

# A PRACTICAL GUIDE TO MANAGING THE TRANSITION

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# Agenda



Reviewing Live Flexibilities

Impact and Implications

Planning & Managing Risk

Checklist

# Current Live Flexibilities

## Furloughed Apprentices

- RULES ARE CHANGING
- can continue their apprenticeship  
Line Managers can participate and support in the Tri-partite review and generally
- Providing this is not provider a service or under taking work of value
- New starters can be furloughed and start their apprenticeship
- Need to continue to keep a record of the 20% OTJL

## Break in Learning

- Only apply after a 4 week 'interruption'
- Employer & Provider can instigate the Break in Learning

## Wet Signatures

- Temporary Flexibility for all key documents in the apprenticeship – pre start to EPA
- If you need them – if using digital already this flex does not apply
- Scanned document, document with a typed details, photo, and /or
- Emailed from their work or agreed email

# Current Live Flexibilities

## EPA Flexibilities

- Standards with flexibilities in mode and award
- A 12 week extension (on top of the allowable timeframe)
- BiL applies here also if needed
- Email confirmation of award decision acceptable for gateway (ULN/ number, full apprentice details, date of certificate)

## English & Maths Award and EPA Flexibilities

- EPA can go ahead without the results of functional skills tests
- Providing the apprentice is predicted to pass successfully
- Apprentice cannot 'achieve' without the evidence of pass
- Apprenticeship certificates cannot be raised

# Related Rule Refresher

## Redundancy

- Continue to Fund :
- Less than 6 months to EPA= completion
- More than 6 months to EPA = 12 weeks
- Make 'reasonable efforts to find a new employer

## Unemployment

- Cannot continue their Apprenticeship or take their EPA

## Programme Transfers

- Transfer to a new employer within 30 days of end of contract
- Can do this where only the EPA is needed e.g. after a fixed term contract ends and the EPA was postponed

