



# Trailblazer Guide for Employers

May 2019

## Introduction

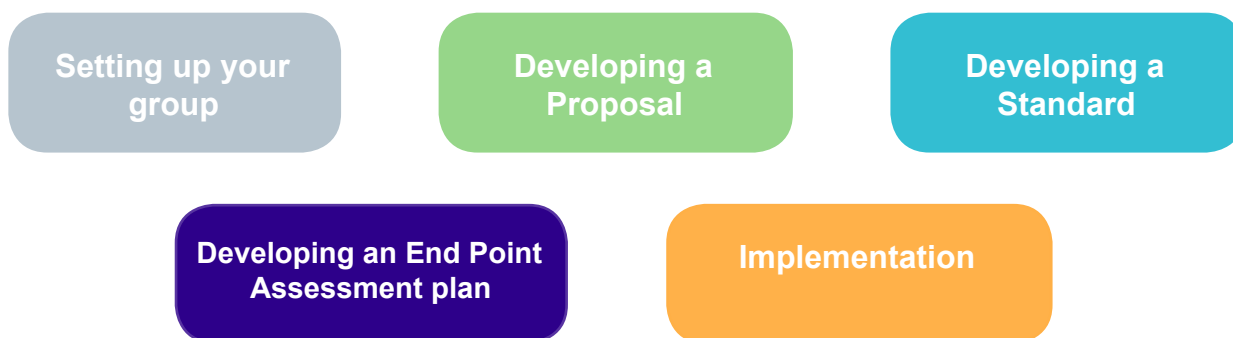
An apprenticeship is a job with training, it enables someone to develop and demonstrate the knowledge, skills and behaviours they need to perform effectively in a particular occupation.

Apprenticeship Standards are developed by trailblazer groups (employer-led steering groups) in line with guidance provided by the Institute for Apprenticeships and Technical Education (referred to in this document as 'the Institute') who decide which standards can and cannot be developed. An Apprenticeship Standard must describe a unique occupation. The trailblazer group needs to show how it is different from other occupations at the same level or within the same field.

Skills for Health has designed this document for healthcare employers to share our experience of working with trailblazers for use in the health sector. Checklists are included to help you keep your trailblazer on track and make sense of the Institute's guidance.

Trailblazer groups develop apprenticeship standards in line with the process below.

## The Process



### Setting up your group

#### We are interested in developing a standard – what do we need to do?

First, you need to define the occupation – this must be a recognised stand-alone occupation, for which there is a genuine demand in the job market. In the health sector this can present particular issues as many occupations overlap and whilst they may work in a particular professional context or setting, it can be very challenging to demonstrate that the skills, knowledge and behaviours that describe the occupation are unique.

Check on [Healthcare Apprenticeship Standards Online](#) whether there is a standard, or a similar one, already available or in development. On the website, you will find standards specific to healthcare as well as more generic ones which are widely used in the health sector covering clinical and non-clinical roles.

Check which of the 15 routeways your occupation fits with, often this will be 'health and science'.

Think about the level of the apprenticeship standard. Be aware that the level of the standard is an academic level and not an Agenda for Change pay band or Career Framework level.

If no other standard is already available or in development, gather as much information about the occupation from your own organisation's resources, e.g. job descriptions, career frameworks and professional standards. [Health careers](#) and [NHS jobs](#) may also be helpful.

Your organisation must commit to employing apprentices once the standard is approved for delivery. Find out how many they will employ in the first year. You may need to speak to your finance, HR, workforce or education departments to find out more background information on your organisation's position in relation to apprenticeships.

Talk to people within your network and from other organisations to see if they are interested in developing the same occupation and whether you can get a group together with a good geographical spread.

The chair is appointed by the members of the trailblazer group. The Chair cannot have a financial interest nor hold a director or equivalent position in any organisation which may profit from the training or assessment of apprentices in the occupation being developed.

Skills for Health can help by putting you in touch with other people who have enquired about the same occupation. Use the Healthcare Apprenticeship Standards Online [enquiry form](#). This can be really helpful if you need to find people from outside your geographic region too

### **Who should be in the group?**

The trailblazer must be a group of employers recognised by the Institute and reflective of those who employ people in the occupation, including small employers. Contact details of the group members are shared with the Institute (and Skills for Health if they are facilitating your trailblazer) so the chair must seek approval from each member to enable this sharing of data.

