

# Launching the CFO Toolkit: Apprenticeships and Technical Education

Friday 29<sup>th</sup> August 2025  
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# Launching the new CFO Toolkit: Apprenticeships and Technical Education

Feedback from members has been that understanding the Apprenticeship and Technical Education funding model, forecasting financial performance and understanding contributions and profitability has been a key challenge in developing effective new programmes.

In early 2025 UVAC commissioned Apprenticeship and Technical Education compliance and quality specialists Lockhart-Hawkins to design and release a toolkit designed for Chief Financial Officers and senior leaders



# Launching the new CFO Toolkit: Apprenticeships and Technical Education


The toolkit aims to:

- Improve understanding of funding methodologies, costing approaches and pricing strategies
- Reduce common barriers and misconceptions
- Provide **practical tools** to manage risks and capitalize on opportunities
- Support informed decision-making and sustainable, high-quality provision

# Launching the new CFO Toolkit: Apprenticeships and Technical Education

What does it consist of?

- A detailed 110-page written guide for CFOs and Senior Leaders
- **Nine** practical tools designed to solve common challenges and provide objective outputs



**Apprenticeships and technical education – a toolkit for Chief Financial Officers**

August 2025

Produced on behalf of UVAC by  
**LOCKHART  
HAWKINS**

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## CHAPTER 1: Introduction to apprenticeships and technical education for financial officers

### Purpose and Introduction

This chapter introduces the fundamentals of apprenticeships and technical education in England, providing the essential context CFOs in Higher Education Institutions (HEIs) need before considering delivery in detail. It explains what apprenticeships and technical education are, how they are structured and funded, and the benefits and risks of offering them.

The aim is to equip you with a clear understanding of these programmes' purpose, scope, and operational realities, so you can make informed decisions about whether, and how, to integrate them into your institution's portfolio.

This chapter will cover:

- What are apprenticeships and technical education.
- Key benefits.
- Key risks.
- Core considerations to building an effective and sustainable offer.

### What are apprenticeships and technical education?

**Apprenticeships in England**

Apprenticeships are structured programs that combine work with training and study as a tripartite relationship between a training provider, employer and individual apprentice.

They are designed to provide individuals with practical skills and experience in a specific occupation while earning a wage. All programmes have a practical training phase usually followed by an end-point assessment (EPA) phase. Typically, the EPA is carried out by a third party but in some programmes at degree level this can be the training provider. From 2025 some EPA activities may commence during the practical training period.

Funding for apprenticeships in England is from 2025 governed by Skills England, and only providers on the Apprenticeship Provider and Assessment Register are permitted to receive funding.

Key aspects of apprenticeships in England:

1. Levels of apprenticeships

- Intermediate apprenticeships (Level 2): Equivalent to GCSEs.
- Advanced apprenticeships (Level 3): Equivalent to A levels and T Levels
- Higher apprenticeships (Levels 4 and 5): Equivalent to a foundation degree or the first year of an undergraduate degree.
- Degree apprenticeships (Levels 6 and 7): Equivalent to a bachelor's or master's degree. Note: from January 2026, new enrolments on level 7s will be restricted to individuals aged 16-21 or those aged 22 and over with an Education, Health and Care Plan or are a care leaver, or via specific sector initiatives such as in healthcare.

2. Funding

- Each apprenticeship standard is allocated a maximum funding band ranging from £1,500 to £27,000 in government funding. Funding is distributed across programme delivery with 80% on programme and 20% only paid upon sitting the final component of EPA. Receipt of all funding only occurs if individuals sit their full EPA otherwise only partial funding accrues.

3. Eligibility for an apprenticeship

- Must be aged 16 or over.
- Must be lawfully living in England.
- Must have a contract of employment in place for the expected full duration of the programme including EPA activities.

4. Structure

- A minimum duration of at least one year's practical training period or, for enrolments from August 2025, at least eight months.
- Training and assessment within normal working hours that develops occupational competence in the planned standard (for enrolments from 1<sup>st</sup> January 2026 this will be at least a published minimum volume of hours minus any hours of a programme not needed due to prior learning). There must be at least a need of a minimum of 187 hours after prior learning has been applied.

5. Benefits

- Apprentices gain practical, on-the-job experience.
- Earn a qualification while working.
- Employers can directly influence programme design and delivery, helping to ensure it aligns with their specific workforce needs.

6. Industries

- Apprenticeships are available in the full range of employment sectors including public service.

