

# Operational Delivery Officer Apprenticeship

## For Apprentices in the: Civil Service Local Authorities

April 2016 Version 1.0



## Apprenticeship at a glance

### Summary of the structure for the Operational Delivery Officer Apprenticeship

#### Initial Assessment and Induction

The Employer and Training Provider introduce the Apprentice to the programme, set meaningful objectives and identify support needs.

#### On Programme Work and Learning

The Apprentice accesses learning and development/on the job training to equip them with the skills and opportunities to complete:

- City & Guilds Level 2 Award in Operational Delivery (Principles)
- City & Guilds Level 3 Certification in Operational Delivery (Advanced)
- Level 2 qualification (or equivalent) in Maths and English (if required)
- A portfolio of evidence.

#### Gateway to End Assessment

The Training Provider and Employer determine if the Apprentice has fully met all of the required on programme work and learning objectives. If successful the Apprentice is ready to be registered for end assessment with the appointed End Assessment Organisation.

#### End Assessment

The Apprentice completes a work based project and develops a Showcase Portfolio. They are interviewed by the End Assessment Panel who decide whether all the requirements of the Apprenticeship are met. If successful the Independent End Assessor recommends certification.

#### Certification

The End Assessment Organisation quality assures the process and grants certification and applies for the Apprenticeship Certificate.



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Version and date	Change detail	Section



# 1 Introduction

This guide has been designed to explain the Operational Delivery Officer Apprenticeship programme and how learners can be supported to successfully achieve it.

<b>Question</b>	<b>Response</b>
What is a 'Trailblazer' Apprenticeship?	It is an Apprenticeship programme which was developed following the Richard Review of Apprenticeships in 2012. The 'Trailblazer' is Employer led.
Who is the Apprenticeship for?	It is for people working in the Operational Delivery Profession in a variety of customer focused roles.
How was the Apprenticeship designed?	It was designed to meet the requirements of the Apprenticeship Standard which was developed by a team of experts who work in the Civil Service and the Wider Public Service. These experts understand the skills and abilities required for an Officer to be effective in their working role.
Who developed the qualifications that form part of the programme?	The qualifications were developed by Operational Delivery Professionals and City & Guilds.
How will the completing the Apprenticeship help career development?	Successful completion of the Apprenticeship Programme will equip learners with the skills and abilities that are essential in most professions in the public and private sector. They will gain the knowledge and skills to complete a wide range of tasks and know how to work effectively with others to achieve set goals. In addition they will have the opportunity to develop values and behaviours essential for delivering excellent customer service.
How long will the Apprenticeship take?	The length of time taken is dependent on the contract agreed between the Employer, the Apprentice and the Training Provider. As the End Assessment cannot begin until the Apprentice has been on the programme for 12 months, all apprenticeships will be more than one year in duration.



## 2 The Apprenticeship Standard

### The Apprenticeship Standard explained

The Apprenticeship Standard forms the basis of the Operational Delivery Officer Apprenticeship (see Diagram 1). It is a framework which states the requirements for staff working in the Operational Delivery Profession.

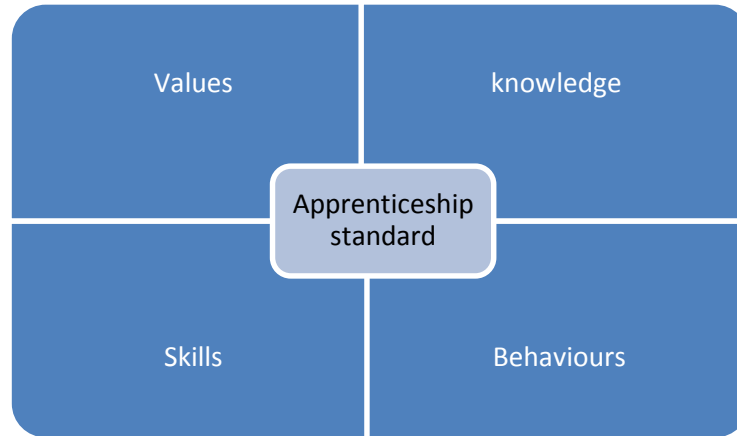


Diagram 1: The Apprenticeship Standard

The Apprenticeship standard comprises of a wide range of knowledge, behaviours, skills and values which the Apprentice must achieve during the programme. The list below summarises the areas covered by each part of the standard.

