Rising Stars Leadership Programme

West Yorkshire Primary Care Network

Produced by The Link TRAINING

West Yorkshire Health and Care Partnership

West Yorkshire PRIMARY CARE WORKFORCE & TRAINING HUB

Programme Introduction

The Rising Stars Leadership and Management apprenticeship programme has been designed by The Link Training in collaboration with the West Yorkshire Primary Care Training Hub and Airedale NHS Foundation Trust to challenge and inspire colleagues from the Primary Care Network to become confident, capable leaders. Through a dynamic blend of interactive, classroom-based activities and practical workplace application, participants gain the tools, insights, and support needed to lead with impact.

If you're a new or experienced manager seeking to elevate your leadership, our programmes help you build a robust leadership toolkit. Learners develop greater self-awareness, sharpen their decision-making, and learn how to motivate and guide teams effectively in today's fast-paced environments. In-person training sessions foster collaboration and connection with a group of like-minded professionals, creating a rich learning experience where ideas are shared, challenges are explored, and growth is accelerated. With expert guidance and peer support, learners leave each session ready to apply their new skills confidently in the workplace.

This programme is aligned to the following national apprenticeship standard:

Level 5 Operations Manager:

Ideal for individuals who manage teams or projects and are responsible for achieving operational or departmental goals and objectives as part of their organisation's strategy.

Produced by

The Link TRAINING

Apprenticeships Overview

What is an Apprenticeship?

- A partnership between apprentice, employing organisation and training provider to develop the knowledge, skills and behaviours of the apprentice.
- A development programme funded through your organisation's or a gifting organisation's apprenticeship levy
- It includes a commitment from the employer to provide the apprentice with time for development activities. An average of 6 hours per week

Who is eligible for an apprenticeship?

- You can not have an equivalent leadership or management qualification at the same level or higher than the desired level of study
- We must be able to evidence that significant developments will be made from undertaking the apprenticeship
- You can not be on any other government funded training programme at the same time as an apprenticeship
- You must be eligible to work in the UK and if working internationally, at least 50% of your working time must be spent in the England.

What are the Elements the make up the apprenticeship programme?

Prior to Start

- Interview and Selection by your line manager
- Initial Assessment and skills scan completed by The Link Training
- Full day programme Induction

On - Programme Stage

- A full day, in-person delivery session every month
- Ongoing development of a portfolio of evidence
- Completion of monthly written assignments
- A review every 10-weeks with your progress coach
- Completion of a monthly reflective journal
- Access to free development coaching

EPA Stage

- Gateway readiness meeting with line manager and tutor
- Submission of completed portfolio of evidence
- End-Point Assessment
- Certification

Produced by

The Link TRAINING

Off-The-Job Training

A central requirement for all apprenticeship standards since 2022 is that apprentices spend 6 hours per week (averaged over the apprenticeship) in ‘off-the-job’ learning.
In simple terms, apprentices should spend 6 hours per week in activities that allow them to develop knowledge, skills or behaviours that are relevant to the apprenticeship they are working towards.

Off-The-Job Breakdown

• 30% - Attend a 7-hour in person delivery session every month of the apprenticeship.
• 35% (8 hours per month) – Utilising the skills and knowledge developed in the sessions and through your research to manage your teams in different, more effective ways sessions or shadowing others doing the same and reflecting on your learning.
• 35% (8 hours per month) - Time spent researching and completing assignments
Off-the-job training must deliver new skills that are directly relevant to the apprenticeship standard.

What Can Be Counted as Off-The-Job Training?

It can include the following:

- Attendance at monthly in-person training sessions
- Application of knowledge and skills into activities in the workplace and reflecting on these activities
- Practical training, shadowing, coaching and mentoring within the workplace
- Learning support and time spent writing assignments.
- Reading and research relevant to the apprenticeship standard

Produced by
The Link
TRAINING

Level 5 – Operations / Departmental Manager Apprenticeship Overview

Course title: Level 5 Operations or Departmental Manager Apprenticeship Standard - V1.4 - ST0385
Embedded Qualification: ILM Level 5 Diploma for Leaders and Managers

Duration: 24 – 30 Months
Entry Requirements: Position must include responsibility for managing a team with key responsibilities include creating and delivering operational plans, managing projects, leading and managing teams, managing change, financial and resource management, talent management, coaching and mentoring

