Provide access to tools, resources and staff members who can help support and develop them

## **Communication**

- Set up regular check-in meetings to discuss progress and to address any concerns
- Encourage the apprentice to ask questions and seek clarification when needed

## **Feedback and Reviews**

- Schedule your first performance review
- Celebrate small achievements and milestones such as completing a module of the apprenticeship

# Ongoing Support for your apprentice



## The Fundamentals

- Establish a weekly meeting with your apprentice to provide consistent guidance and support, ensuring they feel valued and are progressing well in their role.
- Inform your team about the arrival of the new apprentice and encourage them to offer assistance and answer any questions the apprentice may have, fostering a supportive team environment.
- Participate in regular updates with the training provider and apprenticeship manager. The apprenticeship team will assist you in coordinating these meetings to ensure alignment and progress tracking.
- Collaborate with your apprentice to set clear objectives and goals, and plan relevant work activities that align with their training and development needs.
- Integrate the knowledge, skills, and behaviors taught by the training provider into practical workplace scenarios, enhancing the apprentice's learning experience.
- Include your apprentice in meetings or tasks that will help reinforce their newly acquired skills and knowledge, promoting practical application and understanding.
- Offer support to your apprentice if they encounter difficulties in specific areas, and consider involving other team members to provide additional assistance and mentorship.
- Encourage your apprentice to make use of the Apprenticeship Academy, where they can access further support and wellbeing resources from broader teams, enhancing their overall apprenticeship experience.





# Reaching The End

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## Final Actions

- Check your apprentice is aware of the EPA requirement, and encourage them to talk to their training provider to provide them with ongoing support so that they can achieve.
- Meet with your apprentice and agree with them when they are ready to be “signed off” - this is commonly called “reaching the gateway”.
- Offer support if your apprentice needs to prepare any presentations - you could offer to review their work for them, spend time in your catch ups to give ideas or reflect on some of the things they have learned.
- Link in with the apprenticeship team to find out about further development and opportunities - the team will do the hard work for you - we want to make this as easy as possible for our apprentices and our line managers.

## Celebrate

- When your apprentice achieves, we know that you have also achieved!
- Take time to reflect on the apprenticeship journey you have both been on, and celebrate the achievement with the wider team.
- Help your apprentice with relevant advice or support with regarding their next steps. This may relate to staying in post, CPD opportunities.
- Remember you can signpost to the apprenticeship team, we are able to support with career coaching, CV writing, interview skills etc.
- If your apprentice does not pass EPA on the first go, with the training provider and the apprenticeship team will be here to support both of you. Normally a few tweaks, a review of the assessments and the apprentice will be ready to go to EPA again.

# Managing Performance

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Overseeing an apprentice's performance is not a one-time task but an ongoing process that mirrors the performance management of all staff members. This continuous journey involves several key components that ensure the apprentice's contributions are in harmony with the objectives of both the team and the broader organization.

First and foremost, it is essential to establish clear expectations from the outset. This involves outlining specific goals and objectives that align with the apprentice's role and the organization's mission. Regular check-ins and feedback sessions should be scheduled to track progress and address any challenges early on. These sessions provide an opportunity to evaluate the apprentice's work, offer constructive feedback, and discuss potential areas for improvement.

Building a strong foundation of trust between you and the apprentice is crucial for fostering a productive working relationship. Trust can be cultivated through open communication, active listening, and a supportive approach. Encouraging apprentices to voice their ideas and concerns without fear of judgment helps in creating an inclusive environment where they feel valued and motivated to contribute.

Additionally, providing opportunities for skill development and learning is vital for an apprentice's growth. Encouraging participation in training programs, workshops, and mentorship initiatives can enhance their capabilities and prepare them for future roles within the organization. Offering diverse experiences and responsibilities helps them develop a well-rounded skill set and a deeper understanding of the business.

In conclusion, managing an apprentice's performance is a dynamic and continuous journey that requires commitment, patience, and strategic planning. By setting clear expectations, building trust, recognizing contributions, and fostering development, you can effectively guide apprentices towards becoming valuable and skilled members of the organization.



# Meet the **Kingston & Richmond NHS Foundation Trust Apprenticeship Team**

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# Thank You

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