

Project Name: Accreditation of Modules from The Leadership Trust Foundation

Amendment History:

Version No.	Date	Reason for Amendment
1	26/7/07	New Proposal

Project Manager

Tim Maxfield – Worcester Business School (WBS), University of Worcester

Document Distribution

Name	Location	Responsibility	Action/Information
Sharon Turnbull	Leadership Trust Foundation		Members of project team
Dan Archer	Leadership Trust Foundation		
Debbie Lambert	LLN	Manager of the LLN	To share the project with the Leadership and Management Advisory Group
Geoffrey Elliott	UW	Members of the Steering Group	To approve to proposal
Chris Moorecroft	WCT		
Ian Peake	HCT		
Mike Rookes	OU		
Gail Rothnie	UoB		
Donna Obrey	LLN	Project Officer for the LLN	To track and monitor project

Background

The current project is presented as a collaboration between Worcester Business School (UW) and the Leadership Trust, an independent, self-financing, non-profit-making trust based in Weston-under-Penyard, Herefordshire. Since its establishment in 1975, over 30,000 delegates have attended leadership development programmes with the Trust. Current clients of the Trust come from all sectors of industry, commerce and society and from across the UK and internationally. In 1997, following a restructure, The Leadership Trust became known as The Leadership Trust Foundation (LTF). LTF comprises Research

and Development (incorporating the Research Centre for Leadership Studies and the Department of Innovation and Development), Grant Making and The Leadership Trust (Training) Limited. The Leadership Trust is a dedicated leadership development centre and not a conference centre, per se. Accommodation, catering facilities and the general learning environment are of high quality, and it is intended that the proposed collaborative venture has a delivery base operating at the premises of the Leadership Trust.

The project involves the development of a set of integrated training and development modules which form a broad CPD framework around the area of Leadership and Management, ultimately leading to an MBA award in Leadership and Management for those seeking this level of qualification. The project utilises the greater freedom offered within the PG Regulatory Framework at UW for the development of a CPD framework based upon modules of 5, 10 and 20 credits. These units of learning will be jointly promoted by UW and the Leadership Trust (LTF) and will be delivered using LTF and WBS tutors as a joint venture, at the LTF premises in Herefordshire. The provision will not be marketed as an MBA in Leadership & Management, but as an accredited framework of short course provision that 'could' lead to an MBA through the accumulation of credit.

This project will contribute to the specific targets of the LLN for the accreditation of modules, and the broader aims of engaging additional students who are currently in work.

Objectives of the Project

- To engage a new group of students not currently engaged in accredited HE.
- To provide progression from existing LTF training and development opportunity through an accredited CPD framework towards an MBA qualification (UW) and potentially other intermediate PG awards (e.g. PG Cert, PG Dip).
- To engage a non-traditional group of learners in the CPD process of support and structured HE.
- To afford flexible provision, utilising blended learning approaches to meet the needs of this diverse student market in the area of accredited (or indeed un-accredited HE).
- To provide a model of course design, thereby informing development aimed at a part time market in a diverse range of market sectors.

Project Approach

The project has been developed to capitalise upon the strengths of the partners involved, as indicated in the Background section to the current project bid. Funding to support the project would facilitate a jointly planned and integrated approach to course development and validation. The project would enable key participants from the two partners to be involved in the design process of the constituent modules (and developing CPD framework) working with the Project Manager based at the University. Promotion of the opportunity would be ensured through the joint development of targeted literature to be distributed via partner's networks and external engagement activity.

Scope:

A *Key Products from the project*

- A delivery model, fit for purpose and based upon the principles of a flexible blended learning format (learning from approaches used on related Leadership and Management Development programmes offered by the Business School, e.g. MBA Health and Social Care, Graduate Certificate in Managing Health and Social Care).
- A model for partnership-working that can be used to inform other similar initiatives elsewhere within and beyond the LLN, and involving Employers.
- A clear progression route for existing LTF clients to extend their Leadership and Management development within a nationally recognised PG award.

- To increase the number of students registered on LLN programmes

B Out of Scope

This project does not cover any additional marketing of the Leadership and Management curriculum. It also does not cover the full development costs of the VLE to support the programme, as this would be the responsibility of the course tutors linked to delivery.

Constraints

- The differing culture of the two partners, involving different pricing strategies, cost base, and quality management, assurance and enhancement procedures.
- The differences in delivery style and learning & teaching philosophy of the two partners.
- Adaptation of the current LTF offer to an 'academic' approach required for validation and assessment purposes.

Initial Project Case

- Flexible approach to course design and delivery (based upon a CPD framework and accumulated credit model).
- Collaborative project involving two very different HE partners, but drawing upon the synergy and potential of the two working in tandem.
- Project impacts upon progression of existing and new LTF clients, through the developing CPD framework, ultimately leading towards an MBA qualification.

Benefits of the Project

Benefits to the student :

- Clear progression (and accreditation) from existing LTF provision to Level 7 (National Qualifications Framework) in the Leadership and Management area.
- Flexible learning opportunities (based upon one-four day short courses), to ensure appropriate access to those in full or part time employment.
- A range of topics allied to skills shortage areas as identified by AWM, CIHE etc. and linked to demand as identified through external engagement (e.g.LLN's recent market research survey).
- The development of a range of high-level leadership & management skills to enhance individual, and organisational performance .
- To meet Government priorities around the area of workforce development in the area of leadership and management.

