**Degree Apprenticeships**

**Outline Business Case**

The University is committed to developing a portfolio of Degree Apprenticeship programmes which respond to employer demand in areas of mutual benefit.

To avoid unnecessary work in developing new or amended programme documentation a Degree Apprenticeship Outline Business Case (DAOBC) is required to identify the benefits and costs of the programme. The pro-forma for the DAOBC is attached, with (beginning on page 6) important notes providing guidance and additional detail to help in completing each section. Before completing this pro-forma please ensure the programme has the support of your Faculty Pro-Dean for Student Education.

In some cases the needs of the employer as set out in the degree apprenticeship standard will best be met through cross-faculty academic provision, in which case the DAOBC will require consultation with, and support from, both Faculties.

The DAOBC will be considered by a designated group of UEG members who will be responsible for institutional approval of the outline business case for the development of all degree apprenticeship programmes. If the outline business case is accepted, the Faculty will take responsibility for the approval of the programme, focussing on the academic content, design, quality and standards.

Information and advice is available as follows:

|  |  |
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| General advice on the University’s approach to Degree Apprenticeships | Isobel WhitehouseEmail: i.j.whitehouse@leeds.ac.uk |
| Quality Assurance and programme approval processes | Isobel WhitehouseEmail: i.j.whitehouse@leeds.ac.uk |
| Financial modelling, viability and risk | Faculty Finance Officer |
| Market Research, viability and risk | Faculty Marketing Manager |
| Student Education Service support | Faculty Education Service Manager |

*Isobel Whitehouse, Learning Enhancement

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| **Degree Apprenticeships****Outline Business Case**   | http://www.leeds.ac.uk/identitymanagement/assets/big_logo_new.gif |

**(1) Details of the Faculty / School proposing the Degree Apprenticeship programme**

|  |  |
| --- | --- |
| **School** |  |
| **Programme(s)***Please list the full award title(s)* |  |
| **Name and role of the principal contact***Please list the person responsible for the development of the proposal* |  |
| **E-Mail** |  |

**(2) Apprenticeship Standard**

|  |  |
| --- | --- |
| **Standard title** |  |
| **Status of standard** | 1 |
| **Apprenticeship level** | 2 |
| **Apprenticeship Fee Band (if known)** | 3 |

**(3) Employer Involvement 4**

|  |  |  |  |
| --- | --- | --- | --- |
| **Employer Name** | **Employer Contact details** | **Trailblazer(Y / N) 5** | **Apprentice numbers****Per annum 6** |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| 4. |  |  |  |  |
| 5. |  |  |  |  |
| 6. |  |  |  |  |
| +++ |  |  |  |  |
|  |  |  | *Total* |  |

**(4) Programme**

|  |  |
| --- | --- |
| **Award** *(e.g BSc, BA, MSc, MA)* |  |
| **Duration** | 7 |
| **Mode of Delivery** | 8 |
| **Proposed start date** |  |
| **Expected recruitment per year** |  |
| **Entry Requirements** | 9 |
| **Outline Programme Structure attached?** | Yes/No 10 |

**(5) Market and Financial Viability**

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| **Market Positioning and demand** |
| 11 |
| **Implications for existing portfolio of the School/Faculty** |
| 12 |
| **Strategic benefits of programme** |
| 13 |

**(6) Student Education Service Review**

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| **Implications for existing SES processes, systems and resourcing** |
| 14 |

