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# **1. The Apprenticeship Levy : An Employer Guide**

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## “From April 2017, employers with an annual pay-bill of £3 million or more will pay into the levy.”

The UK government has committed to a target of three million apprenticeship starts between 2015 and 2020. The apprenticeship levy will help to fund this, raising up to 3 billion per year by 2021. From April 2017, employers with an annual pay-bill of £3 million or more will pay into the levy. Government estimates that 1.3% of UK employers will be required to pay the levy; no employer is exempt.

### What does this guide cover?

This guide explores the key facts and figures surrounding the levy, including:

- how the levy is calculated
- how it will be redistributed
- ways in which it can be spent
- rules for cross-border employers
- key dates and timelines.

### Where can I find more detailed information?

Please note that this guide is intended as an overview. Full details can be found in the [Skills Funding Agency's Rules and Guidance for Levy-Paying Employers](https://www.i-l-m.com/assessment-and-resources/Funding).

### What if my organisation is too small to pay the levy?

Government will continue to co-fund apprenticeships delivered by non-levied employers. For more information, please visit the ILM website <https://www.i-l-m.com/assessment-and-resources/Funding>



## How is the levy calculated?

- All UK employers with an annual payroll of £3 million or more must pay the levy from April 2017
- The levy will be collected on a monthly basis via PAYE
- The amount collected will be 0.5% of the monthly payroll

### How will it be redistributed?

Levy contributions will be paid back to employers on a monthly basis from May 2017. Government will also provide a 10% top-up so that employers get back more from the system than they put in. Employers will be able to view, manage and spend their levy funds using a new Digital Apprenticeship Service (DAS). Levy-paying employers will be given free access to an account with DAS, which will be open for registrations in January 2017

## “Government will also provide a 10% top-up so that employers get back more from the system than they put in.”

and will go live in April 2017. This service will allow employers to:

- View their levy balance
- View statements, including monthly contributions and expenditure
- Calculate how many apprentices they can hire using their levy
- Find approved local providers who can deliver their apprenticeship.





## How can I spend the levy?

Each apprenticeship Framework or Standard is assigned a funding band. Employers can negotiate a price with a provider on the actual cost of delivery. Levy funds can then be used to pay for the delivery. If a fee is agreed which is greater than the band, the employer is required to pay the additional amount in full.

Once a fee has been agreed, the employer and provider will set up payment terms. The employer must transfer equal payments to the training provider each month, with 20% held back to pay for End-Point Assessment.

### What development qualifies for levy funding?

Employers can only use their levy funds to deliver approved English apprenticeship Frameworks or Standards. ILM offers a full range of these from levels 2 to 6. For more information, please visit our website. <https://www.ilm.com/assessment-and-resources/Funding>

Levy funds should only be used for training and assessment of apprentices, including End-Point Assessment. They cannot be used to pay for apprentice wages, travel costs or capital expenditure. Full details of what levy funds can and cannot be spent on are found in the [Skill's Funding Agency's Rules and Guidance for Levy-Paying Employers](#).

### How long will my organisation have to spend its levy funds?

Employers will have 24 months to spend their levy funds before they are reclaimed by HMRC.

### What happens if my organisation spends all of its levy fund?

Employers who spend all of their levy pot will be required to make a 10% contribution towards the remaining cost of delivery each month. They can resume payments from their levy account once sufficient funds have amassed. This is likely to affect employers who pay a small amount into the levy, as they may not have sufficient funds to pay for the delivery in full.



**“From 1st May 2017, government is simplifying the way funding works for cross-border employers.”**

## Rules for cross-border employers

### What if my organisation and its workforce are spread across England and Wales, Scotland or Northern Ireland?

From 1st May 2017, government is simplifying the way funding works for cross-border employers. The following rules will apply:

- Employers pay into the levy based on their entire UK workforce
- Funds will be added to DAS based on the proportion of employees who are resident in England
- Funds can only be spent on employees whose main place of work is in England

### How will this work?

Here are some examples of how this may work:

Monthly contribution to levy (£)	Employees living in England	Levy funds available each month* (£)
10,000	0%	0
5,000	100%	5,500
1,000	50%	550
2,000	10%	220
300	90%	297

\* Includes the 10% government top-up. Can only be spent on those employees whose main place of work is England.