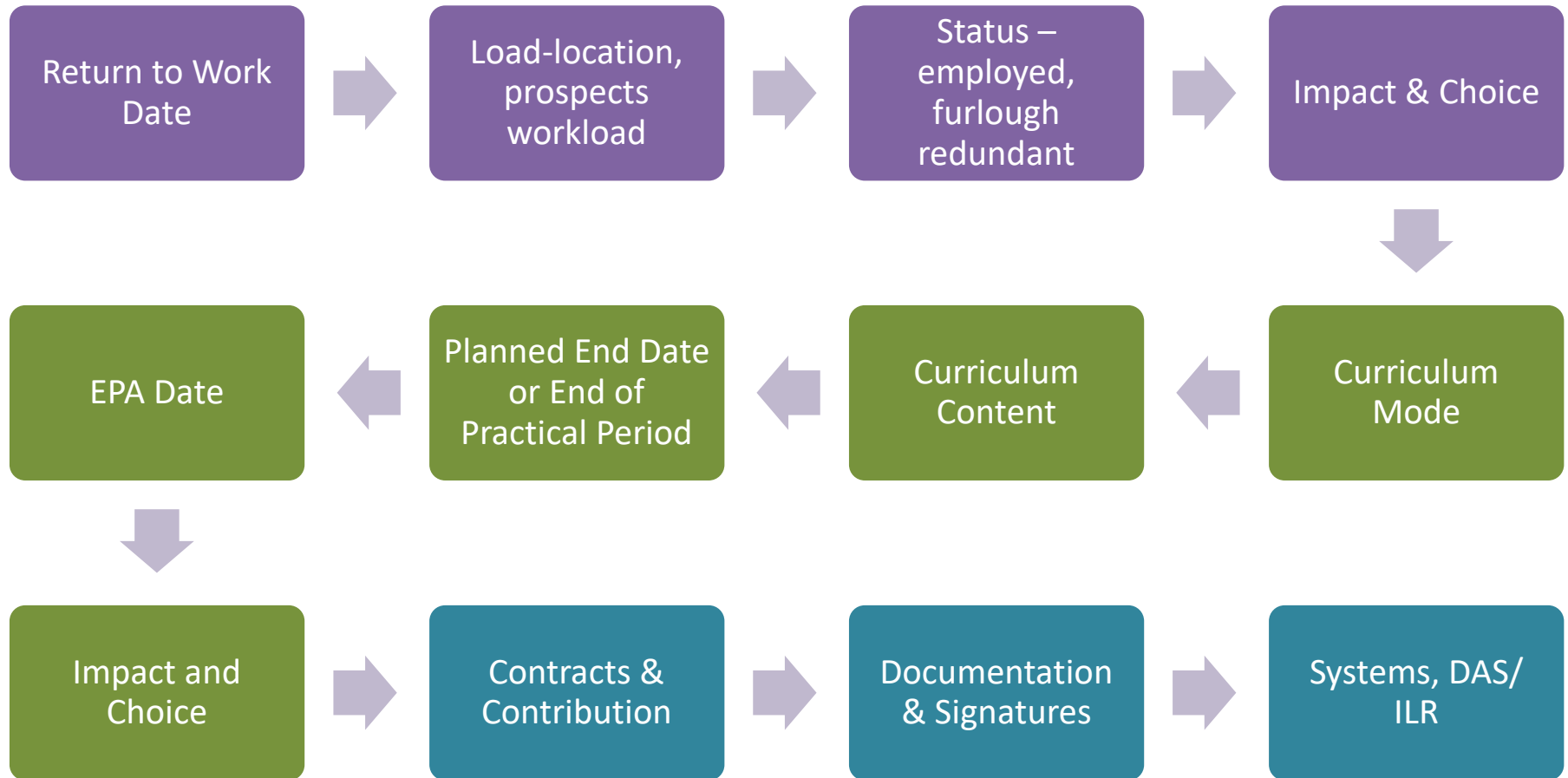
## Price

- Must be reduced after been a 'public' reduction in price of an EPA
- Consider price when there is a reduction in cost of delivery

