

2026 DfE Apprenticeship Assurance Findings

16th October 2026

David Lockhart-Hawkins



Meet the team



David Lockhart-Hawkins: Webinar Facilitator
Managing Director, Lockhart Hawkins &
Strategic Associate, SDN Mesma Group

www.linkedin.com/in/davidlockharthawkins/



Kelly Goudge: Webinar Chair
Head of Events, SDN Mesma Group

Connected by design

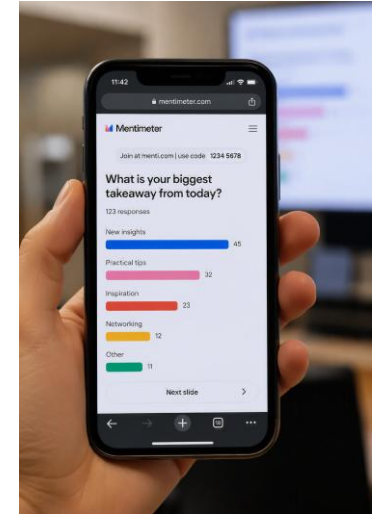


Welcome

Today's agenda

- Introduction
- Presentation
- Polling – using Mentimeter
- Q&A - Use the Q&A panel to submit questions
- Focus your questions on webinar topics
- Next steps
- You'll receive the webinar recording and slides after the session

Polling
Menti.com
Code: 7644 0329



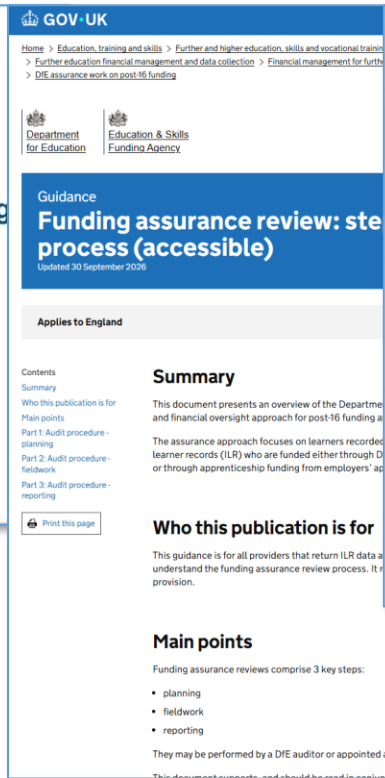
Why we are here?

www.gov.uk/government/publications/esfa-assurance-work-on-post-16-funding



DfE Post-16 Funding Assurance Review Guidance

September 2026



Guidance
Funding assurance review: step by step process (accessible)
Updated 30 September 2026

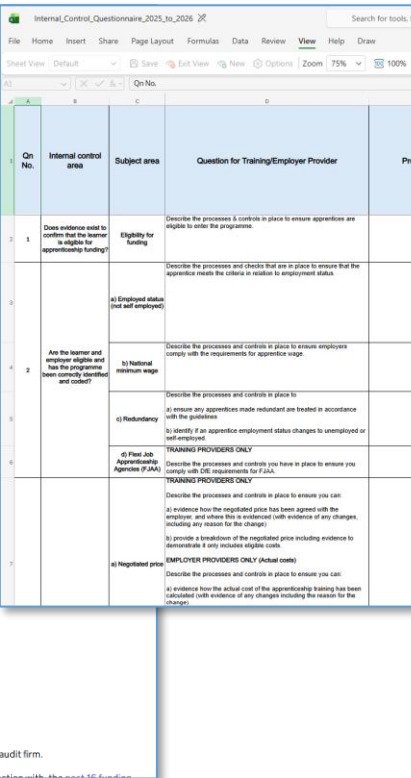
Applies to England

Contents
Summary
Who this publication is for
Main points
Part 1: Audit procedure - planning
Part 2: Audit procedure - fieldwork
Part 3: Audit procedure - reporting

Summary
This document presents an overview of the Department and financial oversight approach for post-16 funding assurance. The assurance approach focuses on learners recorded in learner records (ILR) who are funded either through DfE or through apprenticeship funding from employers' accounts.

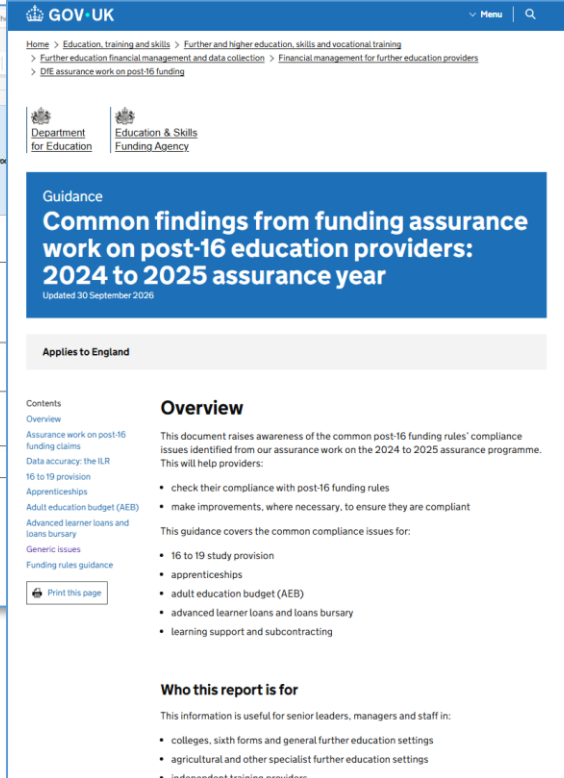
Who this publication is for
This guidance is for all providers that return ILR data to understand the funding assurance review process. It is a provision.