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| **Financial viability of programmes** 15 |
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| **Degree Apprenticeship** |
| **Programme Financial Appraisal** |
| On Campus - Lab/Classroom OR Online Learning |  |   |  |  |  |  |  |
| Contact Time per Credit/Module (hrs) |  |   |  |  |  |  |  |
| Study Time per Credit (hrs) |  |   |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Development** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Cost of Development of the Programme |  |  |  |   |  |  |  |
| Staff Cost for Non Content Development eg relationship building |   |  |  |  |
| Annual Refresh Costs of Content |  |  |  |   |  |  |  |
|  |  |  |  |  |  |  |  |
| **Student Numbers (expected per annum Section 4)** |  |   |  |  |  |
| **Delivery** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Staff Costs |  | *Existing* |  | *New* |  | *Total* |  |
| Academic |  |  |  |  |  |  |
| Non Academic |  |  |  |  |  |  |
| Non Staff Costs |  |   |  |  |  |   |  |
| Consumables |  |   |  |   |  |   |  |
|  |  |  |  |  |  |  |  |
| **Total Direct Delivery Costs** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Internal Charges (RAM)** |  |  |  |  |  |  |  |
| Staff Charge |  |   |  |   |  |   |  |
| Student Charge |  |   |  |   |  |   |  |
| Community Charge |  |   |  |   |  |   |  |
|  |  |  |  |  |  |  |  |
| **Total Cost of Delivery** |  |  |  |  |  |  |  |
| **Income per Student** |  |   |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Surplus/Deficit Per Annum** |  |  |  |  |  |  |  |
| Breakeven Student Numbers |  |  |  |  |  |  |  |
| Student Number to achieve Faculty surplus target |  |  |  |  |  |  |  |
| Maximum Student Capacity |  |  |  |  |  |  |  |

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| **Risks identified from market analysis** |
| 16 |

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| **Risks identified from financial analysis** |
| 16 |

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| **Risks identified from FESM analysis** |
| 16 |

**(6) Confirmation of support** 17

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| --- | --- |
| **Faculty Marketing Manager** | Yes/No *Name* Date |
| **Faculty Finance Manager** | Yes/No *Name* Date |
| **Faculty Education Service Manager** | Yes/No *Name* Date |
| **Head of School 18** | Yes/No *Name Date* |
| **Faculty Pro Dean for Student Education 18** | Yes/No *Name Date* |

Please send completed document and other accompanying documentation to Isobel Whitehouse (i.j.whitehouse@leeds.ac.uk) for consideration by the UEG degree apprenticeship group.