The UK government is in discussions with each devolved administration to confirm how their levy contributions will be redistributed.

## How can ILM help?

ILM supports individual employers to convert their internal management programmes into high quality, meaningful apprenticeships for new or existing employees, or to develop new programmes from scratch. This ensures structure, breadth and transferability of learning, and enables employers to leverage their levy funds to develop essential leadership skills across their business.

### What is End- Point Assessment?

On completion of their apprenticeship, apprentices must undertake End-Point Assessment of their knowledge and practical capabilities, to prove their competency to the relevant Apprenticeship Standard. The added rigour of End-Point Assessment ensures that qualified apprentices are job-ready. ILM is approved to offer End-Point

Assessment for the Level 3 Team Leader/ Supervisor and Level 5 Operations/ Departmental Manager apprenticeships.

### Can employees take a funded apprenticeship even if they are already qualified at a higher level?

From May 2017, government is relaxing restrictions around prior achievement. This means employers will be able to deliver management apprenticeships to staff who are already qualified at a higher level, provided their prior qualification is in an unrelated discipline. This is particularly useful where employers have highly-qualified technical staff who are ready to move into management positions. For example, an existing staff member who has a degree in Physics will be able to study towards a Level 3 or Level 5 Management apprenticeship, and their employer will be able pay for this out of their levy funds.



# Key dates and timelines

April  
2017

Employers will pay into  
levy from April 2017

£3  
million

It affects employers  
with a payroll of  
£3 million+

0.5%

Employers pay  
0.5% of the  
monthly pay-bill

10%

They receive a  
10% top-up  
from Government

Free

Employers will have a  
free account with the  
Digital Apprenticeship  
Service

May  
2017

Employers can  
spend their levy from  
May 2017

New or  
existing

The levy can be  
spent on new or  
existing employees

Age

There are no  
age restrictions

Relaxed  
rules

There are relaxed rules  
on prior achievement

ILM  
Packages

ILM offers  
qualifications\*,  
resources, online  
learning and bespoke  
employer support  
packages

\*All ILM qualifications are awarded by The City and Guilds of London Institute, which was founded in 1878 and is incorporated by Royal Charter.





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For more information contact  
ILM customer services

**T +44 (0)1543 266 867**  
**E [customer@i-l-m.com](mailto:customer@i-l-m.com)**

**ILM**  
**1 Giltspur Street**  
**London EC1A 9DD**  
**[www.i-l-m.com](http://www.i-l-m.com)**

#### **About ILM**

ILM is the leading specialist provider of leadership qualifications in the UK. Last year, over 70,000 people enhanced their skills and performance with ILM, including 14,000 management apprentices.

We believe that great leaders can come from anywhere. With the right support, anyone can grow and develop to make a real difference to their team and organisation. Which is why we help individuals from all levels to realise and apply their potential, so that the organisations they work for can reap the benefits.

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## 2. Management Apprenticeships

### The solution to the leadership skills gap?

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“Management apprenticeships can be used to develop your existing staff”

## Making apprenticeships work for business

In April 2017, funding for new style Apprenticeships comes into effect. Employers with a pay bill of over £3 million will be required to pay 0.5% into the Apprenticeship Levy, funding the next generation of leadership talent. These new style apprenticeships have been developed in close consultation with employers to really meet your business needs – developing the skills your employees need to succeed. With a commitment of 3 million new apprenticeship starts by 2020,

an increase of 600,000 per year, the government is going all in on apprenticeships. This focus on apprenticeships is a great opportunity for employers to invest in staff – and not just in the careers traditionally associated with apprenticeships. It's a great way for employers to close the leadership skills gap in their business and develop staff from within their business, as well as recruiting new talent.





