



# The UCQ Level 7 Senior Leader Apprenticeship - Programme Guide



**Senior Leaders are a key component of all types of business model where there is a workforce to lead, manage and support. Their broad purpose is to provide clear, inclusive and strategic leadership and direction relating to their area of responsibility within the organisation.**

The Level 7 Senior Leader course is aimed at individuals who are responsible for setting, managing and monitoring achievement of core objectives that are aligned to the overall strategic objectives of the organisation's Board (or equivalent).

The course is undertaken in the context of your job role, organisation and sector, and will deliver value to both you and the business from the outset as you apply the theory you are studying to solving problems and tackling real-life challenges within the business.

Upon completion you will have demonstrated your ability to influence high level strategy, set the culture and tone across your area of responsibility, and execute and achieve strategic objectives. You will be awarded the Level 7 Senior Leader Apprenticeship Certificate of Completion, CMI Level 7 Extended Diploma in Strategic Management & Leadership Practice and will be eligible for registration as a Fellow with the Chartered Management Institute (FCMI).

**This Senior Leader apprenticeship is stage 3 of the UCQ Excellence in Leadership Performance Pathway (refer to page 6 for further details).**

## PROGRAMME DETAILS

**TITLE:** Senior Leader Apprenticeship

**LEVEL:** 7

**PERFORMANCE PATHWAY STAGE:** 3

**COST:** £14,000 - Fully or 95% co funded via the apprenticeship levy

**DURATION:** 25 Months

**AWARDS:** Senior Leader Apprenticeship certificate of completion; CMI L7 Extended Diploma in Strategic Management & Leadership Practice; Fellowship of the Chartered Management Institute (FCMI);

**LOCATION:** Remote via MS Teams

**START DATES:** March and October

## Upon completion senior leaders will have knowledge and understanding of:

**Strategic direction:** Shaping organisational mission, culture and values; creating organisational structures; business modelling; global and horizon planning perspectives; ethics, governance and accountability.

**Operational policy and procedure:** Working with corporate leadership structures (e.g. markets), roles and responsibilities, stakeholder management; developing Corporate Social Responsibility (CSR) programmes.

**Organisational strategy:** New market strategies, changing customer demands and trend analysis; systems thinking, knowledge/data management, research methodologies and programme management; competitive strategies and entrepreneurialism; effective decision making, change management.

**Resource requirements:** Financial strategies, modelling and identifying trends, application of economic theory to decision-making, and how to evaluate financial and non financial information; financial governance and legal requirements.

**Crisis management:** ethics and values based leadership theories and principles; crisis and risk management strategies; developing CSR programmes.

**People development:** Organisational/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures; strategic workforce planning; coaching and mentoring techniques.

**Continuous improvement:** ethics and values based leadership theories and principles; Organisational/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures.

**Operational update:** Influencing and negotiating strategies both upwards and outwards; the external social and political environment and use of diplomacy with diverse groups of internal and external stakeholders.

**Collaborative relationships:** competitive strategies and entrepreneurialism; effective decision making, change management; the external social and political environment and use of diplomacy with diverse groups of internal and external stakeholders.

**Communications:** Brand and reputation management; communications strategy and links to one's area of responsibility

**Macro environment:** New market strategies, changing customer demands and trend analysis; competitive strategies and entrepreneurialism; effective decision making, change management.

**Compliance and governance:** Organisational structures, business modelling, diversity; technological and policy implications; financial governance and legal requirements, and procurement strategies

## Upon completion senior leaders will be able to demonstrate the following behaviours:

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

## Upon completion senior leaders will be able to demonstrate the following skills:

**Strategic direction:** Use horizon scanning and conceptualisation to deliver high performance strategies focusing on sustainable growth outcomes; set strategic direction and gain support for it from key stakeholders.

**Operational policy and procedure:** Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity; uses financial data to allocate resources.

**Organisational strategy:** Lead change in their area of responsibility, create an environment for innovation and creativity, establishing the value of ideas and change initiatives, and driving continuous improvement.

**Resource requirements:** Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity; uses financial data to allocate resources.

**Crisis management:** Lead and respond in a crisis situation using risk management techniques.

**People development:** enable open culture and high performance environment, set goals and accountabilities for teams and individuals in their area.

**Continuous improvement:** Lead change in area of responsibility, create an environment for innovation and creativity, establish the value of ideas and change initiatives and driving continuous improvement.

**Operational update:** Manage relationships across multiple and diverse stakeholders, shape and manage communications strategy for area.

