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G15 Accelerate

2022



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G15 Accelerate is a high calibre Leadership and Management Programme that launched in 2020 for Black Asian and Minority Ethnic managers who want to accelerate their career trajectory. Building on the success of the first programme, we are proud to launch the **G15 Accelerate Leadership and Management Programme 2022**, with advanced new features to deliver an inspirational learning experience to talented colleagues to learn new skills, increase confidence, influence within the sector and build connections to accelerate their career. The programme is delivered by One Academy.

London is one of most diverse cities in the world. 40.3% of Londoners are from Black, Asian and Minority Ethnic groups. As a group of London's largest housing associations, the G15 play a key role in delivering diverse and inclusive communities. As housing providers, landlords and large employers we own and manage over 650,000 homes across the country and employ over 15,000 people.

We know that diversity matters. Diversity brings many advantages to an

organisation: stronger governance, better problem-solving abilities, a wider range of perspective, ideas and experiences. We want our organisations to reflect the communities that we work in so that the decisions we make are appropriate to the diverse needs of our communities.

In April 2020 G15 CEOs collectively signed a pledge committing to a set of actions to improve the ethnic diversity of our organisations particularly at senior management, leadership and board levels. Significant progress has been made since then to cultivate change. The G15 wants to do more to cultivate change and continue this journey.

The **G15 Accelerate Programme 2022** is a unique leadership development programme that offers pathways at Level 5 and 7 to cater for the needs of managers at different stages of their career.

Both options offer the stretch and challenge needed to realise individual potential and nurture talented strategic managers leading high performing teams to deliver the best outcomes possible for residents and achieve

organisational objectives.

It seeks to support people who have the potential to shape the future of our sector, creating more diverse leadership teams within the G15, recognising that diversity brings strength and positive change.



- 1. Top level insight:** Access to practical, expert led masterclasses from Chief Executives and leaders across the G15 and learning by observing experts in action
- 2. Leadership and personal development:** Developing your own leadership style and skills to navigate the complex and political environments within organisations to get things done
- 3. Inspirational teaching and learning:** We will start with an analysis of your learning and development needs and skills so we can tailor learning content and pace of delivery to challenge and stretch you beyond your expectations. The core programme is the Leadership and Management Apprenticeship Standard developed with insight from Barclays Bank, Sainsburys, BBC, Serco, HMRC, Chartered Management Institute, Santander, Balfour Beatty, Barchester amongst others plus CMI leadership and management qualifications
- 4. E-learning:** We understand the intensity of your daily schedules so flexible ways of learning are key. Our additional e-learning will engage you in immersive, high quality bespoke online learning especially designed for the G15 Level 5 and 7 programmes including podcasts, interactive exercises, links to latest innovations in leadership and management techniques and theory
- 5. Networking:** Raising your profile through networking and sponsorship from a G15 leadership team member outside of your organisation and G15 Accelerate alumni
- 6. Peak Performance & Executive Leadership Coaching:** Access to 1-2-1 transformation and personal growth coaching provided Lorenzo Hall, creator and proprietor of Transform and Achieve
- 7. Paid time to learn:** Planned study leave during working hours to undertake the learning and development to achieve the programme.



- Level 5 or Level 7 Leadership and Management Apprenticeship Standard Certificate, depending on which pathway you choose
- Level 5 or 7 CMI Leadership and Management qualification
- An increased profile in our sector and increased confidence to achieve your career objectives
- Access to apply to the Chartered Management Institute to become a Chartered Member (CMg MCMI) or a Chartered Fellow (CMgr FCMI), depending on your experience.

What's the difference between Level 5 and Level 7?

Level 5 is designed for professionals at a middle management level and will concentrate more on aspects of direct operational management, whereas a Level 7 qualification is aimed at senior management professionals and focuses more on organisational strategy and strategic planning to achieve organisational objectives.

Programme Structure

There are three phases to the programme that need to be completed in a specific sequence in order to achieve the programme:

Phase 1

This is known as the Practical Period when the theory learning and building a portfolio of evidence to demonstrate competence covering the knowledge, skills and behaviours is completed. Delivery of learning covers both the Leadership and Management Standard and the CMI optional qualification.

Phase 2

This involves the Entry to Gateway, at this point there is a tripartite agreement that all gateway requirements have been met and you are ready to move on to the final assessment. English and Mathematics qualifications must be achieved if you are not exempt.

Phase 3

This involves preparation for End Point Assessment during which time you will complete a mock and receive 1-2-1 coaching to enable you to complete the assessments successfully.