Benefits to the employers :

- A more effective workforce contributing to the development of the organisation, through enhanced potential in leadership and management.
- Improved recruitment and retention and motivation of the workforce.
- Flexibility in design will reduce the amount of time that learners spend away from the workplace.

Benefits to the LLN :

- Achievement of the targets for accreditation of modules in Leadership and Management
- Facilitating the sharing of effective practice between stakeholders (representing different organisations).
- The model of collaboration will enable future collaborative development between the two partners to be enacted more easily e.g. in enabling joint research proposals.
- Achievement of LLN targets for developing courses with more innovative delivery times by providing a flexible delivery model which recognises the problems associated with abstraction from the workplace.

Key Assumptions

- The availability of key members of the project team e.g. Sharon Turnbull, Dan Archer (LTF), Tim Maxfield, Dr Carl Evans, Pammie Murray-Hopkin (Worcester Business School).
- That the organisations constituting the partnership have a real desire to work together in collaboration in order to promote fresh opportunity for an identified target group .

Costs of the project

Release of Project Manager from workload (equivalent to 40 hours to co-ordinate curriculum development/ partner liaison	£3600.00
Release of key partner staff (e.g. P. Murray-Hopkin, Carl Evans, and LTF Staff)	£3600.00
Travel costs (liaison LTF & WBS, Employers)	£500.00
Administrative costs to support document production	£300.00
Total	£8000.00

This project proposal requests a contribution towards the costs of £3500

How will the project be evaluated?

Analysis of appropriateness of collaborative model (the project could lead the way on a number of similar initiatives between the two organisations), delivery model & CPD support with students progressing through the CPD framework. The latter will be done at interim and end points of first year of operation of the programme. Evaluation of effectiveness of recruitment strategy to the programme will also be an interesting area of investigation, given the fact that this will be a new market for the University, and a new area (of accredited training) for LTF. The numbers of learners will be monitored.

How will the project be sustained?

The CPD framework and linked MBA Leadership and Management will be promoted as an accredited training and development opportunity first and only then as a vehicle that 'may' lead to a Masters qualification. It is anticipated that this credit framework will sustain interest of existing students progressing through the modules, and generate enough interest to draw new clients and organisations into the framework over time. The Leadership Trust has well-developed channels of communication with its existing networks of corporate clients, and WBS has a close affiliation with a growing number of SMEs, as well as traditional links with a range of public sector organisations. It is also anticipated that the approach will accord with Advantage West Midlands' (AWM) initiatives for providing leadership and management development for MDs and senior post-holders in SMEs throughout the West Midlands region. Once developed, the framework will be discussed with contacts at AWM with a view to seeking funding or other opportunities to support a more extensive roll-out across the RDA area via AWM promotion (and potentially, promotion to other RDAs). It will also serve

to bring together the two partners to ease the development of future joint projects, as well as consolidating links with existing employers and extending the client base.

Initial Risk Log

The following table summarises the risks that have been identified that may prevent the project being completed to the required quality, budget and timescale. The probability and impact of each risk has been graded as low, medium or high to indicate the relative importance attached to each element of risk.

Risks	Probability	Impact	Containment Plan
Key project members unavailable due to other commitments (e.g. T. Maxfield)	L	H	Prospective Project Manager currently in discussion with HoD Business School and Dir of Planning and HR (WBS) r.e. release from other teaching commitments.
CPD framework appears attractive to client group, but for un-accredited provision rather than accredited training and development.	M	M	WBS/ LTF is to charge a standard rate for each day of training, regardless of whether the course is accredited or not. Consequently, the economic viability of the proposition is not in doubt, though a smaller proportion of clients seeking accreditation will limit HEFCE funding that can be drawn down and may impact upon the individuals' commitment to further CPD (ultimately to an MBA).
CPD 'learning units' (and MBA qualification) are viewed as 'too expensive' by client group.	M	H	LTF has operated in this premium-priced market segment since its inception. WBS has also operated a premium pricing strategy for its MA Management Studies (and more recently its MBA), though not at the rate planned for the current project. Nevertheless, the intended target market (MDs, CEOs and senior managers), the facilities and resources available in delivery, and the 'bite-size' nature of the provision should all serve to mitigate perceptions of high cost.
Cultural differences between the partners	M	H	Whilst there is agreement on pricing strategy for the CPD,

create an obstacle to effective collaboration.			there are still differences in L & T philosophy, 'assessment' and 'continuing support offered to students' when comparing the two partners. Differences in delivery style will 'refresh' the course offer, and joint delivery of the programme will encourage sharing of ideas and organisational learning.
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Project Team

- Tim Maxfield (UW)
- Dr. Sharon Turnbull (LTF)
- Dan Archer (LTF)
- Ian Edgar (UW)
- Carl Evans (UW)
- Paul Furniss (UW)
- Nigel Walton (UW)
- Liz French (Herefordshire Council)
- Alison Martin (Hereford County Hospital)