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| West berkshire training consortium | Leadership and Management Prospectus 2016/2017 |

**“Give a person a fish and you feed them for a day. Teach them how to fish and you feed them for their lifetime”.**

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**Why study Leadership and Management with West Berkshire Training Consortium?**



**West Berkshire Training Consortium** have been training local people since 1983. This level of experience means a lot to our businesses and learners. We are contracted to Skills Funding Agency and we are rated as one of their strongest training providers, with success rates above the national average.

We’re lucky to count among our customers some of the best known and established local, regional and national employers. They subscribe to our charitable values that Apprenticeships and delivery should be high quality, enriching and add value. We’re always excited to work with new and returning employers, welcoming them to our consortium

WBTC organises an annual graduation ceremony and prize-giving event. Here we celebrate the achievements of our graduating learners as they receive their certificates of qualification and we recognise the individual successes of both learners, mentors as well as the invaluable contribution employers themselves make with the presentation of our coveted 'Rising Stars' awards.

**Why choose an ILM Qualification?**

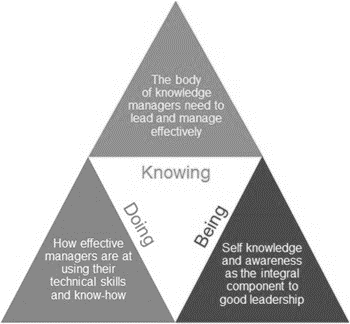
**93%** of employers see a tangible increase in their manager’s capability following an ILM Qualification.

The ILM are passionate about good leadership and management, and its power to transform individual and organisational performance.

With the UK’s widest range of leadership and management qualifications, and accredited training and membership services. They offer a proven route to improving productivity, motivation, decision-making and morale in your organisation.

Leadership and management development are a critical component for any organisation’s performance management strategy. Today’s leaders need the right balance of technical knowledge and soft skills, with soft skills more important than ever. First line to middle managers face some of the biggest challenges within organisations. They are often the ones implementing change while leading their teams to deliver targets in challenging circumstances. It is this group that most often needs structured training, support and qualifications in leadership and management.

The ILM’s Knowing-Doing-Being Framework provides a unique way of understanding what makes people effective as leaders and managers at all levels in an organisation – from the very first levels of management through to strategic leadership. This includes not only technical management and leadership skills but also the behavioural and attitudinal capabilities required.



During the first six months of a study programme candidates are offered free student membership to the ILM where they will benefit from over 50 e-learning modules and management resources. Following this membership, there will be natural progression to gain professional membership once a candidate can demonstrate they have experience and relevant credentials.

**Which level of leadership and management should I study?**

The table below shows a brief overview of the hierarchical management levels and the typical job descriptor associated with each level, for further clarification of applicable level there is a self-assessment for candidates to complete looking at three general management areas.

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| **Level:** | **Suggested Role:** | **Typical Descriptions:** |
| Qualification level (QCF): **2**  Academic Equivalent: GCSE  ILM Membership Grade: Affiliate | Team Leader, Supervisor | Operational role with some supervisory and task allocation |
| Qualification level (QCF): **3**  Academic Equivalent: A Level  ILM Membership Grade: Associate | First Line Manager | Operational but involved in genuine management duties beyond simple task allocation |
| Qualification level (QCF): **4**  Academic Equivalent: Foundation Degree, HND  ILM Membership Grade: Member | Middle Manager | A wide-ranging definition usually encompassing several layers of management, implementing operational plans and supporting strategic decisions and direction |
| Qualification level (QCF): **5**  Academic Equivalent: Up to second year of a full degree  ILM Membership Grade: Member or Fellow | Senior Manager | Broad in definition again but usually covering those sitting as part of the senior management team up to those at board level |

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| Level 3 Award in Leadership and Management (VRQ) |

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| QCF Level | 3 |
| Who is the programme aimed at | The level 3 Award programme is for an aspiring manager who has been flagged for promotion but might not be managing a team currently. It could also be a good route to introduce a candidate to further studies after a break in academic activities. |
| Entry Requirements | Candidates are asked to complete their initial assignment and submit this to our tutor alongside of their CV and a current job description. |
| Key Competencies - Knowing | Self-management, team building and performance management skills, information processing skills, an awareness of customers and their requirements, organisational policies and procedures and inter personal dynamics. |
| Key Competencies - Doing | Provide leadership to an operational plan and manage workload; communicate plans and objectives are build engagement; manage individual and team performance; support and lead change projects; initiate improvement. |
| Key Competencies - Being | Team Leaders and Managers who are aware of their own goals and aspirations. They inspire others to perform beyond their limits and have strong abilities to self-manage. |
| Delivery of Qualification | Delivery will consist of an initial assignment submission, four management workshops with two further assignments. Candidates will be encouraged to write a reflective journal and will be asked to use this in their evaluation at the end of their studies. |
| Course Code and Fees | ILM/L3A Member £600 Non-Member £750 |