Main points
Funding assurance reviews comprise 3 key steps:
• planning
• fieldwork
• reporting
They may be performed by a DfE auditor or appointed audit firm.



Internal Control Questionnaire 2025 to 2026

Qn No.	Internal control area	Subject area	Question for Training/Employer Provider	Pro
1	Does evidence exist to confirm that the learner is eligible for apprenticeship funding?	Eligibility for funding	Describe the processes and controls in place to ensure apprentices are eligible to enter the programme.	
2	Are the learner and employer eligible and has the programme been correctly identified and coded?	a) Employed status (not self-employed) b) National minimum wage c) Redundancy d) Few Job Apprenticeship Agencies (FJAAs) e) Negotiated price	Describe the processes and checks that are in place to ensure that the apprentice meets the criteria in relation to employment status. Describe the processes and controls in place to ensure employers comply with the requirements for apprentice wage. Describe the processes and controls in place to: a) ensure any apprentices made redundant are treated in accordance with the guidelines b) identify if an apprentice employment status changes to unemployed or self-employed TRAINING PROVIDERS ONLY Describe the processes and controls you have in place to ensure you comply with DfE requirements for FJAAs. EMPLOYER PROVIDERS ONLY (if applicable) Describe the processes and controls in place to ensure you can: a) evidence how the negotiated price has been agreed with the employer, and where this is evidenced (with evidence of any changes, including any reason for the change) b) provide a breakdown of the negotiated price including evidence to demonstrate it any includes eligible costs. Describe the processes and controls in place to ensure you can: a) evidence how the actual cost of the apprenticeship training has been calculated (with evidence of any changes including the reason for the change).	



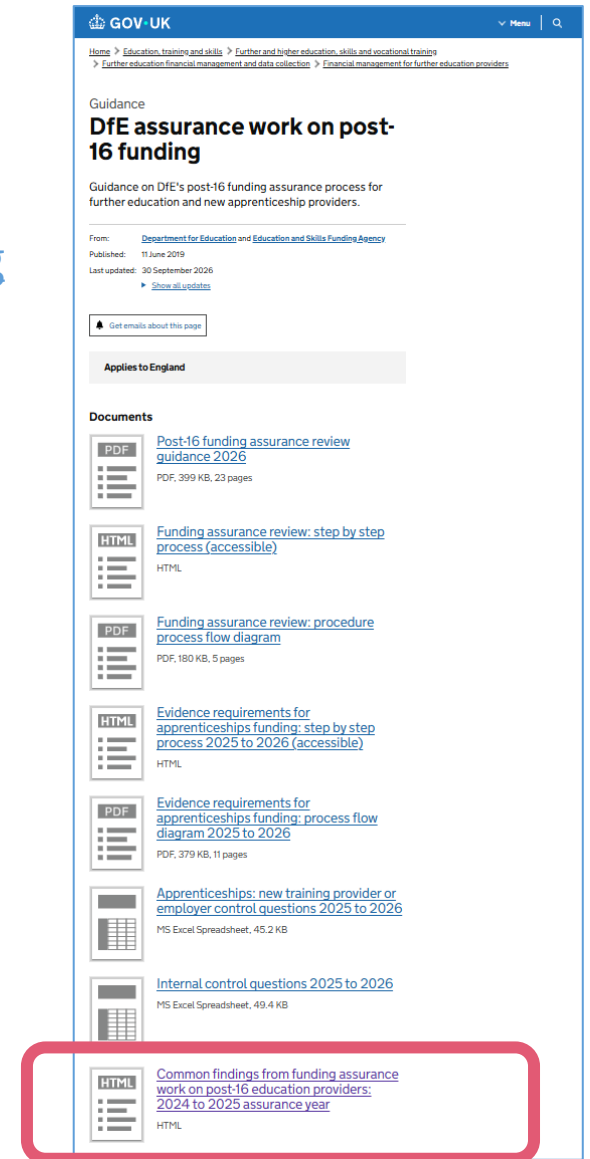
Guidance
Common findings from funding assurance work on post-16 education providers: 2024 to 2025 assurance year
Updated 30 September 2026

Applies to England

Contents
Overview
Assurance work on post-16 funding claims
Data accuracy: the ILR
16 to 19 provision
Apprenticeships
Adult education budget (AEB)
Advanced learner loans and loans bursary
Generic issues
Funding rules guidance

Overview
This document raises awareness of the common post-16 funding rules' compliance issues identified from our assurance work on the 2024 to 2025 assurance programme. This will help providers:
• check their compliance with post-16 funding rules
• make improvements, where necessary, to ensure they are compliant
This guidance covers the common compliance issues for:
• 16 to 19 study provision
• apprenticeships
• adult education budget (AEB)
• advanced learner loans and loans bursary
• learning support and subcontracting

Who this report is for
This information is useful for senior leaders, managers and staff in:
• colleges, sixth forms and general further education settings
• agricultural and other specialist further education settings
• independent training providers



GOV.UK

Home > Education, training and skills > Further and higher education, skills and vocational training > Further education financial management and data collection > Financial management for further education providers

Guidance
DfE assurance work on post-16 funding

Guidance on DfE's post-16 funding assurance process for further education and new apprenticeship providers.