It is possible to bring in new members, at the discretion of the Chair, but it can be a steep learning curve. Introducing new members after you have already started can sometimes mean re-treading old ground which can hinder progress.

If the stakeholder group is interested in developing a degree apprenticeship, the proposal should have the active support of at least two Higher Education Institutions. Often there will be more than two who want to be involved.

You should consider having a project manager to coordinate meetings and communications. Their role is to ensure that the project stays on track and to check that the group is meeting all of the Institute's requirements at each stage. If Skills for Health is commissioned to work with your group, we will take on the role of project manager.

The appointment of the Chair is really important. They need to meet the eligibility criteria set by the Institute and provide email confirmation of this to their relationship manager, once one has been allocated to the trailblazer group. The chair must be committed to the journey and have credibility within the occupation. They must ensure that there is always strong leadership throughout the process.

Being a chair can be time consuming and there are times when you'll personally have to make decisions on behalf of your group. If you are working with Skills for Health and Health Education England, your project manager will be in regular communication with you and will expect you to be contactable and responsive.

Wider stakeholders are commonly included, offering advice and guidance e.g. Skills for Health, Health Education England, professional and regulatory bodies, awarding organisations or education providers. However, this is an employer-led process, so it is the employers in the group who make all the final decisions. If for any reason the group can't reach a consensus, the Chair has the deciding say.

The Institute will allocate a 'relationship manager' to work with you as you develop your proposal, standard and assessment plan. This person will be your key contact at the Institute offering you information, advice and guidance throughout the process, ensuring that you are fully prepared at each submission stage.

The relationship manager must approve each of your documents before you can submit them through the online portal and if they do not feel the documents are ready at the time, you may be asked to do further work and wait until the next submission window.

As the group can't accommodate everybody who is interested in developing the standard, a period of consultation on the standard is always built into the process, often as an online survey. Skills for Health publishes consultation links on Healthcare Apprenticeship Standards Online whenever they are available.

## **What is the commitment required?**

Initial development of the proposal, standard and end-point assessment is likely to require regular meetings. This can be over a period of about 12-months.

Releasing people from work, travel time and expenses when attending meetings can be costly. Therefore, offering remote communication through dial-in facilities can be a way to facilitate debates and to put forward ideas. This works best when the focus of the meeting is feeding back how you have taken forward actions and discussions from the last meeting. Groups are often large, and it can be hard to run a participative webinar or teleconference with so many people wanting to have their say. For meetings where there is likely to be a need for discussion and debate we would recommend that you hold them face to face. There is a [small business travel fund](#) to support small employers in engaging with standards development.

Before the Trailblazer group officially starts you need to develop the proposal. It can take significant time to define the occupation at this stage.

You need to list all the duties that will later appear in the standard and how long it will take for someone to become competent. This means that you will probably have to have a couple of meetings as a group to determine and agree the proposal content. It is a good idea to invite the Institute's relationship manager to attend one of these early meetings if they can. As employers, you are the experts on the requirements of the occupation, however, you also need to be able to explain them in a way that an apprentice and their family can understand. This means using plain English, avoiding healthcare jargon and abbreviations.

Throughout the project, it can be time consuming to draft and re-draft the text, sending it back and forth between the steering group and sub-groups for comment. If you have a project manager, they will coordinate a lot of this activity. However, each member of the group should be made aware that they have an individual responsibility to feedback into the drafting in a timely manner.

## Developing a Proposal

To write a new proposal, the stakeholder group must review the standards that have already been approved and explain the relationship between their proposed standard and those that already exist. This is to avoid crossover as the Institute's guidance is quite clear that the occupation must be defined, unique with sufficient breadth and depth. If you are unable to demonstrate this adequately you may be asked to work with another trailblazer or your proposal may be rejected.

You must define the occupational profile at this stage including the duties it consists of (set of 10 to 20), the duration of the apprenticeship, the level, the amount of off-the-job training required for a new entrant to become fully competent and how it fits with any existing apprenticeship standards. You also need to work out how many off-the-job training days will be required. (see Appendix A for a Proposal check- list).

Most healthcare occupations have similarities in relation to things like safeguarding, duty of care or manual handling. However, it is really important to explain the differences between occupations in a way that someone who is not familiar with the health sector will be able to understand. The Institute's panels (who make the decisions about whether or not your standard is approved for development) may not all come from or be familiar with the health sector or your individual occupation. This means that you must be as explicit as you can be about the breadth and scope of the occupation within the proposal.