The G15 Accelerate 2022 Leadership and Management Programme learning journey at a glance

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Training Practical Period 12-20 months



On and off the job training to develop knowledge and competencies



Produce portfolio of evidence to demonstrate knowledge, skills and behaviours



Maths and English level 2 learning, skills and behaviours



Vocational qualification if required

Entry to Gateway After 12-20 months



Completed portfolio of evidence



Completed vocational qualification if require



Maths and English level 2



Employer, apprentice, training provider sign gateway declaration

End Point Assessment



2-4 months coaching support and mock to prepare for end point assessment



Final assessments are carried out by a independent assessor



Typical end point assessment methods include an interview with an independent, project presentation, written report, and observation, exam



**G15
Accelerate**

The G15 Accelerate 2022 Leadership and Management Programme



20% Off-the-Job Training

This programme is funded through the Apprenticeship Levy governed by the Education Skills Funding Agency. The rules require you to be given the equivalent of 20% of paid working hours to participate in off-the-job learning and development. It is learning which is undertaken outside of the normal day-to-day working routine and contributes to the achievement of an apprenticeship. We will work with each organisation to ensure the off the job training programme is bespoke to the business and will map to the 20% OJT to meet both the your needs and the flexibility required by your organisation whilst also ensuring compliance with the ESFA guidance.

Who should apply for the G15 Accelerate 2022 Programme?

This programme is for operational managers and heads of service from Black, Asian and Minority Ethnic communities who want to develop world class management skills and become inspiring and strategic leaders. For this programme, our focus is to address under-representation at leadership level. The programme will explore the challenges experienced by ethnic minority colleagues and also provide the toolkits and support to develop their brand unique style of leadership that integrates their perspectives, ideas and experience and raise their profile.

Why choose G15 Accelerate 2022 Programme?

This year we are offering Level 5 and Level 7 Leadership and Management Pathways with a value added option to include CMI accredited qualifications for additional stretch and challenge.

We will provide you with expert guidance to choose the level and pathway that best suits your needs and aspirations. Learning is delivered flexibly to fit around the demands of your organisation and your role. We will agree a study leave plan to accommodate your time to learn with you and your line manager.

You will link theory and research to management practice by applying what you learn to your current role and workplace. Professional Coaches with research and management expertise and links with industry will guide your learning to unlock your potential and help expand your network.

Testimonies from G15 Accelerate Alumni

"I have really enjoyed our sessions and you have kept me going. Yes, I can confirm that I have been promoted to Head of Service."

"I have changed and grown as an individual and my confidence has rocketed. I now feel I am empowered to challenge back at times, armed with the leadership skills that this programme has taught me."

Progression

G15 leaders are committed to opening up progression pathways within organisations as part of succession planning and career progression opportunities for graduates.

Our Commitment to Delivering a High Quality and Outstanding Customer Experience

We will:

Design a tailored programme that responds to your individual training needs and aligns with your organisation's strategic goals.

Deliver an innovative, relevant and vibrant learning experience for you supported by robust processes and well organised programme delivery provided by qualified Professional Coaches with leadership and management expertise

Develop strong leaders with increased confidence and capacity to lead high performing teams.

Improve by being held to account for the quality of the programme by reviewing the effectiveness of the programme, responding to feedback and implementing developments/improvements to ensure needs and expectations are met.

What will you study?

The G15 Accelerate Programme 2022 Level 5 and Level 7 Leadership and Management Pathways/Programmes are delivered through a mixture of masterclasses with CEOs, coaching and dynamic interactive workshops. You will learn a broad range of skills and theory, develop the knowledge needed to navigate the workplace, challenge barriers; how to play to your strengths, leverage self-awareness as a tool for personal development and embark on a learning journey with a cohort of peers who share leadership ambitions.



"If you are eligible, then the question really is not asking yourself why you should do it? But one of why you should not! Beyond its powerful cause, there is learning to be had, connections to be made, and an incredible journey of both self-discovery and development ahead.

It is a cause more than a course, don't wait for the change, use and enjoy this amazing platform, become it!"

Asif Khan Head of Asset Management at Notting Hill Genesis



G15 Accelerate

Level 5 Departmental and Operational Leadership and Management Standard Pathway

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Who is it for?

The Level 5 programme is aimed at G15 managers who manage teams and projects, and achieving operational or departmental goals and objectives, are looking to take the next step into a higher level leadership role. An operational management role is likely to be accountable to a more senior strategic manager.

