



**Future Talent
Learning**

Employer Guide 2026

Levy-funded pathways for management, AI, data and transformation capability

Practical pathways that build accredited capability through real work.

All pathways include:

- **a nationally recognised apprenticeship qualification**
- **Microsoft-recognised AI certification**
- **Institute of Leadership accreditation**

Why organisations need a different approach

Employers need colleagues who can manage work well, use AI and data confidently, improve productivity and help change land in practice.

Many organisations are looking for practical ways to:

- **replace** traditional management apprenticeship routes
- **build** AI, data and improvement capability
- **develop** existing staff without taking them out of the business
- **improve** how work gets done across teams
- **create** clear progression routes for future-ready skills

FTL provides 100% levy-funded pathways that help build this capability through real work.

A connected suite, not one-off courses

FTL provides a connected set of pathways covering the capabilities organisations increasingly rely on.



Management, productivity and transformation

For colleagues organising work, improving performance and helping change land.

AI-enabled working and digital capability

For colleagues using AI, automation and digital tools to improve workflows and ways of working.

Data and insight

For colleagues using information and evidence to support better decisions.

This makes it easier to build capability consistently across teams, roles and departments.

Practical alternatives to traditional management apprenticeships

As traditional Level 3 and Level 5 management apprenticeship routes are no longer available, employers need credible ways to keep building management capability through levy-funded development.

FTL's pathways build management capability through the work colleagues already do every day.

Transformational Manager Programme

For colleagues building core management capability through organised delivery, project work, stakeholder communication and problem-solving.

Business Transformation Manager Programme

For colleagues supporting change, improvement, stakeholder engagement and better ways of working.

Improvement Manager Programme

For colleagues building Lean, project management, productivity and improvement capability.

The capability menu

CORE MANAGEMENT & TRANSFORMATION

- **Transformational Manager**
Mapped to Junior Management Consultant L4
- **Business Transformation Manager**
Mapped to Business Analyst L4
- **Improvement Manager**
Mapped to Improvement Specialist L5

AI-ENABLED WORK & DIGITAL

- **AI for Smarter Work**
Mapped to Digital Support Technician L3
- **AI & Automation Management**
Mapped to AI & Automation Practitioner L4
- **AI & Digital Product**
Mapped to Digital Product Manager L4

DATA & INSIGHT

- **Data for Smarter Work**
Mapped to Data Technician L3
- **Data & Insight Management**
Mapped to Data Analyst L4

Which pathway fits the need?



If colleagues need to build management confidence, organise work, support projects and communicate with stakeholders

→ **Transformational Manager Programme**

If colleagues need to support change, improve services or manage stakeholder-heavy work

→ **Business Transformation Manager Programme**

If colleagues need to lead improvement, productivity or performance change

→ **Improvement Manager Programme**

If a wide range of colleagues need to use AI and digital tools more confidently

→ **AI for Smarter Work Programme**

If colleagues need to identify AI and automation opportunities

→ **AI & Automation Management Programme**

If colleagues need to shape digital products, services or user journeys

→ **AI & Digital Product Management Programme**

If colleagues need stronger everyday data confidence

→ **Data for Smarter Work Programme**

If colleagues need to turn data into insight for decisions

→ **Data & Insight Management Programme**

Human and practical capability embedded throughout

Alongside programme-specific learning, colleagues build the human and practical capability needed to use new skills effectively with customers, colleagues, teams, functions and stakeholders.

This includes practical learning to develop:

- communication and active listening
- collaboration and stakeholder engagement
- working across teams and functions
- feedback and coaching conversations
- influence and managing upwards
- prioritisation and decision-making
- resilience and building trust
- problem-solving and leading change
- facilitation, storytelling and presenting with impact
- using AI responsibly at work

These are not cosmetic add-ons. They are part of how FTL helps colleagues turn AI, data, management, improvement and transformation capability into **better performance in real work.**

Future Talent
Learning



The learning events from FTL are a real highlight. Short, sharp and directly useful. It was a real privilege to learn from such a diverse group of experts.