Your relationship manager must see and comment on the proposal before you submit it and you need to provide the Institute with a target date for the standard to be approved for delivery. There is a submission window every 6 weeks. You can access the submission portal on the Apprenticeship Builder [here](#).

Once you submit your proposal, the Institute will provide you with a login which means you can go back in and edit the wording at any point.

When your proposal is agreed by the IFA you will receive a letter agreeing that you may form a Trailblazer group. Sometimes the letter will include conditions about either the proposed content of the standard or about the membership of the group. This letter will also contain initial funding information for the group to consider.

## Developing a Standard

Once the proposal is submitted and approved, the group officially becomes a 'Trailblazer' and starts developing the standard. The standard builds on the content of the proposal, and describes what the apprentice will know, understand and be able to do by the end of their apprenticeship. The standard also describes the behaviours employers are looking for in the workplace and lists the key duties that the apprentice will undertake.

The trailblazer group will write the standard together (see Appendix B for a standard checklist). This can take some time and generate a lot of discussion and even differences of opinion. The Chair will help the group negotiate through this stage and reach consensus about what should appear in the standard. It is important to remember that everyone who is going to take the apprenticeship must be able to do everything that is listed in the document.

This means that some things which are common to many but not done by all, will not appear in the standard document itself but may still be taught during on-programme training. When writing the standard, the trailblazer group needs to consider the assessment methods that might be used in the end point assessment plan against each duty and select at least two. Each knowledge, skills and behaviours must be mapped against one of the assessment methods.

The relationship manager must see and comment on the standard before you submit it. The standard is submitted through the Apprenticeship Builder, using the same login that you used for your proposal. Sometimes when you access the builder it may be 'locked' meaning you are unable to add new information. Should this occur please contact your relationship manager who will unlock it for you.

It will take 6 weeks to hear back from the IFA whether or not your standard has been approved. Often standards are 'approved with conditions'. In these cases, you will need to make some amendments to the standard and resubmit it via your relationship manager. Sometimes the conditions are easy to meet and can be agreed just by the chair/s, in other instances, the trailblazer group may need to meet and consider the amendments more fully.

## Developing an End Point Assessment Plan

Once the standard is approved, the trailblazer group will move on to develop an assessment plan for end-point assessment (EPA). The end-point assessment is entirely separate from on-programme assessment (which may include a formal qualification). It aims to holistically assess that the apprentice is work-ready at the end of their apprenticeship (see Appendix C for an assessment plan checklist).

Often healthcare trailblazer groups begin to work on their assessment plan whilst their standard is out for consultation. You need to make sure that the assessment plan is affordable and achievable. Take into account how important it is to employers that end-point assessment is carried out close to where the apprentice works. Be careful not to create a plan that over-assesses individuals and yet is rigorous enough to reflect the level and duration of the apprenticeship.

Regulated healthcare professions and degree apprenticeships are able to adopt an 'integrated' end point assessment. This is where the End Point Assessment is built into the on-programme qualification as the final assessment, module or unit. All other apprenticeships use a non-integrated end point assessment which is entirely separate from on-programme training. In these instances, completion of any 'on-programme' qualifications are often a gateway requirement used to check that the apprentice is ready to progress to End Point Assessment. If a regulated profession chooses not to integrate end point assessment, the trailblazer group will need to be mindful of the potential for apprentices to register as a professional prior to completing their apprenticeship. Integration may require revalidation of programmes which may not be viable for very small numbers of apprentices or may delay the proposed start date of the apprenticeship.

When you submit your assessment plan you will need to gather letters of support from: the organisation that is providing external quality assurance; if a degree standard, from the universities involved; and if a regulated profession, from the regulator or professional body.

It may take additional time to get support from each of these bodies and you will need to factor in their individual processes and requirements to your own project timeline.

You will have to submit three provider quotes and a completed 'training plan' document at the same time as submitting your assessment plan. This is your only opportunity to achieve an appropriate funding offer from the Institute so every effort should be made to complete the documents as fully as possible, breaking down all the costs as much as you can. See full details [here](#). Your relationship manager may be able to review your early drafts and offer you advice and guidance on what else needs to be included.