Delivery Method: 22 x Monthly delivery sessions with 1-1 support and feedback in-between provided by personal tutor.
Assessment Method: The on-programme ILM qualification is assessed through a combination of written assignments and the submission of evidence showing how skills have been implemented in the workplace, there will also be the requirement to collect feedback from a range of stakeholders in order to demonstrate consistent professional behaviours. The apprenticeship standard is assessed through an independent end-point assessment (next page)

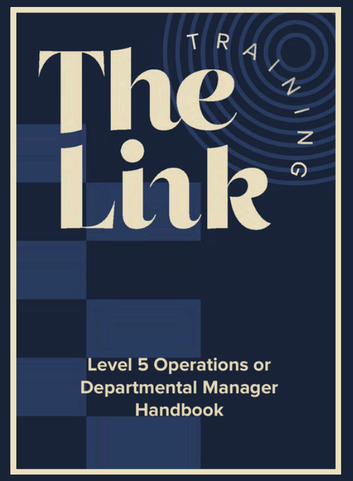
Who is this qualification aimed at:
Designed for individuals who have some experience in a line-management or team leader position and would like to develop into managing teams or projects and are seeking progression into roles with responsibilities for achieving operational or departmental goals and objectives as part of their organisation's strategy.

Apprenticeship Standard Link: https://skillsengland.education.gov.uk/apprenticeship-standards/st0385-v1-4

The Link Training - Level 5 Operations Manager - Full Programme Handbook

Produced by
The Link
TRAINING

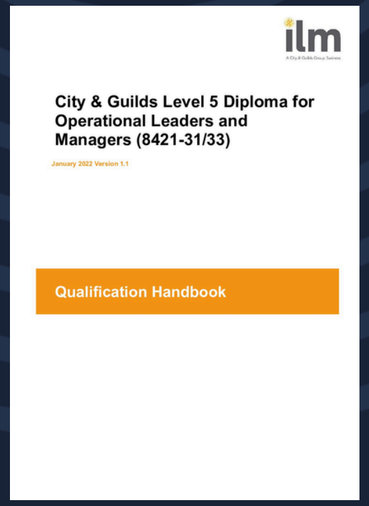
Click Here



ILM Qualification Content

As part of your apprenticeship you will complete and achieve the mandatory embedded qualification - ILM Level 5 Diploma for Leaders and Managers. This qualification has been developed by ILM to support the delivery of the apprenticeship standard. It is fully aligned to the standard and provides you with the opportunity to gain a qualification at the same time as you work towards your end-point assessment.

ILM Level 5 Diploma for Operational Leaders and Managers - Qualification Handbook



Produced by

The Link TRAINING

ILM Level 5 Diploma for Operational Leaders and Managers

Unit Title	Unit Number
Personal & Professional Development	8421-520
Communication Skills	8421-521
Managing Teams	8421-522
Business Planning	8421-523
Operational Planning & Management	8421-524
Financial Practices	8421-525
Project Planning	8421-526

Operations Manager Apprenticeship Standard

Duties

Duty 1	Provide leadership and people management.
Duty 2	Keep up to date with IT and digital interventions such as Artificial Intelligence (AI) and software that can be used in their sector.
Duty 3	Analyse, interpret and cascade data to enable tracking, trend analysis and metric reporting to enable decision making for managing objectives and targets.
Duty 4	Manage and influence activities and projects within budget and resources to deliver change and continuous improvement.
Duty 5	Collaborate with and manage stakeholder relationships.
Duty 6	Lead the creation and implementation of their resource plans considering future organisation needs and impact on change requirements.
Duty 7	Interpret and comply with relevant legislation and regulation and the impact on their organisation.
Duty 8	Lead and manage the team to ensure the application of equity, diversity, and inclusion principles.
Duty 9	Lead the team and individual training needs and support continuous professional development.
Duty 10	Communicate complex information to build understanding and drive team and organisational performance.
Duty 11	Manage activities which drive the organisation's sustainability goals.
Duty 12	Build and manage internal relationships and collaborate with colleagues to enable cross-team working.
Duty 13	Lead and respond to risk management, assessing the opportunities which could affect individual and team performance, and finding solutions that meet their needs.
Duty 14	Develop and implement their operational plan that aligns with the strategic direction of the organisation.