From: Department for Education and Education and Skills Funding Agency
Published: 11 June 2019
Last updated: 30 September 2026
[Show all updates](#)

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Applies to England

Documents

- [Post-16 funding assurance review guidance 2026](#)
PDF, 399 KB, 23 pages
- [Funding assurance review: step by step process \(accessible\)](#)
HTML
- [Funding assurance review: procedure process flow diagram](#)
PDF, 180 KB, 5 pages
- [Evidence requirements for apprenticeships funding: step by step process 2025 to 2026 \(accessible\)](#)
HTML
- [Evidence requirements for apprenticeships funding: process flow diagram 2025 to 2026](#)
PDF, 379 KB, 11 pages
- [Apprenticeships: new training provider or employer control questions 2025 to 2026](#)
MS Excel Spreadsheet, 45.2 KB
- [Internal control questions 2025 to 2026](#)
MS Excel Spreadsheet, 49.4 KB
- [Common findings from funding assurance work on post-16 education providers: 2024 to 2025 assurance year](#)
HTML

Updated DfE assurance guidance

The Department for Education updates the guidance annually.

Purpose of the guidance

- Key funding and compliance risks
- Assurance-review expectations
- Controls applied during current assurance activity

Funding streams covered

- 16 to 19 study provision
- Apprenticeships
- Adult Education Budget (AEB)
- Advanced Learner Loans and Loans Bursary

What the guidance includes

- Step-by-step review process and process flow diagram
- Evidence requirements at each stage
- Control questionnaires for new and existing providers
- Annual sector-wide findings report from prior year

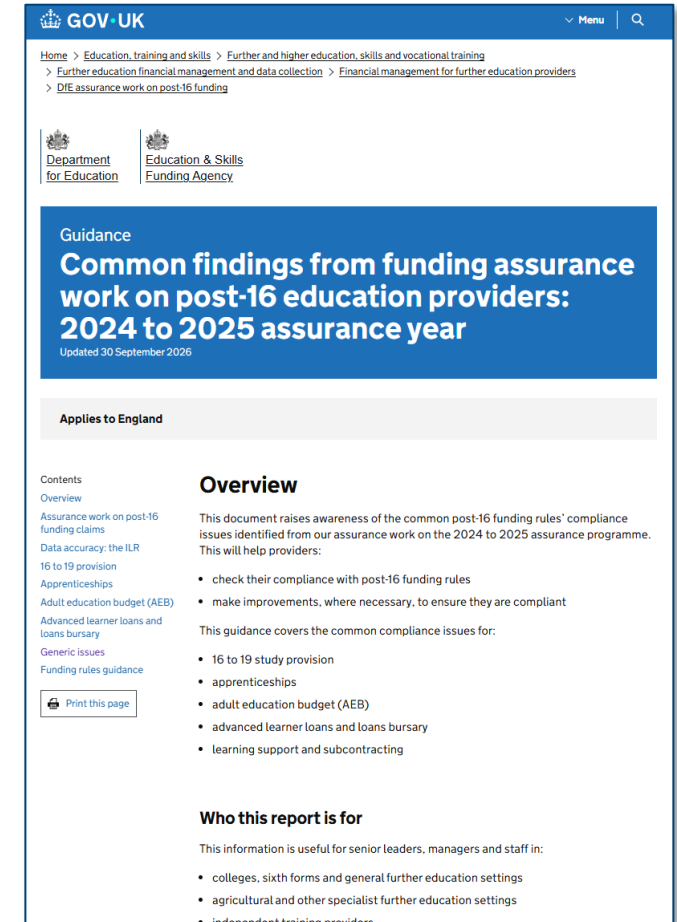
Today's focus:

Common findings from assurance work on post-16 education providers: 2024-2025 assurance year

Limitations of legacy findings

Are they up to date?