Please submit your assessment plan and funding information through the Institute's builder [here](#). It will take 6 weeks to hear back from the IFA whether or not your End Point Assessment has been approved. Often EPAs are 'approved with conditions.' In these cases, you will need to make some amendments to the End Point Assessment and resubmit it via your relationship manager. Sometimes the conditions are easy to meet and can be agreed just by the chair/s, in other instances the trailblazer group may need to meet and consider the amendments more fully.

## Implementation

Once all three stages (Proposal, Standard and Assessment Plan) are complete, the Institute assigns the standard and assessment plan as 'approved for delivery'. This is when the Institute allocates the final funding band for apprenticeship standards. At this point it is no longer possible to appeal the final funding band offered. Apprenticeships are funded via the levy or co-investment. You can read more about how this funding works [here](#).

There is usually a delay between the standard and assessment plan being 'approved for delivery' and apprentices starting the apprenticeship. This is because employers need to select an organisation from the [Register of Approved End Point Assessment Organisations](#) and [Register of Approved Training Providers](#) to work with their apprentices and those organisations can only register against a particular apprenticeship once it has been approved for delivery. These organisations may also need time to develop or amend their programmes and materials or to recruit assessors.

As an employer you may want to deliver some or all of the training yourself. In those instances, there are three types of provider status to choose from 'main providers' 'employer providers' and 'supporting providers'. You can read an explanation of what each of these types of provider can and cannot do [here](#). Once End Point Assessment Organisations and Training Providers are in place, employers can recruit apprentices and training can begin. Normally you will have to go through a procurement process to secure your training provider. Further details on procurement can be found [here](#).

After the trailblazer group's work is finished, sometimes employers continue to work together and develop communication materials or additional guidance on how to use the new standards. This may help contextualise the new standards for colleagues who have not been able to be round the table with you through the development process. It is also an opportunity for you to explain what your decisions have been and what aspects of the new standards are outside of your control such as end-point assessment or grading.



## Healthcare Apprenticeships Standards Online (HASO)

HASO is Skills for Health's online portal which gives access for health employers in England to:

- Search for and download standards that are approved for delivery and ready to use
- Keep up to date with which standards and assessment plans are still in development
- See what is being considered for development or where expressions of interest have been submitted
- Calculate how much apprentices will cost their organisation through the [Costing Calculator](#)
- Use and download the [Pathways tool](#)
- Read and download various resources in the [implementation toolkit](#)
- Read about standards which have not progressed
- Respond to consultations
- Check the status and last start dates of healthcare frameworks
- Discover additional resources and blog posts

You may find it helpful to sign up to the HASO newsletter [here](#) which allows you to keep up to date with developments as they happen.

## Skills for Health and Health Education England's Role

Many of the standards that are being developed for use in the health sector are being facilitated by Skills for Health (SfH), who are supporting Health Education England to ensure that the NHS in particular, has the apprenticeship standards it needs. If your trailblazer group is facilitated by us we will project manage the work including offering advice and guidance, drafting documents, running consultations and making the necessary submissions. We will also make sure that the group's progress is recorded on HASO and reported back to Health Education England.

If you are the chair of a healthcare trailblazer group that Skills for Health is not commissioned to work with directly, we will forward enquiries that we receive about your trailblazer on to you. In turn, you are invited to keep us up to date with your progress by emailing [healthcare.trailblazer@skillsforhealth.org.uk](mailto:healthcare.trailblazer@skillsforhealth.org.uk). We can also publish your consultation links in our news feed if you would like us to.

## Additional useful Links:

- [Healthcare Apprenticeship Standards Online](#)
- [Institute for Apprenticeships and Technical Education How to Guide for Trailblazers](#)
- [Register of Apprenticeship Training Providers](#)
- [Register of Apprenticeship Assessment Organisations](#)
- [The levy](#)



# Appendix A

## Proposal Checklist

### Before submitting, have you...?

- Have you read the Proposal section on the [Institute's website](#)?
- Have you checked on HASO for any similar existing standards or any crossover?
- Have you confirmed which routeway your occupation fits with and discussed your submission with the relevant relationship manager?
- Have you defined the occupation to include a set of 10 to 20 duties?
- Have you outlined the number of days required to complete off the job training for each duty?
- Have you decided what level the proposed standard will be and its duration?
- Have you worked out how many apprentices will start on the apprenticeship in the first year and then the normal cohort size for the following years?
- Have you included 2 HEIs in the group? (if proposed standard is a Degree Apprenticeship)
- Have you appointed a chair? (include evidence that the Chair meets the Institute's requirements)
- Have you named a project manager to coordinate meetings and communications?
- Have you committed to employing apprentices once the proposed standard is available and decided on how many?
- Have you estimated when the proposed standard will be ready to deliver starts?
- If you want Skills for Health support, have you requested it via HASO?

