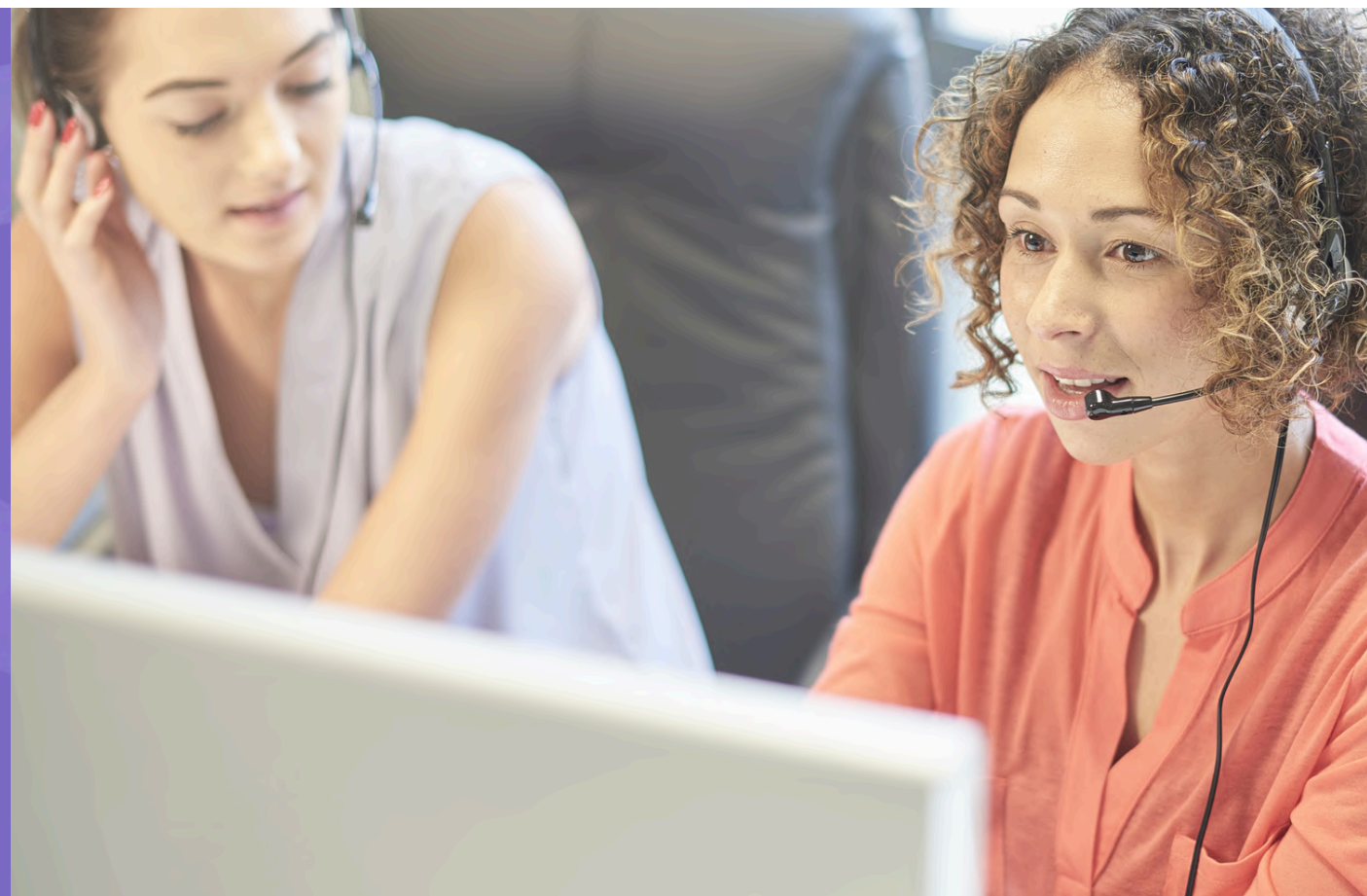




Inside 2025 Apprenticeships Report

Insights from 100+ early careers teams, 100,000+ learner reports, and 1,400 apprenticeship programmes.



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Executive Summary

Apprenticeship teams are managing more learners, more providers, and more expectations often with limited capacity and tools.

This report outlines the data-backed insights that can shape stronger programme outcomes, early interventions, and better support structures.

100,000+
Learner reports analysed

65.6%
VS
60%

Avg. completion rate for learners tracked on Conveya vs National Average



RAG data is a powerful predictor of learner success

Manager disengagement remains a core risk

Successful programmes use data to celebrate, flag and respond faster

This report combines three valuable sources of insight:

- A 2025 survey of apprenticeship managers and early careers professionals across the UK
- Anonymised data from Conveya's consultations with employers exploring an apprenticeship management solution.
- Platform-wide learner and programme analytics drawn from the Conveya platform

Together, these insights reflect the real challenges, trends, and improvement opportunities for employers delivering apprenticeship programmes at scale.

The numbers behind the report

Behind the figures in this report are rich, varied sources of data that offer a wide lens on apprenticeship delivery. From anonymised consultations and survey responses to structured platform activity, each input represents the experience and priorities of real early careers professionals.



110+

Early careers professionals contributing



100,000+

Learner reports submitted to Conveya



600+

Training providers working across the Conveya ecosystem



1,400+

Individual Courses being tracked on platform

At-a-glance averages

Metric	Average	Range
Employee Team size	3.1 staff	1 to 10 staff
Learner Cohort size	~275 learners	12 to 1,600+ learners
Amount of external providers used	20.7 per org	1 to 60 providers

What if? Reflections from the front line

Many apprenticeship teams aren't struggling because of a lack of ambition, they're constrained by time, capacity, and disconnected systems.