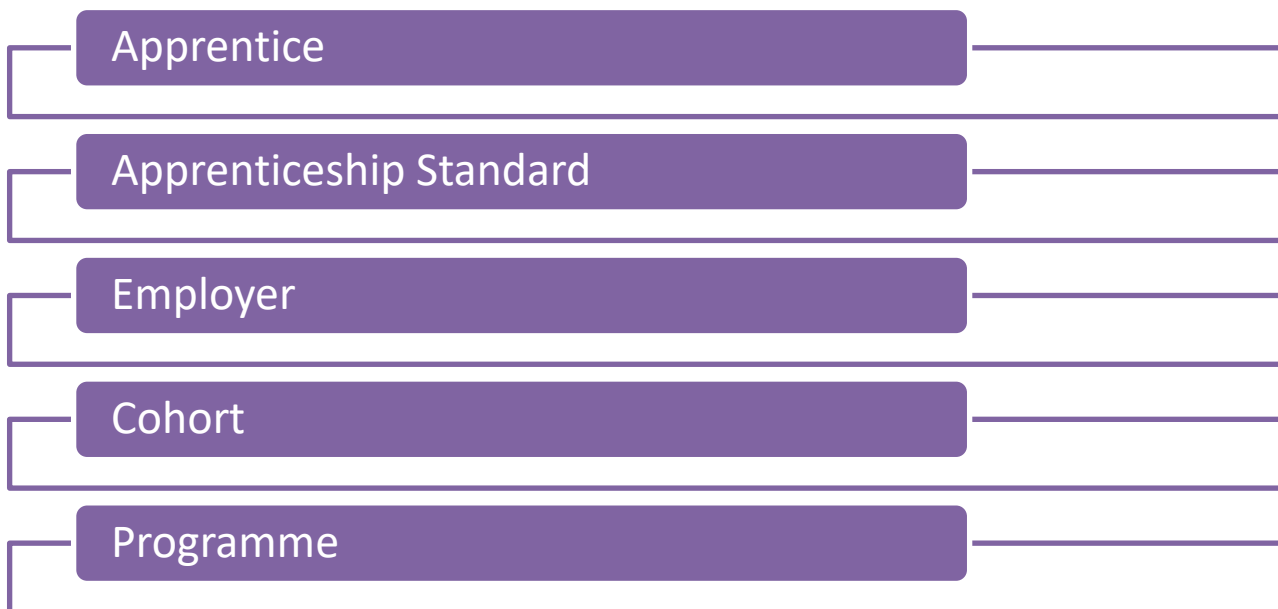
# DOCUMENTATION

# IMPACT & IMPLICATIONS

# The Apprentice & Employer Perspective

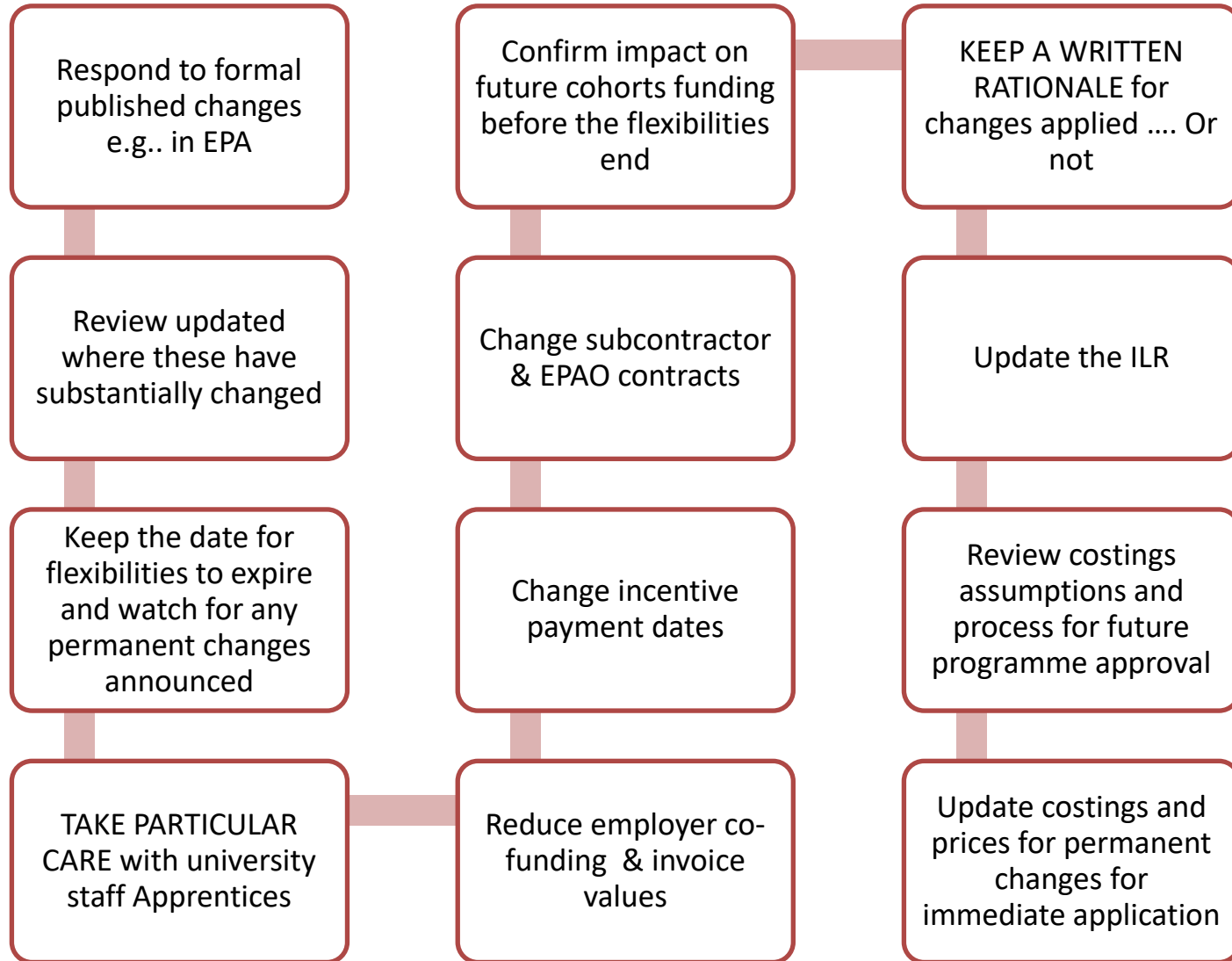


# Impact Matrix





# Impact of Price Changes



# MANAGING THE TRANSITION & ASSOCIATED RISKS

# Transition

## THE 1<sup>st</sup> GOLDEN RULE of TRANSITION HAVE A PLAN & IMPLEMENT THE PLAN

1.  Create and update your **CHECKLIST** of changes, flexibilities, and new rules required as part of this plan:
  - a. For return to work
  - b. For return to learning
  - c. For Standards
  - d. For delivery
  - e. For starts
  - f. For EPA
  - g. For compliance & control
2.  Consider also 1. Provider 2. EPAO responsibilities 3. Subcontractors
3.  Create a **Change Calendar** to confirm month by month when flexibilities end or change
4.  Create a **Transition Matrix** for each Standard that you deliver which documents which flexibilities apply, when they end, and how these should affect apprentice and employer

# Mapping the Standard

## EPA

- EPA Flex agreed
- Flex End Date
- Check in Date
- Number of Apprentice In scope for change
- EPA Flex briefing prepared
- EPA checklist prepared for apprentice – mode and equipment, security
- Cohorts in scope
- Comms
  - Briefing prepared
  - Teaching Team briefed and
  - Apprentices Briefed
  - Line manager briefed
  - NEW mode checked - Dry run and preparation e.g.. for video kit capability confirmed
  - EPAO Briefed / Assessors, External Examiner etc briefed
- Final check ahead of EPA

## Standard

- Delivery flex agreed
- Flex end Date
- Check-in/Review date
- Changes to Delivery Mode in place
- Impact on price and duration clarified
- Price rationale completed
- Sales
- OTJL Expected

## Risk

% Furlough

% BIL

% non returners

% apprentices at < 80% expected OTJL –  
Yr1

Yr2

Yr3

# Transition

## THE 1<sup>st</sup> GOLDEN RULE of TRANSITION HAVE A PLAN & IMPLEMENT THE PLAN

1.  Document apprentice status by employer e.g.. their approach to furlough, break in learning