Upon completion of the programme you will achieve:

Level 5 Departmental/Operational Leadership and Management Standard Certificate

CMI Level 5 Certificate in Leadership and Management (optional)

Professional registration links: Member of CMI (MCMI) Foundation Chartered Manager (fCMgr)

Programme Summary

The Level 5 Departmental and Operational Leadership and Management Standard is delivered over 15-18 months and consists of 12 modules (not including the CMI qualification) covering knowledge and theory, practical skills and professional behaviours divided into four key themes of learning:

- Organisational performance – delivering results
- Interpersonal excellence – managing people and developing relationships
- Personal effectiveness – managing self
- Professionalism – accountability, inclusion and agility

Value added:

You also have the option of completing the CMI Level 5 Certificate in Leadership and Management qualification for increase stretch and challenge. This will extend your programme for up to 2-4 months in total and involve completing two to three additional modules of learning and assessment. Delivery of learning covers both qualifications.

Programme Content

Level 5 Operational and Departmental Leadership and Management Standard Certificate

Theoretical Knowledge and Skills covering

Theme: Organisational Performance – Delivering Results

- Operational Management
- Strategic Project management
- Finance

Theme: Interpersonal excellence – managing people and developing relationships

- Leading People
- Managing People
- Building and Maintaining Strategic Relationships
- Communication

Theme: Personal effectiveness – Managing Self

- Self-Awareness
- Management of self
- Decision making

Theme: Professional Behaviours

- Professionalism
- Responsibility and being accountable

Level 5 CMI Certificate in Leadership and Management Optional Qualification

This qualification aligns to the Level 5 Operations/Departmental Standard knowledge, skills and professional behaviours. It is an optional part of the programme to increase stretch and challenge. This will involve completing a minimum of two units extending your programme to approximately 20 months in total. Delivery of learning is integrated meaning it covers both qualifications, so you are clear how the qualifications are mapped to each other.

Units cover the following topics:

- Principles of Management and Leadership in an organisational context
- Principles of developing, managing and leading individuals and teams to achieve success
- Managing stakeholder relationships
- Managing projects to achieve results
- Managing change
- Creating and delivering operational plans
- Managing finance

How will you achieve your Level 5 Leadership and Management Programme?

Level 5 Operational and Departmental Leadership and Management Standard Certificate Methods of Assessment

The end-point assessment involves an assessment of your portfolio of evidence which is collated whilst on-programme: an online knowledge test; submission of a work-based project report; presentation of a work-based project and question/answer session; a competency-based interview; and a professional discussion relating to the apprentice's Continual Professional Development Log.

Level 5 CMI Certificate in Leadership and Management Optional Qualification

Methods of Assessment

To achieve this qualification, you will complete additional assignments and include these in your portfolio evidence.

Completed assignments count towards/mapped to the Level 5 Departmental and Operational Leadership and Management Standard to streamline assessment for efficiency and reduce the volume of written work you need to produce.

You will find the list of units and credits on page 18.



Level 7 Senior Leadership Standard Pathway

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Who is it for?

The Senior Leader Pathway is a transformational programme for managers who want to accelerate their careers. It is designed to further develop the strategic leadership knowledge and skills of those responsible for the overall performance and long-term sustainability of their area of responsibility within their organisation. It is intended for any individual with at least five years management experience preparing to move into a senior or strategic management role with significant complex responsibilities, such as setting strategy, direction and vision, for providing a clear sense of purpose and driving strategic intent. This programme covers a spectrum of key areas of knowledge and skills, including organisational strategy, financial decision making, digital disruption and innovation, risk management, and ethical practice.

Upon completion of the programme you will achieve:

Level 7 Senior Leader Apprenticeship Standard Certificate

CMI Level 7 Certificate in Strategic Management & Leadership Practice

Chartered Manager or Chartered Fellow status

Programme Summary

The Level 7 Senior Leader Standard is delivered at post-graduate level over 18 - 24 months covering knowledge and theory, practical skills and professional behaviours these key areas of learning:

- Leadership in practice
- Developing agile and collaborative cultures
- Strategic management
- Managing in an international/ intercultural context
- Managing people
- Finance for strategic decision making

- Marketing
- Managing in a changing world.
- Change management
- Project management
- Practice-based reflection

Value added:

You also have the option of completing the CMI Level 7 Certificate in Leadership and Management qualification for increase stretch and challenge. This will extend your programme by up to 2-4 months in total and involve completing additional modules of learning and assessment. Delivery of learning covers both qualifications.