In our 2025 survey, we asked: "If you had more time, more budget, or better tools, what would you change?"

The responses were honest, insightful, and often echoed by teams across the UK. Below are the most common "What ifs," grounded in real feedback.

What if you had more time?

"We'd spend more of it with learners, not spreadsheets."

"We could be proactive instead of reactive."

"Right now, it feels like we're always one step behind. More time would let us plan and support properly."

What if line managers were fully engaged?

"We'd see fewer dropouts and more confident learners."

"Apprentices wouldn't feel like an afterthought."

"When line managers care, it shows, learners pick up on it immediately."

What if you had better systems?

"We'd stop duplicating reports and chasing updates from 10 different places."

"We'd actually know who needs help, when they need it."

"Having everything in one place would save us hours and reduce mistakes."

What if funding aligned with ambition?

"We'd hire a dedicated data/admin support role."

"Some backfill funding would go a long way."

"The ambition is there, the resource just isn't."

Why we're highlighting this

We're including these responses to generate conversation and spark ideas around the realities of managing apprenticeships today.

It's important to be vocal about what's needed, and to highlight where better support is required from organisations, training providers, regulatory bodies, and government.

These reflections give a human lens to the data and help surface the shared challenges apprenticeship teams are navigating.

Common Challenges

Many respondents highlighted practical frustrations with line manager involvement. One shared that line managers should be *“meeting with apprentices on a regular basis and supporting their development,”* while another emphasised the need to *improve understanding of “off-the-job time and the flexibility around that.”* These comments reflect deeper issues with time, training, and expectations.

Employers reported challenges falling into five main categories, each of which reflects growing pressure on apprenticeship teams and outdated systems that no longer scale.



Line manager disengagement

Many line managers don’t fully understand their role in apprenticeship support, or they feel unequipped and time-poor.

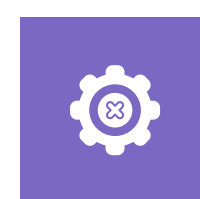
This leads to missed check-ins, shallow development conversations, and limited accountability. When line managers aren’t fully engaged, learners often feel unsupported, particularly in remote or hybrid environments.



Inconsistent Reporting

With multiple training providers and internal departments involved, it’s hard to get a single, consistent view of progress or risk.

This fragmentation leads to delays in spotting learners who are falling behind and makes it harder to evaluate programme-wide outcomes.



Manual Processes

Teams are often juggling spreadsheets, email chains, Word documents, and siloed systems.

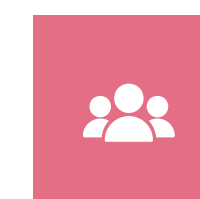
These tools can’t scale with growing learner numbers or regulatory needs. The result is more admin, less learner support, and high risk of duplication or error.



Limited Visibility

Without live, accessible reporting, many teams operate reactively.

They respond to problems only after they’ve escalated, limiting the opportunity for early support or intervention. This limits opportunities to proactively support learners or celebrate milestones.



Internal capacity

Early careers and apprenticeship teams are often small, even in large organisations.

They are expected to manage hundreds of learners, multiple providers, complex funding rules, and stakeholder relationships, all while maintaining a high standard of learner experience. The strain can lead to burnout, reactive working, and missed strategic opportunities.

These challenges are interconnected. Manual processes worsen visibility. Limited visibility makes it harder to support line managers.

Without clarity or tools, internal capacity quickly becomes stretched thin.

These challenges directly impact outcomes, from missed risks to delayed support.

The result? Disengaged learners and lower completions.

Insights from our platform

What is Conveya?

Conveya is a platform that helps employers track, support, and report on apprenticeship progress in one place, without the spreadsheet chaos.

Over the last year, we've gathered and structured over 100,000 reports from training providers across the UK, giving employers a centralised, real-time view of learner progress, risks, and outcomes.

How does Conveya bring it all together?