**Collaborative relationships:** set strategic direction and gain support for it from key stakeholders; act as sponsor/ambassador, championing projects and transformation.

**Communications:** Shape and manage communications strategy for own area.

**Macro environment:** Drive a culture of resilience and support development of new enterprise and opportunities.

**Compliance and governance:** Undertake research, and critically analyse and integrate complex information; uphold CSR, governance and regulatory compliance.

**Entry Requirements:** Apprentices must be in a role which enables them to put their theoretical learning into practice in the workplace. Apprentices should hold a relevant business/management qualification at level 5 or higher, or have a minimum of five years senior management experience. Apprentices will be required to have level 2 functional skills ((maths and English (GCSE grade A\*-C (or equivalent)) prior to starting.

**Off-the-job learning:** All funded apprenticeships must include a minimum of 6 hrs "off-the job" learning during contracted hours each week. This can include structured learning sessions as well as activities such as research for assignments, writing up assignments, reflective learning, job shadowing and the likes.

**Progress meetings:** we carry out regular progress meetings with the apprentice and their line manager to check progress against the standard, and for everyone to give feedback. If the line manager is unable to attend, we will seek their feedback from a Teams recording of the review with the apprentice.

**End Point Assessment (EPA):** The EPA is synoptic and takes place at the end of the apprentice's learning and development, which will be after 21 months on programme learning. The employer and UCQ will formally sign off that the apprentice has met the minimum requirements in regards to knowledge, skills and behaviours within the standard and confirm they are ready to move to the EPA.

## END POINT ASSESSMENT EVIDENCE

1. **Strategic business project of 4000 words**
2. **Presentation of the business project**
3. **Q&A session**
4. **Professional discussion underpinned by a portfolio of evidence**

## END POINT ASSESSMENT GRADING

**Distinction/Pass/Fail**

**Apprentices will need to achieve a minimum grade of *pass* within each element of the EPA in order to successfully complete the apprenticeship.**

## PARTNERSHIP EXPECTATIONS

### **Apprentice:**

- Voluntarily and actively takes part in the programme for their own professional development
- Attends all structured learning sessions
- Completes tasks and assignments in agreed timeframes
- Takes responsibility for own learning and development

### **Line Manager:**

- Plans time for "off the job learning" to take place
- Works with UCQ to arrange observations and learning opportunities
- Supports on-the-job learning and offers relevant experience
- Takes part in reviews with apprentices to discuss progress, provide feedback and guide development

### **UCQ Tutor:**

- Organises and runs structured learning sessions
- Is available for ad hoc coaching support
- Monitors progress
- Provides feedback to apprentice and line manager

# The stages of your L7 Senior Leader Apprenticeship programme

## 1. Strategic Leadership

Understanding the role and context, and behaviours and skills for strategic leadership; impact of organisational context on strategic leadership; the role of the strategic leader in setting and realising strategic goals; the leadership behaviours and skills to deliver strategic goals; applying the principles of strategic leadership to respond to complex organisational challenges.

## 2. Leading and Developing People to Optimise Performance

Understanding the principles for leading and developing people; influence of leadership, culture and people development on performance; impact of organisational development and design on performance; how HR policy and strategy informs the way people are led and developed; strategies to promote engagement, mental health and wellbeing as an enabler of performance.

## 3. Strategic Approaches to Mental Health and Wellbeing

Understanding the impact of managing mental health and wellbeing on organisational performance; the complexities of managing mental health and wellbeing in an organisational context; contemporary approaches for creating healthy work systems; developing a culture of mental health and wellbeing; promoting mental health and wellbeing in an organisational context; approaches for implementing and sustaining a culture of mental health and wellbeing.

## 4. Coaching Skills for Leaders

Understanding the benefits, types and application of coaching used by leaders; types and forms of coaching used to empower individuals and teams to achieve success; the benefits of coaching for individuals, teams and organisations; how coaching can be applied by leaders in different contexts; the skills, techniques and approaches required by leaders to coach; a structured approach to coaching for leaders; adapting coaching to individual needs.

## 5. Leading Strategic Change

Understanding the scope and context of strategic change; the scope, context and drivers for organisational change; the complexities of leading strategic change; theories and models for leading and managing strategic change; how to propose a strategy for leading strategic change; how approaches to leadership can be applied to deliver the strategy for change.