Programme participant

Apple



Professional qualifications & accreditation included

All programmes are fully funded through the apprenticeship levy and include recognised qualifications, accreditations and certifications that support colleagues in current roles and future progression.

- a nationally recognised apprenticeship qualification
- Microsoft-recognised AI certification
- Institute of Leadership accreditation

FTL's award-winning programmes have strong learner outcomes, including a 100% pass rate and 85% distinction rate.



**Microsoft Azure AI
Fundamentals
included**



**Institute of Leadership –
Most Innovative Training
Provider 2024**



**FTL provides top-tier,
highly engaging,
effective and
innovative methods
of teaching and
learning leading to
high success rates.**



Management, transformation and improvement programmes

Together, they provide practical new routes for building management capability as traditional management apprenticeship routes change.



Transformational Manager Programme

Delivered through the Level 4 Junior Management Consultant Apprenticeship
Core management confidence and first-line management development
(a direct replacement for both L3 Team Leader and L5 Operations Manager)

Application & fit

For colleagues building core management capability through organised delivery, project work, stakeholder communication and problem-solving. No direct line management requirement.

What colleagues build

- organisation, delivery, prioritisation and planning skills
- communication and stakeholder confidence
- project support and problem-solving capability
- confidence contributing to improvement and change activity

Management capability developed

The human skills needed for effective management: judgement, communication, collaboration, accountability, professionalism, relationship-building and confidence working with others.

Qualifications and credentials

- Level 4 Junior Management Consultant Apprenticeship
- Microsoft-recognised AI certification
- Institute of Leadership accreditation

Duration: 12 months + Assessment

Levy funding band: £9,000

Business Transformation Manager Programme

Delivered through the Level 4 Business Analyst Apprenticeship

Management through change, transformation and stakeholder-heavy improvement (A practical replacement for the Level 5 Operations Manager pathway)

Application & fit

For colleagues supporting business change, customer journeys, operational improvement, stakeholder engagement or evidence-based recommendations.

What colleagues build

- business improvement and transformation delivery
- customer journey and process improvement
- stakeholder engagement, requirements gathering and prioritisation
- evidence-led recommendations and change delivery

Human and management capability developed:

The human skills needed to lead change effectively – judgement, confidence, communication, collaboration, facilitation and innovation.

Qualifications and credentials

- Level 4 Business Analyst Apprenticeship
- Microsoft-recognised AI certification
- Institute of Leadership accreditation

Duration: 14 months + Assessment

Levy funding band: £18,000

Improvement Manager Programme

Delivered through the Level 5 Improvement Specialist Apprenticeship

Management through Lean, productivity, project discipline and performance improvement

Application & fit:

For colleagues improving processes, reducing friction, strengthening productivity, managing improvement activity or improving consistency across teams and workflows.

What colleagues build:

- Lean improvement, structured problem-solving and project delivery
- productivity, performance and operational improvement capability
- stakeholder communication and sustainable improvement practice
- confidence helping better ways of working stick

Human and management capability developed:

The management and human skills needed to lead improvement confidently – prioritisation, judgement, collaboration, accountability, influencing and delivery discipline.

Qualifications and credentials

- Level 5 Improvement Specialist Apprenticeship
- Microsoft-recognised AI certification
- Institute of Leadership accreditation

Duration: 12 months + Assessment

Levy funding band: £9,000

AI-enabled working and digital programmes

Helping colleagues use AI, automation and digital tools confidently, responsibly and productively in real organisational settings.

Colleagues build practical AI and digital confidence alongside the human skills needed to apply it well: communication, collaboration, stakeholder engagement, user support, judgement and responsible adoption.



AI for Smarter Work Programme

Delivered through the Level 3 Digital Support Technician Apprenticeship

For colleagues using AI and digital tools to improve everyday productivity, support services and smarter ways of working.

Application & fit:

For staff who use digital systems or tools and want greater confidence using AI and tech to save time, improve workflows and support others.