2.  Review the impact of all of these elements together - Identify and prioritise, programmes, cohorts, sectors, apprentices, employers most at risk - and assess resource implications
3.  Decide on mitigating actions and expedite those at most risk - keep the dialogue more frequent, refocus employer engagement activity etc
4.  Update your apprenticeship programme **RISK MATRIX** and escalate as needed.
5.  Brief ALL staff affected and assign responsibilities e.g.. to Academic Mentors for contact schedules and reporting back, Business Development for employer/sector news, etc
6.  Update Governance structures and ensure they monitor, review and act decisively.

# Principles

## THE 2<sup>nd</sup> GOLDEN RULE of TRANSITION

### DOCUMENT & RECORD EVERY CHANGE THAT YOU MAKE TO AN APPRENTICESHIP

- Whatever decisions or outcomes are keep a record of any changes or decisions and the rationale - with the employer where ever possible : an email exchange is enough
- Be very clear on any financial impact for employers and contractors and be clear when and what is changing when you update paperwork
- Be very clear on any date or duration changes and ask about contract terms - to allow fixed term contract issues to be surfaced quickly
- Exchange information with employers and ass them to keep a record
- Remind them of their responsibilities
- Watch the high risk employers , apprentices and programmes

# THE 3<sup>rd</sup> GOLDEN RULE of TRANSITION

## ESTABLISH & TRACK THE 'STATUS' & RETURN DATE OF EVERY APPRENTICE

- Current Status
- Return to work Date
- Last learning activity - for multiple uses
- Return to Learning Date
- 20% status - up to date or not
- OTJL expected
- Risk
- Return Date planned
  - Practical Period Date change
  - EPA date change
  - EPA Flex applies
- Check in dates
- Commitment Statement
- Individual Learning Plan
- Apprenticeship Agreement
- Risk
  - 20% OTJL
  - Employer Status risk
  - Redundancy risk
  - Non-returner BiL risk