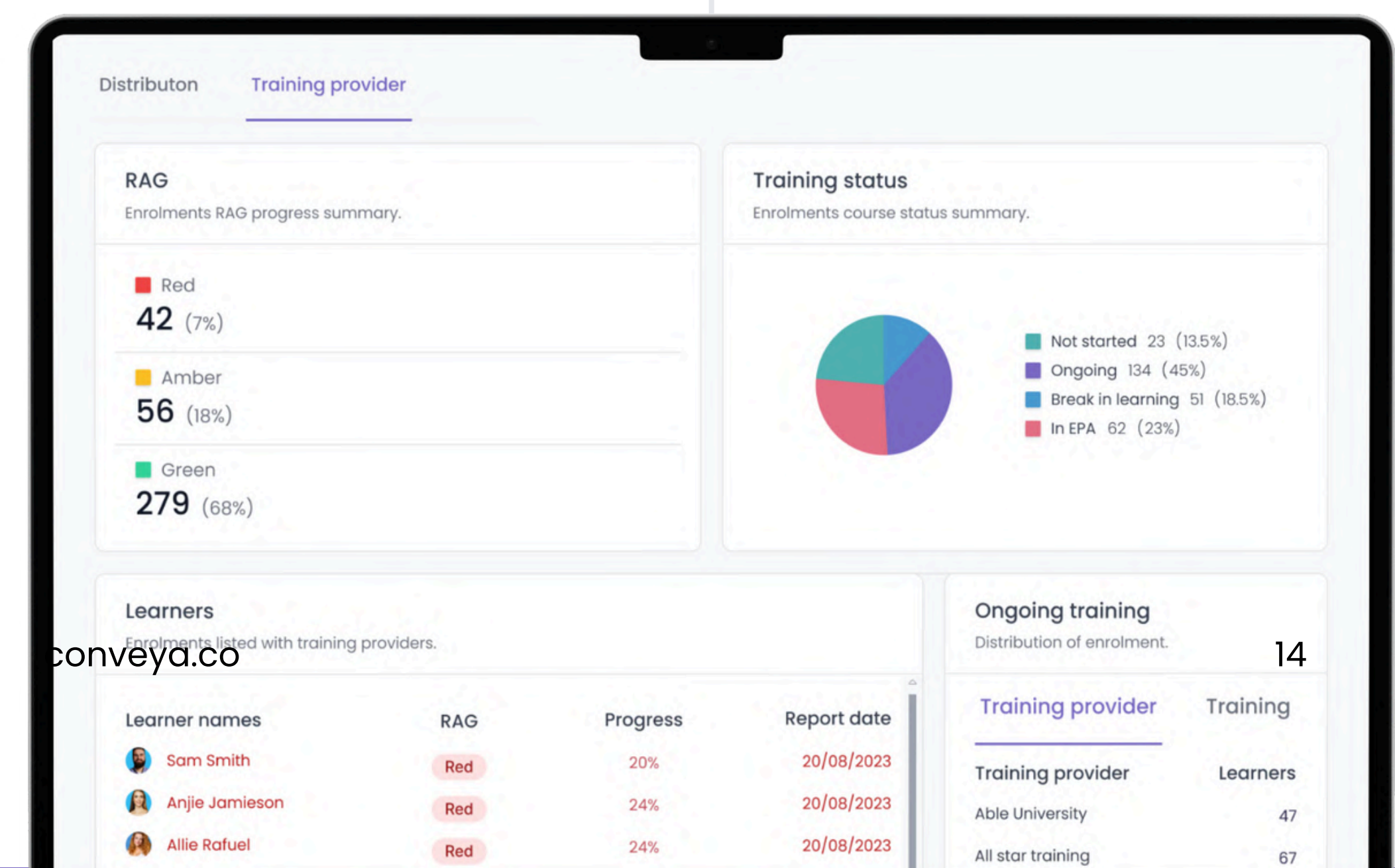
Training providers submit structured learner reports directly into Conveya. These are consolidated, analysed, and displayed in real time, giving employers a clear view of progress, risk, and outcomes.

The diagram on the right simplifies how Conveya gathers external provider reports and turns them into clear, centralised insight.

A Data-Driven Look at Apprenticeships

The scale of data available through Conveya's platform provides a uniquely detailed look into learner behaviour, programme outcomes, and the early indicators of risk or success.

Now that the data's in one place, here's what it's telling us.