What colleagues build:

- practical AI confidence using approved workplace tools
- stronger use of Microsoft tools such as Copilot, Power BI, Excel, Teams and Power Automate
- smarter, more efficient ways of working and problem-solving
- confidence supporting users, services, colleagues and operational teams

Human and practical capability developed

Staff develop the judgement, communication and confidence needed to use AI responsibly, support others and make technology useful in real work.

Qualifications and credentials

- Level 3 Digital Support Technician Apprenticeship
- Microsoft-recognised AI certification
- Institute of Leadership accreditation

Duration: 12 months + Assessment

Levy funding band: £13,000

AI & Automation Management Programme

Delivered through the Level 4 AI & Automation Practitioner Apprenticeship
For colleagues leading workflow improvement, AI adoption and automation to improve service delivery and operational performance.

Application & fit:

A strong fit for colleagues improving customer, operational, reporting or internal service workflows through AI and automation.

What colleagues build:

- AI and automation capability applied to real workflows
- workflow redesign, productivity and operational improvement
- use-case selection, adoption support and stakeholder communication
- confident decision-making around responsible AI use

Human and practical capability developed:

The human skills needed to lead adoption successfully – judgement, facilitation, communication across technical and non-technical audiences and confidence helping new tools land in practice.

Qualifications and credentials

- Level 4 AI & Automation Practitioner Apprenticeship
- Microsoft-recognised AI certification
- Institute of Leadership accreditation

Duration: 12 months + Assessment

Levy funding band: £18,000

AI & Digital Product Management Programme

Delivered through the Level 4 Digital Product Manager Apprenticeship
For colleagues shaping better digital products, services, user journeys or colleague-facing tools.

Application & fit:

For staff in digital, product, service design, delivery, transformation or operational roles who help shape, improve or manage digital products, customer journeys or colleague-facing tools.

What colleagues build:

- product thinking and user-centred improvement
- stakeholder engagement, prioritisation and digital delivery
- confidence improving digital services that colleagues, customers or partners rely on

Human and practical capability developed:

The human skills needed to make product and service decisions well – communication, user empathy, prioritisation, collaboration, judgement and stakeholder confidence.

Qualifications and credentials

- Level 4 Digital Product Manager Apprenticeship
- Microsoft-recognised AI certification
- Institute of Leadership accreditation

Duration: 14 months + Assessment

Levy funding band: £18,000

Applied learning scenarios: AI and digital capability

Learners apply the programmes to real opportunities to improve how work gets done. Examples could include:

Everyday productivity and Microsoft tools

Using Copilot, Power BI, Excel, Teams and Power Automate more effectively to support reporting, analysis, communication, collaboration and workflow improvement.

Customer, colleague and service workflows

Customer triage, service requests, onboarding journeys, communications, case routing, knowledge support and service updates.

Operational workflows

Reporting, approvals, internal service requests, quality checks, risk controls, workflow hand-offs and productivity bottlenecks.

Typical benefits

Reduced manual effort, faster turnaround, better consistency, clearer reporting, stronger adoption and more time for higher-value work.

All projects are grounded in responsible AI use, human oversight and sound judgement.

Data and insight programmes

Practical pathways that help colleagues use data confidently to support decisions, performance and improvement across the organisation.



Data for Smarter Work Programme

Delivered through the Level 3 Data Technician Apprenticeship
For colleagues who work with data, reports or information and want greater confidence using data to support everyday decisions.

Application & fit:

For staff who regularly use reports, service data or operational information and want to improve data quality, reporting and everyday decision-support.

What colleagues build:

- everyday data handling, reporting and data quality capability
- confidence using data to support routine decisions and coordination
- communication skills to explain information clearly to others

Human and practical capability developed:

The judgement, communication and responsibility needed to use data well in practice – including attention to detail, confidence explaining information and collaboration with colleagues who use evidence to make decisions.