Programme Content

Level 7 Senior Leadership Standard Certificate

Theoretical Knowledge and Skills Modules

- Developing organisational strategy
- Problem-solving and crisis communications
- Developing your brand of communication
- Developing a marketing strategy
- Strategic leadership, ethics and organisational behaviour
- Innovation, Disruptive technologies
- Managing Change
- Enterprise, Decision Making and Risk Management
- Financial Strategy and Governance for Leaders

Professional Behaviours

Professional behaviours will be embedded in learning delivery throughout the programme as fundamental to leading others, cooperation and effective team working with wider teams within your organisation.

The focus is on:

- Working collaboratively enabling empowerment and delegation
- Taking personal accountability aligned to clear values.
- Curious and innovative - exploring areas of ambiguity and complexity and finding creative solutions.
- Value difference and champion diversity.
- Seek continuous professional development opportunities for self and wider team

CMI Level 7 Certificate in Leadership and Management Optional Qualification

This qualification aligns to the Level 7 Senior Leader Standard knowledge, skills and professional behaviours. It is an optional part of the programme to increase stretch and challenge. This will involve completing a minimum of two units extending your programme to 24 months in total. Delivery of learning is integrated meaning it covers both qualifications, so you are clear how the qualifications are mapped to each other.

Units cover the following topics:

- Strategic Leadership
- Leading and Developing People to Optimise Performance
- Developing Organisational Strategy
- Leading Strategic Change
- Finance for Strategic Leaders
- Strategic Risk Management
- Personal and Professional Development for Strategic Leaders.



How will you achieve your Level 7 Senior Leader programme?

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Level 7 Senior Leadership Standard Certificate Methods of Assessment

The end point assessment for the Senior Leader Certificate involves producing a showcase portfolio and production of a strategic business proposal based on a work based project, including a report, presentation and questioning;

A professional discussion based on a review of a portfolio of evidence. It takes place between you and the Independent Assessor.

Level 7 CMI Certificate in Leadership and Management methods of assessment

To achieve the Level 7 CMI Certificate in Leadership and Management you will complete assignments and produce portfolio evidence. Completed assignments count towards the Level 7 Senior Leader Standard Certificate to streamline assessment for efficiency and reduce the volume of written work you need to produce. You will find the list of units and credits on page 18.

How will you learn?

One of the main aims of the programme is for you to progress your individual development and career as well as leading and inspiring teams, nurturing talent for the future of our sector and achieve your organisation's business objectives. The strategic, comprehensive approach to learning and teaching supports this fully. The programme is delivered in an intensive dynamic learning environment to support your completion of the programme.

We will hold monthly full day workshops where you will meet other participants on the programme and learn from

the programme coach in structured, innovative and dynamic learning environment. You will engage in reflective practice - reflection is a powerful process through which you will gain a deeper understanding of the challenges you face, enabling you to manage change and evaluate your effectiveness and decisions to optimise your performance.

Teaching is structured to encourage you to analyse complex problems, evaluate opportunities and risks, propose solutions and plan their implementation. All teaching draws on current management research and practice. The pace of learning enables you to focus on your learning, then apply what you've learnt in the workplace.

The G15 Accelerate peer group will be drawn from a range of business areas and experiences, which will contribute to a highly interactive learning environment. By involving Chief Executives and Directors from across the G15, greater insight into the implementation of theory is gained.

Masterclasses

These sessions will be delivered by G15 senior leaders and CEOs to enhance the learning experience as well as offering a range of practical, expert-led online workshops covering topics that link to key leadership and management themes of the programme.

Functional Skills English and Mathematics

If you hold Level 2 English and Mathematics qualifications you will be exempt from functional skills learning providing you are able to produce certificates as evidence of achievement.

If you do not hold Level 2 qualifications, you will benefit from strong learner centred teaching and learning delivered as additional sessions for approximately 4 to 12 weeks depending on your existing skills to ensure you achieve these mandatory components of the programme.

Delivery will include flexible options to master the application of mathematical and English skills and apply them to real life scenarios, especially confidence to interpret and analyse data.

This means drawing out where Maths and English naturally arises within the vocational training content and delivering the related underlying Maths and English skills.



How we will Support you to achieve?



