

Off-the-job – Open Letter to Policy/Sector stakeholders

Re: Renaming and reframing 'Off-the-Job' to unlock potential and address the skills gap

Dear Minister of State,

On behalf of many of the UK's largest employers of apprentices, we write to you to present challenges – and solutions – relating to the terminology surrounding off-the-job training.

We know that there is a skills shortage in the UK. We passionately believe that apprenticeships are key to solving this challenge and providing long-term, sustainable employment. We also know that an overwhelming majority of businesses with apprentices see workplace benefits; from increased productivity to greater diversity. But many barriers to uptake remain, as do high rates of withdrawal; in part down to apprentices feeling unsupported in the training aspects of their roles.

Together, we have identified that the terminology 'off-the-job' training contributes to these barriers, by embedding misconceptions and reinforcing tensions.

We do not dispute the importance of training which enables apprentices to achieve the necessary knowledge, skills and behaviours as detailed in their apprenticeship standard. We also fully endorse the flexibility provided by the current policy in terms of delivery.

However, we argue that this terminology is out-dated. It relates to models of training which require apprentices to spend time away from the workplace, rather than the work-based approach. It does not reflect the current reality of apprenticeship delivery or the learner experience. The result is a perception that this training must be carried out at home or after-hours. This is not the case.

We have heard from a diverse range of employers that all share the same view; misunderstanding around off-the-job requirements impacts completion, as learners fail to record off-the-job activity as they – and their managers – are unclear about what can be included. Indeed, 76% of Lifetime's employer partners surveyed agreed that a name change would have a high and positive impact.

Therefore, we propose Renaming and Reframing Off-the-Job:



1. Rename off-the-job training with an alternative term which has the backing of the FE sector and reflects the modern-day reality of apprenticeships.
2. Reframe the training as a valuable component of all apprenticeships that is critical to get the best results for learners and employers.

We know how powerful language can be. We believe that a simple change in terminology can have a significant effect, unlocking the potential of apprenticeships, future-proofing many of the nation's key sectors and contributing to the Government's Plan for Jobs.

Through initial consultation with our over 60 of our employers, we have identified three potential alternatives:

- Dedicated Development Time
- Learning and Development Time
- Apprenticeship Professional Development

Our public campaign and consultation with the sector around this issue and the name are ongoing and we would welcome the opportunity to engage on this matter.

The following employers and organisations support these observations and endorse the key recommendations within this letter.

Jon Graham
CEO
Lifetime

Employer Name: The 5% Club Limited
Contact Name: Mark Cameron OBE
Position: CEO

Employer Name: The Association of Employment and Learning Providers (AELP)
Contact Name: Simon Ashworth
Position: Director of Policy

Employer Name: Institute of Hospitality (IoH)
Contact Name: Sam Coulstock FIH MEP
Position: Head of Professional Development





Employer Name: Iceland Ltd
Contact Name: Helen Tindle
Position: HR Director

Employer Name: Tesco PLC
Contact Name: Marie Caliskan
Position: Head of Development Programmes

Employer Name: McDonald's UK and Ireland
Contact Name: Rebecca Dodd
Position: Chief People Officer

Employer Name: David Lloyd Leisure Ltd
Contact Name: Julliette Cattermole
Position: Group People Director

Employer Name: Parkwood Leisure
Contact Name: Glen Hall
Position: Managing Director

Employer Name: Advance Housing and Support Limited
Contact Name: Sarah Toye
Position: Executive Director of People and Change

Employer Name: Whitbread PLC
Contact Name: Juliet Crisp
Position: Head of Talent and Capability

Employer Name: Affinity Trust
Contact Name: Kerry Dunkley
Position: Head of Learning and Development

Employer Name: Quantum Care Limited
Contact Name: Claire Ding
Position: Qualifications Support Coordinator

Employer Name: 3D Leisure Limited
Contact Name: Paul Ramsay
Position: Managing Director

Employer Name: B&Q
Contact Name: Jo Vincent
Position: Colleague Capability & Apprenticeship Manager





Employer Name: HC One
Contact Name: John Handley
Position: Executive Director of People

Employer Name: Mitchells & Butlers PLC
Contact Name: Paul Capper
Position: Head of Vocational Learning and Youth Programmes

Employer Name: Great Ormand Street Hospital Trust
Contact Name: Laurence O'Sullivan-Whiting
Position: Workforce Development Lead – Apprenticeships

Employer Name: Bourne Leisure Holdings Limited
Contact Name: Aileen West
Position: Emerging Talent and Careers Manager

Employer Name: Wagamama group Ltd
Contact Name: Lauren Robbin
Position: Early Careers and Disadvantaged Groups Partner

Employer Name: The Guide Dogs for the Blind Association
Contact Name: Andrew Horne
Position: Learning and Organisational Development Consultant

Employer Name: DDC Outsourcing Solutions
Contact Name: Jason Hall
Position: Head of UK Business Support

Employer Name: Greenwich Leisure Limited (GGL)
Contact Name: Lorraine Patrinos
Position: People Director

Employer Name: Leonardo Hotels UK and Ireland Limited
Contact Name: Anne Harvey
Position: Learning Manager (UK & Ireland)

Employer Name: Marston's PLC
Contact Name: Nikita Sheldon
Position: Senior Digital Learning & Development and Apprenticeship Partner

Employer Name: Chiswick Nursing Centre
Contact Name: Ashley Hegenbarth
Position: Training, Development and Activities Manager





Employer Name: Avenues Group
Contact Name: Mandy Bassett
Position: Learning and Development Manager

Employer Name: GreenSquareAccord
Contact Name: Dee Kumari
Position: Apprenticeship Coordinator

Employer Name: RS Group PLC
Contact Name: Tim Beasley
Position: Apprenticeship Programme Manager

Employer Name: Barchester Healthcare Ltd
Contact Name: Dan Fry
Position: Head of Contracts and Management Information

Employer Name: Methodist Homes for the Aged
Contact Name: Vicky Jackson
Position: Head of People Development and Engagement

Employer Name: Nuffield Health
Contact Name: Nicole Swaby
Position: Apprenticeship Lead

Employer Name: Housing 21
Contact Name: Jenny Docherty
Position: Learning and Development Partner

Employer Name: Nisbets PLC Catering Equipment Supplies
Contact Name: Emma Hudson
Position: Head of People UK & Ireland

Employer Name: Cera Care
Contact Name: Emile Burton
Position: Apprenticeship and Funded Learning Manager

Employer Name: Bupa UK
Contact Name: Becki Watson
Position: Clinical Careers Programme Manager

Employer Name: Valor Hospitality Europe Limited
Contact Name: Moira Laird
Position: Human Resources Director





Employer Name: Big Yellow Self Storage Co LTD
Contact Name: Alice Newport
Position: Head of Department, Learning and Development Manager

Employer Name: Lindt UK
Contact Name: Sarah Nichols
Position: Learning and Development Advisor

Employer Name: PizzaExpress Ltd
Contact Name: Dorota Strzelecka
Position: Learning and Development Manager - Career Development

Employer Name: Pret A Manger Ltd
Contact Name: Daksha Stancilas
Position: Talent and Development Partner

Employer Name: Places Leisure
Contact Name: Craig Dyche
Position: Learning and Development Partner

Employer Name: Ansell Electrical Products Limited
Contact Name: Lita O'Brien
Position: Learning and Development Business Partner

Employer Name: Unite the Union
Contact Name: Barbara Kielim
Position: Director of HR, Training and Development