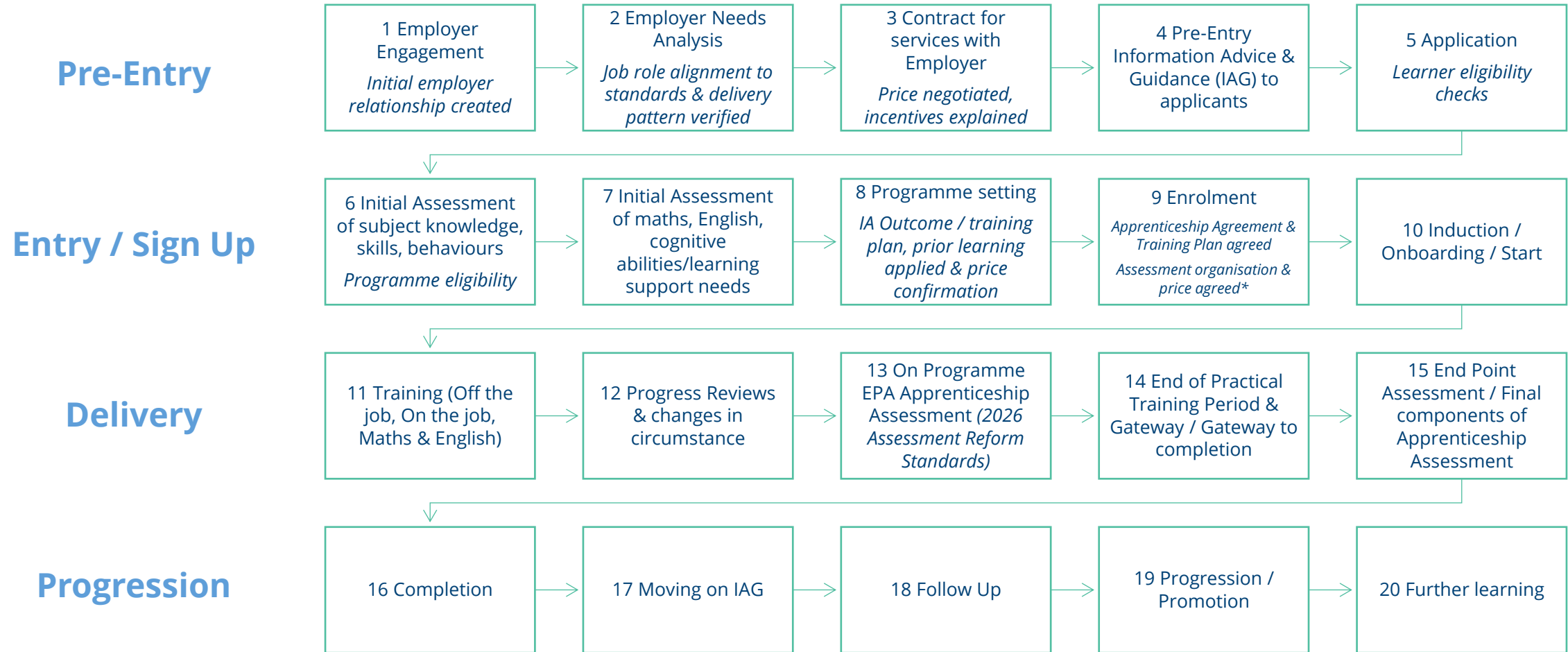
- The findings address assurance work carried out on returns for 24/25 so do not include 25/26 funding rules issues
- 25-26 was a key year of change for off the job hours, duration and active learning
- 26-27 is a year of change for co-investment, employer contracting and additional payments
- Expect evolution



Stages of the learner journey

LOCKHART
HAWKINS

English apprenticeships 26/27

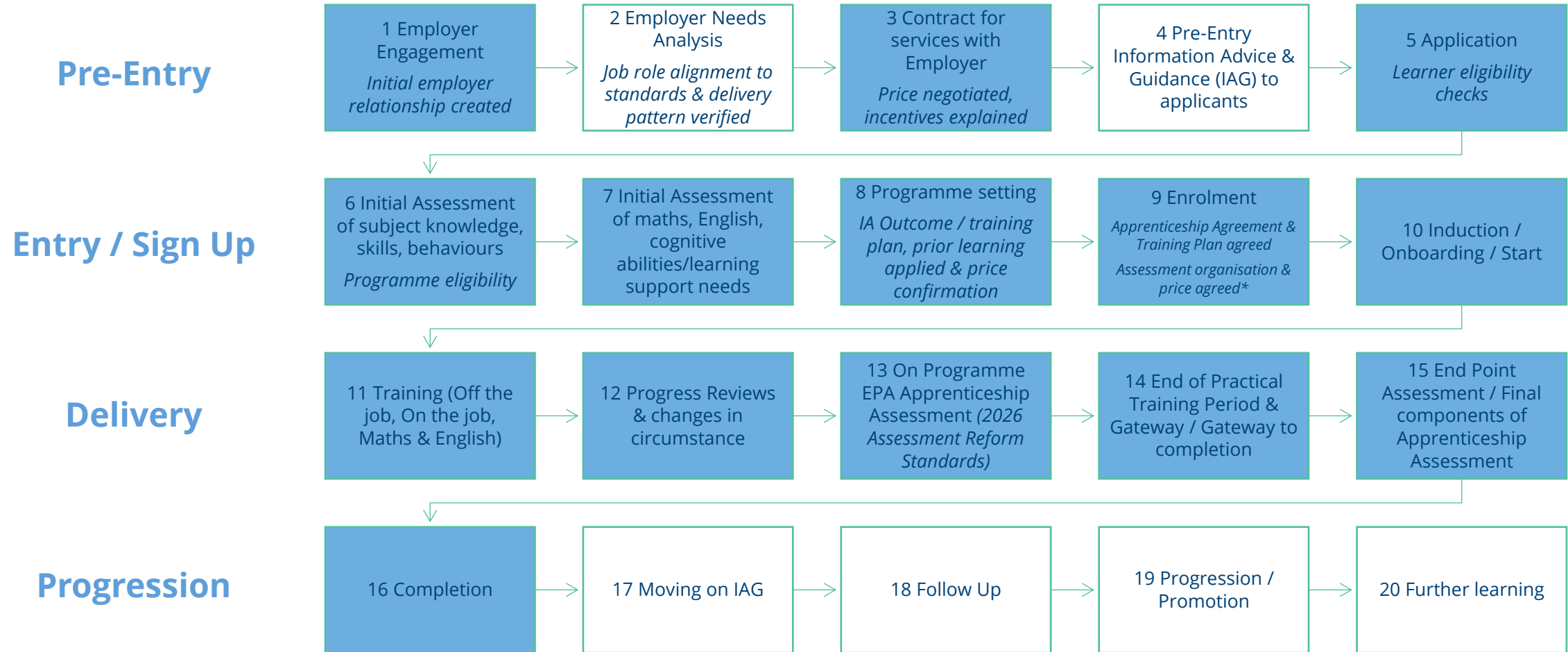


Stages of the learner journey

LOCKHART
HAWKINS

English apprenticeships 26/27

Significant issue areas in 24/25 in Blue



Additional payments - Employer incentives

Journey phase	Journey step	Velocity	Risk rating
Pre-Entry	1 Employer Engagement	Increasing	1

What assurance found

- 01 Overclaims: unpaid employer payments or unmet qualifying periods
- 02 Incorrect enhanced funding code 2
- 03 Late payments or weak payment evidence

2025/26 Repay the department if funds do not reach the employer.

