

everyone  
ACTIVE

lifetime



**ENGAGING**

**THE TEAM**

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# HOW IS THE APPRENTICESHIP DELIVERED?

Lifetime Training takes a blended approach to fit an apprentice's learning style or the specific needs of the employer. Through a mixture of face-to-face sessions, online self-study, and online training, learners receive the support they need in a balanced way.

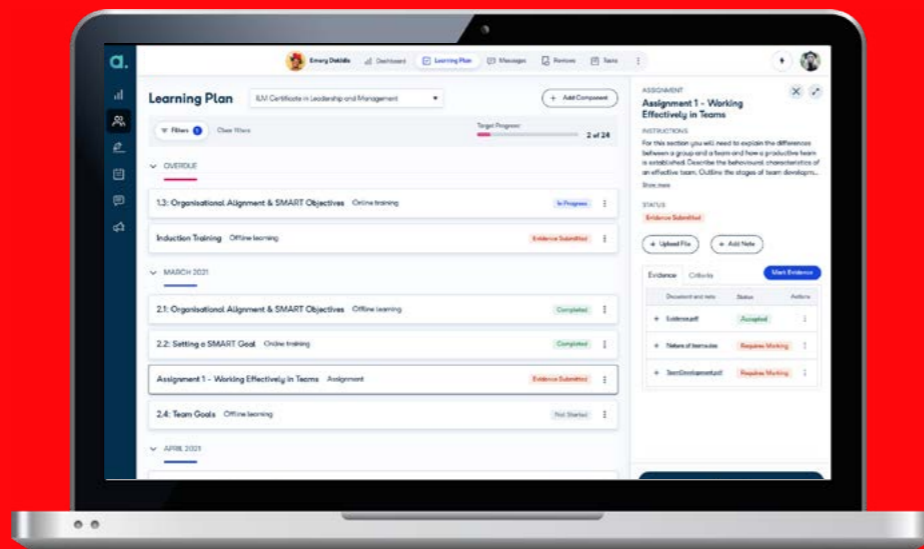
## Blended Delivery Model

An expert Learning Coach delivers the apprenticeship via 1-2-1 sessions, self-learning & virtual support. Programme length varies between 13 - 18 months + EPA.

The learner led programs offer flexibility in delivery model based on learner's skills, knowledge and needs, tailoring the approach for the individual so learning is at the right pace, is accessible and learner-centric, driving better engagement.

## Aptem

Aptem is Lifetime's online learning platform. Aptem not only provides a seamless experience for learners, from enrolment to assessment, but is also designed to make line managers' roles easier in their role supporting the apprenticeship. Aptem provides a real-time view of learner progress so line managers can see exactly how learners are progressing and support them throughout their development journey.



## Off the Job Training

**What is off the job training:**

Learners require 20% off-the-job training as part of any apprenticeship. Lifetime Training can support managers to identify and capture this training through a range of different activities.

**Examples:**

- Shadow a mentor or colleague, writing-up the instructions they have observed.
- Attend training on new internal procedures.
- Complete a role play with a colleague of a specific customer service-related task.
- Spend time with a local supplier or any in-house training on produce.
- Complete e-learning on health and safety.
- Attend any in-house training on the organisation's visions and values.

## Functional Skills

As part of your apprenticeship, you may also need to achieve qualifications in maths and English if you do not already have them. These are known as Functional Skills in England, Core Skills in Scotland and Essential Skills in Wales and Northern Ireland.

If you have completed these qualifications (or equivalent) before, you'll be exempt so long as they meet the necessary requirements. If you don't have the required level, you will be supported to achieve these during your programme.

Learner Support Tutors are used for those who require it, such as learners with additional learning or social needs as:

- ➔ Dyslexia and Dyspraxia
- ➔ Additional Social Needs
- ➔ Visual and Hearing Impairments
- ➔ Additional support for learners with English as a second language

## End Point Assessment

Your End-point Assessment will be led by Innovate Awarding. Your EPA phase begins with a Planning Meeting (phone call) with you, your Manager and Independent Assessor from Innovate. It then includes three types of assessment which will be scheduled with your Independent Assessor over a maximum 3-month period. Your Independent Assessor will then deliver your final grade, which could be a pass or distinction. If you don't quite pass first time, you will receive more training and the opportunity to re-take any of the required assessments again.

**BUSINESS**

**ADMINISTRATION**

# Customer Service Practitioner Level 2

On-site or remote, customer service practitioners provide a high quality service to their customers. Their actions influence the customer experience, delivering satisfaction and loyalty for an organisation.

## Training benefits

On completion of this 12 month standard, apprentices will demonstrate a range of excellent customer service skills and behaviours as well as product and/or service knowledge. The apprenticeship standards “knowledge, skills and behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

## What’s covered?

- **Know your customers:** Apprentices learn how to identify internal and external customers, understand their needs and expectations through appropriate methods of communication.
- **Communicate with your customers:** Apprentices explore a variety of communication and interaction methods and how they can impact customer experience.
- **The customer experience:** Apprentices learn how to create a positive customer experience and approach customer conflict.
- **Products and services:** Apprentices learn how systems, equipment and technology can both support their learning and benefit customers.
- **Understand your organisation:** Apprentices explore different types of sector organisations and get familiar with the employer brand to understand service culture.
- **Your role and responsibilities:** Apprentices learn how to set a development plan, review their progress and take on board feedback.
- **Teamwork:** Apprentices learn how to contribute to a successful team, why it’s important and how effective teamwork supports service delivery.
- **Regulations and legislation:** Apprentices discover the importance of following business legislation, the laws that Apply and their personal responsibilities.

## Assessment

Regular evaluation sessions with managers and coaches will include performance observations, Q&A sessions and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete a number of activities in between visits.

## End-point assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Customer Service Practitioner Level 2 End-point Assessment will include the following types of assessment:

- Observation of Practice
- Professional Discussion
- Apprentice Showcase

# Customer Service Specialist

## Level 3

A customer service specialist is the 'professional' for direct customer support within all sectors and organisation types. They are advocates of Customer Service who act as a referral point for dealing with more complex or technical customer requests, complaints, and queries.

### Training benefits

On completion of this 15 month standard, apprentices will demonstrate a range of excellent customer service skills and behaviours which will enable them to recommend and implement improvements to service. The apprenticeship standards "knowledge, skills and behaviours" are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

### What's covered?

- **Know your customers:** Apprentices will analyse a range of internal and external customers to identify how their behaviour may require different approaches.
- **Providing a positive customer experience:** Apprentices will explore and interpret the customer experience, to inform and influence, a positive result for overall customer satisfaction.
- **Customer service performance:** Apprentices will maintain a positive relationship even when they are unable to deliver the customer's expected outcome.
- **Customer journey:** Understand and critically evaluate the possible journeys of their customers, including challenges throughout the end-to end experience.
- **Ownership and responsibility:** Personally commit to, and take ownership for, actions that resolve customer issues and meet the satisfaction of the customer and their organisation.
- **Working with customers:** Apprentices will proactively gather customer feedback, through a variety of methods. Critically analyse, and evaluate the meaning, implication and facts to act upon it.
- **Business focused service:** Understand what continuous improvement means in a service environment, and demonstrate how they make recommendations for change that will impact their organisation.
- **Culture and environmental awareness:** Apprentices discover the importance of following business legislation, the laws that apply and their personal responsibilities.
- **Develop self:** Apprentices consider their personal goals related to service and take action towards achieving them.
- **Team work:** Apprentices will develop understanding of their business environment, culture and the position of customer service within it.
- **Equality, diversity and inclusion:** Apprentices work effectively and collaboratively with colleagues at all levels to achieve results.

### Assessment

Regular evaluation sessions with managers and coaches will include performance observations, Q&A sessions, portfolio creations, and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete a number of activities in between visits.

### End-point assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Customer Service Specialist Level 3 End-point Assessment will include the following types of assessment:

- Observation of Practice with Q&A
- Work based project, supported by an interview
- Professional discussion supported by portfolio evidence

# Business Administration

## Level 3

Business administrators have a highly transferable set of knowledge, skills and behaviours that can be applied in all sectors and support their own progression towards management responsibilities. They support and engage with different parts of the organisation with a focus on adding value contributing to the efficiency of an organisation and are expected to deliver their responsibilities efficiently and with integrity. The role involves demonstrating strong communication skills, a proactive approach to developing skills, showing initiative, managing priorities and own time, problem-solving skills, decision-making and the potential for people management.

### Training benefits

On completion of this 12-15 month standard, apprentices will demonstrate a range of excellent Administration knowledge, skills and behaviours. These are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

### What's covered?

- **IT:** Skilled in the use of multiple IT packages and systems relevant to the organisation in order to: write letters or emails, create proposals, perform financial processes, record and analyse data.
- **Record & Document Production:** Apprentices learn to produce accurate records and documents including: emails, letters, files, payments, reports and proposals. They will draft correspondence, write reports and be able to review others' work. Coach others in the processes required to complete these tasks.
- **Decision Making:** Apprentices learn how to exercise proactivity and good judgement. Make effective decisions based on sound reasoning and be able to deal with challenges in a mature way.
- **Interpersonal Skills:** Apprentices learn to build and maintain positive relationships within their own team and across the organisation. Demonstrate ability to influence and challenge appropriately and become a role model.
- **Communications:** Apprentices learn good communication skills, whether face-to-face, on the telephone, in writing or on digital platforms. Answer questions from inside and outside of the organisation, representing the organisation or department.
- **Quality:** Apprentices learn how to complete tasks to a high standard and demonstrate a level of expertise required to complete tasks and apply themselves to continuously improve their work. Review processes autonomously and make suggestions for improvements. Share best-practice and apply problem-solving skills.
- **Planning and Organisation:** Apprentices learn to take responsibility for initiating and completing tasks, manage priorities and time in order to successfully meet deadlines. Positively manage the expectations of colleagues at all levels and set a positive example for others in the workplace.
- **Project Management:** Apprentices learn to use relevant project management principles and tools to scope, plan, monitor and report. Undertakes and leads projects as and when required.