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Apprenticeship Forecast by Year	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	Aug 25 - Jul 26	Aug 26 - Jul 27	Aug 27 - Jul 28	Aug 28 - Jul 29	Aug 29 - Jul 30	Aug 30 - Jul 31	Aug 31 - Jul 32	Aug 32 - Jul 33	Aug 33 - Jul 34	Aug 34 - Jul 35
Summary										
Programme Payments	£243,947	£513,173	£687,360	£687,360	£687,360	£687,360	£687,360	£711,840	£711,840	£687,360
Completion Payments		£100,000	£148,800	£148,800	£148,800	£148,800	£148,800	£148,800	£148,800	£148,800
Income	£243,947	£613,173	£836,160	£836,160	£836,160	£836,160	£836,160	£860,640	£860,640	£836,160
Of which income										
11 From HE	£365,107	£527,719	£782,352	£826,733	£826,733	£826,733	£826,733	£781,431	£853,089	£838,811
12 Co-investment (Employer)	£2,840	£5,455	£9,808	£9,428	£9,428	£9,428	£9,428	£7,000	£7,771	£7,548
13 Income	£367,947	£533,173	£792,160	£836,160	£836,160	£836,160	£836,160	£888,431	£960,860	£946,359
14										
15 Maths	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344
16 English	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344	£4,344
17 Learning Support Funding	£7,275	£14,485	£18,960	£18,960	£18,960	£18,960	£18,960	£17,400	£18,975	£18,900
18 16-18 Incentives (Self-Employed)	£4,000	£4,000	£4,000	£4,000	£4,000	£4,000	£4,000	£4,000	£4,000	£4,000
19										
20 Less EPA Provision	(£12,051)	(£24,267)	(£31,240)	(£37,440)	(£37,440)	(£37,440)	(£37,440)	(£35,360)	(£38,460)	(£37,440)
21 Less Employer 16-18 Incentive	(£1,000)	(£4,000)	(£4,000)	(£4,000)	(£4,000)	(£4,000)	(£4,000)	(£4,000)	(£2,000)	(£2,000)
22										
23 Net Income	£249,856	£519,260	£760,920	£808,720	£808,720	£808,720	£808,720	£849,071	£922,400	£908,919
24										
25 Less Projected Costs	(£248,000)	(£244,000)	(£244,000)	(£244,000)	(£244,000)	(£244,000)	(£244,000)	(£244,000)	(£244,000)	(£244,000)
26										
27 Profit	£1,856	£275,260	£516,920	£564,720	£564,720	£564,720	£564,720	£605,071	£678,400	£664,919
28										
29 No. of New Starts	50	50	50	50	50	50	50	50	50	50
30										
31 Gross contribution %	1%	11%	11%	11%	11%	11%	11%	11%	11%	11%
32										
33 Projected Profit or Loss by Year										
34										
35										
36										
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Gross contribution % by Year





# Guide for CFOs

## Toolkit explained

- 29,000 word guidebook to support tools
- Chapters include:
  - Addressing misconceptions
  - Models of delivery
  - Pricing and funding explained
  - Subcontracting
  - Working with employers
  - Common challenges and return on investment
- Case studies



### Apprenticeships and technical education – a toolkit for Chief Financial Officers

August 2025

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#### CHAPTER 2: MISCONCEPTIONS IN APPRENTICESHIPS

##### Purpose and introduction

This chapter provides Chief Financial Officers (CFOs) in Higher Education Institutions (HEIs) with some answers to common misunderstood principles in apprenticeship programmes.

This chapter will examine:

- Common myths and their impact on institutional buy-in to apprenticeship delivery as a product
- Participation data
- Why should a HEI invest in apprenticeships?

##### Common apprenticeship myths

Myth	Reality
<b>Apprenticeships are only for trade occupations and low-level provision</b>	<ul style="list-style-type: none"><li>• This is incorrect, but it remains a common misconception that can affect institutional buy-in to delivering apprenticeship programmes.</li><li>• Apprenticeships range from level 2 to level 7 and cover several hundred job roles.</li><li>• Any employer can access these programmes through a training provider listed on the apprenticeship provider and assessment register (APAR); you would have to be on this register to deliver.</li><li>• Apprenticeships have become a primary method of recruitment for many employers due to the Apprenticeship Levy, a government tax on payrolls exceeding £3m per annum which must be used to fund apprenticeship programmes or is otherwise lost. There are plans for the levy to be used for other funded programmes and this will develop from 2025.</li><li>• The government will pay out more in funding than is paid into the levy by the employer, making apprenticeships an attractive way to upskill their workforce.</li></ul>

CFO Toolkit

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[LINK](#)

<b>Apprenticeships do not have the same funding as typical degrees and as such have lower value and are not worthwhile</b>	<ul style="list-style-type: none"><li>• Non-levy paying employers can also access funding for programmes, with additional incentives available for enrolling apprentices aged 16-18 or care leavers under the age of 24.</li><li>• While funding for apprenticeships is lower than for typical undergraduate programmes, which can contribute to a perception of lower value, this can be offset by the fact that funding is more accessible to employers.</li><li>• Funding bands are set per standard, with the highest currently at £27,000 - less than undergraduate tuition fees from mainstream routes. However, institutions can charge employers additional fees outside of government funding to cover the difference.</li><li>• Many apprentices are already in employment and have prior learning at various levels. Subject to the prior learning being validated this can reduce the volume of delivery required, shorten the programme, and lower delivery costs. The funding formula for recognising prior learning is weighted in favour of the provider – funding reductions are applied at only half the percentage of the content removed. For example, removing one year from a three-year programme (a 33% content reduction) would typically only result in a 16.5% reduction in funding.</li><li>• Apprenticeships differ from conventional undergraduate or postgraduate study in that apprentices work full or part time in a role directly related to their standard. This creates additional opportunities for work-based teaching, with significant practical skills development taking place in the workplace, thereby reducing on-campus delivery costs. They naturally lend themselves to part time delivery models which can further control costs but delivery can be flexible to meet the mutual needs of employer and provider.</li><li>• The DfE funding methodology presents revenue challenges because funding is linked to participation. A proportion is withheld until the full end of programme. However, if quality is high and employment arrangements are stable, apprenticeships can generate strong revenues. Good employer relationships can also lead to repeat business, lowering future recruitment costs.</li><li>• Providers can charge more than the maximum funding band if employers are willing to pay. This is more feasible where an institution has a strong reputation or where the employer benefits from lower employee salaries as part of a package that includes a funded qualification.</li><li>• Funding for reasonable adjustments also supplement programme income for apprentices with learning difficulties or disabilities. This</li></ul>
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CFO Toolkit