Qualifications and credentials

- Level 3 Data Technician Apprenticeship
- Microsoft-recognised AI certification
- Institute of Leadership accreditation

Duration: 14 months + Assessment

Levy funding band: £13,000

Data & Insight Management Programme

Delivered through the Level 4 Data Analyst Apprenticeship

For colleagues responsible for analysis, insight and evidence that supports decisions, performance and improvement.

Application & fit:

A strong fit for colleagues who work with datasets, reporting or analytical activity and need to turn data into insight that informs decisions and service improvement.

What colleagues build:

- data analysis, insight generation and dashboard creation
- data storytelling that influences decisions and priorities
- confidence communicating insight to stakeholders
- evidence-led recommendations for performance and improvement

Human and practical capability developed:

The human skills needed to turn insight into action – judgement, influencing, problem-solving, confident communication and the ability to support others to act on evidence.

Qualifications and credentials

- Level 4 Data Analyst Apprenticeship
- Microsoft-recognised AI certification
- Institute of Leadership accreditation

Duration: 14 months + Assessment

Levy funding band: £15,000

Customised to your sector and organisation

FTL programmes are built on nationally recognised apprenticeship standards, but they do not have to feel generic.

We can tailor pathways to reflect each employer's context, language and priorities.

Customisation can include:

- sector-specific examples, missions and study groups
- scenarios linked to customer, service, operational or business priorities
- alignment to management behaviours, values or leadership frameworks
- practical use of workplace tools such as Microsoft Copilot, Power BI, Excel, Teams and Power Automate where relevant
- tailored learner communications and launch materials
- cohort design around priority groups, departments or capability needs

The result: recognised qualifications that feel **practical, relevant and highly contextualised to the organisation.**

Mentarri: AI learning support when colleagues need it

Mentarri is FTL's AI learning platform.

It helps colleagues:

- find relevant learning resources quickly
- practise workplace scenarios and conversations
- reflect between coaching sessions
- prepare for workshops, study groups and assessment
- apply learning to real work

For employers, Mentarri helps make development more personal, accessible and scalable – without replacing human coaching.

It gives colleagues support at the point they need it – helping them apply learning to real team, customer, product, service and transformation challenges.

Progression routes between pathways

Colleagues can start where their role fits now, then build deeper capability as responsibilities grow.

Transformational Manager can lead to:

- Business Transformation Manager
- Improvement Manager
- AI for Smarter Work
- AI & Automation Management
- Data for Smarter Work

Business Transformation Manager can lead to:

- AI & Automation Management
- AI & Digital Product Management
- Data & Insight Management

Improvement Manager can lead to:

- AI & Automation Management
- Data & Insight Management

AI and data progression routes include:

AI for Smarter Work → AI & Automation Management

AI for Smarter Work → AI & Digital Product Management

Data for Smarter Work → Data & Insight Management

How employers can use the pathways

These pathways can be used flexibly across an organisation.

Employers can use them to:

- build future-ready **management capability**
- create **progression routes** for existing staff
- strengthen **AI, data and digital** confidence
- improve **productivity** and ways of working
- support **change and transformation**
- develop cohorts aligned to role groups or business priorities

FTL can help employers map roles to the right pathways and shape cohorts around organisational needs.

Support colleagues can rely on

Applied learning missions

Real work challenges drive learning.

Extensive 1:1 coaching

Frequent support builds confidence and momentum.

Personalised AI learning support

FTL's AI learning platform helps colleagues practise scenarios and build confidence.

Peer learning and workshops

Shared learning helps ideas land in practice.

Neuro-inclusive design

Flexible formats and structured support help more learners engage, progress and succeed.