Produced by
The Link
TRAINING

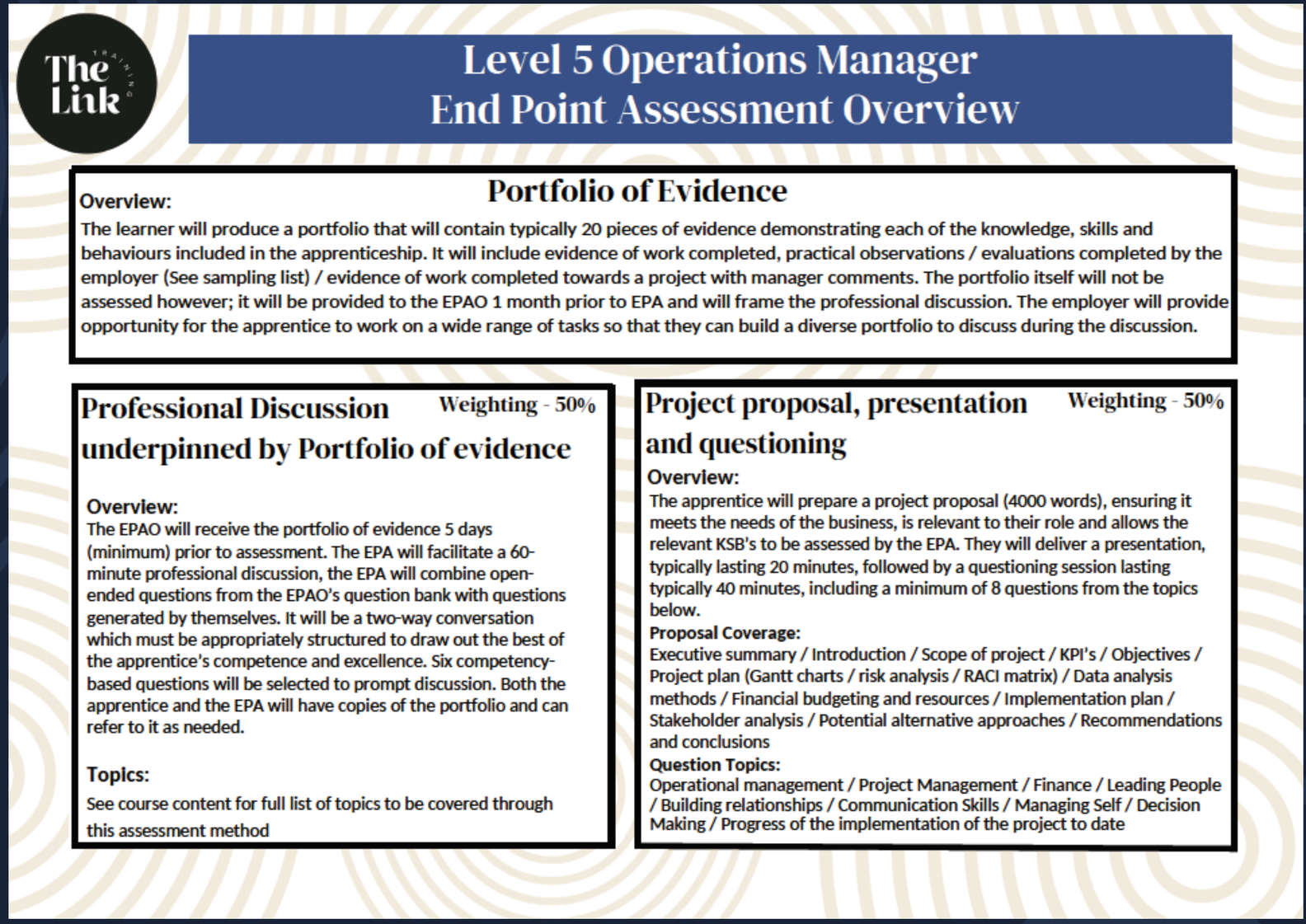
End-Point Assessment Overview

All apprenticeships are now assessed through an independent end-point assessment (EPA).

The End-Point assessment is completed after the learner has passed through ‘gateway’ and has completed all of their ‘on-programme’ learning. This can be done after a minimum of 12 months.

The learners grade for the apprenticeship standard will be decided solely on the end-point assessment, they will not be graded on the contents of their portfolio.