Control priority

30 days

Pass payments to employers on time

Capture bank details at onboarding, before the first scheduled payment.

Retain evidence of timely payment.

2026/27 Check date of birth to confirm age eligibility.

Price agreement - Breakdown of training price

Journey phase	Journey step	Velocity	Risk rating
Pre-Entry	3 Contract for Services with Employer	Increasing	2

What assurance found

- 01** Ineligible costs, own-employee prices above cost and incorrect residual prices caused overclaims.
- 02** Delivery and assessment prices did not match the ILR or supporting evidence.
- 03** Missing employer-agreed breakdowns, wrong price splits and unclear subcontracting costs.

2025/26 Working paper and questionnaire cover this. Consistent testing expected.

Control priority

Eligible costs

A clear calculation for each learner

Own employees: Retain learner-level price calculations. All: Include only eligible delivery costs and keep EPA costs outside the delivery price.

2026/27 No breakdown for external employers, but pricing remains a risk.

Price Agreement - Assessment price

Journey phase	Journey step	Velocity	Risk rating
Pre-Entry	3 Contract for Services with Employer	Increasing	1

What assurance found

- 01 TNP2 above agreed EPAO costs caused funding errors. Estimates still used.
 - 02 Values below agreed costs required data cleansing and stronger controls.
 - 03 Missing or unsigned agreements and breakdowns, with incorrect or incomplete EPAO references.
- 2025/26** Working paper and questionnaire cover this. Consistent testing expected.

Control priority

Agreed EPAO price

TNP2 must reconcile to the evidence

- Match TNP2 to the agreed EPAO cost and written price evidence. Check the EPAO reference in the ILR.
- 2026/27** Assessment reform and multiple delivery models increase TNP2 error risk.

Initial Assessment - Learner eligibility

Journey phase	Journey step	Velocity	Risk rating
Pre-Entry	5 Student Application & Eligibility checks	Increasing	1

What assurance found

- 01** Multiple enrolments, absent evidence files and insufficient right-to-work duration caused overclaims.
- 02** Weak records of residency, age, employment status and right-to-work checks.
- 03** Some documents were signed after learning started.

2025/26 Working paper and questionnaire cover this. Consistent testing expected.

Control priority

Before the start

Evidence every eligibility requirement

Retain contemporaneous evidence against each funding-rule eligibility requirement before funding claim authorised. Care with enrolment time pressures.

2026/27 Expect more job-role suitability checks where the apprenticeship fit is unclear.

Initial Assessment - RPL

Journey phase	Journey step	Velocity	Risk rating
Entry / Sign Up	6 Initial assessment of subject knowledge, skills and behaviours	Increasing	1

What assurance found

- 01 Wrong cost reductions, misidentification of reductions.
 - 02 Missing outcomes or employer agreement, with RPL absent from plans and prior learning unvalidated.
 - 03 Poor review also caused unnecessary content and cost reductions, leading to underclaims.
- 2025/26** Working paper and controls questionnaire cover this. Planned and minimum hours calculations bring greater challenge.

Control priority

Establish benchmark of competence

Initial assessment must be reliable

Design with benchmarks of competence, assess against the standard before start. Validate high self-ratings and translate to curriculum. Re-assess after transfer where needed.

Initial Assessment - learning support

Journey phase	Journey step	Velocity	Risk rating
Entry / Sign Up	7 Initial assessment of maths, English, cognitive abilities and difficulties	Constant	1

What assurance found

- 01 Most overclaims lacked evidence of a reasonable adjustment for each monthly payment.
- 02 An assessment must support eligibility. Learning support cannot simply fill a skills gap.

Control priority

Use support review to control claims

Strengthen design of plan

Align support plans, delivery and reviews with ILR from/to dates. The evidence must support every month claimed.

2025/26 The working paper covers learning support planning and delivery. A consistent approach is expected.

Training Plan

Journey phase	Journey step	Velocity	Risk rating
Entry / Sign Up	8 Programme setting / training plan & price confirmation (RPL applied)	Constant	1

What assurance found

- 01** Incomplete or unsigned plans, mismatches with agreements/ILR and missed updates after changes.
- 02** Unclear responsibilities and exempt content, conflicting OTJT hours, ineligible activity or too few OTJ hours.
- 03** Retrospective updates and signatures for learners still in learning delayed assurance work.

2025/26 Working paper and controls questionnaire cover this. Expect more attention to programme content and its OTJT evidence.

Control priority

Effective curriculum design

One consistent learner record

Keep responsibilities, content and OTJT hours clear. Align the plan with the agreement and ILR, then update and sign it after breaks or changes.

Apprenticeship Agreements

Journey phase	Journey step	Velocity	Risk rating
Entry / Sign Up	9 Enrolment (Apprenticeship Agreement & Training Plan agreed)	Constant	1

What assurance found

- 01 Incomplete or late agreements, inappropriate combination with plans and mismatches with the ILR.
- 02 Missing updates and re-signing after breaks or other changes.
- 03 Typed, pasted, editable or removable signatures lacked robustness.