## The leadership skills gap

38%

or employers have most difficulty filling management jobs

28%

of employees say their business lacks trustworthy and inspirational leaders

Great leaders need to be present at every level of business – it's not just those at the top that need to display leadership skills. Increasingly, employees across your businesses are taking responsibility for important projects, leading teams and networking with people at all levels, meaning skills like time management, communication, delegation and motivating others are needed more than ever.

However, research has identified a definite skills gap that needs to be addressed. At the end of 2016, ILM identified a major leadership skills gap in organisations across the UK. It revealed that more than a quarter (28%) of employees lack trustworthy or inspirational leaders, and just a third (31%) of employers feel confident in their current supply of leadership talent. Recently, the City & Guilds Skills Shortage Nation report – which

surveyed 500 senior decision makers in UK businesses – showed that leadership skills are lacking and effective managers are the hardest to recruit across the business.

[The majority of respondents \(87%\) had problems recruiting people to meet the needs of their business](#), with managers (38%) and specialists across all disciplines being the hardest job roles to fill and apprenticeships the most challenging job level to fill. But there's a real need for management. Employers say that managers, directors and senior officials are likely to be the most recruited job role over the next 12 months. In the next 12 months 47% of respondents told us that they are planning to recruit for managers, directors and senior officials – despite over a third (38%) saying they already struggle to meet their organisation's managerial needs.



## Closing the gap

**Why is the skills gap in leadership and management such a threat?**

[Poor people management is hitting the efficiency of UK businesses by an average of 8%, costing UK PLC £84bn a year.](#) That's a huge loss to the UK economy and one that can be addressed by developing better leadership skills at all levels of an organisation.

People and personal skills can often be less tangible than technical and practical skills, but they can nevertheless have a big impact on the ability of a potential employee to adapt to the workplace and be an effective member of staff. The most common people and personal skills cited as lacking in the labour market in a UKCES report is time management. This skill was lacking in almost half of all skill-shortage vacancies (47%). Among the other people and personal skills lacking, skills related to 'management and leadership' were commonly reported to be lacking, including: persuading and influencing others (31%), managing or motivating other staff (30%) and setting objectives and/or planning resources (22%).

**Why are apprenticeships perfect for closing that gap?**

The relaxation of the rules around apprenticeships means that more people than ever are eligible for them. However, many employers aren't aware of the change in the rules. The City & Guilds report revealed that just a fifth (19%) of employers are aware that managers, directors and senior official job roles could be occupied by apprentices. More than half (59%) of the UK's HR professionals are not aware of new standards that enable apprenticeships to be used as a means to address the critical needs of their business.

**The latest in leadership**

New style apprenticeships have been developed with employers in mind – so they're perfect for addressing the changing needs of UK business. Investing in your managers creates engaged, productive and effective workforces that create a sustained impact on your business.

31%

of employers feel confident in their supply of leadership talent

4 in 5

don't realise that senior roles can be filled by higher apprenticeships



**“Employers with a pay bill of £3m or more will pay into the apprenticeship levy.”**

## ILM - the Ultimate Service

**3**  
million

– the government target  
for new apprenticeship starts  
by 2020

ILM delivered over 14,000 management apprenticeships last year. We're the leading provider of management apprenticeships in the UK, and our long heritage of best in class leadership development means your employees develop the real, practical skills they need to make an immediate impact. ILM offers an end-to-end Apprenticeship service, whether you choose to develop in-house, use one of our network of expert training providers or pick and choose from our support solutions. You can use management apprenticeships to: Retain talented team leaders and help them to move up the career ladder Challenge your middle managers to take on more strategic responsibilities Give your senior management the opportunity to obtain a degree.

Currently available to start now  
<https://www.i-l-m.com/learning-and-development/management-apprenticeships/Trailblazer-Apprenticeships>

### **Team Leader/Supervisor - Level 3**

As a Team Leader your responsibilities may vary from supporting, managing and developing your team members, to managing projects or planning and monitoring workloads and resources. Delivering operational plans, resolving problems, or building work relationships are also key factors in becoming a successful Team Leader.

### **Operations/Departmental Manager - Level 5**

Responsible for everything from creating and delivering operational plans, managing projects, and leading and managing teams, to managing change, financial and resource management. Responsibilities also include talent management, coaching and mentoring. Roles may include those of Operations Manager, Regional Manager, Divisional Manager, Department Manager as well as other specialist managers.