### What's covered...

- **The Organisation & Skills:** Apprentices learn to understand organisational purpose, activities, aims, values, vision for the future, resources and the way that the political/economic environment affects the organisation. They will also learn about organisational structure and how they fit within their team.
- **Regulations & Policies:** Apprentices learn to understand laws and regulations that apply to their role including data protection, health and safety, compliance etc. Support the company in applying the regulations and key business policies.
- **Stakeholders:** Apprentices learn to manage stakeholders and their differing relationships to an organisation including internal and external customers, clients and/or suppliers and foster relationships with suppliers and partner organisations.
- **Business Fundamentals:** Apprentices learn to understand the applicability of business principles such as managing change, business finances and project management.
- **Processes:** Apprentices learn the organisation's processes and are able to review processes autonomously suggesting improvements. Apply solutions-based approaches to improve business processes and help define procedures.
- **External Environment Factors:** Apprentices learn the relevant external factors e.g. market forces, policy and regulatory changes, supply chain etc. and the wider business impact.
- **Professionalism & Personal Qualities:** Apprentices learn to behave in a professional way including: personal presentation, respect, respecting and encouraging diversity to cater for wider audiences, punctuality and attitude to colleagues, customers and key stakeholders. Demonstrate integrity, reliability, self-motivation, being pro-active and a positive attitude. Take responsibility for their own work and developing their team, accept feedback in a positive way, use initiative and show resilience.
- **Adaptability & Responsibility:** Apprentices learn how to accept and deal with changing priorities related to both their own work and to the organisation. Take responsibility for team performance and quality of projects delivered.

### Assessment

Regular evaluation sessions with managers and coaches will include performance observations, Q&A sessions and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete a number of activities in-between visits.

### End-point assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Business Administrator Level 3 End-point Assessment will include the following types of assessment:

- Multiple choice scenario based test
- Project / improvement presentation
- Portfolio based interview

**ACTIVE**

**LEISURE**





# Community Activator Coach

## Level 2

The Community Activator Coach promotes, delivers and coaches fun, inclusive and engaging activities that help whole communities to change their behaviour, adopt and keep to a physically active lifestyle. The Community Activator Coach will be a positive role model who builds good rapport with customers - especially those who are young, inactive, or from low-income and marginalised communities.

### Training benefits

On completion of this 14 month standard apprentices will demonstrate excellent coaching and partnership skills and know how to make communities and lives better through physical activity, organised play and sport. The apprenticeship standards “knowledge, skills and behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

### What’s covered?

- **Professional Practice & Personal Development:** Apprentices understand the limitations and boundaries of their role, knowing when to work with specialists from other professions. They will continually reflect on their own performance to evolve their professional practice and develop mastery of the knowledge, skills and behaviours within the standard.
- **Leading Healthy Lifestyles:** Apprentices understand the role the wider sport and activity sector plays in improving the health and wellbeing of the nation and the positive environment it provides to support individuals, particularly young people, to develop, grow and be healthy both physically and mentally.
- **Understanding the Customer:** Apprentices will understand their customers and communities and the importance of using customer insight to shape provision. They will understand the different needs and priorities of their customers and how to manage their expectations.
- **Getting People Active:** Apprentices learn how to encourage long term behaviour change in their customers and support them in overcoming barriers. They learn how to effectively use social media and technology to promote participation in specific groups.
- **Coaching Sport & Physical Activity Sessions:** Apprentices learn how to plan, deliver, evaluate and reflect on physical activity sessions. They understand how to manage disruptive behaviour and develop motivational relationships with their customers.
- **Support Organisational Services:** Apprentices learn how to support their organisation to evaluate, develop and promote activities and how to work as a team member as well as using their own initiative when leading or planning activities.
- **Working in the Community:** Apprentices learn how to work in partnership and collaborate with sports clubs and other community assets to deliver engaging and sustainable opportunities for physical activity and sport in a variety of environments.

### Assessment

Regular evaluation sessions with managers and trainers will include performance observations, Q&A sessions and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete a number of activities in-between visits.

### Assessment practice

Regular evaluation sessions with managers and coaches will allow apprentices to practice end assessment activities such as practical observations, Q&A sessions, reviewing the apprentice’s portfolio of evidence and a series of professional discussions. To prepare for a final End-point Assessment apprentices will be asked to complete a number of activities in-between visits to build confidence and competence in the knowledge, skills and behaviours areas.

### End-point assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Community Activator Coach Level 2 End-point Assessment will include the following types of assessment:

- Practical Coaching Observation
- Presentation and Q&A
- Panel Interview

# Community Sports and Health Officer

## Level 3

The key role of a Community Sport and Health Officer (CSHO) is to initiate behaviour change in local residents with regards engagement in sport and physical activity across local communities. By working within and across local organisations individuals will scope, organise, and coordinate the delivery of opportunities for local communities to get more physically active.

### Training benefits

On completion of this 14-month standard apprentices will demonstrate excellent coaching and partnership skills and know how to make communities and lives better through physical activity, organised play and sport. The apprenticeship standards “knowledge, skills and behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

### What’s covered?

Physical Activity and Healthy Living in the Community – Apprentices understand the role of a of a Community Sport and Health Officer and their own personal development where they will continually reflect on their own performance to evolve their professional practice and develop mastery of the knowledge, skills and behaviours within the standard.

- **Behaviour Change:** Apprentices will understand the various communication techniques and their effectiveness to support behavioural changes and the approaches required within the targeted communities
- **Safeguarding and Safety Within the Community:** Apprentices will understand the principles of safeguarding and how to manage and challenge disruptive behaviour
- **Whole Community Activation and Engagement:** Apprentices will understand the barriers and motivation with a variety of participants and how to overcome these to increase the opportunities at site
- **Initiating Community Partnerships:** Apprentices will learn the effective communication techniques and how to build effective working relationships with key stakeholders
- **National and Local Funding Opportunities:** Apprentices will learn the funding landscape for sport and physical activities and how to prepare bids for future funding
- **Plan and Implement Activity Programmes:** Apprentices will learn how to create and write effective and engaging activities that involve others and problem-solving techniques
- **Delivering Community Sport and Health Activities:** Apprentices will learn how to deliver effective coaching sessions to engage and empower participants as well as learning how to adapt activities to meet individual’s requirements.
- **Evaluation of Community Sport and Physical Activity Programmes:** Apprentices will understand the various techniques in evaluating their activities programmes via technology that is available to them and following their organisations relevant policies and procedures
- **Workplace Project:** Apprentices will lead on a project that promotes activities within the community and links with their organisations strategic approach

### Assessment

Regular evaluation sessions with managers and trainers will include performance observations, Q&A sessions, and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete a number of activities in-between visits.

### Assessment practice

Regular evaluation sessions with managers and coaches will allow apprentices to practice end assessment activities such as practical observations, Q&A sessions, reviewing the apprentice’s portfolio of evidence and a series of professional discussions. To prepare for a final End-point Assessment apprentices will be asked to complete a number of activities in-between visits to build confidence and competence in the knowledge, skills and behaviours areas.

### End-point assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coach where entry requirements are discussed, checked, and recorded including functional skills at the required level. The Community Sports and Health officer Level 3 End-point Assessment will include the following types of assessment:

- Work based Observation
- Case Study
- Presentation and Q&A
- Panel Interview

# Leisure Team Member Level 2

The Leisure Team Member supports and enhances the delivery of the day to day operations and services within leisure and fitness facilities, undertaking a range of operational duties such as assisting with the opening and closing of the facility, carrying out routine maintenance of equipment and maintaining the cleanliness and safety of the environment.

## Training benefits

On completion of this 14-month standard apprentices will be able to act as a Lifeguard, Swimming Teacher, Gym Instructor and Group Activity Leader, knowing how to work flexibly across these roles in one shift whilst also providing excellent customer service as the first point of contact for customers. Apprentices will develop an in-depth understanding of their organisation and products and services available, being able to signpost customers to appropriate activities. They will work with empathy and professionalism, understanding how to support the needs of a wide range of customer needs and contribute to a safe and inclusive environment for physical activity.

The apprenticeship standards “knowledge, skills and behaviours” are developed throughout the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End Point Assessment.

## What’s covered?

- **Professional Practice in the fitness industry:** Apprentices understand the limitations and boundaries of their role, knowing when to work with specialists from other professions. They will continually reflect on their own performance to evolve their professional practice and develop mastery of the knowledge, skills and behaviours within the standard.
- **Lifestyle management and client consultations:** Apprentices will learn about the factors that influence a healthy lifestyle and explore the ways they can support clients to adopt and maintain a healthier active lifestyle and understand the relationship between lifestyle and health. They will understand the factors and processes involved in consulting with clients and know how to use collected information to design fitness programmes that are appropriate to the client’s needs and wants.
- **Anatomy and physiology for exercise:** This unit provides apprentices with the underpinning knowledge of the structure and functions of the key body systems, including circulatory, respiratory, skeletal, energy and nervous. Understanding how these systems work together is essential for planning and delivering safe and effective gym-based sessions.
- **Planning and delivering gym-based sessions:** Apprentices will learn how to safely and effectively instruct clients to use a wide range of gym-based equipment. They will learn how to plan a programme to meet the client’s goals using a variety of training techniques to develop all components of fitness and facilitate client’s adherence to a healthy, active lifestyle.
- **Working in leisure facilities:** Apprentices will learn how delivering effective customer service is an important part of their role and the impact it has on the organisation and its customers. They will develop an understanding of the customers using their facilities and how to meet their individual needs. Also, they will understand the importance of maintenance, standard operating procedures and cleanliness in maximising the customer experience.

