

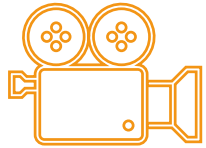


Unlock the full potential of ILM qualifications, apprenticeships & resources

A joint presentation from ILM and the
Institute of Leadership (IoL)



Housekeeping



This session is being recorded

The session is being recorded, which will be sent to all attendees after the webinar, along with the slides.



Everyone is on mute

Everyone is on mute



Questions & polls

Please add your questions into the question function on the control panel. Will we endeavour to answer all questions although will follow up with the usual Q&A with the webinar recording.

A few poll questions included - have your phone to hand!



Captioning

A captioning function is available, which you can activate individually from the banner at the bottom of the screen.



If the session cuts off

Please use the original webinar link to gain access back into the session.
To join over the telephone, select “Phone Call” in the Audio pane and the dial-in information will be displayed

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Your speakers today



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ILM and the Institute of Leadership

Julie and Rachel



The Institute of Leadership

- Professional membership body
- Leaders, managers, coaches and mentors
- E-learning and practical research
- Unlock leadership potential

**Better Informed, Better
Connected, Better
Prospects**



ILM by City and Guilds

- **Qualifications:** Levels 2–7, supporting everyone from team leaders to senior executives
- **Global Reach:** Active across eight regions, including Africa, South Asia, and the Middle East
- **Focus:** Practical, work-based learning tailored to real-world leadership and management

**Trusted by over 1 million
leaders since inception**



ILM and The Institute working together



Wealth of expertise

Together, we combine many years of experience in the leadership and management space.

Learning content and platforms

We bring content and tools that will help you and your learners to develop and become leaders with the right blend of skills.



Charity status

We're both passionate about our core purposes and missions, and as such, we reinvest our profits to help people and great leadership everywhere.

**Together we're
championing the
leadership and
management
agenda**

Qualifications and membership

Part of our ongoing commitment is always looking for ways we can keep offering organisations and learners the best possible leadership and management training.



BECOME A MEMBER ▾ CORPORATE ▾ COMMUNITY ▾

ILM STUDYING MEMBERSHIP.

You are entitled to FREE studying membership of The Institute of Leadership if you're registered on an ILM (City & Guilds) qualification.

To activate your membership and access a wealth of resources, complete the form below.

Tutors & learners

Are you making the most of your complimentary membership?

Quick poll coming up!





Activating your membership

Rachel and Julie



Tutors - activate your membership

TUTOR MEMBERSHIP

Are you a tutor for an ILM (City & Guilds) recognised qualification? If so, you can apply for your **FREE** membership below.



[Homepage](#) > [Memberships](#) > [Tutors](#)



For you

Register for **FREE membership** of The Institute today, and take advantage of a wealth of resources to support the delivery of your qualification, including

- Worksheets
- Online learning and tests via the award-winning MyLeadership
- Free webinars and event programme
- Careers portal

Plus much more... **Register on the form below**

[Become a member](#)

[Membership benefits](#)

[Fellowship](#)

[Students and Learners](#)

[Tutors](#)

[Award Entries](#)

Students - activate your membership

Claim your free membership.

Hi Laura JONES,

Congratulations on enrolling on an ILM qualification.

As part of your qualification, **ILM has partnered with The Institute of Leadership** to provide 12 months **complimentary, studying membership**.



Membership will open doors to a range of resources that will develop leadership skills, boost confidence and enhance your learning experience including **interactive tests, guides, journals, webinars, blogs, podcasts and free leadership events**, all designed to give you the edge to stand out from the crowd and get ahead in your career.

Simply set your password to activate your FREE account.

Your password should be at least **8 characters** and include a **capital letter** and **number**. By activating your account, you agree to our [Terms & Conditions](#).

Set password

Are you studying for a leadership qualification?

As part of our partnership with **ILM (City and Guilds)**, you get **FREE Membership** to The Institute of Leadership for one year.



Activate your account and get access to a wealth of resources to **support you throughout your qualification and beyond**.

REGISTER FOR FREE MEMBERSHIP

Importance of learner email addresses

To ensure learners receive their full benefits, it's essential to include their email addresses when registering in Walled Garden:

- Enables access to complimentary Studying Membership from the Institute of Leadership
- Receive link to their qualification digital credential
- Receive link for the Royal Charter Post Nominal credential (where applicable)

Ensure your learners know they will receive emails from:

Membership :

membership@leadership.global

ILM Digital Credentials

noreply@digitalcredentials.i-l-m.com

What are digital credentials?

