



## **STANDARD ASSESSMENT SPECIFICATION**

Level 5  
Consultant/Business Partner

**Disclaimer note**

Information made accessible through this document is as provided from the current published standard and assessment plan.

Guidance throughout our specification will be subject to final amends once there is an updated published standard and assessment plan.

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## Introduction

### Innovate Awarding

Innovate Awarding is an End-point Assessment Organisation (EPAO) approved by the Education and Skills Funding Agency (ESFA) and a nationally regulated Awarding Organisation with a collaborative approach to doing business. We work with employers and training providers to deliver fit for purpose End-point Assessment and qualification services in a number of sectors.

For further information, please see our website: [www.innovateawarding.org/apprenticeship-standards/end-point-assessment](http://www.innovateawarding.org/apprenticeship-standards/end-point-assessment).

## Apprenticeship overview

The Learning and Development Practitioner apprenticeship is designed to develop the professional standard required of people working within the learning and development sector in organisations across the private, public and third sectors.

STANDARD NAME	LEARNING AND DEVELOPMENT CONSULTANT/ BUSINESS PARTNER
Level	5
Sector	Business and Administration
Programme duration	12-18 months
Minimum time on programme	12 months
EPA Duration	Up to 6 months
EPA Methods	Work-based project with Professional Discussion Presentation and Q&A based on Learning Journal
Outcomes	Fail, Pass, Merit, Distinction
External Quality Assuring Centre	Ofqual

### Who is the apprenticeship for?

A Learning & Development (L&D) Consultant/ Business Partner is accountable for ensuring L&D contributes to, and influences, improved performance in the workplace at an individual, team and organisation level. They also have the commercial responsibility to align learning needs with the strategic ambitions and objectives of the business. They are agents for change, influencing key stakeholders, making decisions and recommendations on what the business can / should do in an L&D context. They are also likely to lead on any L&D-related elements of business projects. The L&D Consultant / Partner will link the work they do to the context and strategic priorities of the business and measure the outcomes and impact of any learning interventions, to demonstrate a return on investment/expectation.

The L&D Consultant / Business Partner role exists within a range of organisations including private, public and third sector. Typically, the individual works alongside colleagues who specialise in Human Resources (i.e. employee relations, reward, recruitment), often supported by an L&D Administrator and / or L&D Practitioner. They report to a Senior L&D Manager, Head of Department or Director. In larger organisations, they may be one of a team supporting the business and may have responsibility for managing people and a budget.

## Role of Innovate Awarding

Innovate Awarding is the End-point Assessment organisation which will complete all aspects of the End-point Assessment requirements for the apprenticeship. Innovate Awarding will provide information on the processes that enable employers and training providers to support the apprentice to achieve the End-point Assessment.

## Support Materials

Support materials provided include:

- Guides for assessment methods
- Assessment specifications
- Assessment manual
- Full mock assessment documents
- Assessment guidance documents

## On Programme Requirements

The on-programme learning and development will be agreed between the training provider and employer or internally if training is delivered by an employer-training provider.

For this standard, the following are mandated:

- completion of Level 2 Literacy and Numeracy;
- completion of the Learning Journal (ready for submission to Innovate Awarding).

During the early weeks on programme, the apprentice, employer and (if applicable) appointed training provider will agree a schedule for start and completion of the agreed development to be undertaken as part of the apprenticeship. There are no qualifications mandated to complete the apprenticeship, although employers may wish to select suitable ones to support delivery. However the key is to ensure the development phase provides the support to deliver on all the skills, knowledge and behaviours required of the apprenticeship standard.

## Gateway

To qualify for End-point Assessment, the apprentice must pass through the gateway. To do this, they need to be able to evidence:

- Level 2 Literacy and Numeracy;
- Submission of the completed Learning Journal;
- Project plan synopsis.