Control priority

Off-the-job hour accuracy

An invalid agreement can risk all funding

Complete and sign the agreement before start. Keep it consistent with the training plan and ILR, and ensure it covers the actual duration.

2025/26 Working paper and controls questionnaire cover this. OTJT accuracy against minimum hours creates greater risk.

Off the job training - planning

Journey phase	Journey step	Velocity	Risk rating
Entry / Sign Up	8 Programme setting / training plan & price confirmation (RPL applied)	Constant	1

What assurance found

- 01** OTJT led funding errors, audit delays and control recommendations.
- 02** Missing minima, conflicting hours and calculation errors appeared in plans and the ILR.
- 03** Incomplete plans included insufficient hours or ineligible activity.

2025/26 Working paper and controls questionnaire cover this. Expect closer scrutiny of planned activity and its supporting hours.

Control priority

Planned, eligible hours on training plan

Curriculum design underpins compliance

Check planned activity and robust hours in paid time. Review curriculum design when minimum-hours rules change.

English and Maths Training

Journey phase	Journey step	Velocity	Risk rating
Entry / Sign Up	8 Programme setting / training plan & price confirmation (RPL applied)	Constant	2

What assurance found

- 01** Missed prior attainment or exemptions, inaccurate dates, absent learning evidence and wrong adjustments.
- 02** Exemption evidence was missing or misunderstood at start, with no UK comparability check.
- 03** Learning aims were missing from the ILR or poorly planned.

2025/26 Working paper and controls questionnaire cover this. Expect greater focus on the delivery plan and evidence of delivery.

Control priority

Exemption checks / curriculum plan

Stop payments for exempt learners

Evidence robust attempts to establish prior attainment. Stop payments immediately when an exemption applies and keep learning evidence and ILR data aligned.

ILR entry

Journey phase	Journey step	Velocity	Risk rating
Entry / Sign Up	9 Enrolment (Apprenticeship Agreement & Training Plan agreed)	Constant	1

What assurance found

- 01 Incorrect planned end dates, prior-attainment codes, postcodes and planned or actual OTJT.
- 02 Missing LDM 356, EPAO references, aims, completion and outcome statuses.
- 03 Duplicate-learner claims recurred in the two preceding years.

Control priority

Source-data accuracy

The ILR must match the evidence pack

Check high-risk fields for accuracy and completeness. Resolve duplicate records and discrepancies before they become claims.

2025/26 Working paper and controls questionnaire cover this. Expect further development of data checks and PDSAT analysis.

ILR data management

Journey phase	Journey step	Velocity	Risk rating
Entry / Sign Up	9 Enrolment (Apprenticeship Agreement & Training Plan agreed)	Constant	1

What assurance found

- 01 Learning start dates lacked evidence of activity.
- 02 Actual end dates were missing or inaccurate.
- 03 Completion and outcome statuses did not match whether learners were learning, at gateway or had left.

2025/26 Working paper and controls questionnaire cover this. Consistent findings are expected.

Control priority

Last day of learning

The evidence determines the end date

Use the evidenced learning date, not the last workday, gateway or EPA date. Reconcile OTJT, breaks, resumptions, withdrawals, co-investment and EPAO/TNP2.

ILR data management - pdsat

Journey phase	Journey step	Velocity	Risk rating
Entry / Sign Up	9 Enrolment (Apprenticeship Agreement & Training Plan agreed)	Increasing	1

What assurance found

- 01** DfE uses PDSAT exceptions and listings to select anomalies for testing against source evidence.
- 02** Overclaims involved TNP, own-employee coding, RPL, minimum duration, dates and OTJT.
- 03** Other issues involved employment, qualifying days, breaks and completion or outcome status.

Control priority

Regular data checks

Investigate exceptions using source evidence

Use PDSAT and View Your Education Data reports regularly to cleanse records and correct the issues behind exceptions.

2025/26 Expect a consistent approach. Reports are developing and further data checks are on the horizon.

Off the job training - delivery

Journey phase	Journey step	Velocity	Risk rating
Delivery	11 Training (Off the job, on the job, Maths & Eng)	Constant	1

What assurance found

- 01** Missing or ineligible OTJT, absent records, weak learner verification and unclear occupational links.
- 02** Missing dates, times or working hours, unsupported bulk hours, pre-start hours and duplicate data.
- 03** Enrolment, induction or initial assessment alone did not justify the funding start.

2025/26 Working paper and controls questionnaire cover this. Expect closer scrutiny of activity, its place in the plan and reliable hours.

Control priority

Not only volume but reconciliation to plan

Funding starts with planned learning activity

Evidence apprenticeship-related activity from the plan. Check robust hours in paid time and update curriculum design for revised minimum hours.

Subcontracting

Journey phase	Journey step	Velocity	Risk rating
Delivery	11 Training (Off the job, On the job, Maths & English)	Constant	1

What assurance found

- 01** 100% subcontracting led to full recovery from start. Insufficient provider delivery also caused errors.
- 02** Missing or late contracts, breached funding limits and absent minimum or retention clauses.
- 03** Undeclared provision, ILR mismatches and unclear or non-compliant employer/subcontractor agreements.

2025/26 Working paper and controls questionnaire cover this. Further development depends on the evolving 2026/27 position.

Control priority

Contract transparency

Substantive delivery and clear contracts

Confirm the provider's delivery contribution. Keep compliant contracts and clear relationships, and reconcile subcontractor declarations with the ILR.