- Easy-to-share, online badges that showcase skills and achievements instantly.
- Data-rich credentials with detailed information about the qualification and learning outcomes with fully verifiable proof of competency, to confirm what a learner can do.
- Ideal for sharing on LinkedIn and professional platforms to boost visibility and credibility.
- Poised to replace traditional CVs as primary signal of learning achievement and ensure learners are equipped for a digital future

Registration guidance here:

[Digital Credentials and Walled Garden](#)

For support with the bulk upload process to include email address, please contact the DCServiceTeam

dcserVICETEAM@cityandguilds.com



Tutor membership

Rachel and Julie



Tutor membership



MyLeadership



MyCareers



Webinars and events



EDGE Online

Tutor membership





Student membership

Rachel and Julie



Student membership



MyLeadership



MyCareers



Webinars and events



MyLearning Record



Worksheets

Summary

- Students can access their membership via their activation email or the IoL website
- Tutors can access their membership via the IoL website
- Benefits for students include our e-learning platform, our careers hub, recorded events, worksheets and a learning record
- Benefits for tutors include the tutor toolkit, our e-learning platform, careers hub, recorded events and digital journal.



Apprenticeship mapping to qualifications and resources

Joe and Rachel





Mapping ILM qualifications to apprenticeship standards



Current L3 & 5 Apprenticeships & Qualifications

L3 Team Leader

- 9308-22 Level 3 Team Leader/Supervisor V1.2
- 9308-33 Level 3 Team Leader version V1.4

Qualifications:

8411-31 Level 3 Diploma for Team Leaders to support delivery for 9308-22

Currently no bespoke qualification for 9308-33

Now mapped to 8600 suite in L&M

L5 Operations Manager

9309-22 Level 5 Operations /
Departmental Manager V1.2
9309-33 Level 5 Operations
Manager V1.4

Qualifications:

8421-33 L5 Diploma for Operational Leaders
& Managers to support delivery for 9309-22

Currently no bespoke qualification for 9309-33

Now mapped to 8607 suite in L&M

ILM Mapping Tools

Designed to streamline leadership and management apprenticeship programmes:

- **Tool 1:** Aligns ILM qualifications with apprenticeship standards.
- **Tool 2:** Links Institute of Leadership resources to specific KSBs and assessments.

Benefits:

Providers: Save time, design with clarity.

Learners: Gain personalised, career-focused experiences.

Empowering ILM customers to deliver impactful, apprenticeship-aligned programmes.

Effortless Programme Design

For Centres:

Simplified Design: Build effective programmes quickly using pre-mapped ILM units aligned to apprenticeship standards.

Confident Delivery: Ensure high-quality, compliant content that meets both ILM and apprenticeship requirements.

For Learners:

Professional Recognition: Earn ILM post-nominals to boost career credibility.

Membership Access: Gain studying membership with the Institute of Leadership, with a pathway to professional membership.

Level 3 Team Leader

Pre-mapped Level 3 Leadership and Management units aligned with the Team Leader apprenticeship standard.

Rules of combination

Award

- 4 -12 credits
- Minimum two units
- All units must be taken from Group 1

Certificate

- 13 - 36 credits
- Choice of optional units from Groups 1 and 2
- Maximum of 6 credits from Group 2

Diploma

- Minimum 37 credits
- Choice of optional units from Groups 1 and 2
- Maximum of 18 credits from Group 2

Unit mapping - Full or Partially mapped

- Full – these units are fully covered by the KSBs within the apprenticeship standard
- Partial - these units are partially covered by the KSBs within the apprenticeship standard and may require some additional input

Our mapping tool shows how [Level 3 Leadership and Management](#) qualification units align with the [Team Leader](#) apprenticeship standard.

		Summary	Coverage		
Group 1					
Unit code	Ref	Unit Title	Credit Value	*Partial	*Full
8600-300	D/503/9326	Solving Problems and Making Decisions	2		X
8600-302	H/503/9330	Planning Change in the Workplace	2		X
8600-303	K/503/9331	Planning and Allocating Work	2	X	
8600-307	F/503/9335	Giving Briefings and Making Presentations	2		X
8600-308	J/503/9336	Understanding Leadership	2	X	
8600-311	L/503/9340	Developing Yourself and Others	2	X	
8600-312	R/503/9341	Understanding Conflict Management in the Workplace	1	X	
8600-319	F/503/9349	Understanding Organising and Delegating in the Workplace	1		X

Level 5 Operations Manager

Pre-mapped Level 5 Leadership and Management units aligned with the Operations Manager apprenticeship standard.