The employer and training provider/employer training provider must confirm that all the requirements have been met and that the apprentice is ready to complete the End-point Assessment before they can pass through the gateway. This will be confirmed at the gateway sign-off and documented on 'EPA Pro'. This notifies Innovate Awarding that the apprentice is ready for End-point Assessment and the End-point Assessment planning will be organised.

## End-point Assessment

The End-point Assessment requires the apprentice to demonstrate that they have achieved all requirements of the apprenticeship standard.

### What will the End-point Assessment look like?

A planning meeting will take place once the gateway has been passed and the apprentice has been deemed ready for the End-point Assessment.

The purpose is to:

- plan when the assessments will take place
- identify what the requirements of each assessment method
- answer any questions/concerns the apprentice may have about the assessment process
- facilitate the employer's understanding of the End-point Assessment process
- aid in the preparation requirements (e.g. arranging access, facilities and resources)

### What are the “Assessment Methods”?

Achievement of this standard requires apprentices to be assessed using two assessment methods. The assessments must be completed in the order below. If the apprentice fails the work-based project with professional discussion, they can progress and complete the presentation and Q&A based on learning journal. The professional discussion and presentation should take place on the same day.

## Work-based Project with Professional Discussion

### Work-based Project

The work-based project with professional discussion is split into two components. The work-based project is a substantial piece of work requiring the apprentice to demonstrate their L&D consultancy skills in relation to a real business-related problem or objective. This must be based on an activity the apprentice has completed and cannot be simulated. It should describe what the apprentice did, how they did it and the recommendations and outcomes that resulted from the project. The apprentice must ensure that their project covers the required criteria and grading descriptors for this assessment within the amplification section below.

The project must be agreed by the employer to ensure it meets business requirements and then submitted for approval by the End-point Assessor before you begin writing your project report. The project plan must be submitted at the gateway review and the apprentice will receive approval/rejection within 7 days. If the project plan is rejected, apprentices will have 7 days to submit a new project plan for approval.

Once approved, the apprentice can commence completing their work-based project report. The report must take the form of a formal business report of 5000 words (+/-10%). The report should describe how the project was delivered, focussing on the actions and decisions taken, critically analysing the reasons for those, and the outcomes achieved.

The project will require significant research both inside the organisation and into the learning and development profession to demonstrate breadth of understanding, and the application of this research

to support the project decisions and outcomes.

The project will cover how the apprentice dealt with a significant issue facing the business/sector describing how they:

- Analysed the problem. This should include demonstrating significant consulting with relevant business stakeholders to understand the requirements of the business/team.
- Conducted relevant background research e.g. business requirements/implications, L&D/industry developments, and any regulatory requirements. This should include relevant data analysis and budgetary/resource considerations.
- Researched and developed options for potential solutions, giving reasoned explanations as to their inclusion or rejection
- Collaborated and consulted with colleagues and the business in the development of the agreed solution
- Developed the Project plan with relevant solutions looking for impacted populations and implementing change management actions as appropriate.
- Implemented the solution
- Evaluated the solution against the agreed criteria from stakeholders
- Evaluated for lessons learnt and factors to improve upon for next time.

The project should include evidence of how the project was delivered and the outcomes achieved e.g. relevant emails; evidence of return on investment/expectations; and/or client feedback. This should be included in within an appendix, which is not included in the word count.

The work-based project report must be submitted within four months of completing the gateway review. Innovate advise submitting your project earlier to ensure adequate time to complete the assessments and achieve the apprenticeship.

Innovate Awarding will provide a structured brief for the work-based project report.

## **Professional Discussion**

The professional discussion is based on the work-based project and report. The professional discussion will last for 75 minutes (+/-10%) and will be completed within four weeks of the work-based project report being submitted.

The professional discussion will consist of 10 to 12 questions asked by the End-point Assessor. These questions will be based on the submitted project. Follow up probing questions can be asked by the End-point Assessor to gain clarification of answers. Apprentices are allowed to refer to their work-based project report and appendices within the professional discussion.