## What’s covered?

- **Group activity sessions:** Apprentices will learn how to develop the skills to create and lead group activity sessions using a variety of techniques and equipment. They will develop appropriate communication methods and instructing styles and apply suitable group management techniques when instructing group activity sessions.
- Completion of the following qualifications:
  - Level 2 National Pool Lifeguard Qualification (NPLQ)
  - Level 2 Certificate in Gym Instruction
  - Level 3 Certificate in First Aid (to be taken as a standalone qualification or as part of NPLQ)
  - Level 2 Teaching Swimming

## Assessment

Regular evaluation sessions with managers and trainers will include performance observations, Q&A sessions and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete several activities in-between visits.

## End-point assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Personal Trainer End Point Assessment will include the following types of assessment:

- Practical observation with questions & answers. The observation should take 6.5 hours to complete during an 8-hour shift. (+10%). The Q & A will be a minimum of 7 questions.
- Professional discussion supported by a portfolio of evidence. The professional discussion will last for 60 minutes (+10%). There will be a minimum of 12 questions.

**Pre-requisites:** To complete this standard the following requirements are mandatory:

- Access to both wet and dry side facilities.
- Level 1 swimming teacher (required for enrolment onto Level 2 swim teacher qualification).

# Leisure Duty Manager Level 3

A Leisure Duty Manager will manage the effective day to day 'front line' operation of a leisure facility. They will provide visible leadership to a diverse range of staff such as lifeguards, receptionists, sports coaches, fitness teams and crèche workers, whilst also promoting customer well-being, and, through the services on offer encourage customers to adopt and maintain an active healthy lifestyle.

## Training benefits

On completion of this 15 month standard apprentices will demonstrate a range of leadership and management skills that will allow them to drive, develop and successfully lead a team. The apprenticeship standards "knowledge, skills and behaviours" are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

## What's covered?

- **Personal Development:** Apprentices learn how to reflect on own their performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.
- **Leisure Facility Management:** Apprentices learn how to effectively manage and deliver planned activity programmes whilst maintaining the highest standards of safety, cleanliness, security and operational efficiency within their facility.
- **Front Line People Management:** Apprentices learn how to manage staff performance and their on-going development to ensure they are motivated, efficient and operate at the highest standard.
- **Customer Service:** Apprentices learn how to drive improvements to the customer experience and ensure members of staff are fully aware of how to support diverse customers such as ethnic groups, disabled participants, adults, and young children.
- **Legal & Compliance:** Apprentices learn how to manage health and safety in accordance with legal and employer requirements for safe running of their facility and how to ensure materials and equipment are used efficiently to minimise any negative environmental impact.
- **Business Support:** Apprentices learn how to lead a team that supports the goals and brand of the organisation and how to manage and support budgets, sales targets and internal IT systems to drive the overall effectiveness of the facility.
- **Financial Responsibility:** Apprentices learn how to analyse and interpret financial reports and the importance of managing overall financial performance, achieving targets, setting budgets and monitoring expenditure.
- **Project Management:** Apprentices learn how to project plan in line with organisation's overall vision and objectives, and how to monitor progress to deliver against a project plan using relevant project management tools and take corrective action to ensure successful delivery.

## Assessment

Regular evaluation sessions with managers and coaches will include performance observations, Q&A sessions and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete a number of activities in-between visits to build confidence and competence in the knowledge, skills and behaviours areas. The following qualifications are mandatory for this Standard and must be achieved prior to the EPA.

- Level 3 Pool Plant Operator Certificate
- First Aid at Work

## End-point assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Leisure Duty Manager Level 3 End-point Assessment will include the following types of assessment:

- **Project:** Set by the assessment organisation and agreed with apprentice and the employer
- **Presentation:** Showcase of skills developed by the apprentice and personal development
- **Professional Discussion:** Evidence of occupational competence and CPD activity.

# Personal Trainer Level 3

The Personal Trainer coaches clients (on a one to one and small group basis) towards their health and fitness goals through the design of creative and personalised exercise programmes and instruction, nutritional advice and guidance on overall lifestyle management.

## Training benefits

On completion of this 12 month standard apprentices will demonstrate industry leading professional practice, providing specialist tailored advice and guidance that is within their scope of practice and will motivate clients to positively change their behaviour and improve their overall wellbeing. They will develop a comprehensive understanding of the business, finance, sales and marketing required to build and retain a stable client base. The apprenticeship standards “knowledge, skills and behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

## What’s covered?

- **Professional practice and personal development:** Apprentices understand the limitations and boundaries of their role, knowing when to work with specialists from other professions. They will continually reflect on their own performance to evolve their professional practice and develop mastery of the knowledge, skills and behaviours within the standard.
- **Client consultations:** Apprentices will understand the factors and processes involved in consulting with clients and know how to use collected information to design fitness programmes that are appropriate to the clients’ needs and wants.
- **Lifestyle management and client motivation:** Apprentices will learn about the factors that influence a healthy lifestyle and explore the ways they can support clients to adopt and maintain a healthier active lifestyle and understand the relationship between lifestyle and health.
- **Fitness testing and programme design:** Apprentices will learn how to administer appropriate lifestyle and fitness assessments and interpret the results using accepted criteria, or where appropriate, ‘norm’ ranges. They will develop the skills to create a client profile, to assist in the design of a safe and effective programme tailored to the specific needs and goals of the individual.
- **Applied anatomy and physiology:** Apprentices learn how the muscular, cardio-respiratory, skeletal, muscular, nervous, endocrine and energy systems work together to enable movement. Apprentices will understand the effect that physical activity and exercise has on these systems and how they influence our health, fitness and performance.

## What’s covered...

- **Delivering personal training sessions:** Apprentices will learn the latest fitness training methods and techniques and how to deliver these to clients through engaging, motivational training sessions. They will learn how to analyse clients’ performance and apply suitable adaptations, regressions, progressions and corrective strategies to ensure continued success.
- **Nutrition for physical activity:** Apprentices will learn the principles of nutrition to support client goals as part of an exercise and physical activity programme. Apprentices will be able to offer nutritional strategies to clients with a range of health and fitness goals within their scope of practice.
- **Long term exercise programming:** Apprentices will learn how to develop long term progressive training programmes for their clients. They will develop the skills to continuously monitor and review the effectiveness of training programmes to ensure it is engaging, varied and progressive to clients’ needs and goals, whilst following the principles of training and exercise science.
- **Functional training:** Apprentices will learn the principles of functional training and be able to instruct a range of training techniques and methods to develop movement patterns to improve everyday function and sports specific performance.
- **Training in alternative environments and small groups:** Apprentices will learn how to design and deliver sessions in environments other than the gym and not specifically designed for exercise. They will learn how to adapt the design and delivery of sessions for the use with small groups, whilst still managing individual needs and client safety at all times.
- **Business acumen for personal trainers:** Apprentices will learn the principles of setting up and running a personal training business from the creation of a business plan. Apprentices will learn the how to gain and retain clients and successfully grow their client base to achieve individual and organisational goals.

## Assessment

Regular evaluation sessions with managers and coaches will include performance observations, Q&A sessions and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete a number of activities in-between visits.

## End-point assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Personal Trainer End-point Assessment will include the following types of assessment:

- Practical observation with questions and answers
- Presentation with questions answers
- Interview

# Personal Trainer (Enhanced) Level 3

The Personal Trainer coaches clients (on a one to one and small group basis) towards their health and fitness goals through the design of creative and personalised exercise programmes and instruction, nutritional advice and overall lifestyle management.

## Training benefits

On completion of this 15 month standard apprentices will demonstrate industry leading professional practice, providing specialist tailored advice and guidance that is within their scope of practice and motivates clients to positively change their behaviour and improve their overall wellbeing. They will develop a comprehensive understanding of the business, finance, sales and marketing required to build and retain a stable client base. The apprenticeship standards “knowledge, skills and behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

## What’s covered?

- **Professional practice in the fitness industry:** Apprentices understand the limitations and boundaries of their role, knowing when to work with specialists from other professions. They will continually reflect on their own performance to evolve their professional practice and develop mastery of the knowledge, skills and behaviours within the standard.
- **Lifestyle management and client consultations:** Apprentices will learn about the factors that influence a healthy lifestyle and explore the ways they can support clients to adopt and maintain a healthier active lifestyle and understand the relationship between lifestyle and health. They will understand the factors and processes involved in consulting with clients and know how to use collected information to design fitness programmes that are appropriate to the client’s needs and wants.
- **Anatomy and physiology for exercise:** This unit provides apprentices with the underpinning knowledge of the structure and functions of the key body systems, including circulatory, respiratory, skeletal, energy and nervous. Understanding how these systems work together is essential for planning and delivering safe and effective gym-based sessions.
- **Planning and delivering gym-based sessions:** Apprentices will learn how to safely and effectively instruct clients to use a wide range of gym-based equipment. They will learn how to plan a programme to meet the client’s goals using a variety of training techniques to develop all components of fitness and facilitate client’s adherence to a healthy, active lifestyle.
- **Working in leisure facilities:** Apprentices will learn how delivering effective customer service is an important part of their role and the impact it has on the organisation and its customers. They will develop an understanding of the customers using their facilities and how to meet their individual needs. In addition, they will understand the importance of maintenance, standard operating procedures and cleanliness in maximising the customer experience.

