

Leadership, Management, Innovation and Enterprise Sector Group Year 4 Business Plan 2010 - 2011

1. Rationale for Continuance

1.1 The group has been successful in facilitating dialogue and effective partnership working between providers of education and training (from both the public and private sector), accrediting and awarding bodies, and the Sector Skills' Councils. This has resulted in innovative new curriculum, new learners in higher education, meaningful employer engagement, debate on issues relating to leadership, management and enterprise, and new ways of accrediting learning.

1.2 The continuation of the group for a fourth year would facilitate further dialogue with key stakeholders with the potential to lead to successful development of relevant higher levels skills' provision. Examples of curriculum development work to-date include: work with the Skills for Care Sector Skills Council to develop a two new foundation degrees in the management of care both of which have been developed in response to the needs of employers in the region to meet specific management skills shortages; engagement with the Construction Skills Sector Skills Council to explore curriculum development that meets management and leadership needs in the construction sector; development of new curriculum in social enterprise.

1.3 The group has also been particularly successful in meeting the aims of the WYLLN to provide routes into and through higher education for vocational learners, widening participation in higher education, and engaging new learners in higher level study. For example, two of the new awards are targeted at work-based learners and sections of the care workforce who have traditionally not had higher level progression routes tailored to their sectors. The work with a private training provider on the accreditation of employer based training is designed, through the recognition of non-accredited work-based learning, to facilitate progression for those already in the workforce. The group has also been the catalyst for the development of progression agreements, linking learners from non-traditional backgrounds to university and higher level study opportunities.

1.4 Contribution to a strategic approach to the development of leadership, management, innovation and enterprise across the region has been achieved through close engagement with Skills for Care, the Open Space events with employers, work with the Northern Leadership Academy, and active involvement of the LMIE Sector Officer with developments in other sector skills groups (e.g. construction and the built environment). A fourth year will enable the group to build on this success and extend its strategic engagement and impact.

1.5 Going forward, effective management and leadership skills will continue to be a key to the development of successful businesses in the region. Regional strategies identify higher level skills and raising aspirations as key to economic development. The Regional Spatial Strategy for Yorkshire and the Humber identifies the need for economic growth, restructuring and diversification to take account of job growth and promote investment. It highlights the links between job opportunities, skills development, business productivity and investment with the promotion of a knowledge-driven economy. The Regional Economic Strategy (RES) for Yorkshire and Humber 2006-2015 focuses on improving local skills and growing businesses to create new employment. Flexible higher education

delivery, catering for the business demands and encouraging learning progression will raise aspirations and skills.

1.6 At national level recent government publications on the future of higher education and skills build on and extend earlier ambitions as set out for example by Lord Leitch as well as the recommendations contained in the report on access to the professions (Unleashing Aspirations). In this context HE, FE and HE in FE continue to be regarded as key contributors to achieving a range of challenging government targets to widen participation in higher education and raise skills levels - see 'Higher Ambitions', and the White Paper 'Skills for Growth' (November 2009) which propose a new overarching ambition for higher education and skills systems that three quarters of people should participate in higher education or complete an advanced apprenticeship or equivalent technician level course by the age of 30.

1.7 The ambitions set out above can only be achieved through partnership, especially partnership between further and higher education. The LMIE group has attracted a broad membership and is unique in tackling this issue from a higher and further education perspective. Membership includes HEIs with different missions and diverse business and management curricula and FECs offering a range of management and related qualifications from level 1 to 7.

1.8 The terrain of management and leadership qualifications is complex. Lack of understanding and recognition of learning among both providers and consumers creates barriers to individual progression and the take up of training. The sector group has already undertaken a detailed curriculum mapping exercise as part of its role and identified the issue of credit and credit transfer as problematic. In response to this the group has already commissioned a project to further research the issues surrounding credit equivalence and value in the sector. It is envisaged that the results of this research would form the basis of the fourth year activity with the recommendations being implemented and further research carried out where necessary.

1.9 The feedback from the survey of sector members' show strong support for this activity as the basis of a fourth year of activity and would give a focus for activity moving beyond the fourth year. The survey evidence found strong support for a fourth year with 100% of respondents supporting the proposal. The areas that respondents had found particularly useful included providing a reference point for the cross cutting theme of leadership and management across all the sectors, enabling collaboration, team working and networking, enabling links with the SSC's not easily found elsewhere, opportunities to map progression opportunities and learner journeys, the development of new curriculum and foundation degrees, the collegiality across the HE/FE sector, opportunities to discuss practice and approaches and a shared understanding and opportunities to collaborate with like minded individuals in addressing development areas.