### Can you answer yes to the following and provide evidence?

- Does the standard include a qualification?
  - If a degree apprenticeship, does it include a full bachelors or master's degree?
  - If not a degree apprenticeship, can you meet one of the 3 criteria for including a qualification i.e. it's required as a license to practice; for professional registration; or the apprentices will be disadvantaged in the job market without a qualification because it is used as a hard sift at interview (evidenced via job descriptions and adverts)
- Is the proposed standard at least 12 months long with 20% off the job learning?
- Is the proposed standard unique and does not overlap with any existing standards?
- Is there a genuine demand in the job market for this occupation?
- Are there transferable skills in this occupation which will enable successful apprentices to work in any size businesses?

## Appendix B Standard Checklist

### Before submitting, have you...?

- Have you read the Standard section on the [Institute's website](#)?
- Have you included the standard title, level and reference number? i.e. ST0xxx Apprenticeship Standard for X, Degree Apprenticeship Standard for X or Integrated Degree Apprenticeship Standard for X at level xx.
- Have you listed the typical job titles?
- Have you written the standard in a short, concise and clear format?
- Have you outlined the key knowledge, skills and behaviours that apply?
- Have you mapped the knowledge, skills and behaviours to the set of duties?
- Have you checked that the proposed standard is transferable, sufficiently broad, deep and skilled to provide full occupational competence for new entrants?
- Have you considered at least two assessment methods that might be used in the end point assessment plan against each duty and mapped each knowledge, skills and behaviours to one of the chosen methods?
- Have you included the review date of the standard?
- Have you included on programme qualifications (if any)?
- If the standard is a core and options model, have you listed the option titles?
- Have you included typical entry requirements? (only if they are statutory or regulatory requirements)
- Have you discussed your submission with your relationship manager?
- Have you discussed your submission with your relationship manager?

### Can you answer yes to the following and provide evidence?

- Can you provide evidence to support the inclusion of a qualification (if any)?
- Did you open a consultation on the standard? i.e. online survey
  - Who did you consult with?
  - How did the survey responses affect the final draft of the standard?
- Is the duration of the standard at least 12 months?
- If professional recognition for the occupation exists, have you detailed how the standard aligns to it and provided a letter of support for the standard from the regulator?
- Do you have a projected annual apprenticeship start date once the standard is approved?

## Appendix C

### Assessment Plan Checklist

#### Before submitting, have you...?

- Have you read the EPA section on the [Institute's website](#)?
- Have you included a range of assessment methods?
  - One of which is holistic
  - Each method linked to specific knowledge, skills and behaviours
- Are the assessment methods appropriate to the occupation? e.g. an assessment plan based mainly in theory tests is unlikely to be appropriate for someone who works directly with people
- Does it include grading and detail of how judgments will be made?
- Does it detail internal and external quality assurance arrangements?
- Does it include how the standard relates to professional body recognition?
- Does the assessment plan confirm that an apprentice is fully competent in the occupation?
- Is it affordable? Costing no more than 20% of the overall fundable cost of the apprenticeship
- Is it manageable and feasible by all size employers?
- Is it appropriate to the level and proportionate to the planned length of the apprenticeship?
- Is it independent? Assessment needs to be carried out by organisations who have not been involved in the on-programme training of the apprentice, unless it is an integrated end-point assessment.
- Does it outline the roles and responsibilities of the apprentice, employer, training provider, assessment organisation and assessor?
- Have you discussed your submission with your relationship manager?

#### Can you answer yes to the following and provide evidence?

- Have you prepared the Training Plan document and included three provider quotes?
- Are you applying for a grading exception? If so, have you included a letter from your regulator detailing why they feel the apprenticeship must not be graded?
- If the standard is for a regulated occupation, do you have a letter of support from the regulator?
- Have you included a word version of the assessment plan?
- Have you included a letter of support from the organisation that is providing external quality assurance?