**Values** (integrity, honesty, objectivity, impartiality)

**Knowledge** (Legislation, policies, procedures, customers, range of services)

**Skills** (customer service, communicating effectively, working together, gathering and managing information, negotiating and influencing, problem solving and decision making, tools and equipment, professionalism, self management and awareness)

**Behaviours** (changing and improving, making effective decisions, leading and communicating, collaborating and partnering, building capability for all, managing a quality service, delivering at pace).

**The Apprenticeship Standard is published in Appendix 1.**



### 3 The Structure of the Apprenticeship Programme

#### Key Elements of the programme

There are five key elements which are sequential that form the Apprenticeship programme. These are:

1. The induction for all Apprentices
2. On Programme Work and Learning Activities
3. The Gateway to End Assessment
4. End Assessment
5. Certification

A summary of what is included in each element of the Apprenticeship programme is presented below.

#### 1. Induction

The Apprentice is given:

- A work based induction by their Employer into the role and responsibilities of an Operational Delivery Officer and the requirements of the Apprenticeship Standard
- An induction by the Training Provider in partnership with the Employer to ensure they fully understand the requirements of the programme and their responsibilities as a learner. The induction by the Training Provider includes an initial assessment to identify learning needs, specific training needs, support and guidance. Individual objectives will be set and recorded on a learning contract/individual learning plan.

#### 2. On Programme Work and Learning Activities

The Apprentice will:

- Engage in training and development in line with their individual objectives as stated in their Individual Learning Plan (ILP)
- Meet with the Employer and Training Provider to review progress against objectives, identify areas for commendation and address areas of concern
- Be supported during their Apprenticeship using their workplaces performance management systems
- Develop a portfolio of evidence against the requirements of the Apprenticeship Standard
- Complete the City & Guilds Level 2 Award in Operational Delivery (Principles) (3815-02/12) \* [refer to page 8 for exact qualification](#)
- Complete the City & Guilds Level 3 Certification in Operational Delivery (Advanced) (3815-03/13) \* [refer to page 8 for exact qualification](#)
- Complete a Level 2 qualification (or equivalent) in Maths and English (if required).

### **3. Gateway to End Assessment**

A judgement is made by the Training Provider and Employer to determine if the Apprentice has fully met all the objectives set during the 'On Programme' element of the apprenticeship.

They confirm the Apprentice has developed a portfolio, achieved the City & Guilds Level 2 Award and Level 3 Certificate in Operational Delivery and has met the required standard for Maths and English.

Once satisfied all the requirements have been met, the Employer and Training Provider register the Apprentice for End Assessment with the End Assessment Organisation.

### **4. End Assessment**

The Apprentice will:

- Undertake a work based project and develop an electronic Showcase Portfolio using the best evidence collected during their learning programme.
- Be interviewed by The End Assessment Panel during which they will make a presentation and answer a series of questions to clarify their understanding of the skills, values, behaviours and knowledge required by an Operational Delivery Officer.

### **5. Certification**

Completion and certification will be decided by the End Assessment Panel which is chaired by the Independent Assessor. The organisation appointed to conduct the End Assessment will quality assure the process and apply for the Apprenticeship Certificate for successful candidates.



## 4 On Programme Work and Learning Requirements

### Qualifications required for the Apprenticeship

Learners are required to achieve 2 mandatory qualifications which have been developed by Operational Delivery Professionals as part of the Apprenticeship Programme. These are the Level 2 Award in Operational Delivery (Principles) and the Level 3 Certificate in Operational Delivery (Advanced).