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# Guide for CFOs

## Toolkit explained

- Written for CFOs from a commercial perspective
- Includes explanation of key funding rule and practical concepts
- Also: illustrations & best practice for improving and understanding financial performance
- **Tools linked to chapters**
- Useful for all senior leaders



Table 8 Apprenticeship forecast by year - 25 starts each year

	Yr1 Aug-25 - Jul-26	Yr2 Aug-26 - Jul-27	Yr3 Aug-27 - Jul-28	Yr4 Aug-28 - Jul-29	Yr5 Aug-29 - Jul-30	Yr6 Aug-30 - Jul-31	Yr7 Aug-31 - Jul-32
<b>Summary</b>							
Programme Payments	£179,573	£355,680	£457,600	£457,600	£278,027	£101,920	-
Completion Payments	-	-	-	£93,600	£93,600	£93,600	£93,600
<b>Income</b>	<b>£179,573</b>	<b>£355,680</b>	<b>£457,600</b>	<b>£551,200</b>	<b>£371,627</b>	<b>£195,520</b>	<b>£93,600</b>
<b>Of which:</b>							
From DfE	£177,667	£352,075	£453,024	£545,584	£367,917	£193,509	£92,560
Co-investment (Employer)	£1,907	£3,605	£4,576	£5,616	£3,709	£2,011	£1,040
<b>Income</b>	<b>£179,573</b>	<b>£355,680</b>	<b>£457,600</b>	<b>£551,200</b>	<b>£371,627</b>	<b>£195,520</b>	<b>£93,600</b>

The programme is fairly consistent in total revenue after year three, it averages £478,000 a year when year one averaged £179,000. Table 9 below shows 7 years of cohort pattern:

Table 9 Apprenticeship forecast by year

	Yr1 Aug-25 - Jul-26	Yr2 Aug-26 - Jul-27	Yr3 Aug-27 - Jul-28	Yr4 Aug-28 - Jul-29	Yr5 Aug-29 - Jul-30	Yr6 Aug-30 - Jul-31	Yr7 Aug-31 - Jul-32
<b>Summary</b>							
Programme Payments	£179,573	£355,680	£457,600	£457,600	£457,600	£457,600	£457,600
Completion Payments	-	-	-	£93,600	£93,600	£93,600	£93,600
<b>Income</b>	<b>£179,573</b>	<b>£355,680</b>	<b>£457,600</b>	<b>£551,200</b>	<b>£551,200</b>	<b>£551,200</b>	<b>£551,200</b>
Of which income:							

Table 10 Eligible and ineligible costs

Cost heading category	Eligible costs Can charge using funding	Ineligible costs Cannot charge using funding
<b>Initial assessment and programme planning</b>	Initial assessment to identify training needs; administration of enrolment, on boarding activity of training plan agreement, apprenticeship agreement	Designing costs of a new programme, Recruitment, DBS, marketing, or brokerage fees; general pre-screening, induction not related to learning activities in the standard
<b>Training delivery</b>	Off-the-job training planned in training plan; teaching; shadowing, industry visits; mentoring for new skills	Examinations and other testing for qualifications not in the standard, On-the-job training (normal duties); training not linked to the standard
<b>Apprentice support and progress monitoring</b>	Progress reviews; mentoring linked to apprenticeship	Line manager costs in supporting apprentice unless delivering learning relevant to the apprenticeship; general pastoral care unrelated to apprenticeship
<b>Mandatory qualifications</b>	Registration, assessment, certification for qualifications in the standard; one rest of mandatory qual	Non-mandatory qualifications; additional resits beyond one; qualifications the apprentice already holds unless mandatory
<b>Learning materials and equipment</b>	Textbooks, online licences, PPE for off-the-job training, materials (if procured from third party must be at cost price)	Standard PPE for day-to-day work; tools, uniforms or items retained by apprentice for personal use, set up costs for MI products
<b>Administration</b>	Administration and programme governance; data submission; compliance, quality assurance	Student support services, graduation and celebration events
<b>Subcontracting</b>	Subcontractor delivery costs; administration and programme governance; managing delivery partners; placement fees in nursing apprenticeship	Fees paid for brokerage; fees that don't relate to actual delivery
<b>Venue, facilities and utilities</b>	Necessary delivery location costs, must be proportionate to the activity, venue hire, equipment, utilities used for off-the-job training	Capital purchases, lease costs for long-term assets, building costs, wider business costs, depreciation
<b>End-Point Assessment (EPA)</b>	Administration of EPA, but the price paid for the EPA activity would be agreed outside of the training price.	Mock EPA activity
<b>Travel &amp; Subsistence (of provider staff)</b>	Trainer/tutor travel when required for delivery	Apprentice or employer travel/subsistence; provider backfill costs
<b>Other</b>	Programme governance costs; administration linked to the apprenticeship delivery	Bonuses, inducements, gifts to apprentice/employer; employer wage costs; apprentice wages; employer staff time; non-training software or memberships

A typical breakdown would look like the example below for a £13,000 programme that features a £12,000 price for training and £1000 fee for End Point Assessment:

Table 11 Eligible Cost Breakdown example

<b>Initial assessment</b>	£105
<b>Off-the-job training</b>	£3,968
<b>Materials and consumables</b>	£3,375
<b>Peripheral costs including assessment</b>	£1,660
<b>Programme governance management &amp; Administration</b>	£2,892
<b>Training price (TNP1 on ILR)</b>	£12,000
<b>End-point assessment with &lt;insert name&gt; EPA Provider (TNP2 on ILR)</b>	£1,000
<b>Total cost of training and assessment for funding and the value to be recorded on the apprenticeship service</b>	£13,000

In the example below we deducted £1000 for prior learning which reduced the training price to £11,000.

