



*Dove Nest Group*  
*Leadership and Management Apprenticeships*

Apprenticeships: not just for apprentices.

Dove Nest's Leadership and Management Apprentice Programmes benefit existing employees ready for, or moving into new roles.

Our programmes are suited to existing or newly appointed managers, supervisors and team leaders.



## Leadership and Management Apprenticeship Programme Features

### Embedded Learning

- Delivered through a combination of formal and informal delivery, self study, work-based learning and coaching
- Residential and tutorial events, supported by face-to-face and telephone coaching
- Practical and realistic based learning activities
- Residential modules, based at Dove Nest venues or at a location that meets the needs of the employer

### Develop with Dove Nest

- On-line development portfolio and CPD Log
- Supporting resources
- Logs work done and tracks progress
- Discussion and advice forums
- Coach / trainer support

### Regular Manager Reviews

- Engaging Line Managers in learner development
- Grounding the programme by connecting learning to the workplace
- Identifying development opportunities

### Personal Project

- Relevant to the business
- Benefits the learner and organisation
- Direct application of learning
- Opportunity for demonstrable ROI

Learning rooted in real life work examples

Qualifies for Levy Funding

Robust accredited approach

ILM Qualification if desired

Incorporate competency frameworks and values

Customisable content

Clear structure

Experiential, coaching, collaborative, self guided

Blended learning

## Team Leader / Supervisor Apprenticeship

(including ILM Level 3 Diploma for Managers)

This Apprenticeship is aimed at employees who are, or are about to be working in a first line management role. The sort of roles may include: Supervisor, Team, Leader, Project Officer, Shift Supervisor, Foreperson, Shift Manager.

Any employee making the change from team member to leader / supervisor faces a challenge of adjustment and this programme will support them in that transition, enhance their skills, knowledge and confidence.

The Dove Nest Level 3 programme is delivered through a blended learning approach culminating in an internationally recognised qualification. It provides practical knowledge and tools to help the newly appointed supervisor and a skill set that benefits the organisation over the long term.

The programme covers all of the following standards in respect of the Knowledge and Skills required within the Team Leader / Supervisor Apprenticeship:

- Operational Management
- Project Management
- Finance
- Leading People
- Managing People
- Building Relationships
- Communication
- Self Awareness
- Management of Self
- Problem Solving and Decision Making

### Duration

12 – 18 months

### Blended Learning Approach

- Two-day launch workshop
- One face-to-face coaching session
- Telephone coaching sessions
- Manager mentoring
- Three, two day experiential events
- Self-guided study
- Trainer-led tutorials
- Group work
- Practical work examples
- Optional business project
- On-line learning portfolio

### Outcomes

- Successful completion of a full Team Leader/Supervisor Apprenticeship programme
- A range of essential management skills applied and refined in a real working environment
- The leadership capability to motivate teams and influence with confidence
- A broad understanding of key management and leadership theory that underpin and support growth and performance
- Attainment of the ILM Level 3 Diploma for Managers

“Having worked with Dove Nest for over 10 years we are continually delighted with their professionalism, expertise and collaborative way of working. They have regularly revised programmes to ensure our changing needs are met.”

HR Director, Saint Gobain Building Distribution

# Team Leader / Supervisor Apprenticeship

(including ILM Level 3 Diploma for Managers)

13 days face to face + EPA

12 – 18 Months

ILM Level 3 Diploma for Managers

Registration and Preparation

Orientation Workshop

Self Awareness and Management of Self

Building Relationships and Communication

Problem Solving, Decision Making and Project Management

Leading People and Managing Change

Operational Management and Finance

Gateway Assessment

End Point Assessment



Personal Development Plan

Learning Log and E-portfolio

Line Manager Reviews

Possible Work-Based Project

Key



Launch Workshop



Coaching



Tutorial



Telephone Coaching



Experiential Events



Exams

## Operations / Departmental Manager Apprenticeship

(including ILM Level 5 Diploma for Leaders and Managers)

This Apprenticeship is aimed at current managers who manage teams or projects and are responsible for achieving operational or departmental goals and objectives as part of their organisation's strategy.