End Point Assessment is broken down into the following 3 elements:



Level 5 Operations Manager End Point Assessment Overview

Portfolio of Evidence

Overview:

The learner will produce a portfolio that will contain typically 20 pieces of evidence demonstrating each of the knowledge, skills and behaviours included in the apprenticeship. It will include evidence of work completed, practical observations / evaluations completed by the employer (See sampling list) / evidence of work completed towards a project with manager comments. The portfolio itself will not be assessed however; it will be provided to the EPAO 1 month prior to EPA and will frame the professional discussion. The employer will provide opportunity for the apprentice to work on a wide range of tasks so that they can build a diverse portfolio to discuss during the discussion.

Professional Discussion underpinned by Portfolio of evidence

Weighting - 50%

Overview:

The EPAO will receive the portfolio of evidence 5 days (minimum) prior to assessment. The EPA will facilitate a 60-minute professional discussion, the EPA will combine open-ended questions from the EPAO's question bank with questions generated by themselves. It will be a two-way conversation which must be appropriately structured to draw out the best of the apprentice's competence and excellence. Six competency-based questions will be selected to prompt discussion. Both the apprentice and the EPA will have copies of the portfolio and can refer to it as needed.

Topics:

See course content for full list of topics to be covered through this assessment method

Project proposal, presentation and questioning

Weighting - 50%

Overview:

The apprentice will prepare a project proposal (4000 words), ensuring it meets the needs of the business, is relevant to their role and allows the relevant KSB's to be assessed by the EPA. They will deliver a presentation, typically lasting 20 minutes, followed by a questioning session lasting typically 40 minutes, including a minimum of 8 questions from the topics below.

Proposal Coverage:

Executive summary / Introduction / Scope of project / KPI's / Objectives / Project plan (Gantt charts / risk analysis / RACI matrix) / Data analysis methods / Financial budgeting and resources / Implementation plan / Stakeholder analysis / Potential alternative approaches / Recommendations and conclusions

Question Topics:

Operational management / Project Management / Finance / Leading People / Building relationships / Communication Skills / Managing Self / Decision Making / Progress of the implementation of the project to date

Produced by

The Link TRAINING

Rising Stars Leadership Programme
Course Content
Year 1

Session Number	Session Topic
Session 1	**Personal and Professional Development** - Leadership Styles – Self-Assessment and Self-Awareness
Session 2	**Personal and Professional Development** - Reflective Practice and Increasing Self-Awareness through Feedback
Session 3	**Personal and Professional Development** - Emotional Intelligence, organisational culture and Personal Development Planning for Self and Others
Session 4	**Managing Teams** - Developing High-Performing Teams
Session 5	**Managing Teams** - Coaching and Mentoring
Session 6	**Managing Teams** - Effective Delegation
Session 7	**Managing Teams** - Recruitment and HR Practices
Session 8	**Managing Teams** - Talent and Performance Management
Session 9	**Communication** - Communication Forms, Techniques and Interpersonal Skills, Stakeholder Management
Session 10	**Communication** - Conflict Management and Negotiation
Session 11	**Communication** - Effective Presentation Skills
Session 12	**Communication** - Planning and Leading Effective Meetings

Produced by

The Link

TRAINING

Rising Stars Leadership Programme
Course Content
Year 2

Session Number	Session Topic
Session 13	**Project Management** – Project Planning, Initiation and Change Management
Session 14	**Project Management** – Project Management Tools and Techniques – Problem Solving and Decision Making
Session 15	**Operational Planning and Management / Business Planning** – Strategic Planning and The Business Environment
Session 16	**Operational Planning and Management / Business Planning** – Key Components of effective operational plans utilising business development tools and techniques / Creating and reviewing management reports
Session 17	**Finance** – Forecasting and Budget Setting and Budget Reviews
Session 18	**Finance** and Data Management – Utilising Financial and Data based reports to analyse progress against operational and strategic plans.
Session 19	**Programme Review** – Skills Application and Project Review / Introduction to End-Point Assessment Process
Session 20	**Workshop** – Individualised Support with Application of Skills into the Workplace / Project Update
Session 21	**End-Point Assessment Preparation**
Session 22	**End-Point Assessment Preparation**

Produced by

The Link

TRAINING

Personal and Professional Development

Produced by The Link TRAINING

Level 5 Operations Manager – Personal and Professional Development – Content Overview