Table 12 Eligible Cost Breakdown example with prior learning

<b>Initial assessment</b>	£105
<b>Off-the-job training</b>	£3,968
<b>Materials and consumables</b>	£3,375
<b>Peripheral costs including assessment</b>	£1,660
<b>Programme governance management &amp; Administration</b>	£2,892
<b>Training price (TNP1 on ILR)</b>	£12,000
<b>End-point assessment with &lt;insert name&gt; EPA Provider (TNP2 on ILR)</b>	£1,000
<b>Reductions in training price for prior learning</b>	-£1,000
<b>Total cost of training and assessment for funding and the value to be recorded on the apprenticeship service</b>	£12,000

# Tools

## Practical support for CFO and leaders

- Apprenticeship Planning Checklist
- Apprenticeship Delivery Models Checklist
- Basic Apprenticeship Programme Costing Tool
- Advanced Apprenticeship Programme Costing Tool
- Apprenticeship Financial Forecasting Tool
- Recognition of Prior Learning Calculator
- Price Breakdown Tool
- Employer Contracting Checklist
- Return on Investment Calculator

### Apprenticeship Planning Checklist V1 CFO Toolkit



#### Key Risks with Delivering Apprenticeships

Content Area	Current Risk Readiness	Planned Action	Officer Responsible	Expected Completion Date
<b>1. Quality Assurance</b> 1.1 Are sufficient resources allocated to support both academic and practical components of the apprenticeship? 1.2 Is the curriculum effectively designed to meet industry and educational standards? 1.3 Is the delivery of the programme regularly monitored for consistency and quality? 1.4 Is the provision prepared for inspection by Ofsted or the Office for Students? 1.5 Are inspection outcomes and reports reviewed and acted upon? 1.6 Are overall achievement rates per programme tracked?				

### RPL Calculator 25/26

This tool is designed in line with guidance from DfE as of the version date. The formula used may need to be updated based on future versions of the rules. *Update the fields in orange*

Standard			Apprentice:		
x - Max Band:			Date of Initial Assessment		
a	Original Training Price	£0	agreed original training price excluding EPA		
b	Original Assessment Price	£0	agreed value with EPAO		
c	Original Total Price	£0			
Ref 1	Original TNP1	£0			
Ref 2	Original TNP2	£0			
Ref 3	Original total	£0			
d	Original Hours in programme	0			
e	Hours deducted for prior learning	0			
f	Reduction as a percentage of total	0.0000%			
g	50% of the adjustment (f/2)	0.0000%	Rounding used for funding purposes		
g1		0.00%			
h	Reduction to be made to max band before rounding (x-g1)	£0.00	h1		
h1		£0			
i	Revised total price (c - h1)	£0			
j	Revised Training Price (TNP1)	£0	Co-investment on training	£0	
k	Revised Assessment Price (TNP2)	£0	Co-investment on assessment	£0	
l	Total Price for App Service	£0	Non levy ILR co-investment (if applies)		
m	Fees to employer outside ILR (original price)	£0			

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	<b>Apprenticeships Financial Forecast Input Sheet</b>																			
2	Use this sheet to record the details of up to 10 planned programmes (Yellow fields are editable)																			
3	<b>Start of record month:</b>																			
4	<b>A: Core Programme Details</b>																			
5																				
6																				
7																				
8																				
9																				
10																				
11																				
12																				
13																				
14																				
15																				
16	<b>B: Retention ratios</b>																			
17	<b>Withdrawals by Month %:</b>										Percentage rate of learners who have dropped out (withdrawn) by that month - This is cumulative: the value recorded should increase between rows 18 and 24 for each column. If you had 0% withdrawals these cells would all state 100%.									
18	Non- Starter (withdrawal within 42 days)																			
19																				
20																				
21																				
22																				
23																				
24																				
25	During EPA																			
26																				
27	Estimated Final Withdrawal Rate																			
28	Estimated Final Retention Rate																			
29	Difference to legacy																			
30																				
31	<b>C: Projected Starts by Standard</b>										Record below the starts per month in each programme (standard). Optionally you can update monthly costs on the right using the "Cost by Standard" tab.									
32	<b>Number of Starts</b>																			
33	Aug-25																			
34	Sep-25																			
35	Oct-25																			
36	Nov-25																			
37	Dec-25																			
38	Jan-26																			
39	Feb-26																			
40	Mar-26																			
41	Apr-26																			
42	May-26																			
43	Jun-26																			
44	Jul-26																			
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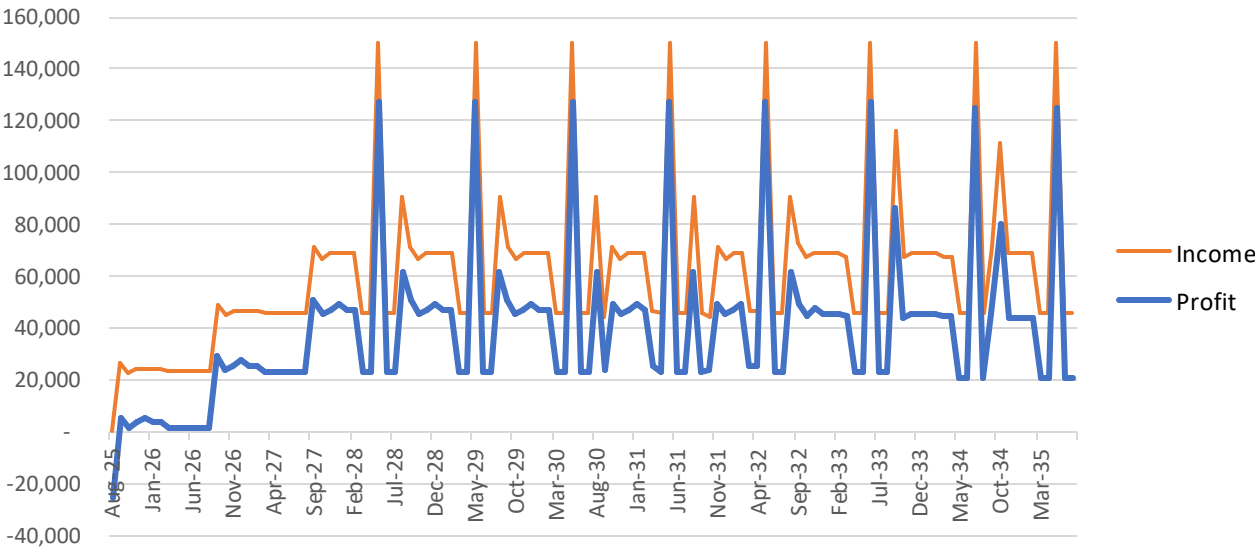