## What’s covered...

- **Planning and preparing personal training programmes:** Apprentices will further develop their understanding of the components of healthy lifestyles and the physiological factors that can influence behaviour change. They will learn how to conduct a variety of fitness tests and adapt their communication skills, advancing their consultation skills and ability to encourage positive health and lifestyle habits.
- **Delivering personal training programmes:** Apprentices will learn how to deliver engaging, motivational personal training sessions to both individuals and small groups. They learn how to plan and deliver sessions outside of the gym environment using a range of equipment and training techniques. They will be able to deliver long term progressive training programmes for their clients, whilst continuously monitoring and reviewing their effectiveness.
- **Applied anatomy and physiology:** Apprentices will build on their current knowledge of anatomy and physiology exploring further the effect that physical activity and exercise has on each of the key body systems and how they influence health, fitness, and performance.
- **Nutrition for physical activity:** Apprentices will learn the principles of nutrition to support client goals as part of an exercise and physical activity programme. Apprentices will be able to offer nutritional strategies to clients with a range of health and fitness goals within their scope of practice.
- **Business acumen for personal trainers:** Apprentices will learn the principles of setting up and running a personal training business from the creation of a business and marketing plan. They will understand how to manage finances and implement marketing strategies to support a successful personal training business.
- **Building a client portfolio:** Apprentices will develop their understanding of how to work with a wider range of clients, including sport-specific performers, clients with low-risk health conditions, over-trained clients, sedentary clients and those recovering from injury. They will develop the skills to gain and retain clients to successfully grow their client base whilst supporting individual and organisational goals.

## Assessment

Regular evaluation sessions with managers and coaches will include performance observations, Q&A sessions and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete a number of activities in-between visits.

## End-point assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Personal Trainer End-point Assessment will include the following types of assessment:

- Practical observation with questions and answers
- Presentation with questions answers
- Interview

**LEADERSHIP**

**AND MANAGEMENT**



# Team Leader Supervisor Level 3

A team leader/supervisor is a first line manager with operational/project responsibility for managing a team. They'll provide direction, instructions and guidance through supporting, managing and developing team members, managing projects, planning and monitoring workloads and resources, delivering operational plans, resolving problems and building relationships.

## Training benefits

On completion of this 15 month standard apprentices will demonstrate a range of leadership and management skills that will allow them to drive, develop and successfully lead a team. The apprenticeship standards "knowledge, skills and behaviours" are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

## What's covered?

- **Personal Development:** Apprentices learn how to reflect on own their performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.
- **Leading and Managing People:** Apprentices learn how to communicate an organisation strategy, team purpose and adapt style to suit the audience. Support the development of a team, coaching, role modelling values and behaviour, manage change, set operational objectives and monitor progress.
- **Communication:** Apprentices learn about effective communication (verbal, non-verbal, written, digital), chairing meetings, presenting using a range of media using effective negotiation and influencing skills, managing conflict, identifying and sharing good practice.
- **Decision Making:** Apprentices learn about the use of effective problem solving techniques to make decisions based on available information and able how to escalate issues when required.
- **Operational Management:** Apprentices learn how to communicate organisational strategy and deliver against operational plans, translate goals into deliverable actions and monitor outcomes. Adapting to change, identifying challenges and solutions, organising, prioritising and allocating work, effective use of resources, collating and analysing data.
- **Project Management:** Apprentices learn how to organise and manage resources and risk, monitor progress to deliver against a project plan using relevant project management tools, and take corrective action to ensure successful delivery.
- **Finance:** Apprentices learn about the importance of manage the overall financial performance, achieving targets, analysing reports, producing financial plans and reports and how to identify and implement opportunities to increase profit and reduce waste.

## Assessment

Regular evaluation sessions with managers and coach will include performance observations, Q&A sessions and a series of professional discussions. Recommended completion of a recognised Management diploma at level 3. To prepare for a final assessment apprentices will be asked to complete a number of activities inbetween visits.

## End-point assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Team Leader Supervisor Level 3 End-point Assessment will include the following types of assessment:

- Knowledge test using scenarios and questions
- Structured competency based interview
- Assessment of portfolio of evidence
- Professional discussion relating to CPD activity



# Associate Project Manager

## Level 4

Projects can be defined and delivered within different contexts, across diverse industry sectors. They can be large or small. Every project needs to be managed to ensure its success. An associate project manager knows what needs to be achieved, how it will be achieved, how long it will take, how much it will cost, and works with the project team to achieve the required outcomes. Associate project managers need good planning, organisation, leadership, management, and communication skills. They need to utilise resources with suitable skills, qualifications, experience, and knowledge to work together in a motivated and integrated team, with clearly defined reporting lines, roles, responsibilities, and authorities. Dependent upon the size of the organisations and the complexity of projects, associate project managers' job titles will vary, but typically they can include assistant project manager, junior project manager, or project team leader. Some organisations use 'project manager' as a generic job title.

### Training benefits

On completion of this 15-month standard apprentices will demonstrate a range of project management skills that will allow them to drive, develop, and achieve successful projects. The apprenticeship standards "knowledge, skills and behaviours" are developed throughout the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice, and prepare for End Point Assessment.

### What's covered?

- **Project Context:** Apprentices will understand the different contexts in which projects can be delivered, including health, safety, and environment management. They will learn about interdependencies between projects, programmes, and portfolio management and the different phases of projects and their key review points across project life cycles.
- **Project Governance:** Apprentices will learn about the different types of organisational structures, responsibilities, functions, and phases on different types of projects, also how governance can control and manage the successful delivery of projects. It also includes the significance of the project management plan (PMP).
- **Stakeholder & Communications Management:** Apprentices will learn about stakeholders – their perspectives, interest, and levels of influence on project outcomes. They will also learn about the key contexts of a project communication plan, its effectiveness in managing different stakeholders, and factors that can affect communications such as cultural and physical barriers.
- **Leadership:** Apprentices will understand the vision and values of the project and its links to objectives, how these can be effectively communicated and reinforced to team members and stakeholders. They will learn about leadership styles and qualities and the importance of motivation on team performance.
- **Business Case & Project Finance:** Apprentices learn preparation and or maintenance of business cases including benefits management. They will understand funding, estimating, overheads (including direct, indirect, fixed & variable costs) and an overall budget for a project. They will learn about tracking systems for actual costs, accruals and committed costs; alternative cost breakdowns to provide for graphical representations, and performance management.

### What's covered...

- **Scope & Quality Management:** Apprentices learn about requirements management and evaluation of alternative methods to learn from the past to improve delivery. They will learn about project scope, change control, baseline change management, and configuration management. Apprentices will also learn about quality management processes, assurance and improvements, the outcomes of a quality management plan, and metrics for processes and quality standards.
- **Risk & Issue Management:** Apprentices gain knowledge about the need for and implementation of a risk management plan. Risk management methods and techniques to identify and prioritise threats or opportunities. Mitigation actions to minimise risk impacts and to optimise benefits by managing.
- **Consolidated Planning & Schedule Management:** Apprentices learn about purpose and formats for consolidated plans to support overall management, taking account of lessons learnt and how the plans balance fundamental components of scope, schedule, resources, budgets, risks, and quality requirements. They will also learn about scheduling and estimating for projects, progress monitoring and metrics to assess work performed against the schedule and schedule management methods to evaluate and revise activities to improve confidence in delivery.
- **Contract Management & Procurement:** Apprentices learn about the nature of contracts and their implications for contracting organisations, procurement processes, and legal and ethical means for managing contracts.
- **Resource Management:** Apprentices gain knowledge on resource analysis, resource allocation, and resource acceptance.

### Assessment

Regular evaluation sessions with managers and trainers will include performance observations, Q&A sessions, and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete a number of activities in-between visits.

### End-point assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked, and recorded including functional skills at the required level. The Associate Project Manager Level 4 End Point Assessment will include the following types of assessment:

- Presentation supported by a portfolio of evidence.
- Professional discussion supported by a portfolio of evidence.
- Before entering gateway, the apprentice will also need to have achieved a project management qualification recognised by the IPMA at level D or APM Project Management Qualification.

# Coaching Professional Level 5

A Coaching Professional can be found in all sectors, such as health, finance, engineering and manufacturing, business and professional services, education, retail, leisure, technology, manufacturing, and construction. Such sectors can be part of private, public, and third sector national and multinational organisations. The coaching sessions that are delivered by the coach can include one-to-one, team, and leadership coaching which encompass the governance to the culture including the ways of working of the organisation and professional coaching standards. The Coaching Professional Level 5 is for anyone in a role who interacts with individuals to help them identify their goals, engaging with them in meaningful, skilled, and authentic sessions. The coach (apprentice) will lead the coaching sessions through a non-directive approach assisting people (coachees), to discover their potential through profound listening and questioning. The purpose is to build up the coachees self-awareness and instil some inquisitiveness in any context from managing change and personal matters to professional performance.

## Training benefits

On completion of this 15-month standard, apprentices will demonstrate a range of excellent coaching knowledge, skills, and behaviours. These are developed throughout the programme via scheduled learning interventions with employer mentors and Lifetime's Management Development Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice, and prepare for End Point Assessment.

## What's covered?

- **Your Positive Impact:** Apprentices will be able to demonstrate an understanding of their impact on the success of themselves and individuals receiving coaching (coachees), by exploring a variety of behaviours and actions. They will gain an understanding of what CPD is and the importance of self-development/ self-reflection to maintain the required competencies and effectiveness of their own coaching practices.
- **What is Coaching:** They will acquire the knowledge of the roles and responsibilities of a coach, including maintaining good practice coaching protocols and code of conduct. They will be introduced to a coaching theory and process including communication and boundaries, with a desire to promote unconditional positive regard, non-judgementalism, and non-directiveness. They will adhere to relevant legislation, such as GDPR, safeguarding, coaching competencies, and ethics described by the professional coaching bodies. Starting to take account of how time management will be achieved through scheduling sessions, activities, and record keeping.
- **The Mind Wonder:** Here the apprentice will acquire the understanding of the skills of the coach. They will be able to recognise the energy shifts of themselves and their coaches and recognise where there may be limiting beliefs that could be stifling the individual. They will learn techniques that will allow barriers to be aired, managed, and abled within a coaching context.
- **Reflections/Triad Sessions:** During this programme, the workshops will be designed to include several 'Triads'. These are practical sessions that are held in groups of three and encompass coaching protocols, ethics, and processes. These sessions will include triads on contracting, questioning, feedback, wellbeing/ resilience, leadership/motivation, and creative coaching. These sessions will be revisited as appropriate and reflective practice will be encouraged.