# Apprentice Status – Preparation

- Prepare for
  - Support for redundancy
  - Leaflets
  - Help line
  - Careers advice
  - Calling on employer networks
- Prepare for
  - Back to learning
  - Updated compliance paperwork
    - Commitment Statement
    - Individual Learning Plan
    - BiL
  - 20% OTJL
    - Collect updated
- Prepare for
  - Non returners
  - Lack of paperwork or notification
  - Loss of employers



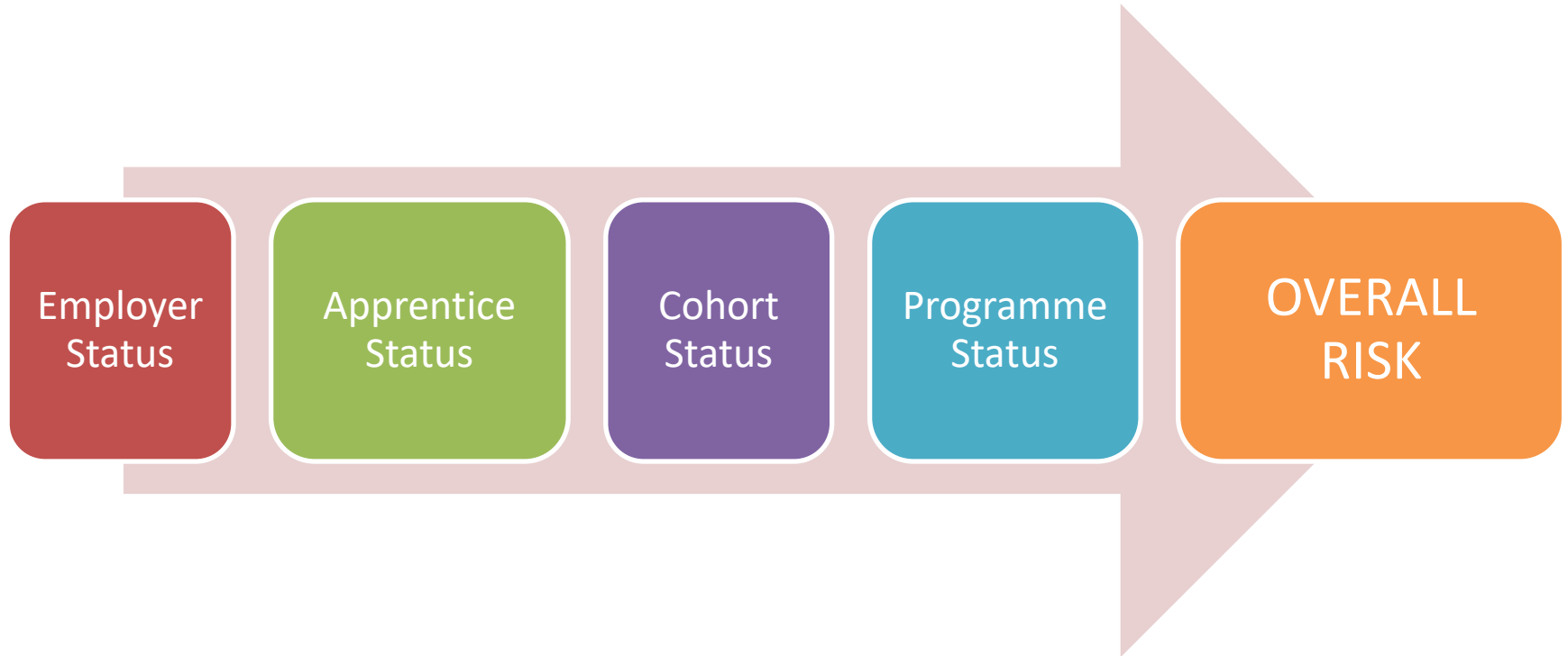
# Principles

## **THE 4<sup>th</sup> GOLDEN RULE of TRANSITION** **GET AHEAD WITH DATA & RECORDS FOR THE R14 (OCTOBER) ILR HARD CLOSE**