# Apprenticeship Financial Forecasting

Practical support for CFO and leaders

- Forecasts by month, year, standard
- Costs can be added

Projected Income by Month



Apprenticeship Forecast by Standard	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10
	Aug-25 - Jul-26	Aug-26 - Jul-27	Aug-27 - Jul-28	Aug-28 - Jul-29	Aug-29 - Jul-30	Aug-30 - Jul-31	Aug-31 - Jul-32	Aug-32 - Jul-33	Aug-33 - Jul-34	Aug-34 - Jul-35
Programme Payments										
Chartered Manager	179,573	363,307	470,080	470,080	470,080	454,133	438,880	486,720	500,587	470,080
Senior Leader	84,373	169,867	217,280	217,280	217,280	209,813	202,720	225,120	231,467	217,280
Prog3	-	-	-	-	-	-	-	-	-	-
Prog4	-	-	-	-	-	-	-	-	-	-
Prog5	-	-	-	-	-	-	-	-	-	-
Prog6	-	-	-	-	-	-	-	-	-	-
Prog7	-	-	-	-	-	-	-	-	-	-
Prog8	-	-	-	-	-	-	-	-	-	-
Prog9	-	-	-	-	-	-	-	-	-	-
Prog10	-	-	-	-	-	-	-	-	-	-
Total Programme Payments	263,947	533,173	687,360	687,360	687,360	663,947	641,600	711,840	732,053	687,360
Completion Payments										
Chartered Manager	-	-	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000
Senior Leader	-	-	-	44,800	44,800	44,800	44,800	44,800	44,800	44,800
Prog3	-	-	-	-	-	-	-	-	-	-
Prog4	-	-	-	-	-	-	-	-	-	-
Prog5	-	-	-	-	-	-	-	-	-	-
Prog6	-	-	-	-	-	-	-	-	-	-
Prog7	-	-	-	-	-	-	-	-	-	-
Prog8	-	-	-	-	-	-	-	-	-	-
Prog9	-	-	-	-	-	-	-	-	-	-
Prog10	-	-	-	-	-	-	-	-	-	-
Total Completion Payments	-	-	104,000	148,800	148,800	148,800	148,800	148,800	148,800	148,800
Income	263,947	533,173	791,360	836,160	836,160	812,747	790,400	860,640	880,853	836,160
Of which Income: From DfE										
Chartered Manager	177,667	359,701	567,424	567,424	567,424	551,651	536,536	585,936	599,733	569,504
Senior Leader	83,440	168,037	214,928	259,308	259,308	251,916	244,897	267,073	273,345	259,308
Prog3	-	-	-	-	-	-	-	-	-	-
Prog4	-	-	-	-	-	-	-	-	-	-
Prog5	-	-	-	-	-	-	-	-	-	-
Prog6	-	-	-	-	-	-	-	-	-	-
Prog7	-	-	-	-	-	-	-	-	-	-
Prog8	-	-	-	-	-	-	-	-	-	-
Prog9	-	-	-	-	-	-	-	-	-	-
Prog10	-	-	-	-	-	-	-	-	-	-
Total from DfE	261,107	527,739	782,352	826,732	826,732	803,567	781,433	853,009	873,079	828,812
Co-investment										
Chartered Manager	1,907	3,605	6,656	6,656	6,656	6,483	6,344	4,784	4,853	4,576
Senior Leader	933	1,829	2,352	2,772	2,772	2,697	2,623	2,847	2,921	2,772
Prog3	-	-	-	-	-	-	-	-	-	-
Prog4	-	-	-	-	-	-	-	-	-	-
Prog5	-	-	-	-	-	-	-	-	-	-
Prog6	-	-	-	-	-	-	-	-	-	-
Prog7	-	-	-	-	-	-	-	-	-	-
Prog8	-	-	-	-	-	-	-	-	-	-
Prog9	-	-	-	-	-	-	-	-	-	-
Prog10	-	-	-	-	-	-	-	-	-	-
Total from Co-investment	2,840	5,435	9,008	9,428	9,428	9,180	8,967	7,631	7,775	7,348
Income	263,947	533,173	791,360	836,160	836,160	812,747	790,400	860,640	880,853	836,160