**Guidance on completing the Degree Apprenticeships Outline Business Case Form**

1. *Status of Standard* - State the status of the standard (*eg* pre-Expression of Interest (EoI), EoI submitted, EoI approved, Standard in development, Standard submitted for consideration). If there is a draft or published standard available, please append. If there is a nationally agreed professional standard please name it, irrespective of whether or not there is a degree apprenticeship standard.
2. *Apprenticeship level* – State the level of the apprenticeship. For further information see <https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/412019/Higher_Apprenticeship_and_Degree_Apprenticeship_Delivery_from_April_2015_to_April_2016.pdf>
3. *Apprenticeship Fee Band* – The fee band is set as part of the approval process for the degree apprenticeship standard and this establishes the maximum fee that an employer can draw down from their contribution to the apprenticeship levy. The actual fee an employer pays is subject to negotiation with providers offering the programme. Training providers can charge a fee above the fee band if the employer agrees to pay the difference.
4. *Employer Involvement* – List those employers, and the named contact, who have confirmed they will use the University to deliver the degree apprenticeship. If you have written assurances from employers, please append them.
5. *Trailblazer* – The Government uses the term ‘Trailblazer’ for a group of employers who develop a Degree Apprenticeship Standard. A trailblazer group is required to have at least 10 employers. Please indicate whether or not each employer has been involved in the development of the Apprenticeship Standard for your proposed programme.
6. *Apprentice Numbers* – Please provide the number of apprentices each employer has confirmed they will send to study at Leeds. Please include in Section 5 (Market Positioning and Demand) comments on the level of confidence you have in these numbers.
7. *Duration* – State the duration of the apprenticeship. If this is a non-standard duration please provide additional information.
8. *Mode of Delivery* – State mode of delivery (e.g. face-to-face, blended, online). Where existing physical or online material/resources need to be repurposed for the programme or where new resources are needed the cost must be included in the business case as part of the cost of developing the programme. The Digital Education Service can advise on whether there are existing assets that can be repurposed and on any associated costs for new or re-purposing existing digital assets (contact Carol Elston, c.a.elston@leeds.ac.uk ).
9. *Entry requirements* – State entry requirements for the programme. Please indicate and explain any variance from the standard tariff offer for similar programmes in your school.
10. *Outline Programme Structure* - Append draft outline programme structure (in any format available). Please note, detailed modular information is not required.
11. *Market positioning and potential demand* - This section should be completed in consultation with the Faculty Marketing Manager. Include reference to audience, market and distinctive features of the programme and, where relevant, be clear as to how it differs from any existing programme particularly in terms of content and/or audience. State the number of starters anticipated in the Degree Apprenticeship Standard (included in the EOI documentation) and estimate the University of Leeds programme share within the market (append evidence). Crucially, indicate the level of confidence in the initial number of apprenticeship starts and the annual intake thereafter. This should be based on the numbers listed in Section 3.
12. *Implications for existing portfolio of the School/Faculty* - Comment on how the programme proposal complements or relates to existing provision within the school/s or faculty and other programmes across the university. Include comments on any potential risk to other programmes.
13. *Strategic benefits of programme* – State and provide evidence of strategic benefits for delivering programme. This should include some or all of: new income stream, protection of existing income, responding to approach from key employer partner, significant potential spin-off benefits (eg research, student placements), supporting the implementation of University strategic priorities.
14. *Student Education Service Review –* Indicate any significant changes, and where appropriate resource implications, that would arise from the proposed programme. These might include, for example, novel recruitment and/or admissions processes, data collection, employer relationship management.
15. *Financial viability of programmes* – Please complete in consultation with your Faculty Finance Officer. A spreadsheet version of the form is provided. A more detailed financial case will be required for the programme approval; however it is imperative that the Faculty Finance Manager is consulted regarding the outline planning of all Degree Apprenticeships. It is important to recognise the financial implications of the fact that the programme is being paid for by the employer who will have a keen interest in the progress of their apprentices and so (human) resources need to be available to manage this relationship, in addition to support for individual students. This relationship management resource must recognise the actual/ potential benefit to the school /faculty / university of the particular employer. It will also be important to take into account any new costs associated with the administration and/or delivery of the programme, eg an employer may want us to introduce a jointly run assessment process as part of recruitment process or we may need to develop online learning materials (see note 8 for advice on costs) to provide the flexibility of delivery required by the employer. Please also see note 3 about the funding band with reference to income per student. The minimum viable student cohort (breakeven point) is crucial information in assessing the viability of the programme and in negotiating with employers.
16. *Risks identified from market, financial and SES analysis* - Provide details of any risks identified and whether and how they can be mitigated. It is expected that the Faculty Finance Manager, Faculty Marketing Manager and Faculty Education Service Manager will consult in developing their response.
17. *Confirmation of support* - Provide confirmation of support from the listed stakeholders. Whilst formal signatures are not required, it is expected that relevant confirmation can be evidenced by email (please append).
18. *Head of School / Pro-Dean –* Before deciding whether or not to support this business case, it is expected that the Head of School will note the information provided by the Faculty Finance, Marketing and Student Education Service Managers and seek any necessary clarification.

**Useful links**

The newly formed (Summer 2017) Institute for Apprenticeships has been set up to provide employers, training providers and apprentices with a range of advice and support around the development, delivery and quality assurance of apprenticeships. The website is in beta, and has an emerging set of resources:

Developing new apprenticeship standards: <https://www.instituteforapprenticeships.org/developing-new-apprenticeships/>

Quality Assurance: <https://www.instituteforapprenticeships.org/quality/>

 ‘How to’ guide for trailblazers (a useful overview of the process of designing an apprenticeship standard) and

<https://www.instituteforapprenticeships.org/developing-apprenticeships/how-to-develop-an-apprenticeship-standard-guide-for-trailblazers/>

Search for Existing Apprenticeship Standards: <https://www.instituteforapprenticeships.org/apprenticeship-standards/>

Apprenticeship Standards and funding bands approved for delivery: <https://www.gov.uk/government/publications/apprenticeship-standards-ready-for-delivery>