

TIMELINE	ACTIVITY	PLANNED LEARNING HOURS
Quarter One	<ul style="list-style-type: none"> ▪ Induction and enrolment into programme ▪ Delegate joins the Institute of Leadership and Management (ILM) as an Affiliate or Associate, depending on experience. ▪ Massive Open Online Course (MOOC): Learning How to Learn. Powerful mental tools to help master tough subjects. Accredited by the University of California (San Diego). ▪ Read and reflect on ILM's Five Dimensions of Leadership programme covering authenticity, vision, achievement, ownership and collaboration. ▪ Self-assessment against ILM's MyLeadership Development Programme covering values, opportunities and development needs. ▪ Read and digest ILM's 25 of the 49 Leadership Essentials "leaflets", take the respective online self-assessments and achieve ILM badges to show that their standards have been met. ▪ Read and reflect on ILM's regular blogs & podcasts (approx. 3 per week) on leadership and topical management issues. ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. ▪ Monthly professional discussions with assessor to make progress towards achieving Level 5 Diploma in Management and Leadership. ▪ Workshop on Leading People (NCAL) including pre-reading and preparation. ▪ Building portfolio to support Level 5 Diploma in Management and Leadership. 	<p>n/a n/a</p> <p>20</p> <p>10</p> <p>3</p> <p>25</p> <p>36</p> <p>6</p> <p>3</p> <p>10</p> <p>24</p>
TOTAL OFF-JOB LEARNING QUARTER ONE		137
Quarter Two	<ul style="list-style-type: none"> ▪ Read and reflect on ILM's regular blogs & podcasts (approx. 3 per week) on leadership and topical management issues. ▪ MOOC: International Leadership and Organisational Behaviour – explores business leadership in multi-cultural environments (ideal for enhancing management and people skills relating to both staff and customers). Accredited by University of Bocconi in Milan, Italy. ▪ Read and digest ILM's 24 of the 49 Leadership Essentials "leaflets", take the respective online self-assessments 	<p>36</p> <p>16</p> <p>24</p>

	<p>and achieve ILM badges to show that their standards have been met.</p> <ul style="list-style-type: none"> ▪ E-Learning: ETF Side-by-Side online course on Prevent Duty, Safeguarding, Radicalisation and British Values. 8 ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. 6 ▪ Monthly professional discussions with assessor to make progress towards achieving Level 5 Diploma in Management and Leadership. 3 ▪ Workshop on Operational Management, Processes and Planning (NCAL) including pre-reading. 10 ▪ Building portfolio to support Level 5 Diploma in Management and Leadership. 24 	
TOTAL OFF-JOB LEARNING QUARTER TWO		127
Quarter Three	<ul style="list-style-type: none"> ▪ Read and reflect on ILM's regular blogs & podcasts (approx. 3 per week) on leadership and topical management issues. 36 ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. 6 ▪ Monthly professional discussions with assessor to make progress towards achieving Level 5 Diploma in Management and Leadership. 3 ▪ MOOC: Working in Teams – A Practical Guide. Build effective teams, be a great team player and manage team conflict. Accredited by University of Queensland, Australia. 25 ▪ Workshop on Managing People and Building Relationships, covering colleagues, customers and other stakeholders (NCAL) including pre-reading. 10 ▪ Mini-project to take on a mentoring role with internal colleagues – identification, planning, implementation (especially relevant to Diploma unit <i>Encourage Learning and Development</i>). 6 ▪ Building portfolio to support Level 5 Diploma in Management and Leadership. 24 	
TOTAL OFF-JOB LEARNING QUARTER THREE		110
Quarter Four	<ul style="list-style-type: none"> ▪ Read and reflect on ILM's regular blogs & podcasts (approx. 3 per week) on leadership and topical management issues. 36 ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. 6 ▪ Monthly professional discussions with assessor to make progress towards achieving Level 5 Diploma in Management and Leadership. 3 	