### **Chartered Manager Degree Apprenticeship - Level 6**

Chartered Managers oversee people, projects and operations delivering long term organisational success. They are typically able to deliver impact combined with commitment to continual learning and development to achieve the professional recognition of their ability. As a Chartered Manager, your roles may include being a Manager, Senior Manager, Head of Department or Operations Manager; as well as anyone with significant management responsibilities.

**14,000**

people took a management  
apprenticeship with ILM in 2016





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### **ILM Apprenticeship Guidance**

Want to find out more about apprenticeships?  
Download our series of guides:

#### **Out now**

The Apprenticeship Levy: An employer guide  
<https://r1.surveysandforms.com/d23wwa35-9726xvc1>

#### **Coming soon**

Engaging and retaining apprentices: Employer Guide  
Next steps: Getting up and running

#### **Get in touch with us:**

Call us on: 01543 266867  
Email us: [customer@i-l-m.com](mailto:customer@i-l-m.com)

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For more information contact  
ILM customer services

**T +44 (0)1543 266 864**  
**E [customer@i-l-m.com](mailto:customer@i-l-m.com)**

**ILM**  
**1 Giltspur Street**  
**London EC1A 9DD**  
**[www.i-l-m.com](http://www.i-l-m.com)**

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# 3. Management Apprenticeships

## Planning your apprenticeship

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In house or provider?	05

# Introduction

So you’ve decided that a management apprenticeship is right for you – and whether you’re a levy payer or not, there are lots of opportunities to upskill your staff with a leadership or management apprenticeship. We know that apprenticeships can help organisations fill the leadership skills gap. The [UKCES Employers Skills Survey Summary Report](#) outlined some of the missing skills needed to ensure the success of organisations in the future.’ The new management apprenticeships are perfect for addressing those skills gaps.

- 10/10 of the ‘people and personal skills’ currently lacking are included within the new Management standards and are covered in depth in the new ILM Diplomas
- 8/13 of the missing ‘technical and practical skills’ are included in the new standards and ILM Diplomas

In a separate survey of 555 employers in 2015, 56% said apprentices were their most loyal employees, staying on longer than other recruits. 76% of apprentice employers said they actively promote their apprenticeship credentials when pitching for new business.



of employers said apprentices were their most loyal employees



of the ‘people and personal’ skills lacking in business are covered in the new apprenticeship standards and ILM Diplomas



## Levy or not?

First, you need to calculate whether you'll be paying the levy or not. The apprenticeship levy requires employers to invest 0.5% of their payroll into apprenticeships, but every employer gets an allowance of £15,000 – so effectively, if your pay bill is under £3m, you won't be required to pay anything.

### Wage bill under £3m

Small employers with wage bills of £3m or less will not be required to pay the apprenticeship levy. Instead, SMEs will choose the apprenticeship they want, and the training provider they want to deliver it, and agree a cost for the training with the provider. The government will ask SMES to make a contribution to the cost of training and government will pay the rest up to a cap. The potential contribution amount is £1 from your business for every £2 provided by government up to the maximum level of funding available for that apprenticeship, although this has not been confirmed and recent news suggests there might be a higher contribution from government.

### Example: a business with a payroll of £3m:

$\text{£3,000,000 (payroll)} \times 0.5\% \text{ (levy amount)} = \text{£15,000 (amount owing pre allowance)} - \text{£15,000 (levy allowance)} = \text{£0 (levy payable)}$

### Wage bill over £3m

If your organisation has a pay bill of over £3m, you'll be required to pay the apprenticeship levy – a total of 0.5% of your pay bill. The government will top up your levy contributions by 10% - that means for every £1 that enters your account to spend in England on apprenticeship training, you get £1.10.