## **Presentation and Q&A based on Learning Journal**

The presentation and Q&A based on a learning journal must be completed after the professional discussion and it is recommended that this occurs be on the same day. The assessment must take place within four weeks of the work-based project report being submitted. The presentation and Q&A are based on a learning journal completed by the apprentice while on programme. The learning journal must be submitted at the gateway review. The apprentice will be given at least three weeks' notice of the date of the presentation and Q&A.

The presentation will last for 25 minutes (+/-10%) and must focus on how the apprentice has demonstrated the skills, knowledge and behaviours within the standard mapped to this assessment



method (see Amplification section), giving competency-based examples on how they have demonstrated these.

The presentation should provide an example from the learning journal that best demonstrates each of the key themes below:

- New and emerging trends and developments in the L&D sector: for example, the apprentice may wish to reflect and give their assessment on the way new technologies or delivery styles support training in their workplace.
- L&D Specialisms and their business Impact: for example, they may want to consider how they have developed their specialist skills in L&D such as supporting and embedding a learning culture, facilitating social learning, how they have developed and used effective facilitation/questioning/debate; examined equality and diversity in learning policies; developed organisational plans (e.g. succession and talent planning); made decisions on learning delivery channels; worked with suppliers.
- Leadership: for example, they may wish to include feedback from their team/line reports on their leadership/management and reflect on how this may have developed/changed over time.

The apprentice can use their own creativity to select the most appropriate delivery method/s for the presentation. The End-point Assessor will assess the content and the delivery of the presentation, including delivery style, clarity and communication skills using the grading descriptors in the Assessment Plan.

Following the presentation, the apprentice will complete a question and answer session that will last for 35 minutes (+/-10%). This is designed to allow a review of the learning journal and further test the content of the presentation. The Q&A will consist of 5 to 7 questions asked by the End-point Assessor, with follow up probing questions to gain clarification of answers.



## Apprenticeship Standard Amplification

### KNOWLEDGE CRITERIA

Ref	Knowledge Criteria
K1	Evaluate a range of paradigms, theories and models that underpin effective adult learning, group behaviour and learning culture
K2	Explain legislation and policies that influence learning design and delivery
K3	Compare the merits of face-to-face, blended or digital delivery channels to influence selection of the most appropriate solution
K4	Evaluate the latest learning practice, trends and emerging thinking
K5	Explain how to positively incorporate diversity and inclusion into L&D interventions and processes
K6	Analyse change management methodologies and the principles of project management
K7	Compare a range of consultancy tools and techniques and how to provide costed recommendations and projected impact
K8	Describe your organisation's vision, mission, values, strategy, plans, stakeholders, its external market and sector and the opportunities, challenges and issues it faces
K9	Explain how business, learning and HR key performance indicators and metrics build a clear picture of how the business is performing
K10	Explain the stakeholder mapping process to define interactions with staff that are part of the learning needs analysis, design, delivery and evaluation
K11	Explain how to measure the impact, return on investment and expectation of learning on the business
K12	Explain the learning and development structure required to meet business needs and how to decide whether the requirement should be inhouse or outsourced
K13	Describe the various learning and development roles, responsibilities and skills required to design and deliver face-to-face, blended or digital solutions
K14	Explain the policies and processes required for effective organisation learning
K15	Explain how to prepare, monitor and manage a budget
K16	Evaluate how the collection of qualitative and quantitative data and information is used to analyse learning needs, implement effective delivery and measure outcomes and impact
K17	Explain how to identify sources, trends and anomalies in data/information
K18	Explain how to shape internal information systems and how they support learning
K19	Analyse how technology can support learning
K20	Compare emerging technologies that can support effective learning

