

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. ▪ 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 12 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. ▪ Attendance at BGT Performance workshop ▪ Six peer exchange visits to support the apprentice's understanding and skills development in respect of driving performance, learning from internal competition, and inspiring team members to support business objectives. ▪ Use of <i>MyAPPrenticeship</i> – an app that supports the development of knowledge, skills and behaviours relevant to the Hospitality Manager apprenticeship standard. The focus this quarter will be on: <ul style="list-style-type: none"> - seeking opportunities to drive and support Loungers' strategic aims and business vision - implementing the operational model and objectives to promote high business standards - understanding Loungers' position in the wider hospitality industry to enhance the way managers communicate and implement strategy and business plans - using management information on performance, finance and cost to develop commercial acumen and encourage growth - thinking ahead and contingency planning ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. This will include exploration of apprenticeship standard specialist skills as appropriate – either kitchen management or food and beverage service management. 	<p>n/a</p> <p>n/a</p> <p>10</p> <p>3</p> <p>12</p> <p>36</p> <p>8</p> <p>54</p> <p>12</p> <p>6</p>
TOTAL OFF-JOB LEARNING QUARTER ONE		141
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. ▪ Read and digest ILM's 12 of the 49 Leadership Essentials "leaflets", take the respective online self-assessments and 	<p>36</p> <p>12</p>

	<p>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. 4 ▪ Attendance at BGT Hospitality workshop. 8 ▪ Six peer exchange visits to support the apprentice’s understanding and skills development in respect of improving the customer journey and inspiring team members to become passionate about deliver outstanding service. 54 ▪ Use of <i>MyAPPrenticeship</i> – an app that supports the development of knowledge, skills and behaviours relevant to the Hospitality Manager apprenticeship standard. The focus this quarter will be on: 12 <ul style="list-style-type: none"> - developing a customer focused culture that aims at exceeding expectations - understanding the consequences of failure and being able to respond positively - identifying and managing the peaks and troughs of the Loungers’ business cycle and the respective marketing strategies - using customer feedback to create a competitive edge for Loungers - championing the business through effective marketing and promotion - optimising the use of technology in the hospitality industry ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. This will include exploration of apprenticeship standard specialist skills as appropriate – either kitchen management or food and beverage service management. 6 	
TOTAL OFF-JOB LEARNING QUARTER TWO		132
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 ▪ Read and digest ILM’s 12 of the 49 Leadership Essentials “leaflets”, take the respective online self-assessments and achieve ILM badges to show that their standards have been met. 12 ▪ Attendance at BGT People and Recruitment workshops. 16 ▪ Six peer exchange visits to support the apprentice’s understanding and skills development in respect of team management, leadership styles, the company’s people strategy and communication. 54 ▪ Use of <i>MyAPPrenticeship</i> – an app that supports the development of knowledge, skills and behaviours relevant to the Hospitality Manager apprenticeship standard. The focus this quarter will be on: 12 <ul style="list-style-type: none"> - understanding and managing the Loungers’ people strategy - the different types of risks associated with people and how to mitigate them 	

	<ul style="list-style-type: none"> - championing a culture of continual development and progression - developing pride, passion and professionalism in the team - managing people performance and capability - communicating effectively with teams ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. This will include exploration of apprenticeship standard specialist skills as appropriate – either kitchen management or food and beverage service management. 	6
TOTAL OFF-JOB LEARNING QUARTER THREE		136
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. ▪ Read and digest ILM’s 13 of the 49 Leadership Essentials “leaflets”, take the respective online self-assessments and achieve ILM badges to show that their standards have been met. ▪ Attendance at BGT Leadership workshop. ▪ Six peer exchange visits to support the apprentice’s understanding and skills development in respect of team management, leadership styles, the company’s people strategy and communication. ▪ Use of <i>MyAPPrenticeship</i> – an app that supports the development of knowledge, skills and behaviours relevant to the Hospitality Manager apprenticeship standard. The focus this quarter will be on: <ul style="list-style-type: none"> - different leadership styles to motivate and inspire performance - successfully managing change to deliver business objectives - maintaining and leading a diverse workforce - reviewing, understanding and implementing environmental, legal and social responsibilities in the hospitality sector ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. This will include exploration of apprenticeship standard specialist skills as appropriate – either kitchen management or food and beverage service management. 	36 13 8 54 12 6
TOTAL OFF-JOB LEARNING QUARTER FOUR		129
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. ▪ Workshop on planning apprenticeship project, professional discussion and end point assessment ▪ Mock business project: rehearsal and preparation for end point assessment – topic identification, research, writing and presentation ▪ Six peer exchange visits to support the apprentice’s understanding and skills development in respect of team 	36 8 40 54

	<p>management, leadership styles, the company's people strategy and communication.</p> <ul style="list-style-type: none"> ▪ Use of <i>MyAPPrenticeship</i> – an app that supports the development of knowledge, skills and behaviours relevant to the Hospitality Manager apprenticeship standard. The focus this quarter will be on: <ul style="list-style-type: none"> - project planning and management - understanding and preparing for end point assessment - aiming for a distinction ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. This will focus on ensuring the apprentice is on track for a successful outcome at end point assessment. 	12
		6
TOTAL OFF-JOB LEARNING QUARTER FIVE		156
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. ▪ Mock multiple choice tests – revision and sitting ▪ Six peer exchange visits to support the apprentice's understanding and skills development in respect of team management, leadership styles, the company's people strategy and communication. ▪ Use of <i>MyAPPrenticeship</i> – an app that supports the development of knowledge, skills and behaviours relevant to the Hospitality Manager apprenticeship standard. The focus this quarter will be on: <ul style="list-style-type: none"> - reflecting on learning - taking control of the professional discussion element of end point assessment - considering next steps ▪ Monthly discussion with NCAL coach (face-to-face, Skype, phone as agreed) and reflection. This will focus on ensuring the apprentice is on track for a successful outcome at end point assessment. 	36
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TOTAL OFF-JOB LEARNING QUARTER SIX		112
Month 19	<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 20	<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		806
MINIMUM OFF-JOB LEARNING HOURS REQUIRED (20 per cent of contracted hours excluding holidays)		691
SURPLUS		115