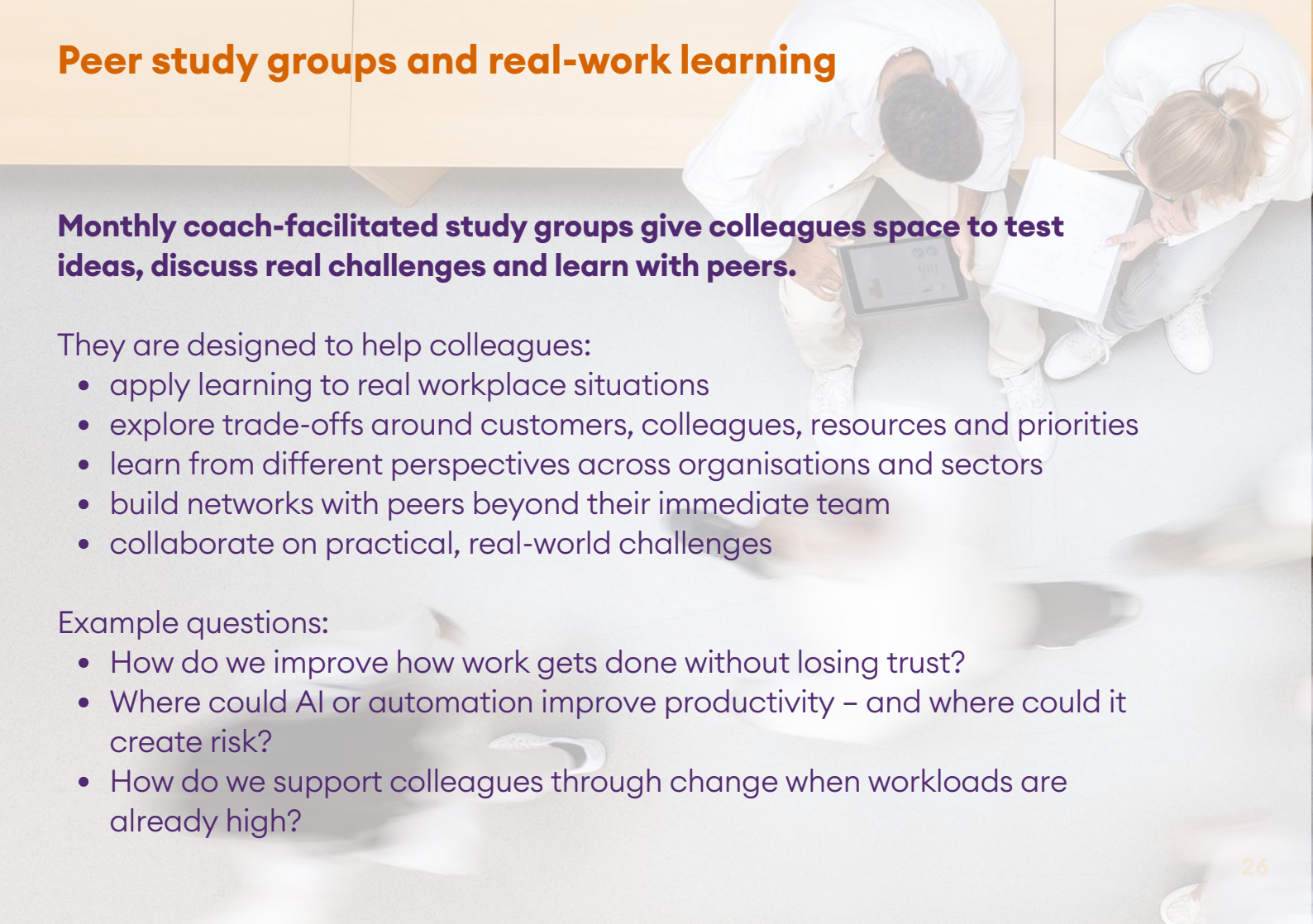


**Neurodiversity Smart
Accreditation**



They are joining structured, supported development that helps improve how work gets done now — while preparing for future opportunities.

Peer study groups and real-work learning



Monthly coach-facilitated study groups give colleagues space to test ideas, discuss real challenges and learn with peers.

They are designed to help colleagues:

- apply learning to real workplace situations
- explore trade-offs around customers, colleagues, resources and priorities
- learn from different perspectives across organisations and sectors
- build networks with peers beyond their immediate team
- collaborate on practical, real-world challenges

Example questions:

- How do we improve how work gets done without losing trust?
- Where could AI or automation improve productivity – and where could it create risk?
- How do we support colleagues through change when workloads are already high?