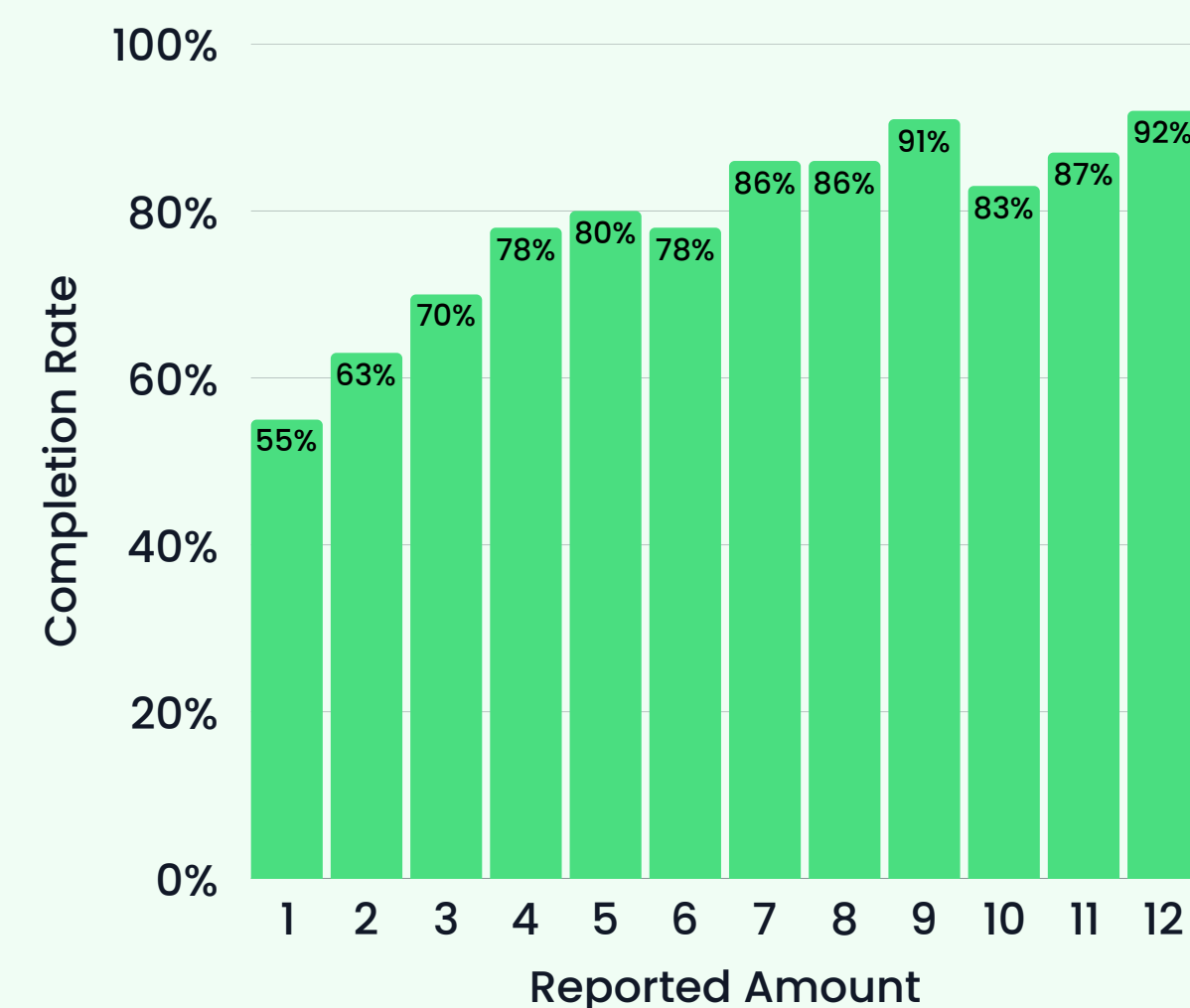
RAG Ratings

Conveya's platform uses a **consistent model** to help track learner progress and flag early indicators of risk. The following insights are drawn from **over 100,000 structured RAG reports** across hundreds of apprenticeship programmes.

These charts illustrate the relationship between how often RAG ratings are submitted and overall learner completion rates.

Green

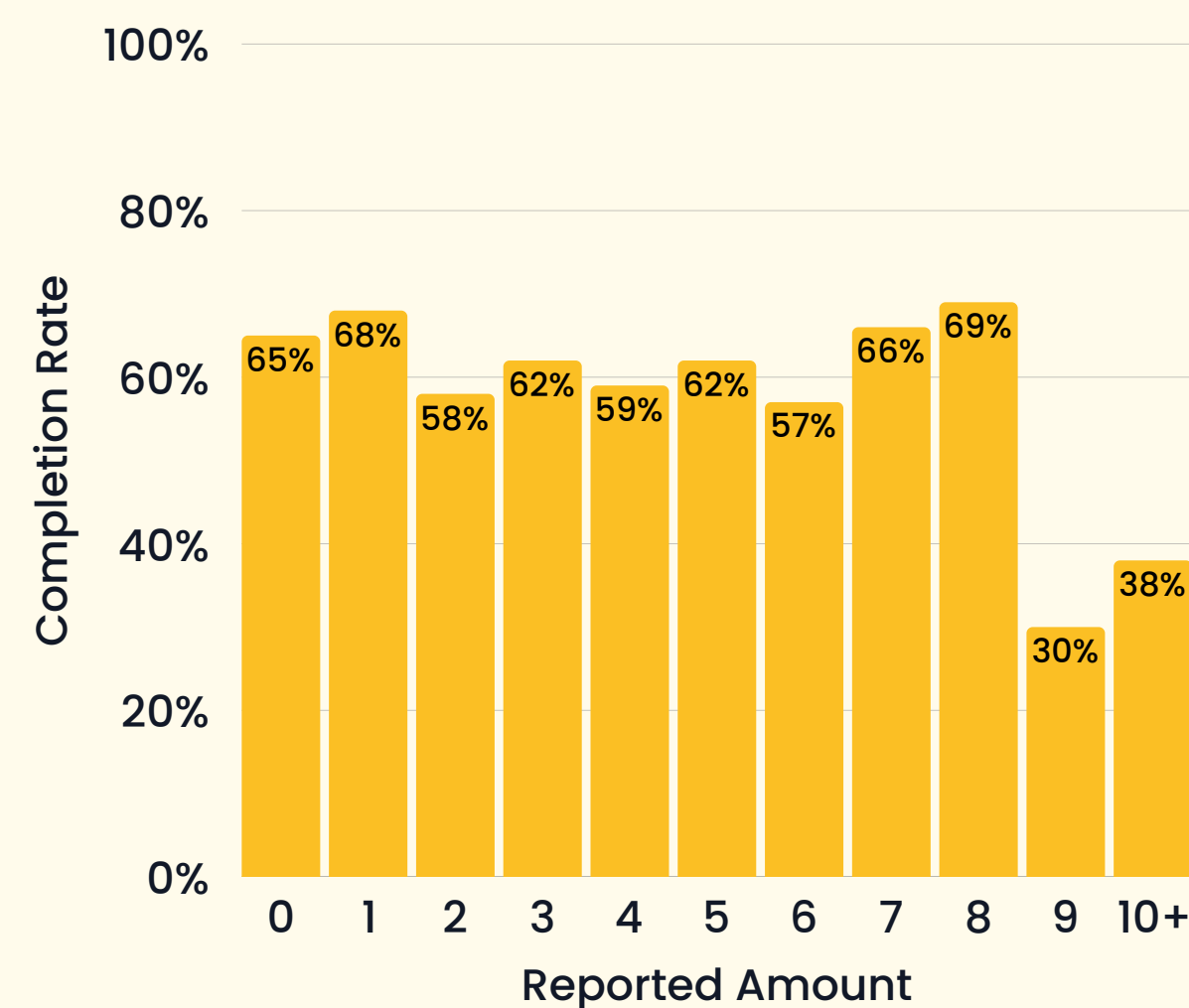
Green RAGs predict success: Completion rate hits **91–100%** when learners receive **12+ green reports**. These are often tied to proactive reviews, good line manager engagement, and learners progressing as expected.



Amber

Amber flags require escalation: A few amber reports can be normal, as they might reflect minor delays or short-term resourcing issues.