The qualifications and assessments have been tailored to meet the needs of Apprentices working in the Civil Service and Local Authorities.

### Qualifications for Apprentices working in the Civil Service

Apprentices on a Civil Service Operational Delivery Officer programme must complete the:

- Level 2 Award in Operational Delivery (Principles) **(3815-02)**
- Level 3 Certificate in Operational Delivery (Advanced) **(3815-03)**

### Qualifications for Apprentices working in Local Authorities

Apprentices on an Operational Delivery Officer programme for Local Authorities must complete the:

- Level 2 Award in Operational Delivery (Principles) **(3815-12)**
- Level 3 Certificate in Operational Delivery (Advanced) **(3815-13)**

Detailed information about the units and assessment for the Civil Service and Local Authorities is provided in the qualification handbooks at [www.cityandguilds.com](http://www.cityandguilds.com). Please ensure the correct qualification handbook is selected by referring to the title and qualification number given.



## Methods of Assessment

Apprentices must successfully complete the assessment for all units of qualification.

All Level 2 units are assessed using online multiple choice tests. The time of each test will not exceed 1 hour.

All level 3 units are assessed using externally set, internally marked, short or structured response question papers. The time of the test varies for each question paper set but will not exceed 2 hours.

To prepare for each assessment the Apprentice must become thoroughly familiar with the unit being assessed and participate in a range of learning activities such as training courses, e-learning, on the job training and independent study.

## Maths and English requirements

It is a requirement that all Apprentices have a Level 2 qualification in Maths and English. If the Apprentice does not have a GCSE or equivalent at Grade C or above they will be required to study for these during the programme. An Apprentice cannot proceed to the End Assessment without having met the requirements for English and Maths.

## Building a portfolio of evidence

Apprentices are required to build a portfolio to evidence the development of skills, values, behaviours and knowledge in the work place whilst engaging on the programme. The evidence collected should be based on the requirements of apprenticeship standard (Appendix1). These are:

**Skills** (customer service, communicating effectively, working together, gathering and managing information, negotiating and influencing, problem solving and decision making, tools and equipment, professionalism, self management and awareness)

**Values** (integrity, honesty, objectivity, impartiality)

**Behaviours** (changing and improving, making effective decisions, leading and communicating, collaborating and partnering, building capability for all, managing a quality service, delivering at pace)

**Knowledge** (legislation, policies, procedures, customers, range of services)

## The purpose of the portfolio

The evidence contained within the portfolio will form the basis of the Showcase Portfolio which the Apprentice builds once they have gone through the gateway and have begun the End assessment.

Over the duration of the Apprenticeship a wide variety of evidence will be gathered into a portfolio. It is from this collection of evidence the Apprentice will select the best pieces of evidence to use in the final Showcase Portfolio.

Please note that detailed guidance about the evidence required in the Showcase Portfolio will be given in the End Assessment pack [www.cityandguilds.com](http://www.cityandguilds.com) or from the organisation selected to deliver the Independent End Assessment. The Showcase Portfolio must be produced electronically.

## Gathering evidence for the portfolio

During the Apprentice's induction, their Line Manager should agree with them, the type of evidence they expect to be produced given their role and performance objectives. A range of examples and evidence which occur naturally in the working role include but are not limited to:

- Performance plans used by the organisation. These may known as be Personal Development Records (PDR) Personal Development Plans (PDP) Supervisions or one-to-ones which focus on performance against the values, knowledge, skills and behaviours stated in the Apprenticeship Standard
- Documents produced by the Apprentice within their work role such as plans, case notes, reports, results, evaluations, risk assessments, forms, guides, calculations, invoices and other as appropriate
- Accounts or examples of how a task was completed or how customer's needs were met or problems solved
- Reflective journal
- Feedback from colleagues and customers
- Witness testimony
- Handwritten scanned material such as notes, drawings, plans, reports, sketches
- Examples of communication such as email correspondence
- Photographic images of events/displays, artefacts etc.
- Screen shots of web design/database
- Spreadsheets
- Power point presentations
- Audio files of discussions, observations
- Videos of practical performance.