Rules of combination

Award

- 6 -12 credits
- Minimum two units
- All units must be taken from Group 1

Certificate

- 13 - 36 credits
- Choice of optional units from Groups 1 and 2
- Maximum of 6 credits from Group 2

Diploma

- Minimum 37 credits
- Choice of optional units from Groups 1 and 2
- Maximum of 18 credits from Group 2

Summary Grid – Group One					
Unit number	Unit ref	Unit Title	Credit Value	Partial	Full
8607-501		Managing improvement	3	X	
8607-502		Making a financial case	3	X	
8607-503		Developing critical thinking	4	X	
8607-505		Managing individual development	4	X	
8607-506		Managing stress and conflict in the organisation	3	X	
8607-508		Understanding organisational culture and ethics	3		X
8607-521		Managing own continuing professional development	15	X	
8607-509		Managing customer relations	3		X
8607-510		Managing for efficiency and effectiveness	4	X	
8607-511		Managing projects in the organisation	4		X
8607-516		Analysing and interpreting statistics to inform management decisions	2	X	
8607-518		Making professional presentations	2	X	
8607-519		Developing and Leading Teams to achieve organisational goals and objectives	4	X	
8607-520		Assessing your own leadership capability and performance	6	X	
8607-522		Becoming an effective leader	5	X	

COVERAGE FOR UNIT \$ WITH NO ADDITIONAL WORK/EVIDENCE REQUIRED:

ILM Mapping Document – Solving problems and making decisions

Unit No: 8600-300		Solving problems and making decisions			
Learning Outcomes		Assessment Criteria		Theme/KSBs	Assessment Evidence Ref & comments
1	Know how to describe a problem, its nature, scope and impact	1.1	Describe a problem, its nature scope and impact	Theme: Problem analysis and conclusions K8 Organisational strategy and objectives and how their role impacts on them. K19 The impact that cross-team working has in the delivery of organisational objectives. K9 Communication techniques including presentation skills, negotiation and influencing skills. K12 Problem-solving and decision-making principles. S5 Use information and problem-solving techniques to provide solutions and influence the decision-making process.	Presentation with questions: Theme: Problem analysis and conclusions: Explains how their role impacts on the organisation's strategy and objectives and the impact that cross team working has on delivering them. (K8, K19) Applies communication techniques, problem-solving and decision-making principles to provide solutions and influence the decision-making process. (K9, K12, S5) Justifies their selection of communication techniques, problem-solving and decision making principles to provide solutions and influence the decision making process. (K9, K12, S5)
2	Know how to gather and interpret information to solve a problem	2.1	Gather and interpret information to identify possible solutions to a problem		
		2.2	Prepare a summary of the options providing facts and evidence		
3	Know how to evaluate options to <u>make a decision</u>	3.1	Apply a simple decision-making technique to evaluate options to arrive at the best solution		
4	Know how to plan, monitor and review the implementation and communication of decisions	4.1	Plan the implementation and communication of the decision		
		4.2	Describe which monitoring and review techniques could be used to evaluate outcomes		
Comments: (Highlight areas of unit that are not currently addressed and details of any relevant internal or external assessments)		Evidence covered within the presentation underpinned by the portfolio of evidence. Also, although not specific within the EPA, AC 4.2 may be met by coverage within the content of the presentation – or by being included within the questioning after the presentation and evidenced by notes. Potentially also covered across several duties outside above Theme - where problem solving and decision-making skills would be used, for example Duties 1, 2, 4, 6, 11, 12. Holistically all ILM ACs above are met.			
QA Comments:					

OTHER POTENTIAL UNITS WITH FURTHER WORK/CLIENT AWARENESS TO ENSURE COVERAGE TO MEET CERTIFICATE:

Units – Group 1

ILM Mapping Document – Understanding leadership

Unit No: 8600-308		Understanding leadership			
Learning Outcomes		Assessment Criteria		Content Evidence Ref & comments	Assessment Evidence Ref & comments
1	Understand leadership styles	1.1	Describe the factors that will influence the choice of leadership styles or behaviours in workplace situations	PD/Questions: Theme: Building a high performing team	PD/Questions: Theme: Building a high performing team
		1.2	Explain why these leadership styles or behaviours are likely to have a positive or negative effect on individual and group behaviour	K2 How to identify the learning needs of others and solutions to address them.	
2	Understand leadership qualities and review own leadership qualities and potential	2.1	Assess own leadership behaviours and potential in the context of a particular leadership model and own organisation's working practices and culture, using feedback from others	S4 Identify and support the development of the team through informal coaching and continuous professional development. B4 Seeks learning opportunities and continuous professional development.	Describes their approach to identifying and supporting the learning and development needs of team members, as well as seeking out opportunities to develop their own learning and professional development. (K2, S4, B4) Describes the leadership, management and performance management techniques and tools they use to organise, prioritise, and allocate work activities. (K1, K17, S2)
		2.2	Describe appropriate actions to enhance own leadership behaviour in the context of the particular leadership model	K1 Performance management techniques. K17 Leadership and management approaches. S2 Use tools to organise, prioritise and allocate daily and weekly work activities.	
Comments: (Highlight areas of unit that are not currently addressed and details of any relevant internal or external assessments)		Specific coverage not explicit. If personal SWOT/CPD is included within portfolio shows a focus on own L&M styles linked to models/theories this unit can be mapped fully if covered within PD.			

Change of assessment method

For use a different assessment approach, you must complete the change of assessment request form. Reach out for more information.

Application to change an ILM assessment method (2024)

Please complete section 1 below, save in Word and email to quality@cityandguilds.com with an email subject header 'ILM Change of Assessment Request (your centre no)'.

Please attach your proposed Assessment Task briefing document.

Proposed change to ILM assessment method

Section 1 - To be completed by the centre			
Date submitted via email to the City & Guilds quality team: quality@cityandguilds.com , subject header 'ILM Change of Assessment Request (your centre no)'			
Centre Number:		Centre Name:	
Request submitted by (name)			
Contact tel. no:		Contact email:	
Qualification Number:			
Title of Qualification:			
Unit reference number and title: <i>(please note that a separate proposal must be completed for each unit)</i>			
Centre assessed: <i>(Do you assess your own ILM assessments?)</i>		ILMA assessed: <i>(Do you outsource your assessment marking to ILMA?)</i>	
Rationale behind the request to change the assessment method: <i>(include how you want to assess)</i>			

Section 2 (for City & Guilds use only) - To be completed by the TEQA / ILMA Lead Assessor			
Guidance to TEQA / ILMA Lead Assessor Please check:			
(1) that the proposed assessment method is valid for the nature of the unit and the relevant assessment criteria the proposed change relates to (e.g. on its own, a knowledge test would be unsuitable to assess all aspects of a presentation skills unit)			
(2) that the Centre's assessment instrument explicitly covers the relevant assessment criteria of the unit involved, and that it allows a clear indication of whether each separate assessment criterion is met or not.			
(3) that, if this is a qualification using criterion assessment, the centre understands this requirement and the assessment instrument allows for marking of the relevant assessment criterion.			
(4) that the proposed assessment does not place undue bias on certain learning outcomes or assessment criteria (use the weighting of marks in the ILM unit as a guide)			
(5) once completed, please respond to the original email from Quality Delivery and include this completed form as an attachment. The form will be stored within the Assessment Hub and retained for audit purposes.			
Quality Delivery will contact the centre with the outcome and will inform their allocated EQA.			
Approved? <i>(delete as applicable)</i>	Yes	/	No
Reason if not approved:			
Name:			
Signed:		Date:	

TEQA / ILMA Lead Assessor, please email the completed form to the Quality team by attaching it to their original request.



Mapping Institute of Leadership resources to apprenticeship standards



Free Studying Membership with The Institute of Leadership

All ILM leadership qualification and apprenticeship learners get complimentary access to The Institute's studying membership.

Enjoy:

- A network of leaders, managers, and mentors
- Award-winning e-learning and leadership tools
- Support for lifelong development and career growth

As a member, you'll gain access to:

- 300+ hours of curated leadership resources
- Complimentary studying membership for learners
- Resources mapped to KSBs, responsibilities, and assessment methods

Unlock your leadership potential with ILM and The Institute of Leadership.

[Homepage](#) > [Learning](#) > [Membership tools](#) > Dimensions of Leadership



Authenticity

Self-Awareness
Ethics
Integrity
Conversation
Supporting

[See all](#)



Vision

Developing Strategy
Leading Change
Evaluating Risk
Future Readiness
Creativity

[See all](#)



Achievement

The Healthy Workplace
Managing Performance
Resilience
Adaptability
Mentoring

[See all](#)



Ownership

Taking Initiative
Leading in Different Contexts
Managing Upwards
Empowering
Learning from Mistakes

[See all](#)



Collaboration

Teamworking
Building Networks
Leading Projects
Appreciating Diversity
Engaging Stakeholders

[See all](#)

Maximise impact with mapped resources from the Institute of Leadership

Why mapping matters

Our partnership with The Institute of Leadership offers a powerful Excel-based tool that maps leadership resources directly to apprenticeship standards. Easily filter by KSBs, responsibilities, and assessment methods to save time and enhance programme design.

