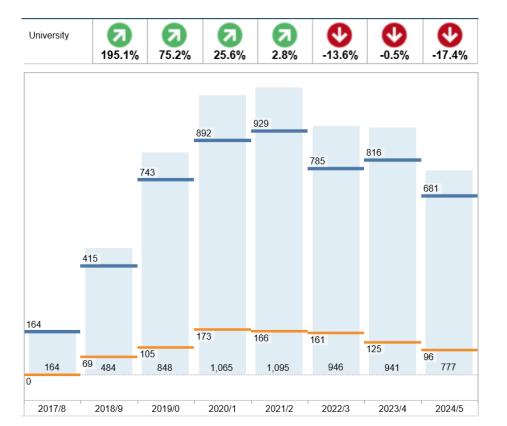


The usual context







"It's an apprenticeship dummy"

- We treated it as a degree, which is to say we do not establish apprenticeship-specific policies and processes
- No wrap-around system was procured or even discussed
- The provision was largely subsumed into the existing governance framework of the University
- We managed apprenticeships as degrees





Establishing our base position

- In 2019 we responded to our own internal concerns about compliance with ESFA funding rules
- We commissioned RSM to undertake a mock audit to establish a base position





Issues identified

All of the issues





University response

- We formed an action plan
- We formed another action plan
- We formed a different action plan
- We centralised and got on with it





People and process

- Articulate roles and responsibilities
- Training and development
- Process mapping and review



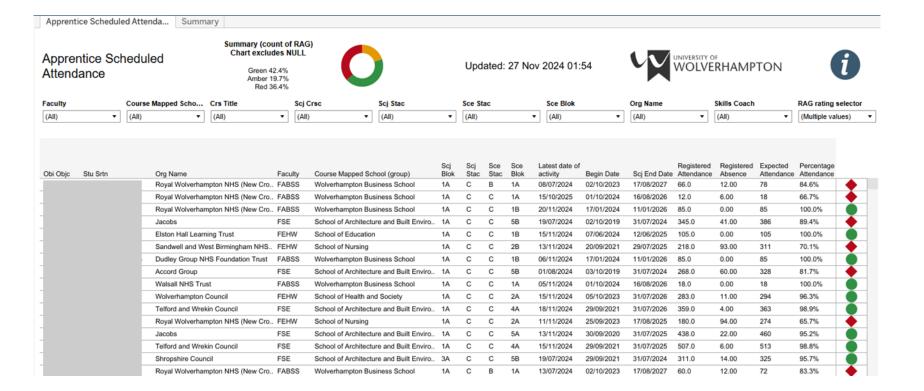


Starting to build

- We set an ambition to hold everything we could in data and (most critically) in the student record system
- We approached the least compliant areas first with OTJ being the main concern
- The work was all done in-house except for the integration of attendance data within the student record system











Monitoring compliance

- We brought together the assessment of academic achievement and funding rule compliance into a single 'Apprenticeship Board'
- Lets take a look...





Where are we now

- We drew a line under historic apprentices for whom compliance would unlikely ever be achieved
- We recommissioned RSM to review our compliance position
- 80 90% 'compliant'
- An official ESFA audit in December 2024 found that there were zero material funding errors with £0 funding clawback





Lessons (painfully) learnt

- ILR is not the measure of compliance
- Structure and responsibilities matter
- Governance
- Policies need to be separate and specific
- Eventually a purpose-built wrap-around system is needed





Questions?