# Apprenticeship ROI

Practical support for CFO and leaders

- Editable variables for customisation
- Example multipliers
- Editable contribution expectations

	A	B	C	D	E	F	G	H	I	J	K
1		<b>Projected Apprenticeships ROI Calculator</b>									
2											
3		Instructions: Use this sheet to record the details of your planned programmes to give an indicative ROI for a programme. The yellow fields are editable. The tool also has variable optional ROI multipliers which you can update in Tab C "ROI Variables" and are discussed in the accompanying guide in the toolkit.									
4											
5		<b>Includes overheads</b>	Programme:	Nursing Associate Degree Apprenticeship	Institution:	HEI 1		Version		A1	
6											
7		<b>Input / Output Variable</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Totals or Average</b>
8	1	Overheads	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000
9	2	Gross contributions to overheads expected per programme (%)	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
10	3	Gross contributions to overheads per apprentice (%)	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
11	4	Apprentice Enrolments (Starts)	25	25	25	25	25	25	25	25	200
12	5	Estimated or actual achievement rate (%)	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%
13	6	Apprentice satisfaction score (1-4; 4 is high)	4	4	4	4	4	4	4	4	4
14	7	Employer satisfaction score (1-4; 4 is high)	4	4	4	4	4	4	4	4	4
15	8	Estimated direct cost of delivery per apprentice (£)	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000	£10,000
16	9	Subcontractor cost (£)	£0	£0	£0	£0	£0	£0	£0	£0	£0
17	10	Set-Up or development costs (one-off) (£)	£25,000	£0	£0	£0	£0	£0	£0	£0	£25,000
18	11	Calculated contribution to overheads per apprentice (£)	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000
19	12	Total Cost (£)	£300,000	£275,000	£275,000	£275,000	£275,000	£275,000	£275,000	£275,000	£2,225,000
20	13	Total Apprenticeship Income (£) (Funding and co-investment)	£179,573	£355,680	£551,200	£551,200	£371,627	£371,627	£371,627	£371,627	£3,124,160
21	14	Net Surplus / Deficit (£)	-£120,427	£80,680	£276,200	£276,200	£96,627	£96,627	£96,627	£96,627	£899,160
22											
23	15	<b>Annual ROI% (Costs including Overheads)</b>	<b>-40.1%</b>	<b>29.3%</b>	<b>100.4%</b>	<b>100.4%</b>	<b>35.1%</b>	<b>35.1%</b>	<b>35.1%</b>	<b>35.1%</b>	<b>40.4%</b>
24	16	<b>Net Profit Margin before tax</b>	<b>-67.1%</b>	<b>22.7%</b>	<b>50.1%</b>	<b>50.1%</b>	<b>26.0%</b>	<b>26.0%</b>	<b>26.0%</b>	<b>26.0%</b>	<b>28.8%</b>
25											
26											
27	17	Indicative Contribution per apprentice (£)	-£4,817	£3,227	£11,048	£11,048	£3,865	£3,865	£3,865	£3,865	£4,496
28	18	Indicative ROI per apprentice (%)	-48.17%	32.27%	110.48%	110.48%	38.65%	38.65%	38.65%	38.65%	44.96%
29											
30		<b>Indicative Value Growth or multipliers - uses formula in Tab C "ROI Variables"</b>									
31	19	Average Employer size	Large	Large	Large	Large	Large	Large	Large	Large	
32	20	Employer Size Impact Score	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
33	21	Reputational Impact Score - Employer satisfaction	1.265	1.265	1.265	1.265	1.265	1.265	1.265	1.265	1.265
34	22	Reputational Impact Score - Achievement	1	1	1	1	1	1	1	1	1
35	23	Reputational Impact Score - Apprentice satisfaction	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
36											
37		<b>Multiplier calculations - subjective ROI influences</b>									
38	24	Employer calculated ROI multiplier on costs (£)	-£167,574	£112,266	£384,332	£384,332	£134,456	£134,456	£134,456	£134,456	£1,251,181
39	25	Apprentice calculated ROI multiplier per apprentice (£)	£0	£2,598	£8,894	£8,894	£3,111	£3,111	£3,111	£3,111	£32,831
40	26	Apprentice calculated ROI per year multiplier (combined) (£)	£0	£64,947	£222,341	£222,341	£77,784	£77,784	£77,784	£77,784	£820,767
41	27	Estimated ROI multipliers Employer & Apprentice (£)	-£167,574	£177,214	£606,673	£606,673	£212,240	£212,240	£212,240	£212,240	£2,071,948
42	28	Estimated ROI multipliers as percentage of costs (%)	-55.9%	64.4%	220.6%	220.6%	77.2%	77.2%	77.2%	77.2%	93.1%
43	29	Estimated ROI as percentage of income (%)	-93.3%	49.8%	110.1%	110.1%	57.1%	57.1%	57.1%	57.1%	66.3%
44											
45	30	Income + Combined estimated multipliers	£12,000	£532,894	£1,157,873	£1,157,873	£583,867	£583,867	£583,867	£583,867	£5,196,108
46	31	Costs	£300,000	£275,000	£275,000	£275,000	£275,000	£275,000	£275,000	£275,000	£2,225,000
47											
48	32	<b>Estimated ROI including multipliers</b>	<b>-2400.1%</b>	<b>48.4%</b>	<b>76.2%</b>	<b>76.2%</b>	<b>52.9%</b>	<b>52.9%</b>	<b>52.9%</b>	<b>52.9%</b>	<b>57.2%</b>



# Apprenticeship Breakdown of Price

## Practical support for CFO and leaders

- Supports with compliant pricing within contracts for services with employers

Price Breakdown Tool 25/26 Example

**UVAC**  
UNIVERSITY VOCATIONAL AWARD COUNCIL

This tool is designed to distribute training price into eligible cost categories as per funding rules. It is based on an approach where the price for some components are fixed based on either a set value or percentage of funding.