- Run all FMR's, DSAT checks and correct errors during August – don't wait until R14.
- Work through updating documentation cohort by cohort - document when you distribute and do what you can to chase. Follow up rigorously as your defence.
- Take note of when electronic flexibilities end
- Update Mandatory Documents
- Run your compliance checks on Furloughed and BiL, then on 20% OTJL generally then on RED items on your Risk Matrix

# RISK ASSESSMENTS

# Risk Assessment



# Principles

## THE 5<sup>th</sup> GOLDEN RULE of TRANSITION BRIEF EVERYONE - COMMS IS EVERYTHING

- Prepare packs and information for redundancy, return to learning etc
- Involve Curriculum Teams in apprentice and employer status checks
- Update Finance, Sales and Business Relationships etc on dates, duration, price changes for cohorts in scope
- Create an **Implementation Group**
- Manage to the **Plan**
- Manage to the **Risk Matrix**
- Plan for opportunities**

# OPPORTUNITY

# Reading the Runes – 6 weeks to go

8M people with wages paid by government

Likely significant rise in redundant Apprentices

Decline in jobs, and therefore starts in 2020/2021

Increased need to retrain – ‘upskilling not reskilling’

Impact different by sector, area, group

Supply side survival - loss of provision in core and specialist occupations

# Reading the Runes – 6 weeks to go

## Targeted support Packages?

- Geographically
- Sectorally
- For 'key' occupations or sectors
- For priority and disadvantaged groups

## Incentives & Uplifts?

- Key sectors or skills 'in growth'
- Removal of SME employer contribution?
- Increased Levy Transfer value?
- More bursaries for apprentices or subsidies for employers ?

## 'New' Infrastructure?

- Return of ATAs and other support services?
- Widening the eligible skills offer: shorter programmes - pre training, top ups, start ups,
- Apprenticeship 'guarantee'

# STRATEGIC PLAN CONSIDERATIONS



# Its An Ill Wind.....

## Change, Innovation, Ideas

### Align to Priorities

- Identify Regional / Local/Sectoral Priorities and align offers
- Jobs with longer term value
- Young People
- Promote relevance to partners, employers, candidates

### Increase discussion with employers

- what do they need now as immediate skills
- New sectors or programmes

### Target Support

- For SME's - consider price and discount
- Prepare to negotiate with employers over redundancy dates

### Review Curriculum

- Assess top up or upskilling content opportunities in all programmes
- Align content to priorities
- Update mode and Make the flex permanent
- Promote flexible (cheaper) delivery

### Promote wider offer as interim steps or lower risk

- Placements
- Shorter programmes

### Get the Comms Machine working

- Covid-case studies about value added to employer
- Case studies about University flexibility and speed of response

# Strategy Response – Priorities



## Revenue

- Timing & schedules – delayed revenue and payments out
- Revised Costing models
- Price changes
- Invest to Save

## Resourcing

- Extra stress on compliance
- Employer engagement
- Support from across the university
- Responding to new priorities
- Marketing & Promotion

## Risk

- Revisit and Update KPIs
- Keep what we've got - Compliance -R14
- Mitigating Risk:
  - Programmes
  - Cohort
  - Sectors
  - Numbers
- Action to mitigate risk

## Round the Corner

- Opportunities as a reward for speed and flexibility
- Policy changes a yet unknown
- Preparing for:
  - Ofsted?
  - Audit?

# RESOURCES & FURTHER INFORMATION

# Further Information



Slides & Webcast: [HERE](#)

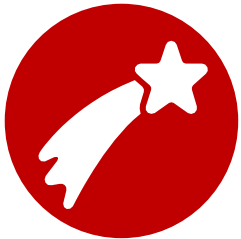
Posted on the UVAC website front page



Queries: Please email me [r.rhodes@bolton.ac.uk](mailto:r.rhodes@bolton.ac.uk)



- [Template Matrix to capture/ track Apprentice and Standards Status](#)
- [Transition Planning Checklist](#)



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