All evidence produced by the Apprentice must be their own work and it should be signed and dated.



## 5 End Assessment

### **The Delivery of End Assessment**

The End Assessment of the Operational Delivery Officer Apprentice must be completed by an organisation approved by the Skills Funding Agency to deliver End Assessment. It is the Employers responsibility to contract an organisation to deliver this.

The organisation appointed to deliver End Assessment will provide the Apprentice with an assessment pack which states all the requirements for End Assessment. In addition the End Assessment Organisation manages the End Assessment Panel meeting and provides the Independent Assessor.

City & Guilds is the most experienced assessment organisation with over 150 years of history supporting the needs of Employers and learners. City & Guilds Independent End Assessment Service is an accredited Register of Assessment Organisation (RoAO) approved by the Skills Funding Agency.

The service City & Guilds provides is underpinned by high quality through its people, products, processes or systems. As such City & Guilds End Assessments are well planned out, integrated, transparent and are recognised by Employers and learners.



## 6 Roles and Responsibilities

### The role of the Employer

The Employer is responsible for:

- Recruiting the Apprentice
- Managing the Apprentice in the workplace
- Delivering an induction into the apprenticeship programme
- Setting and monitoring goals which will enable the Apprentice to achieve their learning outcomes (typically using PDRs Personal Records of Achievement)
- Supporting the Apprentice during the programme to identify evidence for their portfolio and access learning and development opportunities
- Liaising with the Training Provider to identify when the Apprentice is ready to be assessed for the City & Guilds qualifications
- Liaising with the Training Provider to identify whether the Apprentice has met all the requirements of the 'On Programme Work and Learning' element of the apprenticeship and is able to proceed through the Gateway to End Assessment
- Supporting the Apprentice during the End Assessment\*

\*Detailed requirements for the End Assessment are provided by the organisation appointed to conduct the End Assessment

### The role of the Training Provider

The Training Provider may be an internal team within the organisation or an external provider such as a college or private training company registered as a centre with City & Guilds.

The roles and responsibilities of registered centres who deliver City & Guilds qualifications are published in the Centre Manual - Supporting Customer Excellence and the Qualification Handbooks for the City & Guilds Level 2 Award in Operational Delivery (Principles) and the City & Guilds Level 3 Certification in Operational Delivery (Advanced). These are available at [www.cityandguilds.com](http://www.cityandguilds.com).

In summary the Training Provider is required to:

- Meet the contractual requirements of a City & Guilds centre in respects to governance, staffing, quality assurance, enrolment and certification
- Deliver an induction programme to the Apprentice to ensure they fully understand the requirements of the programme and their responsibilities as a learner

- Conduct an initial assessment to identify learning needs, specific training needs, and offer on going support and guidance to the Apprentice typically through tutorials
- Work with the Apprentice to set Individual objectives recorded on a learning contract/individual learning plan
- Support the Apprentice to identify their choice of optional unit from the selection of optional units within the qualification
- Enrol the Apprentice on the City & Guilds qualifications that form part of the Apprenticeship
- Identify opportunities to complete a qualification in Maths and English if required
- Liaise with the Employer to monitor the Apprentice's progress and in particular identify whether the learner is ready to:
  - be assessed for the City & Guilds qualifications
  - proceed through the Gateway to End Assessment.

### **The role of the Apprentice**

The Apprentice is contracted by the organisation to whom they are employed and must abide by their contract to meet the requirements of the Apprenticeship Standard. In addition they will sign a learner contract upon commencement of the Apprenticeship in which declare any additional learning or support need and agree to work to set objectives within given timescales to complete the Apprenticeship Programme.