## What's covered?

- **Structuring Sessions:** The apprentice will be able to grasp the crucial importance of contracting and as necessary the re-contracting to all stakeholders, exploring relevant contracting coaching models that will embody the learning and help the coachee set relevant and meaningful objectives.
- **Budding Emotions:** They will discover theories of emotional and social intelligence and be able to apply these to uncover ideas outside of core communication. They will understand themselves further following the study of these theories. Being able to build rapport and trust with others is another key element of this topic.
- **Communication Counts:** Communication is a vital component of the coaching process. The apprentice will apply proficient verbal (questioning and listening) and non-verbal communication, combined with non-judgemental approaches to feedback. They will learn about the importance of not making assumptions and begin to realise the type of coach they are. As this topic is about communication, this will positively impact relationship management.
- **Awareness & Interventions:** They will cover the meaning of personality type theories and integrate the importance of behaviours and actions towards diversity, inclusion and bias. The self-awareness subject will be revisited using models and looking at the journey from Unconscious Incompetence to Unconscious Competence. The delivery will result in the apprentice being able to apply utmost professionalism that celebrates inclusion and diversity of all types of people, considering also that their human values, personality preference, integrity, and ontology will differ from person to person.
- **Emerging in Culture & High Values:** The apprentice will look deep into the culture and values of the organisation to further understand how this impacts the behaviours of them and others. They will cover a range of theories that delve into culture and leadership styles, they will then apply their awareness to manage the effectiveness of their coaching practice in meeting objectives. They will look at how leadership and motivation techniques are acquired to help their coachees attain positive solutions.
- **Leading Coaching Outcomes:** The apprentice will understand the importance of reflective practice, recapping on the reflections of the sessions that they have been involved in; this will be supported by theories of reflection and learning practice and the basic school of psychology, NLP, including the interpretation and application of these. They will ensure that they can manage stakeholders of all levels of seniority by overcoming challenges in coaching (resistance) and engaging with all stakeholders in the coaching relationship. They will be able to adapt to using their own coherent coaching model from a contextual view of the coachee; including creative coaching sessions.

The apprentice will further evaluate their coaching effectiveness and examine the return on investment in meeting their coaching objectives.

## Assessment

Regular evaluation sessions with managers and Lifetime Management Development Coaches will include performance observations, Q&A sessions, and a series of professional discussions. To prepare for a final assessment apprentices will be asked to complete several activities in-between visits.

## End-point assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Lifetime Management Development Coach where entry requirements are discussed, checked, and recorded including functional skills at the required level. The Coaching Professional Level 5 End Point Assessment will include the following types of assessment:

- Assessment method 1: Observation with questions and answers
- Assessment method 2: Interview supported by a portfolio of evidence
- Assessment method 3: Knowledge Test Professional discussion relating to CPD activity

# Operations/ Departmental Manager Level 5

An operations/departmental manager manages teams and/or projects, achieving operational or departmental goals and objectives. They are accountable to senior management. Responsibilities may include creating & delivering operational plans, managing projects, leading & managing teams, managing change, financial and resource management, talent management, coaching and mentoring.

## Training benefits

On completion of this 18 month standard delegates will show a range of skills in creating & delivering operational plans, managing projects, leading & managing teams, managing change, financial and resource management, talent management and coaching and mentoring. The standards “knowledge, skills and behaviours” are developed through attending a series of Management Development workshops, webinar sessions and distance learning support from a Management Development Coach to facilitate preparation for End-point Assessment.

## What’s covered?

- **Leading Leaders:** Delegates learn about communicating organisational vision/goals & apply to teams. How to provide support to the team, developing the team and building an employee value proposition to enable them to manage talent.
- **Personal Development:** Delegates learn how to identify, create and drive a personal development plan through use of time management and prioritisation techniques. Reflect on own performance, working style and its impact on others.
- **Influencing & Communication:** Delegates learn how to communicate effectively (verbal, non-verbal, written, digital), chair meetings and present using a range of media, challenge and feedback. Build trust, use effective negotiation and influencing skills, manage conflict, identify and share good practice.
- **Recruitment:** Delegates learn workforce planning techniques in order to successfully recruit. How to use different methods of recruitment, advertise roles, select those appropriate for a role and legislation to adhere to.
- **Performance Management:** Delegates learn about building high performing teams, managing teams to increase performance, motivating the team and performance management techniques.
- **Leading Change:** Delegates learn about leading change within the business, managing resistance to change, change management techniques and risks in change.
- **Operational Management:** Candidates learn about inputting to strategic planning, create & deliver operational plans in line with organisational objectives and identifying/overcoming barriers. Commercial awareness identifying opportunities, setting KPIs, monitoring performance, produce management reports.
- **Finance:** Delegates learn about business finance: how to manage budgets, and financial forecasting, monitor budgets and provide reports, consider financial implications of decisions, adjust approach accordingly.
- **Project Management:** Delegates learn about setting up and managing a project using relevant tools and techniques, understand process management and risk management.

## Assessment

Regular evaluation sessions with managers and trainers will include performance observations, Q&A sessions and a series of professional discussions. Recommended completion of a recognised Management diploma at level 5. To prepare for a final assessment apprentices will be asked to complete a number of activities inbetween visits.

## End-point assessment

Delegates access End-point Assessment following a gateway discussion with their employer and Management Development Coach where entry requirements are discussed, checked and recorded including functional skills at the required level.

The Operations/Departmental Manager Level 5 End-point Assessment will include the following types of assessment:

- Knowledge test using scenarios and questions
- Structured competency-based interview
- Assessment of portfolio of evidence
- Assessment of the work-based project followed by a presentation of the project with Q&A session
- Professional discussion

# HOSPITALITY



# Hospitality Team Member

## Level 2 – Food and Beverage

Food and beverage team members will recognise the customer's needs, knowing how to match them to a products or service within the business, delivering satisfaction and loyalty for an organisation.

### Training benefits

On completion of this 12 month standard, apprentices will demonstrate excellent customer service and a range of food and beverage service styles and standards within different hospitality operations. The apprenticeship standards "knowledge, skills and behaviours" are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

### What's covered?

- **Customer:** Apprentices recognise customer profiles in hospitality and how customers have different needs while delivering excellent customer service in line with business and brand standards.
- **Business:** Apprentices know the business vision and values, its main competitors and how it fits in the wider hospitality industry while trying to increase its market share, using promotions and unique selling points.
- **People:** Apprentices understand how to work with people from a wide range of backgrounds and cultures, and the importance of using appropriate methods of communication that are suitable for different situations and individuals' needs in a variety of hospitality contexts.
- **First line supervision:** Apprentices understand how to support the supervision of new and junior team members to assist the line manager.
- **Service Styles:** Apprentices know the correct standard of service and service style within key hospitality organisations including: - Formal dining - Casual dining - Quick service dining - Carvery/buffet dining.
- **Menus:** Apprentices know the key features and ingredients of menu items including allergen information.
- **Customer dining areas:** Know how to prepare service areas and equipment for food and beverage service.
- **Food and Drink:** Apprentices know how to serve a variety of hot and cold beverages, wine and alcoholic and non-alcoholic drinks to customers.
- **Legislation:** Apprentices understand the current legislation regarding weights and measures, trades description, sale of goods and service of food and beverages.

### Assessment

Regular evaluation sessions with managers and coaches will allow apprentices to practice end assessment activities such as practical observations, Q&A sessions, reviewing the apprentice's portfolio of evidence and a series of professional discussions. To prepare for a final End-point Assessment apprentices will be asked to complete a number of activities in-between visits to build confidence and competence in the knowledge, skills and behaviours areas.

### End-point Assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Hospitality Team Member Apprenticeship Level 2 End-point Assessment will include the following types of assessment:

- Multiple Choice Questions
- Practical observation
- Professional discussion
- Business project

# Hospitality Supervisor

## Level 3 – Food and Beverage

Hospitality supervisors work across a wide variety of businesses including bars, restaurants, cafés, conference centres, banqueting venues, hotels or contract caterers. They provide vital support to management teams and are capable of independently supervising hospitality services and running shifts. They typically work under pressure delivering fantastic customer service and motivating a team is essential to their role. The majority of supervisors' skills and knowledge are the same but supervisors may specialise in specific functions or work across a variety of functions which reflect the multifunctional nature of the industry.

### Training benefits

On completion of this 12 month standard, apprentices will demonstrate how they are capable of independently supervising and motivating a team working under pressure delivering excellent customer service in a hospitality environment. The apprenticeship standards "knowledge, skills and behaviours" are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End-point Assessment.

### What's covered?

- **Business:** Apprentices understand their own role in motivating the team to work according to the business vision and values to achieve business targets. They will need to understand the financial operations of the hospitality businesses and know how to source and use financial information relating to their own area of work and can operate within budget, exercising strict resource control and minimising wastage, using appropriate techniques to manage and control costs. Understanding the legislative requirements, their implication and applications in the hospitality businesses.
- **People:** Apprentices understand how to effectively organise and coordinate a team to provide the required levels of service to meet customer demand. Set realistic but challenging objectives with the team and work continuously to accomplish the best results. Proactively encourage and monitor the development of team members. Identify procedures for disciplinary or grievance actions according to business policy.
- **Communication:** Apprentices know how to select the best methods of communication to motivate and support team members in a hospitality environment. Understand ways in which teams work together, interact and provide support to each other to meet business objectives. Communicate a vision that inspires enthusiasm and commitment to the team.
- **Customer:** Apprentices understand the importance of customer profiles, how to build them and how this enables the business to meet their needs and profitably in line with business and brand standards. Implement sales and marketing strategies in their own area, ensuring the team are fully supported to deliver them. Use own initiative to make recommendations to improve customer experience.

