

APPRENTICESHIP

WORKFORCE DEVELOPMENT

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The following exemplar action plan provides some suggestions as to the issues you might want to include in your action plan based on your learnings from the Managing Apprenticeship Withdrawals course. Your action plan will be a working document which you will want to add to and amend. It is, however, helpful to include some initial dates so that you can monitor your progress and amend accordingly.

TO NOTE: The roles identified in this action plan and the dates included are for illustrative purposes only. It is important that you work collaboratively across your organisation to identify who has the accountability, capacity, and capability to undertake the actions required.

AWD course and date	Issues/ gaps identified from AWD course/ session	Proposed actions I commit to undertaking following this course	By whom	By when	Status
AWD Programme and Organisation Implementation					
Managing Withdrawals	Cross- team connectivity and cross organisation communication	Identify all colleagues involved within the stands of the AWD programme – CPD attendees, AAG members and identify an internal AWD working group to align all activity and ensure all individual action plans feed into the organisation action plans. Identify the senior lead with the organisation for all AWD programmes, owner of organisational action plan Support the creation or continuation of an internal working group with meetings and an internal shared channel for AWD resources, activity and recommendations from all strands of AWD programme	Manager and internal colleagues Manager Manager and /or Senior leader for AWD programme		
Managing Withdrawals	Misalignment of operational and headline data. Lagged data being used to inform operational and business decision making	Using the Apprenticeship Journey template Conduct a 'System Review' to identify all the systems, reports, tracker and portals used within the organisation's specific apprenticeship journey. Identify areas for improved system to system data integration	Manager MIS Lead IT Support Lead System providers (external)		
		Conduct a withdrawal process review, identifying opportunity for automation of process and reduction of stages with process to provide timeliness of intervention and processing			

Managing Withdrawals	Lack of connectivity between all stakeholders within withdrawal process and analysis	Review withdrawal reasons collated and extend to capture for secondary fields to support detailed analysis (beyond the ILR reasons) Speak with system providers (ILR management) to add in a secondary user defined field to support the extended information Review timeliness of withdrawal analysis and ensure in-year routine data analysis taking place to inform in-year interventions and longer-term strategic improvement plans			
Managing Withdrawals	Lack of cross-organisation or provision understanding of Apprenticeship Accountability Framework and provider, provision or individual performance against	Conduct TNA for all apprenticeship staff including, delivery, support staff and management and provide training on the AAF (inclusive of all senior leaders and governors) to ensure consistent baseline understanding of internal and external performance metrics Ensure visibility of performance against AAF is available and cascade to all tiers of the provision. Develop internal monitoring (reports/dashboard) of performance on a monthly basis (following each ILR return) to provide in-year opportunity for intervention and data driven informed decisions	Manager and Senior Leader colleagues Manager, Senior Leaders and MIS / IT Leads		
Managing Withdrawals	Misalignment of Operational and Headline data to inform appropriate interventions and business forecasts	Design/Build or continue to develop internal reporting reports/dashboards to align operational performance information with headline (ILR) data to appropriately inform provision management and forecasts	Manager, Senior Leaders and MIS / IT Leads		

Managing Withdrawals (Managers)	Inconsistent practice of learner status change or underperformance	Review operational policies for BIL, PPED, Change of Employer and Withdrawals to ensure there are clear expectations of practice, timeframes and recording of information across all operational teams. Include the review in line with the latest apprenticeship funding rules, internal data analysis (reasons for) and KPI – set targets to improve	Manager (CPD Attendee), Senior Leaders /Governors		
Managing Withdrawals (Managers)	Misalignment and low profile of operation functionality and data visibility required to improve working practice leading to improved outcomes	Review latest Ofsted report and identify feedback around data, monitoring progress and operational oversight Ensure improvements to working practices, system functionality and data integrity are a priority within SAR and QIP and subsequent action plans or business operation development plans.	Manager (CPD Attendee), Senior Leaders /Governors		

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AWD Programme and Organisation Implementation					
Managing Withdrawals	Cross- team connectivity and cross organisation communication	Identify all colleagues involved within the stands of the AWD programme – CPD attendees, AAG members and identify an internal AWD working group to align all activity and ensure all individual action plans feed into the organisation action plans. Identify the senior lead with the organisation for all AWD programmes, owner of organisational action plan and link with any internal activity of working groups Contribute to the output or activity of any internal working groups and recommendations from all strands of AWD programme	Internal colleagues Delivery and Support Staff Delivery and Support Staff		
Managing Withdrawals		Review your provider's Ofsted report, SAR and QIP and identify areas for improvement in relation to your role or your ability to influence	Delivery and Support Staff		