For Providers

Save Time: Pre-mapped resources eliminate manual effort

Tailor Delivery: Filter by what matters most to your programme

Boost Quality: Confidently deliver standard-aligned, high-impact learning

For Learners

Personalised learning: Choose from worksheets, podcasts, articles, and events that match individual learning styles.

Aligned learning: See how resources map to KSBs to support development and growth.



Gain recognition: Access complimentary studying membership with The Institute of Leadership and career-long development opportunities through the option of professional membership.

Explore mapped topics:

Use the tool to find resources aligned to key leadership capabilities, including:

- Emotional Intelligence
- Strategic Thinking
- Coaching & Mentoring
- Risk Management

Level 3 Team Leader V1.4 mapping

Operations Manager Apprenticeship standard v1.4		https://skillsengland.education.gov.uk/apprenticeships/st0385-v1-4			
 					
KSB	Duties	KSB theme (for which the specific KSB resides)	Dimension of leadership	My Leadership component (My Leadership resources (worksheets) (IoL)
KNOWLEDGE					
K1 Presentation skills and methods.	Duty 3 Duty 10 Duty 14	Evaluation and recommendations	Collaboration	Communicating	Language and Non-Verbal Communication Presentation Skills Formal and Informal Communication
K2 Relevant regulation and legislation requirements, and their impact on their team, the individual, their role and the organisation.	Duty 1 Duty 6 Duty 7 Duty 8 Duty 11	Organisational governance	Achievement	The Healthy Workplace	Health and Safety Stress Management Wellbeing and Mental Health Work-life Balance
K3 Legislation and organisational policies relating to equity, diversity and inclusion in the workplace and their impact on the organisation and stakeholders.	Duty 1 Duty 5 Duty 6 Duty 7 Duty 8 Duty 9 Duty 12	Organisational governance	Collaboration	Appreciating Diversity	Inclusivity Social Sensitivity Unconscious Bias
			Collaboration	Engaging Stakeholders	Partnership Working Managing Stakeholders Recognising Stakeholders Stakeholder Theory
	Duty 1 Duty 3 Duty 5 Duty 6		Authenticity	Self-Awareness	Emotional Intelligence Personality types Leadership Styles Servant Leadership

For use a different assessment approach, you must complete the change of assessment request form found on the policy page:



Special interest groups

Julie



Coaching and mentoring SIG

- Runs approximately every 8 weeks
- Informal coming together of ILM C&M customers
- No structured agenda
- An opportunity to share best practice, challenges etc
- Learn from others in the group

Contact julie.rowlett@cityandguilds.com to find out more.

C&M SIG 2025 dates for your diary

Monday 12.00 – 13.00 *

- Monday 21st July
- **July C&M SIG**
-
- Monday 22nd September
- **September C&M SIG**
-
- Monday 17th November
- **November C&M SIG**
-
- Review of scheduling for 2026

Leadership and Management Special Interest Group

- Introduced a Leadership & Management SIG from February 2025
- Same format at C&M SIG:
- May cluster depending on level of interest and product focus
- Complete the links to join which can also be found on the ILM events page

Contact julie.rowlett@cityandguilds.com
to find out more.

Leadership & Management SIG dates

Monday 12.00 – 13.00*

- 15th September
- **Register here**
- 3rd November
- **Register here**

Review of scheduling for 2026

Keep in touch with ILM via our updates and channels



Sign up to receive funding and leadership and management updates



@ILM_UK



@ilmuk1



Thank you

About ILM

ILM, a City & Guilds brand, is the leading specialist in leadership, management, coaching and mentoring qualifications in the UK. ILM offers a specialist suite of qualifications ranging from Level 2 to Level 7, which are awarded by The City and Guilds of London Institute. ILM also specialises in assessment, learning content, and accreditation of training.

We believe that great leaders can come from anywhere. Developing great leaders at all levels is what makes organisations great places to work and with the right support, anyone can grow and develop to make a real difference. Which is why we help people at every stage of their careers to realise and apply their potential, so that the organisations they work for can reap the benefits.

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