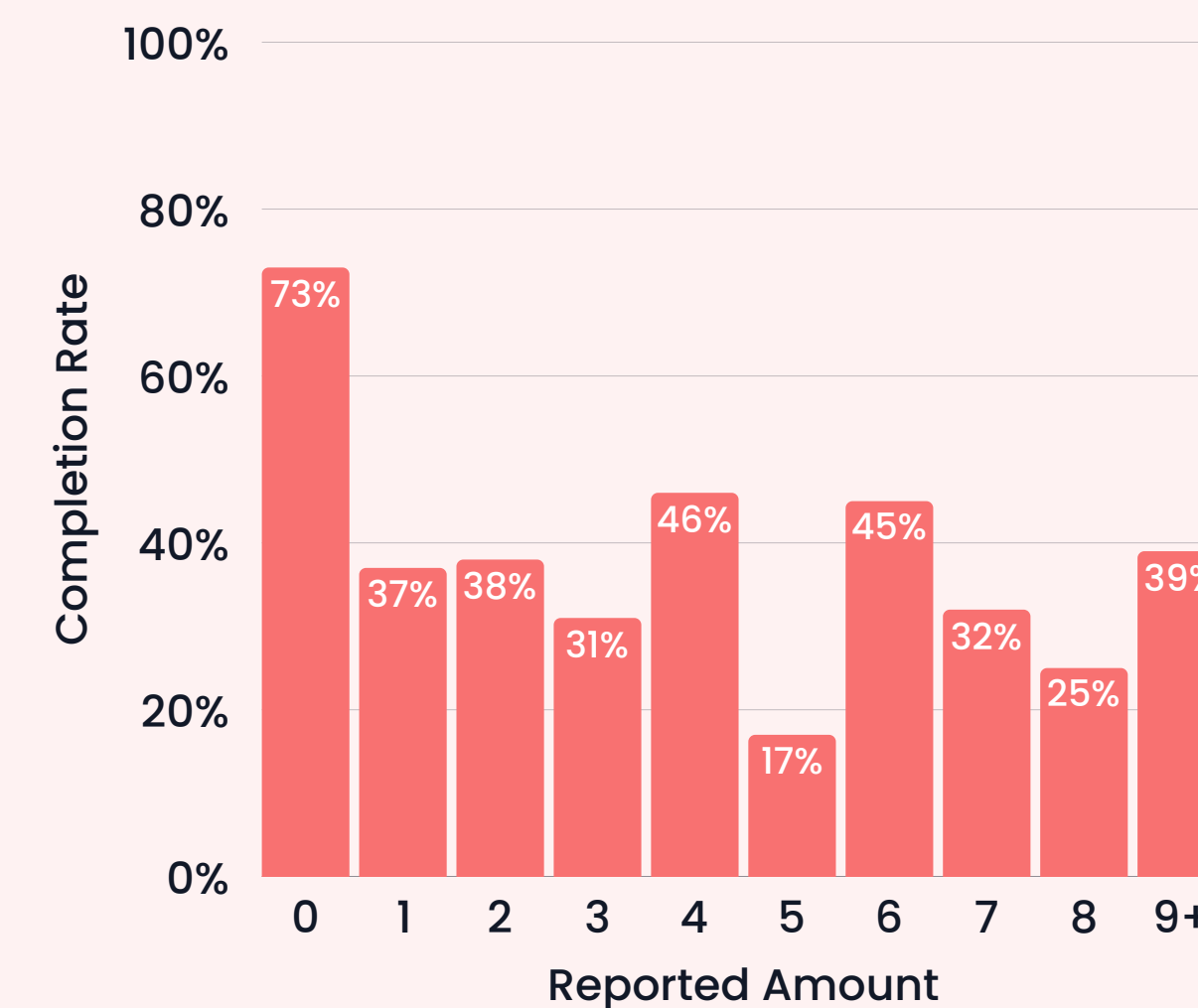
But once a learner accumulates **9 or more amber flags**, their likelihood of completing the programme drops sharply. It's not the first amber that matters most, but the persistence of amber status.



Red

Red flags signal deep risk: When red RAGs are triggered, often due to disengagement, repeated underperformance, or missed deadlines, the chances of recovery diminish quickly.

Learners with red flags are half as likely to complete as those without.