	Gaps in cross-team connectivity and understanding	Read through the Apprenticeship Accountability Framework and understand the key external performance metrics and reflect upon measures in relation to your role - Apprenticeship training provider accountability framework and specification - GOV.UK (www.gov.uk)	Delivery and Support Staff		
Managing Withdrawals	Lack of connectivity between all stakeholders within withdrawal process and analysis	Contribute to or support a withdrawal process review, identifying opportunity for automation of process and reduction of stages with process to provide timeliness of intervention and processing Review role within the identification, prevention and administration of withdrawals looking for opportunities to improve cross-team communication Review any withdrawal analysis available to you and consider how your role can support improvement and intervention strategies to support the reduction of withdrawals	Delivery and Support Staff		
Managing Withdrawals	Multiple Information Systems	Conduct a role or team specific 'systems review' exercise with the help of the Apprenticeship Journey slide. Consider how many systems /portals and trackers are being used within your role/team and explore opportunities to reduce recording or administration of information.	Delivery and Support Staff Link with wider organisation activity and MIS/IT teams to support		

Managing Withdrawals	Inconsistencies in RAG or At Risk rating and progress monitoring of apprentices.	Review RAG ratings or At-Risk ratings set out by the organisation inclusive of KPIs relevant to role and reflect on practice and areas for improvement. Review operational policies for BIL, PPED, Change of Employment and Withdrawals to ensure you are clear with provider expectations and apply within role. Seek opportunity to discuss setting of standards of practice with team/managers to support a practice framework if one not currently in place.	Delivery and Support Staff		
Managing Withdrawals	Ineffective standards of practice in the support, prevention and monitoring of BILs leading to withdrawals	Consider your role within the supporting, prevention or processing of BILs and identify strategies to improve engagement and processing time. Review company policy for expectations of practice (as above) Arrange KIT (Keep in Touch) meetings with all learners that are on a BIL with clear timeframes set to plan for a return (delivery staff) Arrange for timely notification of BIL timeframes to delivery staff to ensure targets to return are set and support (support staff)	Delivery and Support Staff		
		Dependant on role			

Managing Withdrawals	Inconsistent recording and forecasting of information	Record and communicate timely information regarding learner changes, progress and risk as required in operational expectations Identify ways to improve the flow of information through the organisation and cross multiple teams, through central tracking and reports Ensure all achievement predications and forecasts are applied consistently throughout roles, teams and the organisation. Ensure the 'three key dates' for apprenticeship progress and achievement forecasting are applied consistently across roles - example Start date – 1st day of learning PED (Planned End Date) - Entering Gateway to EPA – linked to timeliness of Gateway Expected Completion Date – PED + EPA Period – linked to Achievement Forecast	Manager, Senior Leaders /Governors		
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06-04

MANAGING APPRENTICESHIPS WITHDRAWALS FOR SENIOR LEADERS

AWD course and date	Issues/ gaps identified from AWD course/ session	Proposed actions I commit to undertaking following this course	By whom	By when	Status
Managing Apprenticeship Withdrawals for Senior Leaders 29/03/24	The data we receive on apprenticeship withdrawals does not provide us (governors) with detailed information on why apprentices leave and when across the learner journey	1) Request the top 3 reasons as to why apprentices withdraw from their programmes at the next Apprenticeship Governance Meeting 2) Review withdrawal reasons in detail to understand common issues (internal and external) 3) Challenge the delivery teams on what can be done to improve the position 4) Request feedback from learners and line managers to gain further insights at the next Governance meeting	Apprenticeship Managers Senior Leadership & Governance Team	08/04/24	Not Started
Managing Apprenticeship Withdrawals for Senior Leaders 29/03/24	We do not have enough controls in place to predict our apprenticeship withdrawals	1) Meet with apprenticeship managers to understand our tracking systems and data and the points at which 'drop offs' occur. 2) Pin-point 'failure points' and the analyse root causes (<i>c/f Leading Change Module and Workbook, 5-Why Model for Analysing Root Causes</i>) 3) Request an in-depth explanation around how apprentice withdrawals can be predicted earlier within the journey at the next Governance meeting 4) Ask managers to explain what interventions are in place to mitigate withdrawal risk and what the success rates are of these	Apprenticeship Managers Senior Leadership & Governance Team	08/04/24	Not Started

Managing Apprenticeship Withdrawals for Senior Leaders 29/03/24	Our systems may not provide us with up-to-date information in real-time which can invalidate/skew the decisions we make about apprenticeships and performance.	1) Order a review of the systems that power the apprenticeship data and reports 2) Understand if the data is in line with delivery and performance 'on the ground' 3) Apprenticeship Managers to provide an explanation of any 'lag' or variations in datasets and corresponding reasons (internal/external) for review/scrutiny and challenge by governors	Apprenticeship Managers Senior Leadership & Governance Team	08/04/24	Not Started
Managing Apprenticeship Withdrawals for Senior Leaders 29/03/24	Senior leaders require more detailed information on apprenticeship withdrawals to provide effective challenge and oversight	1) Consult with senior leaders and governors around the implementation of detailed information around withdrawals within governance packs 2) Agree a list of questions to ask around apprenticeship withdrawals at the next Apprenticeship Governance meeting 3) Evaluate if actions completed by delivery teams and managers are resulting in minimisation of apprenticeship withdrawal	Apprenticeship Managers Senior Leadership & Governance Team	08/04/24	Not Started