### What's covered?

- **Technology:** Apprentices will understand how to use available technology effectively in all work activities and performance, to support the delivery of hospitality products and services. They will encourage the learning of technologies among the team and develop a culture of embracing the new technologies where available.
- **Leadership & Management Styles:** Apprentices know the different theories, models and different leadership styles and how to select and successfully apply these to different people and situations. They will understand the effect that different leadership styles and supervisory management skills can have on the team, business area, and organisation. Understand diverse cultures, abilities and backgrounds and know what demographics of customers, staff and the local area mean in relation to business products and services.
- **Food And Beverage Supervisor:** Apprentices maintain standards in a range of settings from pubs, clubs and bars, restaurants, cafés, conference centres, banqueting venues, hotels restaurants and contract caterers. Their work can involve coordinating a range of dining experiences and styles and adapting to the ever-increasing diversity, in both food and beverage menus.

They will ensure menus and promotional materials are up to date and presented accurately to the customer by the team in line with business / brand standards and customer needs. They will be responsible for briefing the team on menu items and ensure customers are provided with helpful information and recommendations on food and beverages. They will know how to keep up to date, source information and brief the team on service re-requirements, special requests that will impact on service, promotions and details on specials, dish content and beverage product features.

### Assessment

Regular evaluation sessions with managers and coaches will allow apprentices to practice end assessment activities such as practical observations, Q&A sessions, reviewing the apprentice's portfolio of evidence and a series of professional discussions. To prepare for a final End-point Assessment apprentices will be asked to complete a number of activities in-between visits to build confidence and competence in the knowledge, skills and behaviours areas.

### End-point Assessment

Apprentices access End-point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Hospitality Supervisor Apprenticeship Level 3 End-point Assessment will include the following types of assessment:

- Multiple Choice Questions
- Practical observation
- Professional discussion
- Business project

# Production Chef

## Level 2

Production chefs work as part of a team in time-bound and often challenging kitchen environments, for example; schools, hospitals, the Armed Forces, care homes and high street casual dining or pub kitchens. They report to the senior production chef or appropriate line manager. Production chefs are likely to work with centrally developed standardised recipes and menus, producing food often in high volumes. They apply highly methodical organisational skills, energy, accuracy, attention to detail and are mindful of the importance of sustainability and protecting the environment. Production chefs maintain excellent standards of personal, food and kitchen hygiene. Adhering to menu specifications and recipes, producing food meeting portion controls, and budgetary constraints, adapting dishes to meet special dietary requirements.

### Training benefits

On completion of this 12 months standard, apprentices will demonstrate skills and techniques in producing dishes and recipe specifications. How they are capable of working as part of a team, highly methodical organisational skills paying attention to detail to adapt and produce dishes to meet special dietary requirements, following budgetary constraints.

### What's covered?

- **Kitchen Operations:** Apprentices know how to identify and respond to individuals' needs in different situations and communicate with customers and colleagues from a diverse range of backgrounds and cultures.
- **Nutrition:** Apprentices know the importance of combining nutrient groups to produce balanced menu items and dishes and how these impact on health and the benefits of a balanced diet including medical conditions such as obesity, diabetic, high cholesterol, intolerances, allergens, religious and life style choices. Understand the different dietary requirements for vulnerable, expectant mothers, young children, elderly and those who have weakened immune systems. Produce dishes to meet individual's specific dietary requirements.
- **Legal & Governance:** Apprentices understand the legal responsibilities of employers and employees, including the power of enforcement officers and the actions that can be taken in the event of noncompliance. Understand the importance of providing food allergen information to customers and which food may be common allergens on the regulatory list. Know the current legislation, regulations and procedures covering food safety, HACCP, health & safety, hazard analysis, and allergens. Operate within all regulations and legislation ensuring all legal documents are completed under legislative requirements.
- **People:** Apprentices know the correct methods of communication including verbal, written and nonverbal, and how using inappropriate methods of communication can affect colleagues and customers. Know the organisations standards for customer care and how to put it into practice and the importance of making a good first impression, making customers feel welcome and at ease. Understand the principles of customer service how to effectively communicate with customers and how individuals' impact on the customer experience. Supporting team members within your own area and across the wider business.

- **Business/Commercial:** Apprentices understand and uphold the organisations business visions, values and objectives. Understand the provenance of food commodities and the principals of ethical and sustainable resourcing, such as air miles, seasonality, local suppliers, farm to fork and nose to tail cooking. Understand how the benefits of improved sustainable and environmentally friendly practices in production kitchens. Identify current trends in food production technology (cooking equipment, stock control systems, EPOS) and how this can support the operation such as Just Eat, Deliveroo, social media for marketing, customer feedback and loyalty.
- **Personnel Development & Performance:** Apprentices know different learning styles such as visual, auditory and kinaesthetic. Understand how personnel development and performance contribute to the success of the team and organisation. How to identify to personal goals and development opportunities and the support and resources to achieve these. Recognise own strengths and weaknesses, and the benefits of self-development while working as part of a team.

### Assessment practice

Regular evaluation sessions with managers and coach will allow apprentices to practice end assessment activities such as practical observations, Q&A sessions, reviewing the apprentice's portfolio of evidence and a series of professional discussions. To prepare for a final end point assessment apprentices will be asked to complete a number of activities in-between visits to build confidence and competence in the knowledge, skills and behaviours areas.

### End-point assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Production Chef Apprenticeship Level 2 End Point Assessment will include the following types of assessment:

- Multiple choice questions
- Practical observation in a working environment
- Professional discussion

# Commis Chef

## Level 2

Commis chef prepares food and carries out basic cooking tasks under supervision of a more senior chef. They will have the opportunity to experience, consider and value each section with a view to choosing an area where they feel most inspired.

### Training benefits

On completion of this 15 month standard, apprentices will demonstrate a range of preparation and cooking methods under supervision, using a wide variety of fresh produce across a variety of sections in the kitchen. The apprenticeship standards “knowledge, skills and behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End Point Assessment.

### What’s covered?

- **People:** Apprentices know how to communicate with colleagues and team members from a diverse range of backgrounds and cultures.
- **Business:** Apprentices understand the basic costing and yield of dishes and the meaning of gross profit following instructions to meet targets and effectively control resources.
- **Food Safety:** Apprentices know how to store, prepare and cook ingredients to maintain quality, in line with food safety legislation.
- **Food Groups:** Apprentices recognise and understand sources and quality points of common food groups and commodities and the impact of seasonality on the availability, quality and price of ingredients.
- **Technical skills:** Apprentices identify traditional cuts of and basic preparation methods for meat, poultry, fish and vegetables.
- **Communication:** Apprentices understand how personal and team performance impact on the successful production of dishes and menu items.
- **Food Preparation:** Apprentices identify the principles of basic food preparation and cooking; taste; allergens; diet and nutrition.
- **Technology:** Apprentices identify the factors which influence the types of dishes and menus offered by the business.

### Assessment practice

Regular evaluation sessions with managers and coach will allow apprentices to practice end assessment activities such as practical observations, Q&A sessions, reviewing the apprentice’s portfolio of evidence and a series of professional discussions. To prepare for a final end point assessment apprentices will be asked to complete a number of activities in-between visits to build confidence and competence in the knowledge, skills and behaviours areas.

### End-point assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Learning Coach where entry requirements are discussed, checked and recorded including functional skills at the required level. The Commis Chef Apprenticeship Level 2 End Point Assessment will include the following types of assessment:

- Multiple Choice Questions
- Practical observation in a working environment
- Culinary challenge observation in a controlled environment
- Professional discussion



# Senior Production Chef

## Level 3

Senior production chefs may lead a brigade team or may support the head chef in larger establishments. Job roles include head chef, second chef, kitchen manager/supervisor, cook. They report activities to the head chef or appropriate line manager. They supervise production chef teams in a variety of kitchen environments, for example; schools, hospitals, the armed forces, care homes, and high street casual dining or pub kitchens. Senior production chefs have accountability for the day-to-day running of the kitchen service, producing, monitoring and maintaining consistent food standards, legislative requirements and quality across all areas and during all stages of production and supply.

### Training benefits

On completion of this 12 months standard, apprentices will demonstrate how they are capable of independently supervising and motivating a team while contributing to the production of centrally developed standardised recipes and menus, and dishes to meet specific dietary requirements. They will complete, monitor and maintain food safety management systems (which include delivery, storage, cooking and service) and work equipment, working under pressure delivering excellent customer service in a hospitality environment. The apprenticeship standards “knowledge, skills and behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End Point Assessment.

### What’s covered?

- **Kitchen Operations:** Apprentices know the organisation or brand specifications and how to use them to produce standardised menu items and dishes. Supervise the production of centrally developed menu items and dishes according to organisational specifications. Effectively communicate to the team par stock levels, quality points and safe storage conditions for food items. Ensure deliveries are checked and stored correctly. Know the importance of monitoring the correct use and maintenance of food production equipment and the procedure for dealing with misuse and malfunctions. Monitor the correct use and maintenance of food production equipment. Know the importance of keeping up-to-date with product range, brand development, promotions and current trends. Acquire and share with the team up-to-date information regarding product range, brand development, promotions and current trends.
- **Nutrition:** Apprentices the importance of combining nutrient groups to produce balanced menu items and dishes. Monitor the production of food to ensure clients’ needs are met and the benefits of a balanced diet for medical conditions such as obesity, intolerances, allergens, religious and life style choices. Know the importance of checking that the food production team is meeting the specific needs of individuals. Understand the industry and food trends through seasonality, provenance and environmental factors that influence the development of dishes.
- **Business/Commercial:** Apprentices the business vision, objectives and brand standards, and the importance of the team in upholding these. Effectively use techniques that support cost reduction, improve performance, revenue, and customers’ experience and how to operate efficiently to deliver profit margins, reduce wastage and support the overall financial performance of the business. Monitor costs, using forecasting to set realistic targets with the team, effectively control resource allocation, minimise wastage and use sustainable working practices. Understand financial data of different departments of a food operating business, including - sales - cost of sales - gross profit & yield - labour costs - apportioned costs (e.g. administration, marketing, rent/mortgage, insurances, energy costs, banking charges) net profit/ loss. Know the customer profile of the business, its main competitors and the business growth strategy. Risk assess situations, identifying and isolating matters of concern, by establishing the cause and intervening accordingly to minimise risk to people and organisation.