## 6. Strategic Corporate Social Responsibility and Sustainability

Understanding corporate social responsibility (CSR) and sustainability in organisational contexts; organisational approaches to CSR and sustainability; enablers, constraints and barriers to CSR and sustainability; organisational commitment to CSR and sustainability; applying CSR and sustainability in an organisational setting; ; strategies for gaining ongoing stakeholder commitment to CSR and sustainability;

## 7. Strategic Management Project

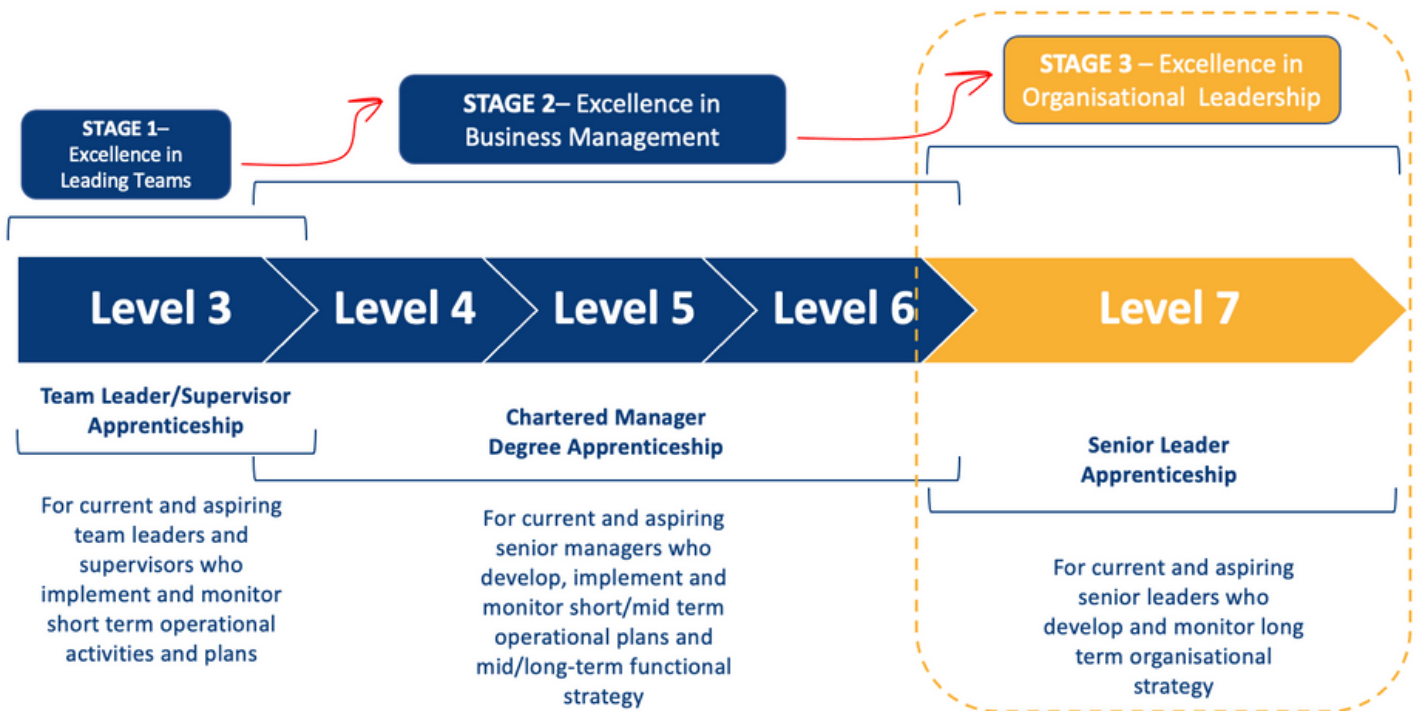
How to develop a strategic management project; the business case for a strategic management project (SMP); research design to inform the direction of the SMP; project management methodology and tools to structure project management delivery.

## 8. Personal and Professional Development for Strategic Leaders

Understand approaches for personal and professional development; the interrelationship between the skillset and mindset to develop as a strategic leader; the personal values and behaviours for strategic leadership; the impact of personal and professional development on strategic leadership.

## END POINT ASSESSMENT

This Level 7 Senior Leader apprenticeship is stage 3 of the UCQ Excellence in Leadership Performance Pathway, a long term development programme to attract, develop, engage and retain high performing managers and leaders.



Subject to where they are at in their careers, candidates may join the programme at any of the 3 stages



Excellence in Leadership  
Performance Pathway

For further information on any aspect of this professional apprenticeship programme, including how to enrol, please contact Stuart Cameron on:

e: [stuart.cameron@ucq.ac.uk](mailto:stuart.cameron@ucq.ac.uk)  
t: 07500 785619

[www.ucq.ac.uk](http://www.ucq.ac.uk)



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