1.10 Uniquely amongst all the sector groups the LMIE sector group has been both a stand alone sector as well as a cross cutting theme across all the sectors. In this respect the sector has worked closely with all the other sector groups on the issues of leadership, management, innovation and enterprise to ensure these issues were addressed effectively. This approach has worked very well and moving forward into a fourth year the continuation of the LMIE group would ensure that this effective partnership working is not lost but can be built on in the fourth year.

2. Aims and Objectives.

Aims

The overall aims of the Leadership, Management, Innovation and Enterprise (LMIE) Sector Group into a fourth year would be to maintain and extend a brokerage service for providers of leadership and management in the West Yorkshire region whilst further developing and strengthening links to regional and national networks examples of which would include Business Link and the Northern Leadership Academy.

The group would also seek to work closely with the Leeds City Region on the implementation of "The Innovation Capital Prospectus and Investment Plan (ICPIP)". This would build on work the sector group has already completed on innovation and enterprise and other Knowledge Transfer Project (KTP) activity.

The extension of the LMIE group would enable an opportunity to embed, evaluate and maximise the impact of WYLLN sector based curriculum developments. It would also provide an opportunity to embed existing progression agreements whilst also identifying opportunities to extend new progression agreements across West Yorkshire.

Objectives

- To provide an opportunity for sector group members to meet and discuss leadership and management issues as they relate to West Yorkshire and consider the institutional strategic implications of this.
- To continue to work with the other existing sector groups on areas of common purpose in relation to leadership, management, innovation and enterprise.
- To extend the research currently being undertaken into credit value and the QCF and to establish a statement of understanding across 4 institutions within West Yorkshire.
- To identify and develop new progression agreements in the sector.
- To update and review the curriculum map for the sector to inform the development of future progression agreement activity and curriculum development work.
- To work with the Leeds City Region to establish the regional higher level skills needs and work to establish ways of meeting this need in a more innovative way.
- To identify sources of income that could enable sustainability of the LMIE group beyond a fourth year.

3. Targets

- To hold 4 sector group meetings between June 2010 and June 2011.
- To complete 2 new multi entry/exit progression agreements one to be with an employer.
- To update and review the curriculum map for the sector.
- To develop one new foundation degree in Leadership and Management.
- To develop institutional statement of principle on QCF with 4 institutions.
- To work with CMI and ILM in developing models and procedures for dual accreditation within existing foundation degrees.
- To broaden the sector network and establish clear links with the Leeds City Region and contribute to the ICPIP.
- To develop further links with Knowledge Transfer Partnership (KTP) hubs in the region and other enterprise activities

4. Costings

Expenditure

<u>Item</u>	<u>Cost</u>
Staffing (including on costs) Based on 0.5 FTE	£23242.71
Other staffing costs	£7680
Overheads	£3685.50
Activity (see below)	
• Hold 4 sector group meetings	£500
• Complete 2 progression agreements	£5000
• Review curriculum map	£1000
• Develop new Fd in L&M	£5000
• Establish QCF statement of principle with 4 institutions.	£1000
<u>Total Expenditure</u>	<u>£47 108.21</u>

Income

<u>Item</u>	<u>Other cash</u>	<u>In Kind</u>	<u>Source</u>
Staffing (including on costs)	£10 000		WYLLN
	£ 13242.71		Wakefield College
Other staffing costs		£7680	Wakefield College
Overheads		£3685.50	Wakefield College
<u>Activity</u>			
Hold 4 sector group meetings		£500	Wakefield College
Complete 2 multi entry/exit progression agreements		£5000	LMIE sector members
Review curriculum map		£1000	LMIE sector members
Develop new FdA in L&M		£5000	LMIE sector members
Establish QCF statement of principle		£1000	LMIE sector members
Income sub totals	£23242.71	£23865.50	
<u>Total Income</u>		<u>£47108.21</u>	

5. Institutional Support

“Wakefield College fully supports the proposals outlined in this business case and gives full institutional approval to the staffing levels, activities and outcomes identified. The College is aware of and supports the proposed expenditure and income statements included in the business case.”

Kaye Fisher.
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Curriculum and Development.
Wakefield College.

**Sector Business Plan for Leadership, Management, innovation and Enterprise Group completed by Michael Cuthbert.
February 2010.**