Support to Achieve

From the start of the programme you will receive the following additional support that responds to your specific learning and training needs:

1-2-1 Coaching

You will be appointed with a Professional Coach who facilitates learning within the modules at each stage of the programme through workshop delivery and one-to-one support and feedback. Your coach helps to integrate learning into the workplace across the entire programme and supports the delivery of the work-based learning aspects of the programme.

Your Professional Coach will provide 1-2-1 support every month between training sessions either in the workplace (or through a virtual meeting) to coach you through the programme, plan and carry out assessments with you and to support portfolio development and EPA preparation.

1-2-1 Assessment

Your Professional Coach will support you to produce a portfolio of evidence to demonstrate your theoretical knowledge, skills and professional behaviours during the practical phase of the programme. They agree individualised assessment plans and methods of assessment to suit your needs and enable you to achieve.

Methods include written assignments that can take the form of an essay, report or case study analysis.

Additional methods include observation of performance and competence in the workplace, witness testimonies, work products and professional discussions.

You'll also get regular feedback on your development throughout the course.

Progress Reviews

A tripartite meeting between you, your line manager and your Professional Coach will take place every 12 weeks to

review your progress. The meeting is an equal forum to discuss progress and ensure you are positively and effectively guided and supported to successfully move through every stage of the Programme to achievement.

As well as discussing progress these meetings maintain consistent communication and ensure a strong supportive link between G15 Accelerate, you and your employer. We believe that the maintenance of safe and healthy settings that foster the physical, intellectual, social, emotional, moral and spiritual development of delegates is crucial.

Additional Learning Support

One Academy is committed to equality and diversity. We will understand the type of additional support that you may need to enable you to achieve. If you have a disability, a learning difficulty, a health issue or other support needs, we will make every effort to provide for your needs to help you succeed in learning. Through initial assessment and your 1-2-1 interview we will be able to identify Additional Learning Support (ALS) needs and requirements. This information is kept confidential.

Here are some examples of assistance that can be provided:

- Extra assistance during learning sessions
- Extra time in exams or assessments
- Equipment
- Extra help or tutorials for English, Maths or study skills

Safe Learning

We are committed to providing a safe and supportive learning environment where everyone is respected and valued and can feel safe and secure. If you feel unsafe for any reason at all, including discrimination, abuse, harassment or bullying, raise your concerns with your Professional Coach in

the first instance. You can also speak to your internal Safeguarding or HR lead or request a meeting with the Head of One Academy directly. One Academy has a Safeguarding and Prevent Policy that can be found on our website. One Academy has a dedicated Safeguarding lead and Deputy Safeguarding Coordinator who will implement the Safeguarding Policy if an issue or concern is raised.

The Learner Voice

One Academy is committed to involving you in the delivery of the programme through participation in a learner sounding board. Learner voice is about involving you as active participants in the development, delivery, management, and improvement of your learning and professional journey to help shape your learning experience.

How to apply

Following the distribution of the prospectus the **G15 Accelerate 2022 Programme** will be open for applications. Virtual briefings to find out more about the programme will take place on 15th and 21st June 2022. The on-boarding process will then commence across all **G15 organisations**.

For more information please contact the **G15 Accelerate delivery team** at Academy@onehousing.co.uk or your HR department.



Application and On Boarding Process

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Virtual information, advice and guidance briefings will take place on 15th June 11.30am to 1pm and 21st June 11am to 12.30pm



G15 internal application process opens 15th June and closes 15th July



1-2-1 interviews with the One Academy delivery team including eligibility checks will take place 13th July to 29th July



Provisional offers of a place on the programme will be confirmed by 15th August



A tripartite meeting with you and your line manager plus initial assessment of prior attainment, Maths and English will take place 1st September to 14th September



Places confirmed, compliance records completed, including Commitment Statement, Employer Contract and Apprenticeship Agreement on 21st September



G15 Accelerate 2022 Programme will begin W/C 26th September



The Level 5 Operational and Departmental Standard Syllabus Content

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Operational Management:

You will examine operational management approaches and models, including contributing to strategic planning, creating and implementing plans to deliver objectives and setting KPIs. Understanding operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance, initiate and manage change. Understand data security and management, and the effective use of technology in an organisation. Producing reports, providing management information based on the collation, analysis and interpretation of data.

Strategic Project management:

You will deepen your understanding on project management theory and techniques including GANT. How to set up and manage a project using relevant tools and techniques and understand project management process. Understand approaches to risk management. Plan, organise and manage resources to deliver required outcomes. Monitor progress, identify risk and mitigations and control measures.