The Dove Nest Level 5 programme is delivered through a blended learning approach culminating in an internationally recognised qualification. It provides practical knowledge and tools to help any middle manager and a skill set that benefits the organisation over the long term.

This programme covers all of the knowledge and skills content defined within the Operations / Departmental Manager Apprenticeship:

- Operational Management
- Project Management
- Finance
- Leading People
- Managing People
- Building Relationships
- Communication
- Self Awareness
- Management of Self
- Problem Solving and Decision Making

### Duration

The whole programme can run between a minimum of 18 months through to a maximum of 30 months; it is anticipated that most programmes will have a 24 month duration.

### Blended Learning Approach

- Two-day launch workshop
- One face-to-face coaching session
- Telephone coaching sessions
- Manager mentoring
- Three, two day experiential events (or two, three day events)
- Self-guided study
- Trainer-led tutorials
- Group work
- Practical work examples
- Individual business project
- On-line learning portfolio

### Outcomes

- Successful completion of a full apprenticeship
- Attainment of the ILM Level 5 Diploma for Leaders and Managers
- Increased ability to lead, motivate and inspire to drive better results
- Ability and confidence to use core management techniques
- Heightened ability and confidence to provide practical leadership and operational management

# Operations/Departmental Manager Apprenticeship including ILM Level 5 Diploma for Leaders and Managers

19 days face to face + EPA

4 - 8 Weeks

18 - 24 Months

ILM Level 5 for Leaders and Managers

Registration and Preparation

Orientation Workshop

Self Awareness

Management of Self

Problem Solving and Decision Making

Communication

Leading People

Managing People

Building Relationships

Project Management

Operational Management

Finance

Gateway and End Point Assessments



Personal Development Plan

Learning Log and E-portfolio

Progress Reviews with Line Manager and Trainer (every 10 weeks)

Project

Key



Coaching



Telephone Coaching



Launch Workshop



Tutorial



Experiential Events (2 days)



### The Apprentice Gets...

- Training they'll never forget
- New skills
- Improved career and profile
- Support network
- On-line learning portfolio
- Recognised qualification
- **A unique experience**

### The Organisation Gets...

- People with the right skills
- Training that reflects the organisation reality
- Succession planning
- **Talent that stays**

### HR Professionals Get...

- Supported programme delivery
- Relevant and appropriate material
- Customisable content
- Tracking / reporting
- Retained talent
- ROI evidence
- **Levy Funded Leadership Development**

## Application Criteria

### Location

Each management apprentice must work at least 51% of their contracted hours in England to be eligible for ESFA funding. The ESFA will not fund individuals based in Wales, Scotland or Northern Ireland.

Learners working in Wales, Scotland or Northern Ireland can join the programmes but they will have to be funded by the employer. They will not sit a formal End Point Assessment, however they will achieve an ILM Level 5 Diploma for Leaders and Managers or ILM Level 3 Diploma for Managers and benefit from the same content as funded individuals.

### Qualifications

Each participant must NOT already hold an equivalent qualification in the subject matter. It is acceptable to hold a higher qualification as long as it is not in management and leadership.

### Functional Skills

Each participant must be able to demonstrate functional skills at Level 2 in English and Maths by the time they reach End Point Assessment.

All learners will undertake a functional skills test on commencement of the programme. Those who do not have evidence of prior attainment will take additional diagnostic tests and receive developmental support (funded separately) to bring them to the required level, which is assessed by a functional skills exam.

Those learners who have evidence of prior attainment are expected to demonstrate development of their functional skills through the programme. Their initial functional skills test will provide the benchmark for this.

All learner submissions will be assessed at Level 2 and feedback and support will be provided as required.