The tool fixes the price of initial assessment based on the value in A2 below  
It fixes the administration fee based on years of the programme recorded in A6 below.  
Materials and consumables should be recorded as a value with items acquired from third parties included at cost.  
The tool will then distribute the remaining training price over the off the job training category and peripheral costs according to the percentages set in A7 and A8 below. A7 and A8 should add up to 100%

The version to employer is then shown the version at the foot of the page and this feature in their contract for services or schedule. This is the printable component of this sheet.

<b>A1 Standard &amp; Course Name</b>	Senior Leader	<b>A5 Version Number</b>	1.2
<b>A2 Default Initial Assessment Fee</b>	£ 200.00	<b>A6 Number of Academic Years in programme</b>	2
<b>A3 Admin fee per year</b>	£ 200.00	<b>A7 After IA and materials the % of price to allocate to OTJ</b>	80%
<b>A4 Materials total</b>	£ 200.00	<b>A8 % of price to allocate to Peripheral costs</b>	20%
			100%

x - Max Band:	£14,000		
a	£12,000	agreed original training price excluding EPA or price after RPL	
b	£2,000	agreed value with EPAO	
c	£14,000		

Ref 1	Initial Assessment(A2)	£200	1.67%	
Ref 2	Off the job training	£8,960	74.67%	Uses A2
Ref 3	Peripheral costs including progress reviews & on programme assess	£2,240	18.67%	Uses A7 above after deducting Ref 1,4 and 5
Ref 4	Materials & Consumables (A4)	£200	1.67%	Uses A8 above after deducting Ref 1,4 and 5
Ref 5	Administration (Programme governance, Management & Administr	£400	3.33%	Uses A4
		£12,000	100.00%	Uses A3 x A6

**Employer Breakdown of Training Price**

<b>Eligible Costs using funding</b>	
Initial Assessment	£200
Off the job training	£8,960
Peripheral costs including progress reviews & on programme assess	£2,240
Materials and Consumables	£200
Administration (Programme governance, Management & Administr	£400
<b>Total</b>	<b>£12,000</b>

Agreed End Point (Apprenticeship) Assessment Price	£2,000
<b>Total Funded Price</b>	<b>£14,000</b>

# Apprenticeship RPL

## Practical support for CFO and leaders

- Practical tool for operational use
- Uses 25/26 funding rule calculations
- Supports identification of correct pricing amendments

### RPL Calculator 25/26

This tool is designed in line with guidance from DfE as of the version date. The formula used may need to be updated based on future versions of the rules. *Update the fields in orange.*



Standard

Chartered Manager

x - Max Band:		£27,000
a	Original Training Price	£23,000
b	Original Assessment Price	£4,000
c	Original Total Price	£27,000

agreed original training price excluding EPA  
agreed value with EPAO

Ref 1	Original TNP1	£23,000
Ref 2	Original TNP2	£4,000
Ref 3	Original total	£27,000

d	Original Hours in programme	3600
e	Hours deducted for prior learning	1200
f	Reduction as a percentage of total	33.3333%

g	50% of the adjustment (f/2)	16.6667%
---	-----------------------------	----------

Rounding used for funding purposes

g1 16.67%

h	Reduction to be made to max band before rounding (x-g1)	£4,500.90
---	---	-----------

h1 £4,501

i	Revised total price (c - h1)	£22,499
---	------------------------------	---------

Non levy ILR  
co-investment (if  
applies)

j	Revised Training Price (TNP1)	£18,499	Co-investment on training	£925
k	Revised Assessment Price (TNP2)	£4,000	Co-investment on assessment	£200
l	Total Price for App Service	£22,499		£1,125
m	Fees to employer outside ILR (original price)	£0		

Design by Lockhart Hawkins Limited v1 11-8-25 © UVAC 2025

Disclaimer: The illustration is for indicative purposes only, no liability accepted.

Formula accurate to guidance here: <https://www.gov.uk/government/publications/apprenticeships-recognition-of-prior-learning/apprenticeships-initial-assessment-to-recognise-prior-learning>