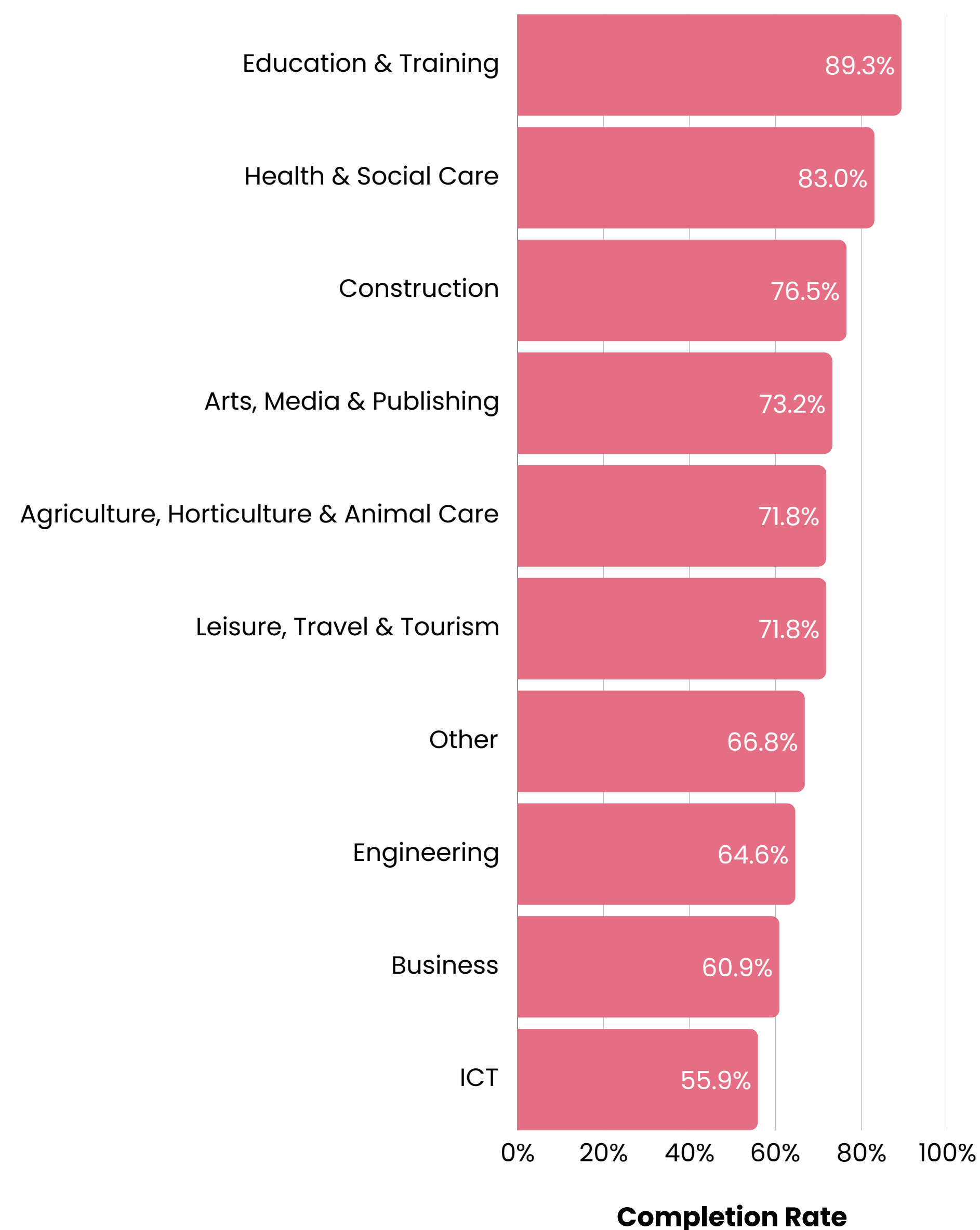
Completion Trends by Subject Area

Different subject areas show markedly different learner outcomes on the Conveya platform. This data offers employers an opportunity to identify where more targeted support or closer partnership with providers might be needed.

While sectors like health, construction, and engineering are achieving strong completion rates, the data also highlights opportunities for improvement, particularly in ICT.

Rather than a weakness, this signals where targeted support, clearer learning pathways, and better learner engagement strategies could have the biggest impact.

Understanding these differences gives employers and providers a clearer picture of where to invest effort and where there's untapped potential to strengthen retention and outcomes.

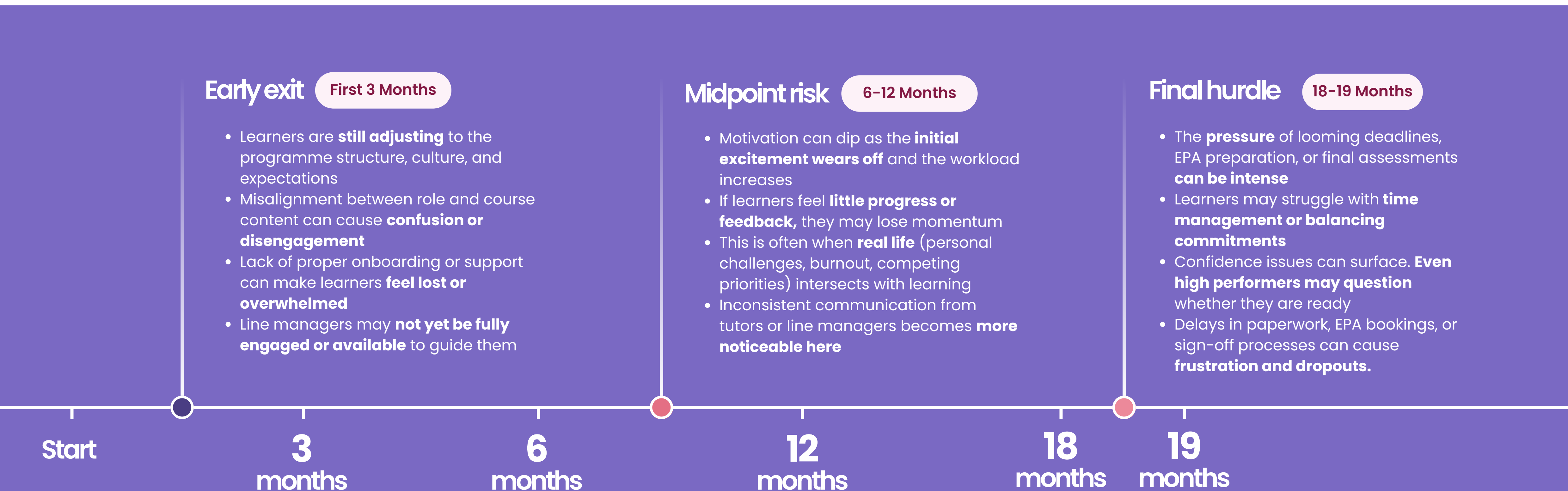


Key drop-off points

The data shows there are three key danger zones in the learner journey: the first 3 months, the midpoint (6–12 months), and the final stretch (18–19 months).