### Example: A business with a payroll of £6m:

$\text{£6,000,000 (payroll)} \times 0.5\% \text{ (levy amount)} = \text{£30,000 (amount owing pre allowance)} - \text{£15,000 (levy allowance)} = \text{£15,000 (levy payable)}$



The levy can be spent on new or existing employees



There are no age restrictions



There are relaxed rules on prior achievement

## Selecting your apprentices



Apprenticeships aren't just for new recruits. The relaxation of government rules around apprenticeships means that everyone from new starters to senior staff can now have access to management apprenticeships. The [Skills Funding Agency's \(SFA\) Apprenticeship Funding: Rules and Guidance for Employers](#) states that:

'We will fund an apprentice to undertake an apprenticeship at the same level as, or at a lower level than, a qualification they already hold, if the apprenticeship will allow the individual to acquire substantive new skills and you can evidence that the content of the training is materially different from any prior qualification or a previous apprenticeship'.

Providers will need to retain evidence of this. Details can be found in the [Funding and Performance Management Rules for Training Providers document](#).



## Delivering apprenticeships: In house or find a provider?

Larger organisations paying the apprenticeship levy with their own learning and development department may wish to think about becoming a provider themselves.

Government have issued [detailed guidance](#) on how to become a provider.

### Becoming a provider

Benefits of becoming a provider:

- It enables you to directly design and deliver the content of the off the job training which your own apprentices will receive
- You'll improve the quality of apprenticeships by widening the market and raising professional standards in your industry
- You can work with an organisation like ILM to align and adapt your existing programmes to apprenticeships



There are three routes for employers to become training providers:

- As an employer-provider who delivers some, or all, of the off-the-job training element of an apprenticeship to their own staff
- As a provider who delivers training to other employers' staff, as well as their own staff
- As a sub-contractor to a main provider

You will need to apply to the Register of Apprenticeship Training Providers to become an employer-provider or provider, be subject to inspection by Ofsted and provide information and data to the Skills Funding Agency (SFA).

### Finding a provider

Alternatively, you can find an existing provider who is approved to deliver apprenticeships and can deliver the off the job elements of the training.

Benefits of finding an external provider:

- You'll be working with experienced professionals who have delivered apprenticeships before. ILM's network of providers can ensure you're getting a high quality of off the job training
- It's a more effective option for organisations without a learning and development department or a small L&D function

The SFA have published the [Register of Approved Apprenticeship Training Providers \(RoATP\)](#), which you can download here.





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### ILM Apprenticeship Guidance

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#### Out now

The Apprenticeship Levy: An employer guide  
<https://r1.surveysandforms.com/d23wwa35-9726xvc1>

Management Apprenticeships: The solution to the  
leadership skills gap?  
<https://r1.surveysandforms.com/d23wwa35-722a0gb2>

#### Coming soon

Engaging and retaining apprentices: Employer Guide  
Next steps: Getting up and running

#### Get in touch with us:

Call us on: 01543 266867  
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For more information contact  
ILM customer services

**T +44 (0)1543 266 864**  
**E [customer@i-l-m.com](mailto:customer@i-l-m.com)**

**ILM**  
**1 Giltspur Street**  
**London EC1A 9DD**  
**[www.i-l-m.com](http://www.i-l-m.com)**

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# 4. Management Apprenticeships Getting started

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# Get apprenticeship ready

Management apprenticeships look set to increase exponentially with the introduction of the apprenticeship levy. They're a perfect solution to the leadership skills gap – designed by employers, they address the needs of businesses now and for the future.

ILM delivered over 14,000 management apprenticeships last year – seven times more than any other specialist management organisation. We're perfectly placed to help your organisation through the process of starting or moving into management apprenticeships.





# Find a provider

The Register of Apprenticeship Training Providers (RoATP) was published by the Skills Funding Agency in March 2017 <https://roatp.apprenticeships.sfa.bis>.

The register will be published every quarter, with new organisations being added all the time. The official register contains the following information:

### UKPRN

This is the organisation's UK Provider Reference Number (UKPRN). More information about the UKPRN can be found at UKRLP.

### Organisation Name

This is the legal name from [UK Register of Learning Providers \(UKRLP\)](#). For sole traders and partnerships, we list the name on [UKRLP](#) and trading name. Organisation names displayed in digital accounts will also be sourced from [UKRLP](#).