## DELIVERY AND CONTENT GUIDANCE

Ref	Knowledge
K1	Apprentices will need to evaluate at least 4 theories/models that underpin effective adult learning, group behaviour and learning culture. These could include: behaviourism, cognitivism, constructivism, neuroscience. At least one theory must cover both adult learning and group behaviour.
K2	Apprentices will need to provide competency-based examples from their learning journal that will best demonstrate how they have reflected on and developed their own practice.  Legislation could include: <ul style="list-style-type: none"> <li>• The Equality Act 2010</li> <li>• The General Data Protection Regulation 2018</li> <li>• The Health and Safety (Display Screen Equipment) Regulations 1992</li> <li>• The Management of Health and Safety at Work Regulations (1999) (Management Regulations)</li> </ul>
K3	Apprentices will need to show they understand the merits of different learning channels. This could be demonstrated through reflection on how they have developed their own practice when selecting appropriate learning channels.
K4	Apprentices will need to use current research to appropriately apply best practice/best fit solutions.
K5	Apprentices must evidence how they have conducted relevant background research and why it is important. They should include evidence that they have researched and developed costed options and/or ideas for potential solutions giving reasoned explanations as to their inclusion or rejection. The apprentice must apply the current best practice referencing, within their evidence, consideration of equality and diversity requirements, making sure they positively include them in their L&D interventions and processes.
K6	Apprentices must describe change management methodologies and the principles of project management. Methodologies could include: Lewin's change management model, Nudge theory, Kotter's theory or McKinsey 7-S model.
K7	Consultancy tools could include: SWOT, 5 Whys, weighted matrix
K8	Apprentices must evidence understanding of their organisation's: <ul style="list-style-type: none"> <li>• vision</li> <li>• mission</li> <li>• values</li> <li>• strategy</li> <li>• plans</li> <li>• stakeholders</li> <li>• customers</li> <li>• competitors.</li> </ul>
K9	Apprentices must articulate how they conducted relevant background research to build a clear picture of how the business is performing and why this is important.
K10	Apprentices must include how the stakeholder mapping process is used to define interactions with staff that are part of the learning needs analysis, design, delivery and evaluation process.
K11	Apprentices must evidence understanding on how to measure success against ROI/ expectation of learning.

Ref	Knowledge
K12	Apprentices will need to explain the key components needed for a successful L&D function. This should include how specialist expertise is sourced when required.
K13	Apprentices must evidence how to support learning in the workplace through the key components for a successful L&D function and include various L&D roles, responsibilities and skills for designing and delivering face-to-face, blended or digital solutions.
K14	The apprentice must explain the policies and processes required for effective organisation learning
K15	Apprentices must explain how to monitor and manage a budget
K16	Apprentices must provide evidence on how to collect appropriate data and information and conduct relevant data analysis. This could include KPI's and metrics, benchmarking data, qualitative and quantitative data.
K17	Apprentices must evidence an understanding on how to identify sources, trends and anomalies in data/information
K18	Apprentices must explain how internal information systems can be shaped and how internal information systems can play a role to support learning
K19	Apprentices must evidence how technology can support learning. They must show an understanding of digital platforms and delivery channels
K20	Apprentices must explain new and emerging technologies that can support effective learning

## Skills Criteria

### SKILLS CRITERIA

Ref	Skills
S1	Perform as a Learning and Development Business Partner/Consultant to build insight into existing levels of capability against future requirements, identifying organisational skills gaps and risks
S2	Use a range of techniques to obtain an initial brief from internal stakeholders and investigate and analyse data to validate the need for a learning intervention
S3	Present a range of relevant and innovative solutions to gain buy-in from senior stakeholders
S4	Develop an Organisational Development / L&D / succession plan that addresses gaps and fulfils skills, resourcing, talent, and future leadership needs in the partner / business area
S5	Initiate the design of interventions and monitor implementation
S6	Foster and develop an embedded culture of learning and continuous improvement
S7	Demonstrate effective management of learning and knowledge transfer
S8	Use innovative technological solutions to facilitate collective and social learning
S9	Influence management at all levels to collaborate and take responsibility for learning initiatives
S10	Devise and manage Action Learning sets, coaching and mentoring programmes
S11	Ensure quality of learning and training delivery through providing feedback to colleagues to ensure continuous improvement of self and others
S12	Create and manage a learning and development budget/project/intervention, including the resources to deliver effectively
S13	Identify and analyse potential cost savings to ensure maximum value
S14	Effectively engage, negotiate and manage third party suppliers
S15	Build effective working relationships with business managers, peers, other learning and development functions and relevant external organisations to deliver business results
S16	Communicate confidently with people at all levels, including senior management
S17	Work with senior leaders to carry out succession planning, organisational development and talent pipeline plans
S18	Build rapport and demonstrate the use of language patterns to facilitate and encourage discussions, debate, learning and decisions
S19	Use a range of questioning and listening skills to generate brainstorming, discussion, debate, learning and decisions
S20	Manage challenging learner and group behaviours effectively