## Commercial

### Training Costs

Level 3: £4,350 per head – 12 to 18 month programme

Level 5: £8,050 per head – 18 to 30 month programme

### End Point Assessment Costs

Level 3 - £650 per head

Level 5 - £950 per head

### Ideal Cohort Sizes

Level 3 – 15 (maximum 16, minimum 12)

Level 5 – 12 (maximum 16, minimum 10)

### What is included:

- All face to face delivery at client and Dove Nest locations and telephone coaching
- End Point Assessment to complete Apprenticeship
- ILM assessment and external verification
- Access to on-line learning portal with workbooks, learning content, additional relevant materials and communication with the trainer

### What is not included:

- ILM Registration fees
- Personal expenses at Dove Nest residential
- Accommodation costs for residential elements delivered at Dove Nest venues
- Accommodation, food and personal expenses if a third party venue is selected for any delivery intervention

## Contracts

### Main Employer Contract

- Confirms obligations for both Employer and Training Provider to meet ESFA guidelines for appropriate Apprenticeship funding
- Includes schedules and format of each programme
- Contains the Training Agreement (Commitment Statement)
- Contains schedule template of training delivery for both funded and non funded work

### Programme / Cohort Documents Required

- The Training Agreement in the form of a commitment statement to be signed by each learner on the programme as well as the employer and the provider
- Training services template (Statement of Work) to have been completed including programme details and pricing

## Our Experience

Over the past 36 years, Dove Nest Group has developed and delivered world-class training and development solutions that enable organisations to unlock their potential through the development of their people.

Dove Nest Group has built a reputation for being the supplier of choice to many leading businesses through our approach to partnering, which means going far beyond a purely transactional service.

Our partnership approach enables us to understand the values, challenges, culture, expectations, strategies and critical success factors of the organisations and people we work with. This means that we can construct and deliver the right interventions to the right people, for the right reasons and with the right outcomes.

Our key differentiator is in the way in which we put science into development; we combine really great facilitators with a deep, and practical, understanding of occupational and organisational psychology. This enables us to create and deliver unique solutions that have real and sustainable impacts on both the participants and the business as a whole.

Although we have a strong theoretical knowledge underpinning all that we do, our staff are pragmatists with business and management experience which they apply to the learning environment.

Our experiential and accelerated learning approach provides the opportunity to practise; refresh; develop pragmatic tools, techniques, skills, behaviours and knowledge. We believe in the importance of reflection and discussion to ensure direct and immediate application in the workplace; consequently our programmes have a significant demonstrable ROI.

We are an ILM and City and Guilds Accredited Centre, hold Investors in People and are corporate members of the Chartered Institute of Personnel and Development (CIPD); we operate to the codes of practice set out by the British Psychological Society, CIPD and the Health Professions Council.

Our varied team of expert facilitators, executive coaches and psychologists have a wealth of experience at all levels within business. Our knowledge and expertise lies in our ability to implement sustained transformational change through people and we have built our reputation for 'thought leadership' on the outstanding quality and innovation of our work.





**Gestamp Tallent Limited** are a leading UK manufacturer and designer to the best known brands in the Automotive industry and part of the wider Gestamp Group.

**Gestamp Tallent Limited** have a proud heritage of acquiring and developing new talent within their business through the apprenticeship route. Many of the school leavers who join the Company on the apprentice scheme work their way up through the ranks to some of the most senior positions within the Company.

Following the introduction of the **Apprenticeship Levy** in 2017, **Gestamp Tallent Limited** ideally wanted to investigate Apprenticeship training opportunities which satisfied both the vocational and academic requirements.

### Talent Growth

Following on from running a successful apprentice residential module for several years, Dove Nest Group were approached to support Gestamp Tallent Limited with their new Talent Development strategy, launching a Talent Growth Programme across the UK region that would meet the needs of both and High Potential and Management and Leadership programme.