### **The role of the Awarding Organisation**

The qualifications that form part of the Apprenticeship are provided by City & Guilds who provide certification for the successful achievement of these. City & Guilds is also able to be appointed to provide the End Assessment for this Apprenticeship.

### **The role of the Organisation appointed to deliver the End Assessment**

The organisation appointed to deliver End Assessment will provide the Apprentice with an assessment pack which states all the requirements for End Assessment. In addition the End Assessment Organisation manages the end assessment process, which includes assessing the Apprentices Showcase Portfolio and work-based Project, managing the Panel meeting and providing the Independent Assessor.

It is the responsibility of the End Assessment Organisation to apply for the Apprenticeship Certificate.

### **The role of the End Assessment Panel**

The End Assessment Panel is convened to make a final assessment of the learners work at the end of the programme. The Panel is typically made up of not more than 3 occupationally competent members who are led by an Independent Assessor. The Panel's role is to interview the Apprentice and review the evidence provided to inform the assessment outcome. The Independent Assessor has the final say over the outcomes of the

assessment decisions made and communicates these to the End Assessment Organisation appointed to deliver the end assessment.



# Appendix 1 The Operational Delivery Apprenticeship Standard

## Operational Delivery Profession

Apprenticeship Standard

Public Service Operational Delivery Profession

Operational Delivery Officer

An Apprenticeship that contributes to the UK

Operational Delivery Officers have the vital job of keeping the country running. They make sure that citizens get the services and protection they need, and help people understand what is available and what they need to do to comply with the rules. Operational Delivery Officers make a difference every day to the lives of millions of people. They do hundreds of jobs in most departments and agencies in central government. They also work in local government, delivering services for towns, cities, boroughs or counties.

This apprenticeship will give you great development opportunities to equip you to be an internationally-recognised professional in the part of the Civil Service that really makes things happen for customers and businesses.

What Apprentices will do

A career in operational delivery is varied and involves working on the front line in different public-facing environments. You will be dealing with different types of customers and delivering a range of public services, but the skills and behaviours you need will be the same whatever you do.

Operational Delivery Officer roles include bringing data and evidence together, and making sure it is correct. You may also be considering applications, analysing information and making decisions.

Duties will depend on who the public service employer is and what they are responsible for: you could find yourself working in any occupational delivery area of central or local government. As an Operational Delivery Officer you could be:

### Services

- managing cases and resolving customer enquiries
- assessing and collecting various taxes across central and local government
- giving people welfare or pensions advice, or supporting them to get back to work
- issuing UK passports and making decisions about who has the right to visit or to stay in the country
- processing driving licence applications
- supporting citizens in court

### Protection

- validating peoples' identities, and carrying out background checks or interviews
- carrying out searches on people, vehicles, freight and baggage
- collecting outstanding debts
- stopping entitlements for people who should not be getting them
- rehabilitating offenders and supporting victims and witnesses
- responding to outbreaks and incidents, co-ordinating information and deploying resources

When trained, you may move around roles or departments to develop and make the most of your skills.

#### Values, Knowledge, Skills and Behaviours

Values	What is required
Integrity	Putting the obligations of public service above your own personal interests
Honesty	Being truthful and open
Objectivity	Basing your advice and decisions on rigorous analysis of evidence
Impartiality	Acting according to the merits of each case and serving the government of the day impartially

Knowledge	What is required ( <a href="#">click here to see a Knowledge Annex for examples</a> )
Legislation, policies and procedures	Understanding the principles, practices, regulations and law in your own area of operational delivery, and how it is applied and the effect it has, from supporting the needs of the most vulnerable individuals to keeping the UK's borders secure
Customers	Understanding the diverse range of customers and communities, and their needs, rights and expectations, from individuals to the biggest multi-national businesses
Range of services	Having an appreciation of the range of public services available that are delivered across government, from ensuring money is available to fund public services to making payments to pensioners