Finance:

Build on your budget management skills by learning new effective approaches to managing budgets, and financial forecasting techniques and tools. Build your knowledge of the scope of the Finance function within an organisational context and the role of Finance in strategic decision making.

Leading People:

You will learn about a range of different leadership styles, how to lead multiple and remote teams and manage team leaders. Approaches to motivating teams and improving performance, supporting people using coaching and mentoring approaches including during change management within your organisation. You will reflect on your own and others organisational cultures and diversity and their impact on leading and managing change. You will learn when and how to delegate effectively to maximise on your resources, how to communicate organisational vision and goals to teams effectively to get buy-in.

Managing People:

You will develop your knowledge of

how to manage multiple teams and the inherent challenges and develop high performing teams. With your peer group you will share, analyse and evaluate different performance management techniques and their application, talent management models and how to develop, build and motivate teams by identifying their strengths and enabling development within the workplace.

Building and Maintaining Strategic Relationships:

These modules are a deep dive into different approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, building trust and effective networking to get the best outcomes for your organisation and customers. You will refine your collaborative working techniques to enable delivery through others ability to identify and create platforms for sharing best practice.

Communication:

You will be supported to develop your brand of communication, learn how you can maximise your impact and your style of communication. Thriving as a manager and leader requires the ability to communicate clearly in high-pressure scenarios and during times of stress. Leaders need to be able to facilitate discussion and gain consensus.

You will explore positive communication and how it can be used to address challenges within the workplace, both verbal and non-verbal, without becoming entangled in negative spirals of communication.

Personal effectiveness – Managing Self Self-Awareness:

Great managers understand their own emotional triggers and responses. To excel in management roles, it's critical to be able to lead your team through change, have good social awareness, handle stress, receive feedback and maintain a positive attitude.

Good awareness of emotions and triggers reduces stress and self-doubt, enabling you to navigate the emotions of others and manage conflict as it arises.

You will gain insight into your own impact and emotional intelligence, the importance of and power of reflection and reflective practice techniques to continuously improve your performance,

working style and its impact on others.

Management of self:

Demands on your capacity can be challenging to manage, particularly with time constraints and responding to multiple demands that often collide. We will enable you to understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.

Decision making:

By learning and collaborating with your peers you will examine problem solving and decision-making techniques, including data analysis. Gain the skills to undertake critical analysis and evaluation, consider your organisational values and ethics and their impact to support decision making

Professional Behaviours

Professionalism:

You will reflect on what is meant by professional behaviours, your own expectations of yourself, your team, and the impact of how your behaviour and conduct impact on team performance and relationships. You will develop yourself as a positive role model who sets an example, and is fair, consistent, and impartial, open and honest.

Take Responsibility:

You will learn the importance of personal accountability and how to hold others to account constructively to optimise performance. You will be expected to demonstrate the drive to achieve in all aspects of work, seek new opportunities and demonstrate resilience, particularly when managing difficult situations.



Level 5 Operational and Departmental Manager Standard Assessment Plan

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Level 5 Departmental and Operational Leadership and Management Standard End Point Assessment

On programme – Practical Phase Typically 15-18 months	<p>Learning to achieve English and mathematics level 2 qualifications, if required.</p> <p>Compiling a showcase portfolio of evidence</p>
End Point Assessment Gateway	<p>English and mathematics Level 2 qualifications achieved</p> <p>Submission of a portfolio of evidence to underpin the professional discussion</p> <p>Submission of a project proposal in no more than 4000 words. The subject, title and scope will be agreed between you the employer based on any of the following topics:</p> <ul style="list-style-type: none"> ■ The need to review and implement a change plan to improve efficiency within the workplace ■ The continuous improvement review of a current process, service or product to ensure it is still fit for purpose and meets the current needs of the business ■ The need to implement a direct saving (e.g. percentage decrease in direct costs, reduction in headcount) across their team, department or organisation following a re-forecast activity
<p>End Point Assessment</p> <p>A synoptic assessment carried out by an Independent End Point Assessor appointed by the End point Assessment Organisation</p>	<p>Assessment method 1: Professional discussion based on your portfolio of evidence and continuing professional development</p> <p>Assessment method 2: You will prepare and deliver a presentation followed by question and answer with an independent assessor</p> <p>Grading</p> <p>End Point Assessment is graded as follows:</p> <ul style="list-style-type: none"> ■ Fail ■ Pass



Level 5 CMI Certificate in Leadership and Management Syllabus

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To achieve Level 5 CMI Certificate in Leadership and Management you will need to complete a minimum of 2 units worth a minimum 13 credits in total. You will complete one mandatory unit and up to two optional units from the list below:

Interpersonal Excellence – Managing People and Developing Relationships

Unit Title	Credit value
Mandatory Unit: Principles of Developing, Managing and Leading Individuals and Teams to Achieve Success	6
Managing Stakeholder Relationships	4
Managing Equality, Diversity and Inclusion	5
Managing Projects to Achieve Results	6
Managing Change	5
Creating and Delivering Operational Plans	6
Managing Finance	6
Using Reflective Practice to Inform Personal and Professional Development	5

Benefits of the G15 Accelerate Programme are:

- Having Master class sessions with the G15 Chief Executives really helped understand their journeys and learn from their experiences as well
- Access to coaches and sponsors that have really helped my self- confidence and growth
- The topics learnt on the course are really relevant and useful - we learnt about Project management, crisis management, financial management, data management, strategy and organisation culture to name a few of the topics covered. The learning was intense but well worth it
- Networking and meeting other G15 colleagues has also been an invaluable experience and one of the real highlights of the programme.

Foluke Ajayi, Head of Neighbourhood Management



Theoretical Knowledge and Skills Modules

Developing organisational strategy

This module is designed to introduce you to key concepts in organisational strategy. You will learn how to develop and influence an organisation's strategic direction through the development of a meaningful strategy. You will critique the factors which drive the development of an organisational strategy. You will gain the skills to carry out a strategic analysis of an organisation, its environment, its corporate leadership structure and its future strategic choices, setting future strategic options.

A review of organisational structures, cultures, new market strategies and changing customer demands will be explored. You will critically evaluate current concepts, theories, models, frameworks, and practices on strategy, contextualising these theories and practices within different organisational environments and industries. You will be supported to reflect on your own organisational context when evaluating these key theories, enabling a better understanding within their own work environments.

Problem-solving and crisis communications

During this module, you will be exposed to crisis management in a live learning environment. This gives you the opportunity to gain practical experience in managing a crisis with peer support in managed situations. You will be able to review your performance under pressure in a safe and controlled environment.

Developing your brand of communication

Communications are a critical focus for organisations. You will learn how you can maximise your impact and your style of communication. Thriving as a leader requires the ability to communicate clearly in high pressure scenarios and during times of stress. Leaders need to be able to facilitate discussion and gain consensus. We will explore how to develop and manage a communications strategy within your area of responsibility, positive communication and how it can be used to address challenges within the workplace, both verbal and non-verbal, without becoming entangled in negative spirals of communication.

Brand and reputation management and its impact on an organisation will also be examined. You will learn how to use personal presence and "storytelling" to articulate and translate vision into operational strategies, demonstrating clarity in thinking.

Developing a marketing strategy

This module aims to enable you to understand the context in which a marketing strategy is developed. You will appraise theoretical frameworks and practical processes which inform strategic marketing. You will have the opportunity to reflect on the interrelationship between marketing and an organisation's strategic aims along with the opportunities and impact of digital marketing. Ultimately, you will consider how to develop a marketing strategy, which will enable the organisation to succeed.

Strategic leadership, ethics and organisational behaviour

These modules aim to equip you with an in-depth understanding of strategic leadership within an organisational context. We will explore the complexities of the role and the theoretical approaches, behaviours and skills which can enhance your professional practice. The modules focus on your ability to respond creatively to complex organisational challenges and understand how to set and deliver sustainable strategic goals.

You will develop an understanding of leadership theories and principles that promote ethical, inclusive and supportive cultures within organisations. Developing leadership skills will be a key focus, exploring ethic and values-based leadership theories and principles, and how to lead within your own work context, influencing both upwards and outwards, developing the skills to lead effectively and build constructive working relationships, ensuring teams are supported to continually develop their skill set through training, coaching and mentoring techniques.

You will also develop your communication skills to effectively articulate your vision into strategy.

Innovation, Disruptive technologies, and Change

You will explore the impact of disruptive technologies on the way in which

organisations are led and managed. Through this topic, areas of innovation and drivers for change are investigated, including how these can be used as sources of new opportunities. You will learn research methodologies including how you can keep up to date with emerging fields, information and data management and make connections to your own organisational context to develop skills that will enable you to address complex challenges to find creative solutions.