### What’s covered?

- **People:** know how to support and influence the team positively to deliver a high-quality product. Support team members to ensure the timely delivery of high-quality food to the specification required. Recognise how all teams are dependent on each other and understand the importance of teamwork both back and front of house in achieving business objectives. Maintain harmony across the team and with colleagues in other parts of the organisation, identifying and dealing with problems constructively to drive a positive outcome. Know how to work with people from a wide range of backgrounds and cultures and how local demographics may impact the product range of the business. Use effective methods of communication and operate in a fair and empathetic manner that achieves the desired result and demonstrates a customer centric culture. Identify development needs for self and team and actively encourage and support individuals to enhance their skills and knowledge. Know how to communicate knowledge to the team and support own and individuals’ development.
- **Legal & Governance:** Apprentices understand the importance of monitoring the team’s understanding and compliance with all relevant industry specific regulations, legislation and procedures. Monitor and ensure the effective implementation of food safety management systems. Monitor and ensure legislative compliance and the completion of due diligence documentation and requirements are met. Understanding the importance of health & safety and food safety practices and procedures to ensure safe preparation and cooking of food, including maintaining and storing ingredients in line with legislation.
- **Business Technology:** Apprentices understand the importance of monitoring the team’s understanding and compliance with all relevant industry specific regulations, legislation and procedures. Monitor and ensure the effective implementation of food safety management systems. Monitor and ensure legislative compliance and the completion of due diligence documentation and requirements are met. Understanding the importance of health & safety and food safety practices and procedures to ensure safe preparation and cooking of food, including maintaining and storing ingredients in line with legislation.

### Assessment

Regular evaluation sessions with managers and trainers will allow apprentices to practice end assessment activities such as practical observations, Q&A sessions, reviewing the apprentice’s portfolio of evidence and a series of professional discussions. To prepare for a final end point assessment apprentices will be asked to complete a number of activities in-between visits to build confidence and competence in the knowledge, skills and behaviours areas.

### End-point Assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Senior Chef in Production Cooking Apprenticeship Level 3 End Point Assessment will include the following types of assessment:

- Multiple Choice Question Test
- Practical observation in a working environment
- Professional discussion

# Hospitality Manager Level 4

Hospitality managers work across a huge variety of organisations including bars, restaurants, cafés, conference centres, banqueting venues, hotels and contract caterers and generally specialise in a particular area, however their core knowledge, skills and behaviours are aligned. They have a high level of responsibility and are accountable for fulfilling the business vision and objectives which requires excellent business, people and customer relation skills. Individuals in this role are highly motivated team leaders that combine a talent for management and specific industry skills and thrive on the customer facing nature of the role.

## Training benefits

On completion of this 15 month standard, apprentices will demonstrate they are highly motivated leaders with a talent for management and specific industry skills while ensuring a level of responsibility and accountability for fulfilling the business vision and objectives. The apprenticeship standards “knowledge, skills and behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End Point Assessment.

## What’s covered?

- **Business:** Apprentices manage finance and minimise costs within hospitality businesses; identify the income streams and cost centres and areas for potential waste or loss within own area of business.
- **People:** Apprentices understand how to create a people strategy and how to effectively manage recruitment, induction, team development and succession planning in a hospitality business to deliver it.
- **Customer:** Apprentices manage the impact of service failure on hospitality businesses and identify how to develop and implement successful service recovery strategies.
- **Communication:** Apprentices manage and understand how to consistently communicate and engage with people and teams.
- **Leadership:** understand the management and leadership styles and skills required in a hospitality business environment.
- **Performance Management:** Apprentices manage team performance and are responsible for them from a legal point of view as well as following company codes of practice and industry guidelines relating to people management.
- **Marketing:** Apprentices understand how to identify, support, implement and evaluate hospitality marketing, sales strategies and techniques.
- **Food and Beverage Management:** Apprentices manage the delivery of business standards in a range of settings including bars, restaurants, cafés, conference centres, banqueting venues, hotels and contract caterers.
- **Housekeeping Management:** Apprentices manage the delivery of business standards for the presentation of establishments such as hotels and other overnight accommodation, making sure that they are clean, fresh and tidy in public areas and guest accommodation.

## What’s covered?

- **Front Office Management:** Apprentices manage the delivery of the business standards for the reception function and, where relevant the nights’ team and porters, reservations for example in hotels and conference venues.
- **Concierge And Events Management:** Apprentices manage the delivery of functions often simultaneously such as business conferences, conventions, banquets or weddings. Managing meticulous coordination liaising with multiple departments across the business to meet a variety of different customer needs and expectations.
- **Hospitality Outlet Management:** Apprentices manage the operations of a hospitality retail outlet, such as quick service restaurants, branded coffee or sandwich shops. The role is often in a fast paced environment with the focus on meeting customers’ expectations of efficiency and consistency for both the products and service they receive.
- **Revenue Management:** Apprentices manage devise and implement strategies that aim to optimise revenue across the business, for example rooms, conference and events and food and beverage.
- **Kitchen Management:** Apprentices manage the delivery of consistent levels of food preparation, cooking and service, typically in high volume and often fast paced or complex production catering kitchens. High levels of financial accountability, adherence to strict procurement, stock management and food safety requirements provide a challenging environment which needs to be managed with a considerable amount of expertise.
- **Multi-functional Management:** Apprentices manage a range of different operational functions, multi-functional managers have substantial accountability and responsibility for meeting clear management objectives with their team and must balance priorities across each of the functions they are given responsibility for.

## Assessment

Regular evaluation sessions with managers and coaches will allow apprentices to practice end assessment activities such as practical observations, Q&A sessions, reviewing the apprentice’s portfolio of evidence and a series of professional discussions. To prepare for a final end point assessment apprentices will be asked to complete a number of activities in-between visits to build confidence and competence in the knowledge, skills and behaviours areas.

## End-point Assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The Hospitality Manager Level 4 End Point Assessment will include the following types of assessment:

- Multiple Choice Questions
- 360 degree appraisal still to be agreed
- Professional discussion
- Business project

# PROFESSIONAL

# SERVICES



# HR Support Level 3

People Professionals in this role are part of the HR function delivering front line support to managers and employees. Their work is likely to include handling day to day queries and providing HR advice - working on a range of HR processes such as Recruitment and Selection and Performance management. They will typically be taking ownership for providing advice to managers on a wide range of HR issues using company policy and current law, giving guidance that is compliant and where errors could expose the organisation to employment tribunals or legal risk.

## Training benefits

On completion of this 12 month standard (plus EPA), apprentices will demonstrate a range of excellent People Profession knowledge, skills and behaviours that will allow them to provide excellent service to their internal customers. The apprenticeship standards “Knowledge, Skills and Behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Lifetime Learning Coaches. Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End Point Assessment. Apprentices completing the Level 3 programme will have the option of completing their CIPD Foundation Certificate in People Practice after their End Point Assessment. They may also continue onto the HR Consultant Level 5 Programme in the future.

## What’s covered?

- **Personal Development:** Apprentices will discover techniques to manage their Self Awareness by gaining feedback from others and the process of self-reflection. Apprentices will also acquire time management techniques and learn how best to prioritise their workload which will effectively prepare them for starting their Apprenticeship journey.
- **Effective People Professionals:** The new CIPD profession map sets the international benchmark for the people profession. Apprentices will use it to better understand their role and responsibilities and how they can progress within the profession. Apprentices will appreciate what it takes to be an effective people professional by understanding the day to day needs of an organisation and complying with the CIPD code of practice.
- **Your Role in the Organisation:** Apprentices will learn how HR activities support an organisation’s strategy and assist the achievement of business objectives and vision. Apprentices will also learn about the importance of organisational change and how internal and external factors shape HR activities.
- **People Analytics:** Apprentices will cover how evidence-based practice informs measures and outcomes and how it is applied within their organisation. They will explain the importance of using data, the different types of data measurement and how these are used to inform decision making, including interpreting basic financial information using critical thinking skills and common calculations.
- **Employee Relations:** Apprentices will learn that understanding and effectively managing the employment relationship is a key part of the role of a People professional. They will understand what constitutes good practice and gain an introduction to employment law within the context of employee relations.

## What’s covered?

- **Business Partnering:** As a people professional its essential to give advice and guidance on a range of HR disciplines. Apprentices will explore areas such as recruitment and selection, managing performance and reward and benefits.
- **Career Development:** Apprentices will end the programme with exploring their next steps following their apprenticeship. Using the GROW model they will identify what their goals are, what there current reality looks like, opportunities available to them and finally what are they going to do – what actions are they going to take.

## Assessment

Regular evaluation sessions with managers and Lifetime Coaches will include professional discussions and preparation for your consultative project. To prepare for a final assessment apprentices will be asked to complete several activities in-between visits.

## End-point Assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Lifetime Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level. The HR Support Level 3 End Point Assessment will include the following types of assessment:

- Consultative Project
- Professional Discussion

# HR Consultant/Partner Level 5

The HR Consultant/Partner Apprenticeship will support a People Professional to become empowered to lead the delivery of HR solutions. Individuals in this role will use their HR expertise to provide and lead the delivery of HR solutions to business challenges, together with tailored advice to the business in several HR areas, typically to mid-level and senior managers.

The HR Consultant/Partner will have a good grounding across the whole range of HR disciplines. They will often be required to make decisions and recommendations on what the business can or should do in a specific situation. They will be influencing managers to change their thinking as well as bringing best practice into the organisation. They are also likely to lead the people related elements of business or HR projects. Whatever their role, they will need to link the work they do to the context and priorities of the business. In a larger organisation they may be one of a team supporting the business and they may also have responsibility for managing people.