### Provider Type

The 3 provider types are:

- main provider - organisations that can be selected by levy paying employers to deliver apprenticeship training, or selected by another main provider to work as a subcontractor

[gov.uk/download](https://gov.uk/download) and lists all of the organisations who are approved to deliver apprenticeship training to employers.

- employer provider – levy paying employers who are permitted to provide training to their own staff or to apprentices in their connected companies. They cannot deliver training to other unconnected organisations
- supporting provider - organisations that only deliver as a subcontractor for contract values between £100,000 and £500,000 per year in total

### Parent Company Guarantee

If this field is set to 'TRUE', then the financial health assessment for this organisation was moderated to a pass due to the submission of a parent company guarantee with their application to the RoATP.

### New Organisation Without Financial Track Record

If this field is set to 'TRUE', then the organisation has not been trading for a sufficient period to provide a fully complete set of financial statements as part of the RoATP application process. A financial health judgement was based on management accounts and forecasts (where applicable).

# ILM Directory of Apprenticeship Training Providers

We've gone one step further and collated contact details of our centres who are approved to deliver management apprenticeships. ILM Centres are perfectly placed to partner with employers on apprenticeships, are quality assured by ILM and can deliver the off-the-job elements

of an apprenticeship programme. You can find out more about ILM's apprenticeship centres and download the Directory once published here: <https://www.i-l-m.com/learning-and-development/management-apprenticeships/apprenticeships-for-employers#find-a-provider>





# Digital Apprenticeship Service

The Digital Apprenticeship Service goes live in April 2017, and will be the main portal for levy paying employers to manage their apprenticeships and funds.

The digital apprenticeship service will help employers in four ways. It will:

**1. Put employers in control:** by setting up an account on the service, employers will be able to access funding for apprenticeship training, choose the type of apprenticeships they want to run, the number of apprentices they take on, and the training provider that suits their needs

**2. Offer new apprenticeships:** the service will list the new apprenticeship standards which have been designed by employers for employers (and will be independently overseen by a new Institute for Apprenticeships)

**3. Focus on quality:** through the service, employers will be able to find the right apprenticeship for them, from entry level to degree level apprenticeships and beyond, and be able to find approved training providers to deliver the training

**4. Encourage diversity and social mobility:** apprenticeships are an accessible route for all people with aspiration, no matter what their background or circumstances. Degree apprenticeships will enable learners to study to graduate level without getting into debt. Through our service, employers will be able to access a diverse pool of talent. If your organisation, including any

connected companies or charities, has an annual pay bill of more than £3 million you will pay the apprenticeship levy. If you pay the levy and want to employ an apprentice you'll need to:

- create an account
- add organisations
- link your PAYE schemes
- invite members of your team to use the service

<https://manage-apprenticeships.service.gov.uk/>

## Before you start

You will need to work out how much apprenticeship levy you are due to pay, and report this to HMRC each month, starting in April 2017. The funds you have available to spend on apprenticeships in England will be added to your account.

When you set up your account you must have:

- Government Gateway login details for the PAYE schemes that you want to include in your account
- details for each organisation that will be making an agreement with a training provider for apprenticeship training, including the Companies House or charity number (if you have one)
- If you don't have Government Gateway login details, you may need to ask someone from your payroll or finance department to help you set



up the account, or to set it up on your behalf.

When you enter the Government Gateway login details you won't see or access any confidential information. You only need to enter the Government Gateway login details once, when you add PAYE schemes.

If you employ an apprentice, the PAYE scheme they are paid through must be attached to your account. Once your account has been set up, you'll be able to add other people from your organisation to access your account. You can choose different roles for them within your account. If you have several connected organisations you can add one or more of them to your account.

## Using your account

Once you've declared your levy for April 2017 you will see the balance in your account at the end of May 2017.

You'll also be asked to accept an agreement with the Skills Funding Agency before you can spend funds from your account. You'll be notified in your account when the agreement is available.