Weekly delivery model

Approx. 4 hours of protected learning time per week — one of the most time-efficient delivery models in the sector.

50% structured learning

Self-paced learning, interactive workshops, guided exploration using AI learning tools, peer study groups and coaching support. These sessions introduce practical frameworks, tools and approaches that can be applied immediately at work.

50% applied learning

Colleagues apply learning directly to real team, customer, product, service or workplace challenges through monthly missions and work-based tasks. This keeps development immediately relevant and can create visible value while colleagues build capability.

Learning is designed to strengthen performance, not compete with it.



Mon	Resources 1 - 2 hrs
Tues	Coach Meeting 1 hr
Wed	Applied Learning 2 hrs
Thu	Applied Learning 2 hrs
Fri	Study Group 1 hr

Start with role mapping and capability priorities

A practical next step is to identify:

- which roles need stronger management, AI, data or improvement capability
- where levy-funded pathways can support existing development plans
- which colleagues or teams would benefit most
- how pathways could support progression across the organisation
- where a first cohort could create visible value

FTL can then support pathway selection, cohort planning, learner engagement and launch communications.

Build capability colleagues can use immediately

FTL pathways help organisations develop practical, future-ready capability through recognised qualifications, AI-enabled learning support and real workplace application.

To explore the right pathway mix for your organisation, speak with the Future Talent Learning team.

www.futuretalentlearning.com



**Future Talent
Learning**

Appendix: How employers can see value from applied learning

FTL does not ask learners to complete abstract assignments.

Learning is applied to real work, so projects can create visible value while colleagues develop capability.

Value may show up as:

- time saved in routine workflows
- fewer hand-offs between teams
- better process consistency
- clearer reporting and dashboards
- stronger customer or service responsiveness
- improved use of AI and digital tools
- better adoption of new ways of working
- reduced duplication or rework
- more confident decisions
- stronger risk-aware use of AI and data

FTL helps learners shape applied projects that are practical, responsible and relevant to the organisation.

Appendix: Example applied projects across the portfolio

Transformational Manager - Workload visibility, hand-offs, meeting rhythms, project tracking, stakeholder coordination and team communication.

Business Transformation Manager - Customer journey improvement, process mapping, stakeholder insight, requirements gathering, change planning and process redesign.

Improvement Manager - Operational bottlenecks, quality checks, risk controls, service requests, reporting and process consistency.

AI for Smarter Work - Copilot use cases, prompt libraries, Power BI dashboards, Excel workflow improvements, Teams collaboration, Power Automate flows and responsible AI guidance.

AI & Automation Management - Customer triage, workflow automation, operational alerts, case routing, reporting, approvals and service updates.

AI & Digital Product Management - Customer portals, colleague-facing tools, self-service journeys, digital services and adoption roadmaps.

Data for Smarter Work - Data quality, reporting dashboards, status tracking, customer reporting and repeatable data processes.

Data & Insight Management - Customer trends, service performance, risk indicators, productivity, operational data and insight-led recommendations.

Appendix FAQ: How apprenticeship funding works

Can apprenticeships be used for existing staff?

Yes. They can develop existing colleagues where the programme builds new knowledge, skills and behaviours relevant to their role.

Can managers, specialists and business services colleagues take part?

Yes. The programmes are designed for existing staff across management, operations, transformation, digital, data, customer, product and business services roles.

How does levy funding work?

Large employers with an annual pay bill over £3m pay the apprenticeship levy at 0.5% of their pay bill. Levy funds can be used to pay for eligible apprenticeship training and assessment.

What time commitment is required?

Colleagues need protected learning time. FTL's model is designed around approx. 4 hours per week, with learning applied through real work.

For employers, this creates a practical way to build AI, data, management and transformation capability across existing teams without taking colleagues away from work for long periods.