Session 1

Programme introduction
Introduction to Leadership Styles and Self-Assessment
The characteristics of a great leader
The differences between leadership and management

Session 2

Boyatzi's – Structured Reflection
The benefits of reflective practice
Models of reflective practice
OneFile – further introduction
Self-Awareness and The Johari Window
Increasing Self-Awareness
Effective feedback

Session 3

Reflections, Insights and Support Needs
Emotional Intelligence and it's impact on professional relationships
Organisational Culture and Values – Positive Employer Cultures
SMART targets
Personal Development Planning

Level 5 Operations Manager – Managing Teams – Content Overview

Managing Teams

Developing High-Performing Teams

Session 4

Features of High Performing Teams
Team Formation and Design
Objective Setting for teams and individuals
Motivating Individuals within a team

Session 5

Coaching and Mentoring
Mentorship and Peer Support

Session 6

Managing Teams

Leadership and Management Styles
Different Types of Team
Managing Multiple and Remote Teams
Authentic Leadership

Delegation

The purpose and process of delegation
Tannenbaum and Schmidt – Continuum
Delegation as talent management

Session 7

Recruitment, Talent and performance management

The recruitment process and HR Procedures
Salaries and Pensions requirements

Session 8

Performance and Talent Management Models
Recognition of Under-Performance
Crucial Conversations
Feedback Mechanisms
Identifying and Nurturing Talent

Produced by
The Link
TRAINING

Communication

Produced by The Link TRAINING

Level 5 Operations Manager – Communication – Content Overview

Session 9

Describe different communication forms, techniques and interpersonal skills, and their application in the workplace
Explain how effective stakeholder relationships are established in the workplace.
Analyse collaborative working techniques including the CQC and other regulators.

Session 10

Working towards the best patient experience
Conflict management in the workplace – Kilman conflict management
Negotiation and influencing skills

Session 11

Effective presentation skills
Active listening and providing feedback

Session 12

Planning and leading meetings
Preparing meeting minutes and creating action logs
Effectively chairing meetings
Module review and revision

Project Management

Level 5 Operations Manager – Project Management – Content Overview

Session 13

Change Management – The Emotional Response to Change
Change Management Frameworks and Approaches including continuous quality improvement
Introduction to Project Management – Scoping
Securing funding through competitive bid frameworks

Session 14

Project management tools and their application
Time management and Prioritisation Techniques
Problem Solving and Decision Making Techniques

Produced by
The Link
TRAINING

Operational Business Planning

Produced by The Link TRAINING

Level 5 Operations Manager – Operational Business Planning – Content Overview

Session 15

The Business Environment – PESTLE, Porter's and Ansoff Matrix
Approaches to business development and Improvement
Strategic planning and links to operations
The NHS 10-Year Plan including the Modern General Practice approach including Integrated Neighbourhood Teams, Federations their role and the impact on the partnerships business model.
The links between Primary and Secondary Care and how to Navigate the Interface

Session 16

The key components of Operational Business Planning
Defining Key Performance Indicators and Utilising them to create and review management reports

Finance

Level 5 Operations Manager – Finance – Content Overview

Session 17

Practice Finance including QOF, LES and DES Agreements
Flow of funds – Acute Funding Vs. Primary Funding
Financial Forecasting and Budget Setting
Identifying Budget Variances
Utilising Budget Reports in Decision Making

Session 18

Collecting, collating and analysing data to support planning and decision making
Data protection and the use of technology in operational planning

Produced by
The Link
TRAINING

Recap, Review and End-Point Assessment

Session 19 - Programme Review
Skills Application and Project Review / Introduction to End-Point Assessment Process

Session 20
Workshop – Individualised Support with Application of Skills into the Workplace / Project Update

Session 21
End-Point Assessment Preparation

Session 22
End-Point Assessment Preparation

Produced by
The Link
TRAINING

Contact

The Link Training Programme Lead:
Ben Lodge
Ben@thelinktraining.org
07508216787

The Link Training - General Contact:
Hello@thelinktraining.org
01484 705762

West Yorkshire Primary Care Training Hub
wy.traininghub@nhs.net

Apply Now

The below QR Code and below link will take you to a Microsoft forms link where you can submit your expression of interest form.

https://forms.office.com/e/z7XtNHEMQj

Produced by
The Link
TRAINING