Once you've accepted the agreement you can:

- add or amend information about apprentices and training
- authorise payment to the training provider
- view payment activity in your account and view your balance
- pause or stop a payment to your training provider

Employers can sign up now for a digital account with the new [Apprenticeship Service](#). The public beta version is currently live so anybody can log in

and start to explore the functionality - <https://sfadigital.blog.gov.uk/2016/10/25/what-is-the-digital-apprenticeship-service/> (each of the various functions can be accessed under the 'How it will work' heading). Employers can:

- Estimate their apprenticeship funding
- Find a provider
- Recruit an apprentice (ie post an advert)
- Manage their apprenticeship funding
- Add an apprenticeship (ie set up arrangement with the provider)

You can search by postcode for providers and find delivery models, satisfaction ratings, achievement rates and other information. For more information, you can read the SFA's blog [here](#).



## End Point Assessment

As well as choosing a provider to deliver the on-programme element of your apprenticeship training (or opting to do this yourself), you'll need an assessment organisation on board to deal with the End Point Assessment. End Point Assessment takes place on completion of the apprentice's programme of learning, when the employer and training provider have deemed them ready to complete it. It assesses their skills and knowledge against the standard. Assessment organisations need to be on the [Register of Apprentice Assessment Organisations](#).

Organisations on the register have shown the SFA that they are capable of delivering independent end-point assessment.

Only these organisations are eligible to conduct independent end-point assessment of apprentices. Although a number of different people and organisations may be involved in an apprentice's end-point assessment, only the independent organisation needs to apply to and be listed on the register. From May 2017 the register will start to be incorporated into the digital apprenticeship service.



## ILM End Point Assessment

ILM is approved as an End Point Assessment organisation for both the Level 3 Team Leader/Supervisor apprenticeship and the Level 5 Operations/Departmental Manager apprenticeship.

End Point Assessment includes:

- Reviewing a portfolio of work, including a mixture of written documents, audio and video evidence
  - An online knowledge-based test
  - A competency-based interview
  - And a professional discussion
- Want to find out more about ILM's End Point Assessment offer? Download our EPA guide for
- Level 3 Team Leader/Supervisor apprenticeship
  - Level 5 Operations/Departmental Manager apprenticeship. ILM End Point Assessment is offered exclusively for apprentices who have completed their apprenticeship training programme, and who have successfully passed gateway assessment.

### Any questions?

If you'd like to find out more about apprenticeships and how ILM can help get them up and running in your organisation, email us [sarah.cooksedge@i-l-m.com](mailto:sarah.cooksedge@i-l-m.com) to set up call or meeting.





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### ILM Apprenticeship Guidance

Want to find out more about apprenticeships?  
Download our series of guides:

#### Out now

The Apprenticeship Levy: An employer guide  
<https://r1.surveysandforms.com/d23wwa35-9726xvc1>

Management Apprenticeships: The solution to the  
leadership skills gap?  
<https://r1.surveysandforms.com/d23wwa35-722a0gb2>

#### Coming soon

Engaging and retaining apprentices: Employer Guide  
Management apprenticeships: Planning an apprenticeship

#### Get in touch with us:

Call us on: 01543 266867  
Email us: [customer@i-l-m.com](mailto:customer@i-l-m.com)

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For more information contact  
ILM customer services

**T +44 (0)1543 266 864**  
**E [customer@i-l-m.com](mailto:customer@i-l-m.com)**

**ILM**  
**1 Giltspur Street**  
**London EC1A 9DD**  
**[www.i-l-m.com](http://www.i-l-m.com)**

### About ILM

ILM is the leading specialist provider of leadership qualifications in the UK. Last year, over 70,000 people enhanced their skills and performance with ILM, including 14,000 management apprentices.

We believe that great leaders can come from anywhere. With the right support, anyone can grow and develop to make a real difference to their team and organisation. Which is why we help individuals from all levels to realise and apply their potential, so that the organisations they work for can reap the benefits.

ILM is a City & Guilds Group Business. All ILM qualifications are awarded by The City and Guilds of London Institute, which was founded in 1878 and is incorporated by Royal Charter.

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[www.i-l-m.com](http://www.i-l-m.com)

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