Skills	What is required
Customer service	Delivering services to a wide range of customers, including those most in need and vulnerable, recognising that some customers will need extra support to access and use services. You will be providing a professional service at the right time and in a non-judgmental way. This includes carrying out calculations based on information received and giving accurate advice and guidance to help citizens understand what they need to do



Communicating effectively	Understanding the importance of effective communication in the workplace and communicating effectively in different situations and communicating in the best way to meet the needs of different audiences. This includes questioning and listening when carrying out interviews or investigations, and communicating in a clear and concise way using letters, e-mails or social media, over the phone, or face-to-face
Working together	Working well with your team, colleagues and others and developing productive working relationships to achieve individual, team and business results
Gathering and managing information	Complying with data protection principles. Accurately reviewing, validating, processing and storing information from a range of sources and accurately using it to meet customers' needs in a way they find clear and easy to understand. You may be analysing information for discrepancies, potential fraud or non-compliance. This could also support interviews and investigations
Negotiating and influencing	Using tact and diplomacy to negotiate with individuals or businesses to ensure they comply with the rules, and reaching solutions that suit all parties and are right for the business
Problem solving and decision making	Identifying problems quickly and using a range of techniques to solve them and stop them happening again. This includes preventing a customer having to contact us a number of times
Tools and equipment	Using IT systems to manage, share and store information. This includes using office equipment appropriately and reporting poor performance of services you use to do your job
Professionalism, self-management and awareness	Taking responsibility for your own actions. This includes being self-motivated, and planning work to make sure that tasks are completed and deadlines met

Behaviours	What is required
Changing and improving	Being open to change. This includes being creative in supporting continuous improvement or changes to systems or processes that affect the way you do your job
Making effective decisions	Having sound judgement. This includes making decisions about the relevance, quality and accuracy of the information available to you and using and sharing it appropriately
Leading and communicating	Leading by example. This includes being even-handed, supportive, and not letting personal opinions override business needs, and communicating professionally, openly and honestly
Collaborating and partnering	Working collaboratively and building professional relationships with colleagues. This includes working as part of a team and developing contacts so you can support each other

Building capability for all	Learning and building your own knowledge and skills, and developing the mind-set and ways of working to continually improve
Managing a quality service	Delivering a quality service. This includes 'going the extra mile', and showing an awareness of different customer needs (for example, those with disabilities)
Delivering at pace	Delivering at pace, working to agreed goals and activities, and responding to challenges constructively, for example managing time well and thinking positively

#### Additional Information

<b>Entry Requirements</b>	Age 16 and over
<b>Duration</b>	12-18 months
<b>Level</b>	Level 3
<b>Qualifications</b>	<p>Apprentices must achieve:</p> <p>a Level 2 Award in Operational Delivery (Principles)</p> <p>This allows learners to develop the knowledge required for employment and/or career progression within Operational Delivery. The qualification includes units on principles of working in operational delivery, providing customer service, equality and diversity.</p> <p>and</p> <p>a Level 3 Certificate in Operation Delivery (Advanced)</p> <p>This allows learners to develop the knowledge required for employment and/or career progression within Operational Delivery. The qualification includes units on working in operational delivery, providing customer service, managing team performance, operational delivery interviews and visits.</p>
<b>Renewal</b>	This Standard will be reviewed in September 2017

**Please note: The standard has been reproduced as permitted under the terms of the Open Government Licence 2015 and the latest version can be found on the GOV.UK website <https://www.gov.uk/government/collections/apprenticeship-standards>**



## Appendix 2 Links to Maths and English qualifications

### Links to other qualifications

The Apprenticeship programme requires all learners to have achieved a qualification in Maths and English at Level 2 (or equivalent) if they have not already done so. For information on maths and English qualifications please refer to the following:

- Functional Skills (England) – see [www.cityandguilds.com/functionalskills](http://www.cityandguilds.com/functionalskills)

### Diagnostic tools

Our initial and diagnostic assessment allows easy, accurate and tailored assessment of learners' Maths and English. Our initial and diagnostic assessment can be used to assess the skill levels of any learner or staff member across all qualifications and levels.