## DELIVERY CONTENT AND GUIDANCE

Ref	Skills
S1	Apprentices must evidence that their ability to analyse a problem to understand the requirements of the business/team. They must demonstrate significant communication, collaboration and consultation with relevant business stakeholders to build insight into existing levels of capability against future requirements, identifying organisational skills gaps and risks.
	The apprentice could work across the whole organisation or key functions / relevant stakeholders as appropriate
S2	Apprentices must obtain appropriate data, from a range of techniques, which they can analyse to validate the need for a learning intervention. This must be generated from an initial brief provided by internal stakeholders.
S3	Apprentices must provide evidence of giving credible, reasoned and logical explanations to gain buy-in from senior stakeholders when presenting a range of relevant and innovative solutions.
S4	Apprentices must provide evidence of where they have developed Organisational Development / L&D / Succession plans in conjunction with leaders and other departments. This should take into account changing internal and external environment, business and learner needs
S5	Apprentices must use appropriate project and/or change management principles to initiate the design of the interventions. They must monitor implementation in a way that means measurement of the success of those outcomes is possible.
S6	Apprentices will need to evidence that they have developed/undertaken at least one activity to develop/enhance the learning culture in their organisation. This may include using communication campaigns.
S7	Apprentices will need to show how learning and knowledge transfer is managed within one of the activities undertaken for developing/enhancing a learning culture in their organisation. Knowledge transfer activities could include: team or peer to peer training, forums, coaching or mentoring
S8	Apprentices will need to show they have used innovative technological solutions to facilitate collective and social learning within the activities for developing/enhancing a learning culture.
S9	Apprentices must provide evidence of significant communication, influencing management at all levels to take responsibility for learning initiatives Apprentices must demonstrate that information is shared and productive. They must show that they have built and established mutually supportive working relationships with colleagues inside and outside the L&D function to support achievement of business goals /benefits
S10	Apprentices must provide evidence to show they set up and managed Action Learning sets, coaching and mentoring programmes.
S11	Apprentices will need to show how they have undertaken/developed an activity that has enhanced the learning culture. They must evidence that they have provided feedback to colleagues that results in continuous improvement of self and others
S12	Apprentices must show they have considered and planned for budgetary and resource requirements when managing a learning and development budget/project/intervention
S13	Apprentices must show they have analysed the budgetary/resource requirements and identified and analysed potential cost savings to ensure maximum value.
S14	Apprentices must evidence that they have effectively engaged, negotiated and managed third party suppliers in regards to their role as a Learning and Development Business Partner/ Consultant.

- S15 Apprentices must deliver business results using L&D plans and solutions. They must evidence that they have built effective working relationships with business managers, peers, other learning and development functions and relevant external organisations to deliver business results, using the L&D plans and solutions.
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- S16 Apprentices must evidence that they can communicate confidently with people at all levels within the organisation, including senior management
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- S17 Apprentices will need to demonstrate how they have developed organisational plans in conjunction with leaders and other departments
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- S18 Apprentices will need to demonstrate effective use of facilitation skills to deliver learning outcomes. They must also demonstrate their relationship management skills and how these have enabled learning outcomes. They must show that they can build rapport and use language patterns to facilitate and encourage discussions, debates, learning and decisions
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- S19 Apprentices must evidence the use of at least 3 questioning techniques to generate brainstorming, discussion, debate, learning and decisions.
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- S20 Apprentices must demonstrate their ability to manage challenging learner and group behaviours in an effective manner.

