



## Specialists in Apprenticeship Levy; Realising a Return on your Levy Investment (RoI)

Debbie Gardiner MBE

Awarded an **MBE for Services to Apprenticeships and Charity** in Her Majesty the Queen's New Year's Honours 2018 and won the **East of England IoD Non-Executive Director (NED) of Year Award** 2018.

2018 continued to be a year of significant achievements as Debbie established **DSG L&M Consultancy Services** in July to provide a range of leadership, management and consultancy services across all sectors, with a focus on Apprenticeship Reform, FE and Skills. She's keen to share her knowledge, skills and experience to improve business performance and have a wider impact on social mobility and in doing so see people maximise their potential. Whilst Debbie's focus is in the Apprenticeship arena, she has a passion for people, business development and improvement and extensive experience of maximising the benefits of Apprenticeships, training and development as part of an integrated plan to address business underperformance and supporting growth plans.

Debbie has more than 18 years of leadership and management experience in FE; appointed **Managing Director** of Qube Learning in 2006, promoted to **CEO** in 2010 and **Executive Chairman** in 2017. Previously at Sainsbury's both in the retail and training divisions; her leadership and management skills are highly transferable. Debbie has a keen interest in Health Care, Retail, Professional Services and People Charities.

We know that there are circa 8,000 Apprenticeship Levy paying organisations who have been paying the Levy for more than a year and haven't engaged with Apprenticeships. Debbie is driven and focussed on working with the senior teams and business leaders to support them to develop and deliver an Apprenticeship strategy that meets their needs and realises a **Return on their Levy Investment (RoI)**.

Debbie has been a **NED** on the Board of the Association of Employment and Learning Providers since 2013; she's a member of several AELP forums/groups and represented the FE sector on the DfE Counter Fraud Panel. Additionally, Debbie she holds four other **NED** positions with Apprenticeship Training Providers, two of which are in the capacity of Chair. Debbie is working as a Governance Advisor with two Training Providers, one of whom only delivers skills training funded by Advanced Learner Loans. She is an **Apprenticeship End-Point Assessor** for the CMI and has more recently been appointed as an Associate at Call-to-Mind and UK **Ambassador** for Games for Business UK's Apprenticeship End-Point Assessment App.

### Voluntary & Charity



**Campaigns Ambassador (South West Bedfordshire)** – The role is focused on increasing survival rates, by campaigning and getting support from MPs, local councilors and other stakeholders



**Patient and Public Involvement (PPI) Volunteer** - The role is that of 'Lay Person' working with Researchers & Clinicians to support the production of literature relating to clinical trials to improve patient & relatives understanding, resulting in increased attendance and participation in the clinical trials



**Member** – Membership of your local NHS Hospital Trust gives you a voice. My long-term goal is to become a Governor (also member of the East London NHS Foundation Trust (Beds & Luton))

**Apprenticeship Levy Paying Organisations**



Do you have an annual pay bill of £3 million or more? How has the Apprenticeship Levy impacted your cost base and profitability? Are you utilising your Levy funds or has it become a cost that hits the bottom line and brings no benefit to the business whatsoever?



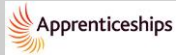
I want to meet and support Apprenticeship Levy paying employers that are yet to engage with Apprenticeships or those that have started their Apprenticeship journey but aren't satisfied with their progress or outcomes to date. If you have a desire to see a meaningful and tangible **RoI**, I can work with you to identify appropriate strategies.



The **Apprenticeship Levy Transfer** is an opportunity for Levy payers to 'gift' up to 25% of their Levy pot to small organisations (non-levy payers). This could be suppliers within your supply chain, charities, organisations that are aligned to your sector, a new start up, or essentially any small organisation with a payroll of less than £3m. If you can't spend it all yourself, it's much better to have control over what happens to it, than to allow it to be taken back by the government after 2 years and have no say. Levy Transfer could become a key part of your Corporate Social Responsibility (CSR) strategy, produce some good PR opportunities and have a positive impact on your business; it's a WIN-WIN.

**You could start by asking yourself these questions:**

1. Are you paying the Apprenticeship Levy but have no Apprentices?
2. Do you want to develop a strategy that delivers a **RoI**?
3. Have you implemented a strategy, but have concerns?
4. Are you thinking about becoming an approved Employer Apprenticeship Provider?
5. Would you like to use the Levy Transfer as part of your CSR strategy?



**Typical areas for discussion, review, planning and implementation**

**Benefits**

- Increase profit - RoI
- Improve performance against KPIs
- Reduce staff turnover; employer of choice
- Increase competitive advantage
- Equality, diversity & inclusion brought to life
- Good PR locally and nationally

- Increase knowledge and understanding of Apprenticeships in England
- Review of current levy funds available
- Identify how to make a **RoI**; left unspent it's a tax that has a negative impact on profit and cashflow
- Review the well-established business benefits from Apprenticeships
- How can Apprenticeships contribute to business improvements and future proof the organisation?

- The benefits of transferring available Apprenticeship Levy funds to parts of your supply chain and how that can improve your business performance
- Pros & cons of becoming an Employer Apprenticeship Training Provider and partnership models
- Identify the best Apprenticeship management, co-ordination and delivery models to meet your requirements

**MISSION STATEMENT**

**PROVIDING HIGH QUALITY SPECIALIST SERVICES, SUPPORTING ORGANISATIONS AND BUSINESS LEADERS TO ACHIEVE AND EXCEED THEIR GOALS AND ASPIRATIONS**