Apprenticeship Agreement - extensions

Journey phase	Journey step	Velocity	Risk rating
Delivery	12 Progress Reviews & Change of Circumstance	Constant	1

What assurance found

- 01** Agreements were not always updated and re-signed after breaks or changes.
- 02** Typed, pasted, editable or removable signatures were not robust.
- 03** Absent or incomplete agreements could make the whole apprenticeship ineligible.

Control priority

Extension control

Keep agreement coverage current

Update and re-sign agreements after changes.
Use robust signatures and ensure the agreement covers the apprentice's actual duration.

2025/26 Working paper and controls questionnaire cover this. Consistent findings are expected.

Progress Reviews

Journey phase	Journey step	Velocity	Risk rating
Delivery	12 Progress Reviews & Change of Circumstance	Constant	2

Why reviews matter

- 01 Progress reviews were not identified as a common assurance finding.
- 02 Apprentice and employer voice reveals whether the journey is appropriate, including pay and conditions.
- 03 Reviews support retention, success and actual funding, as well as Ofsted expectations.

Control priority

Capture of learner and employer voice

Quality and retention remain priorities

Prioritise progress reviews in your systems. Use them to understand working conditions, pay and satisfaction, and to help prevent withdrawals.

Break in learning

Journey phase	Journey step	Velocity	Risk rating
Delivery	12 Progress Reviews & Change of Circumstance	Increasing	2

What assurance found

- 01 Wrong last-learning dates, late breaks and unsupported resumptions caused overclaims.
- 02 Missing return intention, incomplete resumption plans or agreements and funding-adjustment gaps.
- 03 Activity during ILR breaks, no extended planned end date and omitted original learning episodes.

Control priority

Last date in learning

Last learning and supported resumption

Retain reliable monthly activity and end-date evidence. Record the last learning date rather than the last workday, and evidence learning on resumption.

2025/26 Working paper and controls questionnaire cover this. Consistent findings are expected.

Completion

Journey phase	Journey step	Velocity	Risk rating
Delivery	14 End of practical training period & gateway to completion	Increasing	1

What assurance found

- 01 Minimum OTJT hours or duration were not met, causing overclaims.
- 02 Completion was recorded without EPA or actual completion.
- 03 OTJT was incomplete and ILR data was incorrect.

2025/26 Major risk: meet the standard’s minimum hours, allowing for RPL.

Control priority

Gateway compliance assurance

Checks must go beyond quality alone

Use robust gateway processes to confirm OTJT and duration requirements, completion evidence and accurate ILR data before recording completion.

2026/27 Assessment reform and multiple models increase planned OTJT accuracy risk.

Co-investment collection

Journey phase	Journey step	Velocity	Risk rating
Progression	16 Completion	Increasing	2

What assurance found

- 01** Uncollected employer contributions caused overclaims and put completion payments at risk.
- 02** Collection did not match contracts. Exempt small employers paid and employer indicators were missing.
- 03** Missing withdrawal refunds, ILR/payment mismatches and unclear or conflicting levy status.

2025/26 Co-investment must still be collected and reported.

Control priority

Regular co-investment report monitoring

Reconcile the full employer contribution

Match the contract to receipts and refunds. Confirm employer status and reconcile payment evidence with the ILR before gateway or completion.

2026/27 Starts from 1 Aug: employer liable, with no collection evidence required but increased values

TOTAL SUBJECTS	INCREASING VELOCITY	HIGH-RISK SUBJECTS
20	9	15
Across 4 learner journey phases	45% of subjects	75% of the portfolio • rating 1

01 PRE-ENTRY • 4 SUBJECTS

REF	SUBJECT	RISK	VELOCITY
1	Additional payments - Employer incentives	• High	↑ Increasing
2	Price agreement - Breakdown of training price	• Medium	↑ Increasing
3	Price Agreement - Assessment price	• High	↑ Increasing
4	Initial Assessment - Learner eligibility	• High	↑ Increasing

02 ENTRY / SIGN UP • 9 SUBJECTS

REF	SUBJECT	RISK	VELOCITY
5	Initial Assessment - RPL	• High	↑ Increasing
6	Initial Assessment - learning support	• High	→ Constant
7	Training Plan & Apprenticeship Agreement	• High	→ Constant
8	Apprenticeship Agreement	• High	→ Constant
9	Off the job training	• High	→ Constant
10	English and Maths Training	• Medium	→ Constant
11	ILR entry	• High	→ Constant
12	ILR data management	• High	→ Constant
13	ILR data management - pdsat	• High	↑ Increasing

03 DELIVERY • 6 SUBJECTS

REF	SUBJECT	RISK	VELOCITY
14	Off the job training	• High	→ Constant
15	Subcontracting	• High	→ Constant
16	Apprenticeship Agreement - extension	• High	→ Constant
17	Progress Reviews	• Medium	→ Constant
18	Break in learning	• Medium	↑ Increasing
19	Completion	• High	↑ Increasing

04 PROGRESSION • 1 SUBJECT

REF	SUBJECT	RISK	VELOCITY
20	Co-investment collection	• Medium	↑ Increasing

PHASE × VELOCITY SNAPSHOT

PHASE	INCREASING	CONSTANT	TOTAL	VELOCITY	MEANING
Pre-Entry	4	0	4	↑ Increasing	Exposure is rising
Entry / Sign	2	7	9	→ Constant	Exposure persists
Delivery	2	4	6		
Progression	1	0	1		
					Separate from Direction, not severity

Summary

Persistent risk

15 / 20

subjects rated high risk

9 / 20

subjects with increasing exposure

Off-the-job training
Main source of funding errors and audit delay

Controls across the learner journey

1) Pre-Entry/Entry

Check eligibility and RPL
Agree accurate prices
Sign agreements and plans
Plan eligible OTJT

2) During learning

Match delivery evidence to training plan
Act on inactivity, breaks and changes

3) Before completion

Verify completion evidence before recording the outcome

Cohort-specific rules

2024/25

Findings baseline

2025/26

OTJT changes

2026/27

Incentives, contracting, assessment and co-investment

Accountability: process owners and deadlines / PDSAT and evidence sampling / Actions to closure

Your compliance partner

Independent Funding Assurance and Compliance Reviews

A clear starting point, practical recommendations and a prioritised improvement plan.