<http://www.cityandguilds.com/what-we-offer/centres/maths-and-english/maths-and-english-Toolkit/initial-assessment-and-diagnostic>



## Appendix 3 Sources of general information

The following documents contain essential information for centres delivering City & Guilds qualifications. They should be referred to in conjunction with this handbook. To download the documents and to find other useful documents, go to the **Centres and Training Providers homepage** on **[www.cityandguilds.com](http://www.cityandguilds.com)**.

***Centre Manual - Supporting Customer Excellence*** contains detailed information about the processes which must be followed and requirements which must be met for a centre to achieve 'approved centre' status, or to offer a particular qualification, as well as updates and good practice exemplars for City & Guilds assessment and policy issues. Specifically, the document includes sections on:

- The centre and qualification approval process
- Assessment, internal quality assurance and examination roles at the centre
- Registration and certification of candidates
- Non-compliance
- Complaints and appeals
- Equal opportunities
- Data protection
- Management systems
- Maintaining records
- Assessment
- Internal quality assurance
- External quality assurance.

***Our Quality Assurance Requirements*** encompasses all of the relevant requirements of key regulatory documents such as:

- Regulatory Arrangements for the Qualifications and Credit Framework (2008)
- SQA Awarding Body Criteria (2007)
- NVQ Code of Practice (2006)

and sets out the criteria that centres should adhere to pre and post centre and qualification approval.

**Access to Assessment & Qualifications** provides full details of the arrangements that may be made to facilitate access to assessments and qualifications for candidates who are eligible for adjustments in assessment.

The **centre homepage** section of the City & Guilds website also contains useful information on such things as:

- **Walled Garden:** how to register and certificate candidates on line
- **Events:** dates and information on the latest Centre events
- **Online assessment:** how to register for e-assessments.

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## Useful contacts

<b>UK learners</b> <b>General qualification information</b>	<b>learnersupport@cityandguilds.com</b>
<b>International learners</b> General qualification information	<b>intcg@cityandguilds.com</b>
<b>Centres</b> Exam entries, Certificates, Registrations/enrolment, Invoices, Missing or late exam materials, Nominal roll reports, Results	<b>centresupport@cityandguilds.com</b>
<b>Single subject qualifications</b> Exam entries, Results, Certification, Missing or late exam materials, Incorrect exam papers, Forms request (BB, results entry), Exam date and time change	<b>singlesubjects@cityandguilds.com</b>
<b>International awards</b> Results, Entries, Enrolments, Invoices, Missing or late exam materials, Nominal roll reports	<b>intops@cityandguilds.com</b>
<b>Walled Garden</b> Re-issue of password or username, Technical problems, Entries, Results, e-assessment, Navigation, User/menu option, Problems	<b>walledgarden@cityandguilds.com</b>
<b>Employer</b> Employer solutions, Mapping, Accreditation, Development Skills, Consultancy	<b>business@cityandguilds.com</b>
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As the UK's leading vocational education organisation, City & Guilds is leading the talent revolution by inspiring people to unlock their potential and develop their skills. We offer over 500 qualifications across 28 industries through 8500 centres worldwide and award around two million certificates every year. City & Guilds is recognised and respected by Employers across the world as a sign of quality and exceptional training.

## **City & Guilds Group**

The City & Guilds Group operates from three major hubs: London (servicing Europe, the Caribbean and Americas), Johannesburg (servicing Africa), and Singapore (servicing Asia, Australia and New Zealand). The Group also includes the Institute of Leadership & Management (management and leadership qualifications), City & Guilds Licence to Practice (land-based qualifications), the Centre for Skills Development (CSD works to improve the policy and practice of vocational education and training worldwide) and Learning Assistant (an online e-portfolio).

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