Understanding what typically happens during these phases, and the challenges learners may face, is crucial for effective retention planning.

Drop-off points are not random. Based on our data they may be predictable. With targeted support at these stages, many learners at risk of leaving can be retained.



Around 1 in 5 learners who drop out do so early, usually due to onboarding issues, poor initial fit, or lack of support.

Why this matters

These findings support what many apprenticeship managers already observe in practice. They also provide teams with a structured way to use data when prioritising support and identifying where to act first.



Risk can be anticipated



Recognition can be timely and motivating



Manager interventions can be targeted and tracked

RAG ratings aren't just indicators, they're early predictors that shape outcomes. **Employers who track and respond to them consistently are better placed to improve** retention, personalise support, and celebrate what's working.

What's working: Emerging Solutions

Some organisations are already putting strong support in place. One respondent noted the impact of having "multiple touch points from different teams," while another credited strong Line Manager/HR collaboration as a major success factor.

Despite these challenges, many employers are implementing effective responses:



Performance Alerts

Automated performance alerts tied to RAG thresholds.

These ensure teams don't miss early warning signs. By alerting programme leads as soon as a learner receives multiple amber or any red flags, action plans can be created before learners fall behind.



Centralised Reporting

Simplified, centralised reporting tools that reduce admin for small teams.

Reducing manual work frees up time to focus on learners. A single source of truth makes it easier to collaborate across departments and spot trends in real time.



Structured check-ins

Structured check-ins with managers at high-risk points (month 1, 6, 12, 18.)

Regular, predictable check-ins create accountability and reduce the chance of learners slipping through the cracks, particularly around the well-documented drop-off points.



Scenario Training

Scenario-based training for line managers to build confidence and accountability.

These simulations and guides help line managers understand what's expected of them and prepare them to provide meaningful support without needing to be apprenticeship experts.



Recognition flows

Recognition flows to celebrate high performers (who are 9x more likely to finish).

Recognising progress and achievement boosts motivation and confidence. When learners feel seen and valued, they're more likely to stay engaged and committed.



The power of recognition

One of the clearest findings from Conveya data is that recognition isn't just a feel-good bonus. It's a key factor that drives learner completion. **Over 90% of learners** flagged as 'High Performer' **went on to complete their programmes.**

This reinforces the idea that positive reinforcement keeps learners engaged, confident, and committed.

Even small, consistent gestures such as internal shoutouts, milestone acknowledgements, or tutor praise can make a measurable difference in retention.

over 90% of learners having their high performance recognised go on to complete.



**Recognised learners stay longer.
Even small, consistent praise boosts
confidence, drives progress, and reduces
dropout risk.**

Lessons Learned

The risks aren't just operational. They also stem from relational and cultural gaps within organisations. Several respondents called out the “lack of support from line managers” and “internal capacity” issues as root causes. One noted the danger of “low apprentice confidence and low understanding from teams of what an apprentice is,” pointing to the **need for stronger onboarding and organisational alignment**.

These lessons reflect both the risks and the opportunities within apprenticeship programmes. With better visibility, simpler systems, and timely support, teams can shift from reactive firefighting to proactive delivery.

Recognition works

9 out of 10 learners recognised as 'High Performer' complete successfully. Positive reinforcement **clearly supports** engagement and retention.

Alerts are underused

Only **1 in 5** learners flagged/alerted as requiring support go on to complete.

Early identification is not enough, **it needs to be followed by intervention**.

Drop-off points can be predicted

Most exits happen early, at the midpoint, or near the end. **Support should spike** in these periods.

Most learners finish late

On average, completions are two months past the expected date. **Bottlenecks and delays at the final stage are common**.

Amber isn't always seen as urgent

Persistent amber RAGs are linked to higher dropout rates, but **they're often overlooked** as learners still appear to be “doing okay.”

Manager training is inconsistent

Line manager engagement is critical, yet **many report having little to no training** on how to support apprentices effectively.

What employers should focus on

Teams voiced what they'd change with more resources. One respondent wanted a **"dedicated admin/finance/data staff member"** to handle the operational load, while another called for **"backfill budget to cover apprentice time,"** showing how funding pressures affect both learners and teams.

Each of these areas doesn't require a full system overhaul to begin.

Small, intentional changes can help build momentum towards a stronger, more focused programme that better supports learners.



Intervention Strategies

Early intervention strategies based on RAG and flag data.

Identify learners with amber or red ratings early and introduce touchpoints such as wellbeing check-ins, 1:1s, or additional learning support. Don't wait until a review, act on patterns.



Celebrate & Recognise

Celebration & recognition workflows that reinforce what's going well.

Build in micro-recognition moments throughout the learner journey, not just at the point of completion. Consider monthly shoutouts, internal awards, or milestone markers tied to green performance.



Visibility Tools

Better visibility tools to reduce reporting silos and surface risk.

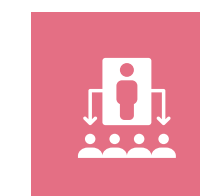
Employers using live dashboards or integrated systems are better able to track completion trends, flag delays, and unify reporting across multiple providers. A clear, consolidated view reduces risk blind spots.



Simplify Systems

Simplified systems that reduce duplication and manual burden.

Map out admin-heavy processes like onboarding or logbook tracking and explore ways to automate or centralise them. Systems should fit around the team, not the other way around.