## BEHAVIOUR CRITERIA

Ref	Behaviour Criteria
B1	Show pro-activity in seeking opportunities for feedback to develop business acumen, improve performance and overall capability
B2	Use appropriate probing and inquiring tools to delve deeper into opportunities, options and solutions
B3	Show the desire to understand and experiment with new ideas and techniques, identifying areas for self and wider development or improvements
B4	Act as a role model for learning within the organisation and across networks
B5	Demonstrate you are a trusted partner who acts with integrity, making sure clients, partners and learners feel heard and are confident in your own ability to deliver
B6	Enable different departments or groups to effectively work together above their own agendas and priorities
B7	Apply the commercial context, realities and drivers behind learning needs and solutions
B8	Show commitment to outcomes and impacts
B9	Develop ideas, insights and solutions for defined business benefits
B10	Show personal resilience and management of competing priorities; make sure the outcomes of work are delivered through co-design and show consideration and understanding of the impact on others
B11	Show courage and be honest with the organisation when diagnosing solutions
B12	Show skilful navigation through organisational and personal politics
B13	Show responsiveness and flexibility to changing internal and external environments and business needs
B14	Show commitment to be a role model for the learning and development profession, inspire and galvanise others around learning solutions, ensuring learning is embedded and delivers ambitious goals, outcomes and timelines

## DELIVERY CONTENT AND GUIDANCE

Ref	Behaviours
B1	Apprentices can provide examples of where their reflective activity, facilitation and/or ideas have created positive change or impact for the team, organisation or project.
B2	Apprentices must evidence their ability to use probing and inquiring tools/techniques to delve deeper into opportunities, options and solutions.
B3	Apprentices will need to show an understanding of latest learning practices, trends and emerging thinking to develop themselves and others.
B4	Apprentices must demonstrate where they acted as a role-model for learning culture and the L&D profession.
B5	Apprentices must evidence that they show sound L&D expertise and act with integrity within their team/organisation With clients, partners and learners
B6	Apprentices must evidence how they have enabled different departments or groups to work together effectively, above their own agendas and priorities



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| B7  | Apprentices must demonstrate the use of the wider understanding which affects learning needs and solutions. These must include commercial context, realities and drivers   |
| B8  | Apprentices must evidence that they have shown commitment to achieving outcomes and impacts of the L&D requirements  |
| B9  | Apprentices must show that they have developed ideas, insights and solutions that meet defined business benefits   |
| B10 | Apprentices must evidence that they have been resilient and managed competing priorities. They must also evidence that they have worked with stakeholders to deliver outcomes, while showing consideration and understanding.                            |
| B11 | Apprentices must evidence that they have shown courage and been honest with their organisation when providing solutions to L&D requirements  |
| B12 | Apprentices must evidence how they have skilfully navigated organisational and personal politics   |
| B13 | Apprentices will need to provide examples of how they responded in a flexible way to challenging or changing work environment. They should demonstrate how their response was effective.   |
| B14 | Apprentices must demonstrate where they acted as a role-model for learning culture and the L&D profession. They must evidence how they have inspired others around learning solutions while delivering ambitious goals, outcomes and achieved timelines. |

## End-point Assessment Coverage

Each End-point Assessment will cover specific criteria within the standard. This coverage is as follows. The coverage (for example – K 1, K5) is taken from the amplification above. The End-point Assessor will make the final decision as to whether or not the standard has been met.