	<ul style="list-style-type: none"> ▪ MOOC: Innovation Management: Learn how to continuously approach and manage innovation. Accredited by Leeds University, England. 10 ▪ Workshop on Project Management and Time Management (NCAL) including pre-reading. 10 ▪ Prepare a project proposal – conception, initiation, definition and planning. Submit to Ops Director for approval. 10 ▪ Continue mentoring role with internal colleagues – ongoing support approx. 30 minutes per week. 6 ▪ Building portfolio to support Level 5 Diploma in Management and Leadership. 24 	
TOTAL OFF-JOB LEARNING QUARTER FOUR		105
Quarter Five	<ul style="list-style-type: none"> ▪ Read and reflect on ILM's regular blogs & podcasts (approx. 3 per week) on leadership and topical management issues. 36 ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. 6 ▪ Monthly professional discussions with assessor to make progress towards achieving Level 5 Diploma in Management and Leadership. 3 ▪ Work on project – execution of plan, performance monitoring. 30 ▪ MOOC: Inspiring Leadership Through Emotional Intelligence. Building great leadership relationships and managing change using emotional intelligence, hope, mindfulness and compassion. Accredited by Case Western Reserve University, Ohio, USA. 15 ▪ Workshop on Business Finance, Budgeting and Forecasting (NCAL &/or Fulham Shore) including pre-reading. 10 ▪ Continue mentoring role with internal colleagues – ongoing support approx. 30 minutes per week. 6 ▪ Building portfolio to support Level 5 Diploma in Management and Leadership. 24 	
TOTAL OFF-JOB LEARNING QUARTER FIVE		130
Quarter Six	<ul style="list-style-type: none"> ▪ Read and reflect on ILM's regular blogs & podcasts (approx. 3 per week) on leadership and topical management issues. 36 ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. 6 ▪ Monthly professional discussions with assessor to make progress towards achieving Level 5 Diploma in Management and Leadership. 3 ▪ Work on project – closure and evaluation. 	

	<ul style="list-style-type: none"> ▪ MOOC: Business Fundamentals: Effective Communication. Boosting personal effectiveness and improving verbal and written communication skills. Accredited by The Open University, England. ▪ Workshop on Communication and presentation Skills (NCAL) including pre-reading. ▪ Continue mentoring role with internal colleagues – ongoing support approx. 30 minutes per week. ▪ Building portfolio to support Level 5 Diploma in Management and Leadership. 	<p>10 15</p> <p>10</p> <p>6</p> <p>24</p>
TOTAL OFF-JOB LEARNING QUARTER SIX		110
Quarter Seven	<ul style="list-style-type: none"> ▪ Read and reflect on ILM's regular blogs & podcasts (approx. 3 per week) on leadership and topical management issues. ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. ▪ Monthly professional discussions with assessor to make progress towards achieving Level 5 Diploma in Management and Leadership. ▪ Workshop on Managing Self covering a reflection of achievements while on course and future planning (NCAL) including pre-reading. ▪ Continue mentoring role with internal colleagues – ongoing support approx. 30 minutes per week. ▪ Completion of portfolio to support Level 5 Diploma in Management and Leadership. ▪ Achievement of Level 5 Diploma in Management and Leadership. 	<p>36</p> <p>6</p> <p>3</p> <p>10</p> <p>6</p> <p>24</p> <p>n/a</p>
TOTAL OFF-JOB LEARNING QUARTER SEVEN		85
Quarter Eight	<ul style="list-style-type: none"> ▪ Read and reflect on ILM's regular blogs & podcasts (approx. 3 per week) on leadership and topical management issues. ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection – increased to ensure good preparation for end-point assessment. ▪ Mock knowledge test and feedback ▪ Preparation and delivery of mock presentation relating to project. ▪ Mock assessment of portfolio and appropriate question session. ▪ Mock competency-based interview. ▪ Mock professional discussion relating to CPD. 	<p>36</p> <p>12</p> <p>1</p> <p>5</p> <p>1</p> <p>1</p> <p>1</p>
TOTAL OFF-JOB LEARNING QUARTER EIGHT		57

Month 25	<ul style="list-style-type: none"> ▪ Gateway meeting to agree apprentice going forward to end-point assessment. ▪ First contact from end-point assessor to make arrangements. 	n/a n/a
Month 26	<ul style="list-style-type: none"> ▪ End-point assessment ▪ Certification ▪ Celebration of success 	n/a n/a n/a
Month 27	<ul style="list-style-type: none"> ▪ NCAL pays first year's subscription to upgrade apprentice's ILM membership to either Full or Fellow, as appropriate. 	n/a
TOTAL OFF-JOB LEARNING HOURS FOR APPRENTICESHIP		862
MINIMUM OFF-JOB LEARNING HOURS REQUIRED (20 per cent)		768
SURPLUS		94