**“People are the architects of success”** is a principle integral to Gestamp Tallent Limited’s global strategy, supporting future growth and success of the business and underpinning the platform which the programme is built upon.

### Identifying Talent

A key element of the Talent Growth Programme focuses on identifying High Potentials and developing selected individuals for key role Succession Planning, reducing organisational risk and enhancing employee engagement within the UK group.

Participants were selected through a combination of **internal** and **external** assessments, followed by a Senior Panel review for verification onto the Programme.



*“Using both internal and external assessment solutions allowed us to gain a fair and unbiased profile on each individual on the programme. Both are equally important. However, combining psychometric assessments with standard development tools, proved to be the ideal platform from which our candidates can build their individual development plans in line with Organisational objectives.”*

**Hannah Potter, UK Training & Development Coordinator**



### Programme Design

When Dove Nest Group analysed the situation, it was clear that the Management & Leadership development needs of the two programmes identified by Gestamp Tallent Limited were broadly similar and that they aligned with the agreed standards of the Operational / Departmental Manager Apprenticeship at Level 5. As Dove Nest are an ILM accredited centre, we incorporated the ILM level 5 Diploma for Leaders & Managers into our solution to provide an vocational award alongside a Level 5 Apprenticeship.

Dove Nest and Gestamp Tallent Limited worked together on the best way to deliver the programme to reflect the learning styles of both the High Potential and the Management & Leadership Programmes and the demands of their roles, whilst meeting the requirements of the apprenticeship delivery and the qualification.

### Programme Outline

The programmes runs from 18 to 24 months and is a blend of interactive modules, line manager engagement, a personal development log, an e-portfolio of learning, tutorials, skills workshops and coaching. This Apprentice programme is mapped to ILM level 5 but also includes content customised to Gestamp Tallent Limited.

### The Launch

In September 2017, the first two cohorts of Level 5 Apprentices began their journey with a Launch Event at one of Gestamp's UK plants. The Regional Managing Director and HR Director attended this event, reflecting the importance of this initiative within the UK Gestamp Group.

The event was designed to reflect the collaborative approach which Gestamp had requested and included a number of practical group workshops. The two day launch consisted of a detailed roadmap of the entire Apprenticeship programme, an introduction to the safeguarding aspects and the learning content for the first module.

*“You cannot look forward and progress with your own career, until you look behind you and recognise how to develop your teams first.*

*Your greatest strengths as leaders, is recognising how to bring your team with you as you progress up the ladder, they will allow you to perform and achieve your objectives to the best of your ability. Only then, can you truly reach your potential.”*

**Peter Gallone, UK Managing Director**



**“Identifying and developing our potential and continually growing our talent is fundamental to our success. Dove Nest Group have presented us with an excellent opportunity to drive those fundamentals forward and meet our business talent challenges.”**

**Christine Anderson, UK Human Resource Director**

# Our Venues



# Fallbarrow Hall

## Shores of Lake Windermere

Fallbarrow Hall has accommodated our clients for many years.

Spacious, elegant syndicate rooms cater for group discussions, whilst accommodation is in single, double and twin rooms, all having en-suite or dedicated facilities and many having spectacular lake views.

Our resident chef is very popular with groups, and specialises in providing locally-sourced produce.

The hall is 30 minutes' drive from Junction 36 of the M6 and about 10 minutes by taxi from Windermere station which connects to the West Coast Main Line.





# Crosthwaite Mill

## The Inspirational Retreat

This preserved 18th century corn mill sits within its own riverside grounds in the secluded Lyth Valley near Kendal and provides an intimate location for sole-occupancy groups. The mill retains many original features including the huge waterwheel and grindstones.

Accommodation in the mill and adjacent farmhouse is in single and double rooms, all with en-suite or dedicated facilities. Our resident chef is very popular with groups, and specialises in providing locally-sourced produce.

The mill is 15 minutes' drive from Junction 36 of the M6 and about 20 minutes by taxi from Oxenholme station on the West Coast Main Line.