Manager Involvement

Structured manager involvement using checklists, alerts, and guidance.

Create line manager packs with milestone expectations, feedback templates, and prompt schedules. Digital nudges can be automated based on learner stage or risk level.



Targeted Support

Targeted support plans for high-risk learner groups (e.g. subject-based).

ICT and male learners have higher dropout rates. Employers should explore mentoring, peer learning, or support sessions tailored to these groups' typical barriers.

Self-check tool

This self-assessment tool is designed to help apprenticeship managers, coordinators, and early careers teams benchmark their current approach across key areas of delivery.

This isn't about achieving perfection across every area. It's about understanding your strengths, identifying gaps, and taking meaningful steps to move your programme forward.

Use the table on the next page to reflect on your own setup and highlight areas that could benefit from refinement, additional resources, or better tooling.

This can also be a helpful framework for internal conversations or strategic planning.

Turn to **page 39** to analyse your results and explore practical next steps for building a smoother, more efficient apprenticeship programme.

SCORE = 18

Area	Foundational (1 Point)	Developing (2 Points)	Leading (3 Points)
Stakeholder Engagement	Limited or inconsistent engagement. Line managers are unaware of their role.	Some buy-in. Line managers are involved but need more guidance.	Fully embedded. Stakeholders are trained, engaged, and proactive.
Programme Structure	No clear structure. Ad hoc tracking and reviews.	Structure is in place, but not always followed consistently.	Structured, consistent, and reviewed regularly with clear milestones.
RAG Tracking & Review	RAGs are used occasionally or only at review points.	Tracked monthly. Used by admins for some early intervention.	Used weekly across teams. Tied to action escalation routes.
Recognition Strategy	Informal or irregular praise.	Recognition is based on tutor feedback or milestones.	Recognition is systematic and embedded key points in the learner journey.
Reporting & Insights	Mostly manual spreadsheets. Limited analysis.	Basic dashboards with some team access.	Centralised, real-time dashboards with role-based access.
Intervention Approach	Only escalated after drop-off or failure.	Reactive red flag interventions.	Early amber responses and predictive tools.
Learner Experience	No formal learner feedback loop.	Feedback is gathered occasionally.	Feedback informs improvement.
Provider Coordination	Ad hoc communication and duplicated effort.	Some reporting processes are shared.	Aligned schedules, shared training, consistent quality review.
Supervisor Involvement	Light or reactive input.	Prompted by RAGs or review points.	Structured check-ins and shared accountability.
Capacity & Resources	Team stretched, low bandwidth.	Managing, but with trade-offs in learner support.	Resources aligned to scale and complexity.

Area	Foundational (1 Point)	Developing (2 Points)	Leading (3 Points)
Stakeholder Engagement	Limited or inconsistent engagement. Line managers are unaware of their role.	Some buy-in. Line managers are involved but need more guidance.	Fully embedded. Stakeholders are trained, engaged, and proactive.
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Supervisor Involvement	Light or reactive input.	Prompted by RAGs or review points.	Structured check-ins and shared accountability.
Capacity & Resources	Team stretched, low bandwidth.	Managing, but with trade-offs in learner support.	Resources aligned to scale and complexity.

Score Analysis

Score	Maturity Level	What this suggests	Actions to take
10 – 15	Early-stage	Your strategy is forming. Limited structure and visibility across key areas.	<ul style="list-style-type: none">• Start with stakeholder basics, run a short session for line managers on their role.• Introduce simple RAG tracking monthly to begin identifying risk early.• Consider whether your current systems are scalable, centralising data and reducing admin can free up capacity fast.• Collect basic learner feedback quarterly to surface blind spots.• Automate one admin-heavy task (e.g. logbook tracking or progress review reminders)
16 – 24	Developing	A solid base is in place, but consistency and depth vary. Some practices may be reactive or siloed.	<ul style="list-style-type: none">• Standardise RAG usage across teams and introduce action plans linked to amber ratings.• Formalise monthly check-ins with line managers using checklists or templates.• Make use of dashboards (or explore tools that offer them) to surface risks and overdue actions.• Build in micro-recognition flows (e.g. milestone shoutouts, green streaks).• Run termly data reviews to look for completion gaps by subject, provider, or learner group.• Assign ownership for reporting and provider comms to avoid duplication.
25 – 30	High maturity	Your programme is strong, structured, and proactive. You're well-positioned to lead on outcomes.	<ul style="list-style-type: none">• Share your playbook internally, create how-to packs or internal case studies.• Experiment with predictive insights (e.g. flagging learners at risk based on RAG streaks).• Review your recognition strategy to include peer, tutor, and system-led praise.• Benchmark across departments or regions to surface variation.• Partner with providers to streamline end-to-end visibility and elevate standards.• Contribute to external forums or research to shape best practice beyond your organisation.

Conveya helps apprenticeship teams strengthen every area shown on the self-check tool, from structured tracking to early interventions and reporting.

If you'd like to see how we support teams in moving up the maturity scale, get in touch.

[Visit Conveya](#)

Final Takeaways

Employers aren't short on ambition for their apprenticeship programmes. But their biggest barriers remain time, clarity, and capacity.

As programme complexity grows, the tools and processes around it must evolve too. There's an opportunity to support these teams not just with technology, but with practical frameworks that make apprenticeship management simpler, more consistent, and more learner-focused.

The most important step is acting sooner, using the data that's already available to guide support and improve outcomes.

Want to know more about our platform insights?

Let's chat, our team would love to walk you through the data and how it could support your programme.

Head over to our website to connect with us, conveya.co.



 conveya