## Training benefits

On completion of this 18-month standard, apprentices will demonstrate a range of excellent knowledge, skills and behaviours across their apprenticeship which will also include a CIPD Level 5 Associate Diploma in People Management.

Learning activities and coaching sessions are supported by webinars and residential skill days to support the learner to learn, practice and prepare for End Point Assessment as well as the assessments required for each CIPD unit.

## What's covered?

- **Personal Development & Valuing People:** The learner will focus on how applying core professional behaviours such as ethical practice, courage and inclusivity can build positive working relationships and support employee voice and well-being. They will consider how developing and mastering new professional behaviours and practice can impact their performance.
- **Organisational Performance & Culture in Practice:** The learner will examine the connections between organisational structure and the wider world of work in a commercial context. They will highlight the factors and trends, including the digital environment, that impact on business strategy and workforce planning, recognising the influence of culture, employee well-being and behaviour in delivering change and organisational performance.
- **Talent Management and Workforce Planning:** The learner will focus on the impact of effective workforce planning in considering the development of diverse talent pools and how to contract and onboard the workforce. They will analyse the potential cost to the organisation if this is poorly managed and the tools and interventions required to mitigate this risk.
- **Evidence-based Practice:** This topic addresses the significance of capturing robust quantitative and qualitative evidence to inform meaningful insight to influence critical thinking. It focuses on analysing evidence through an ethical lens to improve decision making and how measuring the impact of people practice is essential in creating value.

## What's covered?

- **Employment relationship management:** The learner will examine the key approaches, practices and tools to manage and enhance the employee relationship to create better working lives and the significant impact this can have on organisational performance.
- **Reward for performance and contribution:** The learner will focus on how internal and external business factors influence reward strategies and policies, the financial drivers of the organisation and the impact of reward costs. They will consider the importance of the role of people practice in supporting managers to make robust and professional reward judgements and the impact of rewarding performance.
- **Learners will also choose one of the below CIPD Optional Units:**
  - Specialist Employment Law
  - Learning and Development Essentials
  - Advances in Digital Learning & Development
  - People Management in an International Context
  - Diversity & Inclusion
  - Leadership & Management Development
  - Well-being at Work

## Assessment

Regular evaluation sessions with managers and Lifetime Learning Coaches will include reviewing of written CIPD assignments, mini work-based projects, and a series of professional discussions. CIPD assessments are completed on the programme at designated milestones with supporting webinars. To prepare for a final assessment apprentices will be asked to complete a number of activities in-between visits.

## End-point Assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Lifetime Learning Coaches where entry requirements are discussed, checked and recorded including functional skills at the required level.

The HR Consultant/Partner Level 5 End Point Assessment will include the following types of assessment:

- Consultative Project
- Professional Discussion

# Learning & Development Practitioner Level 3

The Learning and Development (L&D) Practitioner apprenticeship is designed to support an apprentice in identifying, creating, and delivering appropriate training needs. The L&D Practitioner will typically have expertise and competence in their specific field whether it be technical, vocational, or behavioural. The apprentice will link learning in their course to business objectives and performance, understanding the learning cycle and working by it.

The L&D Practitioner role typically exists in a wide range of organisations including private, public and third sector. The L&D Practitioner apprenticeship supports the learning and development (L&D) function to contribute to, and influence, improved performance in the workplace at an individual, team and organisation level.

## Training benefits

On completion of this 12-month standard (plus EPA), apprentices will demonstrate a range of excellent Learning and Development knowledge, skills, and behaviours. They will be able to support a range of training and development operations from start to finish within the company and work collaboratively with other departments in the business.

Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End Point Assessment. Apprentices completing the Level 3 programme may continue onto the Level 3 CIPD Foundation Certificate in People Practice and/or a Learning and Development Level 5 Consultant/Manager programme in the future.

## What's covered?

- **Personal Development:** Apprentices will develop their knowledge of reflective practice and professional self-awareness. They will learn about prioritising workload and the CPD process. Equality, diversity, and inclusion approach for the workplace will be introduced.
- **The People Professional:** Practitioners will become further acquainted with their responsibilities and the roles of others in teams. They will learn about professional ethics and the impact ethics has on supporting training development and supporting the wider business teams.
- **Developing as an L&D Practitioner:** Apprentices build an appreciation for business behaviours and effective communication skills. 'Behaviour for learning' theories will be introduced, and across-team interaction explored for collaborative working and mutual benefit.
- **L&D in a Business Context:** This topic builds a greater understanding of the wider business context for apprentices. They develop knowledge of their company's business needs and drivers, along with how to assist in achieving stakeholder's strategic goals. Apprentices build on the communication methods they have previously learnt and how to effectively manage change in the workplace to benefit impact at their workplace..
- **Developing a Learning Culture:** This topic considers methods to add value and benefit to their organisation. It further explores the application of learner engagement theory for best output delivery. We look at the 'Learner as an Individual' and how this impacts what method of delivery is used and considered.

## What's covered?

- **Facilitating L&D:** Apprentices develop a wide-ranging knowledge of training facilitation strategies and interaction methods. We delve into learning transfer and how this supports staff in their performance.
- **Managing Information and Technology:** This topic considers the use of data and measuring the impact of training to align with business objectives and goals. Apprentices learn how to interpret analytics and evaluate their impact on value.

## Assessment

Regular evaluation sessions with managers and Lifetime Learning Coaches will include performance reviews, written assignments, Q&A sessions, and a series of professional discussions. To prepare for final assessments, apprentices will be asked to complete activities in-between visits as well as taking part in showcase presentations.

## End-point Assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Lifetime Learning Coaches, where entry requirements are discussed, checked, and recorded including functional skills at the required level.

The Learning and Development Practitioner Level 3 End Point Assessment will include the following types of assessment:

- Work-based Project with Professional Discussion
- Presentation and Q&A based on Learning Journal

# Learning & Development Professional Level 5

The Learning and Development (L&D) Consultant/Business Partner apprenticeship supports a current L&D professional in extending their expertise for managing learning and development programmes and teams. The L&D Consultant/Business Partner will have previous expertise and competence in their specific field whether it be technical, vocational, or behavioural. The apprentice will actively link learning in their course to achieving business objectives and performance.

The L&D Consultant/Business Partner role exists in a wide range of organisations including private, public and third sector. Job titles may vary but typically include: L&D Team Lead, L&D Senior Advisor/Coordinator, L&D Manager, or Head of L&D. The L&D Consultant/Business Partner apprenticeship supports leadership in the learning and development function to contribute to, influence, and improve performance in the workplace at an individual, team and organisation level.

## Training benefits

On completion of this 18-month standard, apprentices will demonstrate a range of excellent trade supplier knowledge, skills, and behaviours. They will be able to lead, support and analyse the impact of training and development operations from start to finish within the company, working collaboratively with a range of senior stakeholders. The CIPD Level 5 Associate Diploma in Organisational Learning and Development is embedded in the programme alongside the standard.

Learning activities and coaching sessions are aligned to support the apprentice to learn, practice and prepare for End Point Assessment. Apprentices will have access to webinars, showcases and residential skills days, to deepen understanding of the curriculum and prepare for assignments and assessments.

## What's covered?

- **Personal Development & Valuing People:** Apprentices will develop their knowledge of reflective practice and professional self-awareness. They will learn how to apply ethical and inclusive values to working relationships and use these techniques to inform and support business solutions. Active roles for collaboration will be taken to enhance their skills in these areas.
- **Organisational Performance & Culture in Practice:** Consultants will be able to embed a positive culture and examine organisational and human behaviour to support this. They will evaluate the influential role they hold and assess the impact it has on the provision of people solutions. Their knowledge of organisational performance and associated priorities for their business will be explored and extended to relate to their role's influence.
- **Supporting Self-directed & Social Learning** Self-Directed and Social Learning theories will be assessed and compared with their organisation's current provision. The apprentice will develop the ability to utilise a range of theories and strategies most appropriate for building resources in training programmes according to learner needs. Apprentices will explore innovative technology in line with this and evaluate its benefit to learning development.

## What's covered?

- **Evidence-based Practice:** Consultant's critical thinking is deepened, and they are exposed to analytical tools and decision-making processes to benefit situational decision-making practice. Measurement of impact is considered, and a range of systems to support this are scrutinised to improve the consultant's understanding of their most appropriate use.
- **Learning & Development Design to Create Value:** Key factors of design and delivery are considered, and the apprentice will explore legislation and policies that influence this. The apprentice will identify the roles and responsibilities of stakeholders that influence briefing strategy. Skills are developed in applying solution provision and effective budgeting to add value to the business.
- **Facilitate Personalised & Performance-focused Learning:** Consultants will compare the merits of various facilitation techniques and platforms. They will enhance skills in managing the delivery of training and development, effectively negotiating third-party suppliers and challenges such as learner engagement and group behaviours. Strategies to support transfer for learning will be further developed and how to facilitate this culture through supporting line managers.
- **Learners will also choose one of the below CIPD Optional Units:**
  - Specialist Employment Law
  - Advances in Digital Learning & Development
  - People Management in an International Context
  - Diversity & Inclusion
  - Leadership & Management Development
  - Well-being at Work

## Assessment

Regular evaluation sessions with line managers and Lifetime Learning Coaches will include performance reviews, written CIPD assignments, mini work-based projects, Q&A sessions, and a series of professional discussions. CIPD assessments are completed on the programme at designated milestones with supporting webinars. To prepare for End Point Assessment, apprentices will be asked to complete activities in-between visits as well as taking part in showcase presentations.

## End-point Assessment

Apprentices access End Point Assessment following a gateway discussion with their employer and Lifetime Learning Coaches where entry requirements are discussed, checked, and recorded including functional skills at the required level.

The Learning and Development Consultant/Business Partner Level 5 End Point Assessment will include the following types of assessment:

- Work-based Project with Professional Discussion
- Presentation and Q&A based on Learning Journal

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