### Work-based project with Professional Discussion

The work-based project with professional discussion will cover the following criteria of the standard:

CRITERIA TYPE	COVERAGE
Knowledge	K1, K5, K6, K7, K8, K9, K10, K11, K15, K16, K17
Skills	S1, S2, S3, S5, S9, S12, S13, S15, S19
Behaviours	B2, B5, B7, B8, B9

### Presentation and Q&A based on Learning Journal

The presentation and Q&A based on learning journal will cover the following criteria of the standard:

CRITERIA TYPE	COVERAGE
Knowledge	K2, K3, K4, K12, K13, K14, K18, K19, K20
Skills	S4, S6, S7, S8, S10, S11, S14, S16, S17, S18, S20
Behaviours	B1, B3, B4, B6, B10, B11, B12, B13, B14

## Assessment Overview

The work-based project with professional discussion must be taken before the presentation and Q&A based on learning journal can be carried out. If the apprentice does not pass the work-based project with professional discussion, they can still complete the presentation and Q&A based on learning journal. The End-point Assessor will review the evidence for each assessment component and grade the apprentice on the following scale: Fail/Pass/Distinction. The overall assessment grade will be assessed on the following scale: Fail/Pass/Merit/Distinction. The End-point Assessor will make the final decision as to whether or not the standard has been met.

All apprentices must take all elements of the End-point Assessment and achieve both components in order to achieve the apprenticeship.

To achieve a pass in either assessment, the apprentice must achieve all pass criteria for that component. To achieve a distinction in either assessment, the apprentice must achieve all pass criteria and distinction criteria for that component.

To achieve an overall merit or distinction, the project with professional discussion assessment must be graded as a distinction. Achieving a pass in the project with professional discussion will result in the overall grade being limited to a maximum of a pass.

## Grading

The marks will be combined to provide an overall grade. The grade is allocated on the following marks being achieved:

PROJECT WITH PROFESSIONAL DISCUSSION	PRESENTATION/Q&A BASED ON LEARNING JOURNAL	OVERALL GRADE
Fail in one more method or more		Fail
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Pass	Merit
Distinction	Distinction	Distinction

A final grade result is provided following overall review of apprentice performance across the two assessment methods. A final grade result cannot be provided until both assessments have been completed.

## Re-Assessment

If the apprentice fails an assessment, this will need to be completed again. For a list of the re-sit costs, please see [www.innovateawarding.org](http://www.innovateawarding.org). It is the responsibility of the employer and the employer/training provider to ensure that apprentices are ready to pass the End-point Assessments and it is expected that apprentices will pass the assessments first time.

Apprentices that require a resit or retake are allowed an additional 2 months to complete their end-point assessments, taking the total time from 5 months up to 7 months. Resits and retakes are not permitted for apprentices who have achieved an assessment and wish to achieve a higher grade. Apprentices that fail the work-based project with professional discussion must resubmit their project report and complete the professional discussion within 2 months of the fail being awarded. Apprentices that fail the presentation and Q&A based on learning journal must complete their presentation and Q&A within 1 month of the original presentation and Q&A. Apprentices that require a retake will also require a supportive action plan in place with their employer and provider.

There are no restrictions to the grade an apprentice can achieve if they are required to complete a resit or retake. If an apprentice fails a retake, they are required to complete the entirety of the End-point Assessment after a period of further learning. There is no limit to the number of retakes that an apprentice can complete.

## Internal Quality Assurance

Internal quality assurance is conducted by Innovate Awarding. All assessments completed by an apprentice are subject to Innovate Awarding's Internal Quality Assurance Policies.

## External Quality Assurance

The external quality assurance organisation for the Learning and Development Consultant / Business Partner standard is Ofqual. The external quality assurance organisation may require access to an apprentice's assessments and they may need access to speak to the apprentice directly. Innovate Awarding has a responsibility to accommodate any reasonable request made by the external quality assurance organisation.

## Further Information

[www.innovateawarding.org/apprenticeshipstandards](http://www.innovateawarding.org/apprenticeshipstandards)

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