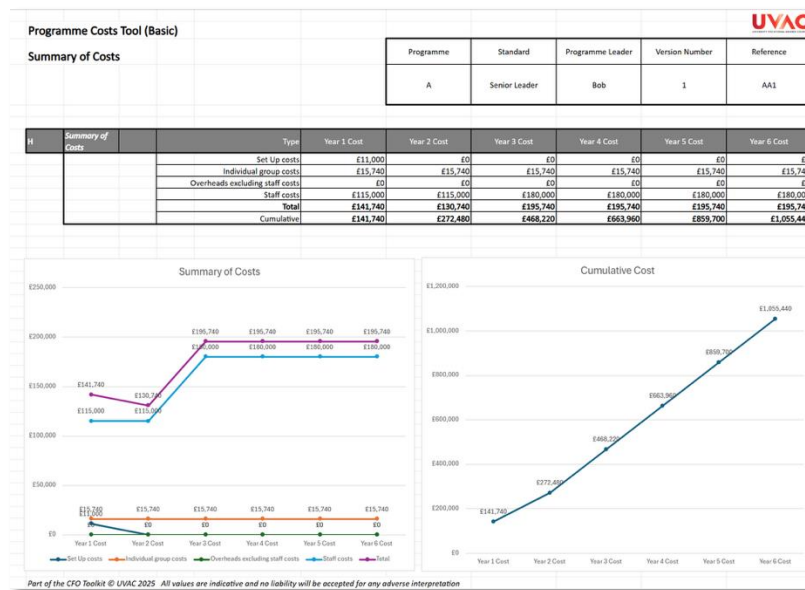
Part of the UVAC CFO Toolkit



# Apprenticeship Costing / Budgeting

Practical support for CFO and leaders

- Two models: Basic & Advanced
- Used to establish cost of delivery, with editable variables including contribution



Programme Costs Tool (Basic)		Completed by:	Date:	Ref:	AAJ	<div>UVAC</div> <div>UNIVERSITY VOUCHER ACROSS COLLEGE</div>					
Complete the yellow fields		DUK	1/8/25	Inflation %	4.00%						
Core Programme Details		Response									
Name of Programme		A									
Name of Apprenticeship Standard (if different to above)		Senior Leader									
Subject Area		School of Management									
Programme Lead / Principal Academic		Bob									
Sponsor		Bob's company									
Version Number		1									
Projected Start Month		Jan-24									
Max Funding Band		£50,000									
Agreed price for End point assessment (if delivered by third party EPAO)		£5,000									
Duration of practical training period (including end point assessment) in months		36									
Duration of End Point Assessment in months		3									
Expected contribution to overheads (%)		10%									
Annual enrolment		Response		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6		
Expected size of individual group / cohort				20	20	20	20	20	20	20	
Number of groups by year				1	1	1	1	1	1	1	
Indicative enrolments				20	20	20	20	20	20	20	
Retention		Response									
Estimated retention at 42 days		95%		29	29	29	29	29	29	29	
Estimated retention at 6 months		90%		28	28	28	28	28	28	28	
Estimated retention at end of year 1		85%		27	27	27	27	27	27	27	
Estimated retention at end of year 2		80%		26	26	26	26	26	26	26	
Estimated retention at end of year 3		80%		26	26	26	26	26	26	26	
Estimated retention at end of year 4		N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Estimated retention at end of year 5		N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Set Up costs (that are not)				Cost (€), Excl. VAT							
Initial Market research		£5,000		€5,000							
Initial Market intelligence		£2,000		€2,000							
Curriculum / module design		£4,000		€4,000							
Equipment		€0		€0							
E-learning set up		€0		€0							
Web integration		€0		€0							
IT/Computer Consumables		€0		€0							
Other validation costs		€0		€0							
Recruitment activities excluding initial assessment		€0		€0							
Center other activity 1>		€0		€0							
Center other activity 2>		€0		€0							
Center other activity 3>		€0		€0							
Center other activity 4>		€0		€0							
Center other activity 5>		€0		€0							
Center other activity 6>		€0		€0							
Individual group costs aligned to new enrolments			Individual cost of item	Or Group Cost of Item	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
Initial assessment		€25	€0	€500	€500	€500	€500	€500	€500	€500	
External examiners		€1	€0	€40	€40	€40	€40	€40	€40	€40	
Staff travel expenses		€100	€0	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	€2,000	
Software Licence 1		€30	€0	€500	€500	€500	€500	€500	€500	€500	
Software Licence 2		€30	€0	€500	€500	€500	€500	€500	€500	€500	
Software Licence 3		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Software Licence 4		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Software Licence 5		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Marketing		€0	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	
Exhibitions / conference fees		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Reprographics		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Course materials		€30	€0	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	
Employer fees (Valid subcontractor)		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Registration for mandatory qualifications (see license to practice)		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Certification for mandatory qualifications (see Maths and English)		€0	€0	€0	€0	€0	€0	€0	€0	€0	
EPA Registration fees		€400	€0	€8,000	€8,000	€8,000	€8,000	€8,000	€8,000	€8,000	
Apprenticeship Skills Competitions (Administration)		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Apprenticeship Skills Competitions (Venue Hire)		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Apprenticeship Skills Competitions (Resources)		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Other administration costs not covered elsewhere		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Facilities rental		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Subcontractor management		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Center 1>		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Center 2>		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Center 3>		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Center 4>		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Center 5 - editable annual cost item>		€0	€0	€0	€0	€0	€0	€0	€0	€0	
Annual Overhead apportioned to apprenticeships excluding staff costs											
<Overhead 1>		€0	€0	€0	€0	€0	€0	€0	€0	€0	
<Overhead 2>		€0	€0	€0	€0	€0	€0	€0	€0	€0	
<Overhead 3>		€0	€0	€0	€0	€0	€0	€0	€0	€0	
<Overhead 4>		€0	€0	€0	€0	€0	€0	€0	€0	€0	



# Launching the new CFO Toolkit: Apprenticeships and Technical Education

How to access:

Visit the UVAC website

<https://uvac.ac.uk/cfo-toolkit-apprenticeships-and-technical-education/>

...

# Questions





# Thank you