Enterprise Decision Making and Risk Management

Digital transformation and its associated business disruption creates opportunities to revise and develop new business strategies and innovative solutions. In addition, big data and its analysis are playing an increasingly important role in informing decision making during the process of forming a strategy. These modules explore and evaluate the development of competitive strategies with an embedded entrepreneurial approach and the role of data in supporting these. These modules also explore the importance of workforce development strategic planning; creating a diverse and inclusive workforce can lead to cultivating entrepreneurial approaches and help drive innovation.

Working in social housing requires leaders to be able to navigate the complex political maps and to lead their organisations through changing approaches and policies which bring both challenge and opportunity. In responding to external opportunities and threats it is important that you develop a thorough understanding of your organisation's external environment as well as the needs of diverse internal and external stakeholders. Approaches to achieving this are explored. To support the process of stakeholder management you will examine how to implement and develop effective communication strategies.

A common trait amongst the most successful leaders is that they are willing to take calculated risks. This is because avoiding risks limits opportunities for innovation, growth and learning. You will explore in detail how the fast pace of change creates inherent risks and requires effective approaches to the management of risk, particularly crisis management.

Financial Strategy and Governance for Leaders

To be effective, financial strategies and decision making need to take place within clear governance and control structures as well as remaining compliant with any external regulatory or legal requirements. Financial strategy formulation needs to be rigorous taking a challenge-based approach. Mechanisms and approaches to achieve this are explored in this module as are current regulatory frameworks and approaches to governance.

These modules will develop your understanding of the scope, complexity and role of finance within an organisational context. You will learn how to critically assess methods for analysing financial data and information required to make strategic decisions. Ultimately, this module aims to equip you to be more confident in your understanding of the finance function.

Financial strategies need to align with the overarching business strategy and related areas of the business

such as procurement. You will learn the importance of and process for ensuring this alignment and potential consequences of misalignment.

Ultimately organisations face competing demands for financial resources and mechanisms to resolve these demands are explored and applied in different contexts. This is particularly explored in the context of the procurement of resources and the development and management of the supply chain.

Underpinning the implementation of a financial strategy is the development and implementation of an effective budgeting process. Different approaches to the development, implementation and monitoring of budgets are explored and evaluated.

Professional Behaviours

Professional behaviours will be embedded in learning delivery throughout the programme as a fundamental to leading others, as well cooperation and effective team working with wider teams within your organisation. The focus is on:

- Work collaboratively enabling empowerment and delegation
- Take personal accountability aligned to clear values.
- Curious and innovative - exploring areas of ambiguity and complexity and finding creative solutions.
- Value difference and champion diversity.
- Seek continuous professional development opportunities for self and wider team.



Level 7 Senior Leader Standard End Point Assessment

On programme – Practical Phase Typically 18 - 20 months	Learning to achieve English and Mathematics level 2 qualifications, if required. Compiling a showcase portfolio of evidence
End Point Assessment Gateway	English and Mathematics Level 2 qualifications achieved Submission of a portfolio of evidence to underpin the professional discussion A strategic business proposal title and scope
End Point Assessment A synoptic assessment carried out by an Independent End Point Assessor appointed by the End point Assessment Organisation	<p>Assessment method 1 Component 1: Production of a Strategic Business Proposal that must include:</p> <ul style="list-style-type: none"> ■ An executive summary ■ The scope of the strategic business proposal (including key performance indicators) ■ Objectives ■ The strategic business proposal (which may include Gantt charts, risk/issue/ mitigation, responsibility assignment matrix (RACI matrix)) ■ Financial budgeting and resources ■ Proposed implementation of the strategic business proposal including communications and stakeholder plans ■ Analysis of options identified in the strategic business proposal ■ Recommendations and conclusions ■ Evidence of senior leader or board agreement to the implementation of the strategic business proposal <p>Assessment method 1 component 2: You will prepare and deliver a presentation followed by question and answer about the Strategic Business Proposal</p> <p>Assessment method 2: Professional discussion based on your portfolio of evidence and continuing professional development</p> <p>Grading End Point Assessment is graded as follows:</p> <ul style="list-style-type: none"> ■ Fail ■ Pass



Level 7 CMI Certificate in Strategic Leadership and Management Practice Syllabus

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To achieve this qualification you will need to complete a minimum of 2 units worth a minimum of 14 credits in total from the list below.

Unit Title	Credit value
Strategic Leadership	11
Leading and Developing People to Optimise Performance	10
Developing Organisational Strategy	9
Leading Strategic Change	8
Finance for Strategic Leaders	9
Strategic Risk Management	8
Personal and Professional Development for Strategic Leaders	9