Apprenticeship Compliance Support Packages

Options that combine specialist advice and resources, critical-friend assurance, professional development and practical implementation support and follow-through.



Zoe can help you find the right support...

07415 414 877

zoe@strategicdevelopmentnetwork.co.uk

*"The most valuable aspect of the service was the **external support throughout our audit.***

This helped reduce pressure internally and ensured we were well-prepared to respond

confidently and accurately.

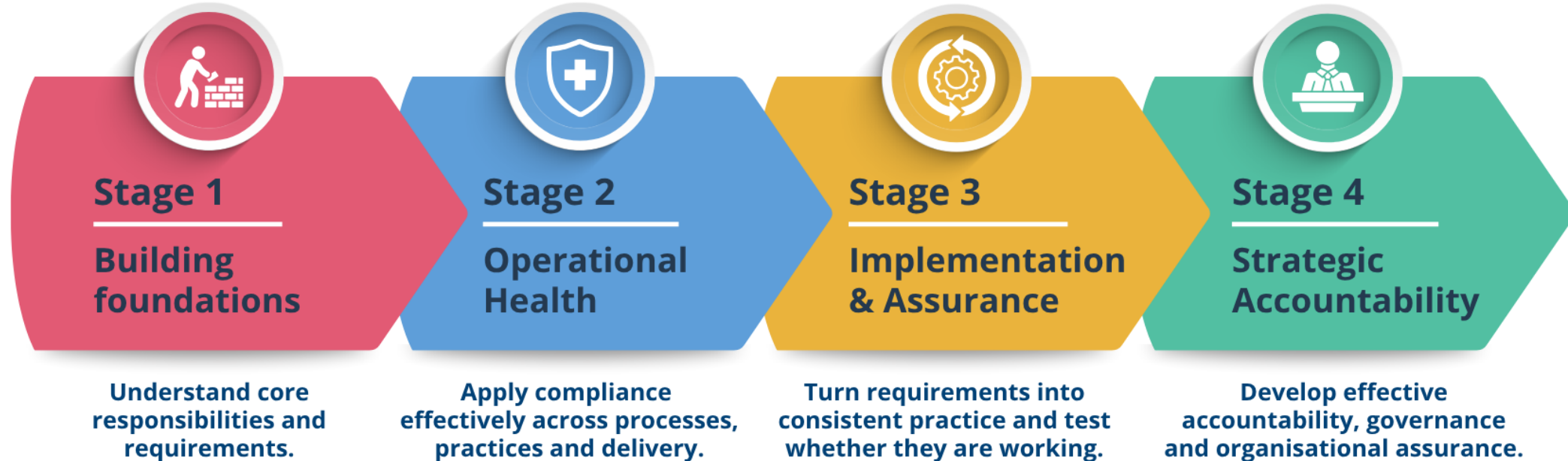
*David directly contributed to **strengthening our audit readiness** and gave us a **greater sense of assurance throughout.**"*

*"David's expertise was evident in the **clarity of their advice** and the confidence with which he navigated complex queries.*

*He made it **easy to collaborate and openly discuss** areas of concern or uncertainty. His ability to **simplify complex points** and provide **practical guidance made a real difference.**"*

Apprenticeship Compliance, Funding and Assurance:

Professional Development Pathway



Preparing for Apprenticeship Assurance Review and Audit in 2027

Could your organisation withstand an assurance review? Don't wait for an audit to expose gaps in your controls, evidence or operational practice.

This focused webinar will help you:

- Understand what assurance reviewers may examine
- Identify common compliance weaknesses
- Prepare teams, records, systems and governance
- Prioritise risks and assign clear actions
- Approach external scrutiny with greater confidence

Includes a practical delegate toolkit to support your readiness planning before and after the webinar.

[Find out more about the webinar and join us on 30th November](#)

More PD opportunities

[Data Management in Apprenticeship Programmes](#) | Starts 19 Oct

[Claiming apprenticeship learning support funding \(LSF\) with confidence - 2026/27](#) | Starts 3 November

[Preparing for 2027 Assurance Review & Audits](#) | 30 November

[Apprenticeship Units 2026: Designing and Delivering a Compliant Offer](#) | 1 Dec

[Understanding Apprenticeship Financial Management – Funding, Forecasting, Costs and Budgeting](#) | Starts 4 Dec

[Apprenticeship Compliance for Leaders](#) | Starts 19 Jan

Compliance for your role (updated version) coming | Starting 2 Feb

[New webinar – Subcontracting](#) | 10 Feb

[Quality assurance and improvement](#)

[Being an Effective Ofsted Nominee](#) | Starting 25 November

[Improving Teaching and Learning Through Purposeful Observation](#) | Starting 7 Dec



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Webinar recording

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