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| Level 3 Certificate in Leadership and Management (VRQ) |

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| QCF Level | 3 |
| Who is the programme aimed at | The level 3 Certificate programme is suited to a manager who is managing a team currently, but might want to gain formal recognition for those skills or would benefit from a more theoretical approach to management. It could also be a good route to develop a candidate that might be considered for promotion to middle management. This route is ideal for a candidate who wishes to complete their qualification in 12 months or less. |
| Entry Requirements | Candidates are asked to complete their initial assignment and submit this to our tutor alongside of their CV and a current job description. |
| Key Competencies - Knowing | Self-management, team building and performance management skills, information processing skills, an awareness of customers and their requirements, organisational policies and procedures and inter personal dynamics. |
| Key Competencies - Doing | Provide leadership to an operational plan and manage workload; communicate plans and objectives are build engagement; manage individual and team performance; support and lead change projects; initiate improvement. |
| Key Competencies - Being | Team Leaders and Managers who are aware of their own goals and aspirations. They inspire others to perform beyond their limits and have strong abilities to self-manage. |
| Delivery of Qualification | Delivery will consist of an initial assignment submission, eight management workshops with seven further assignments. Candidates will be encouraged to write a reflective journal and will be asked to use this in their evaluation at the end of their studies. |
| Course Code and Fees | ILM/L3C Member £1000 Non-Member £1250 |

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| Level 3 Diploma in Leadership and Management (VRQ) |

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| QCF Level | 3 |
| Who is the programme aimed at | The Level 3 Diploma is suited to a manager who is managing a team currently, but might want to gain formal recognition for those skills or would benefit from a more theoretical approach to management. It could also be a good route to develop a candidate that might be considered for promotion to middle management. |
| Entry Requirements | Candidates are asked to complete their initial assignment and submit this to our tutor alongside of their CV and a current job description. Candidates will also be requested to sit Initial Assessments for English, Maths and ICT to ascertain they are working at the correct level.  Candidates who are embarking on a combined programme of study within the full framework cannot be a degree holder to qualify for funding. |
| Key Competencies - Knowing | Self-management, team building and performance management skills, information processing skills, an awareness of customers and their requirements, organisational policies and procedures and inter personal dynamics. |
| Key Competencies - Doing | Provide leadership to an operational plan and manage workload; communicate plans and objectives are build engagement; manage individual and team performance; support and lead change projects; initiate improvement. |
| Key Competencies - Being | Team Leaders and Managers who are aware of their own goals and aspirations. They inspire others to perform beyond their limits and have strong abilities to self-manage. |
| Delivery of Qualification | Delivery will consist of an initial assignment, workshops delivered at WBTC and set assignments, the number of workshops and assignments will vary depending on the units chosen and the number of credits selected. Candidates will also be encouraged to write a reflective journal and will be asked to use this in their evaluation at the end of their studies. |
| Course Code and Fees | ILM/L3D Member £1500 Non-Member £2000 |

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| Level 3 Diploma (Funded Framework) in Leadership and Management Combined Qualification with NVQ |

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| QCF Level | 3 |
| Who is the programme aimed at | The level 3 funded combined Diploma programme is suited to a manager who is managing a team currently, but might want to gain formal recognition for those skills or would benefit from a more theoretical approach to management. It could also be a good route to develop a candidate that might be considered for promotion to middle management. This qualification will also capture a candidate’s practical ability through work based assessments. |
| Entry Requirements | Candidates are asked to complete their initial assignment and submit this to our tutor alongside of their CV and a current job description. Candidates will also be requested to sit Initial Assessments for English, Maths and ICT to ascertain they are working at the correct level.  Candidates who are embarking on a combined programme of study within the full framework cannot be a degree holder to qualify for funding. |
| Key Competencies - Knowing | Self-management, team building and performance management skills, information processing skills, an awareness of customers and their requirements, organisational policies and procedures and inter personal dynamics. |
| Key Competencies - Doing | Provide leadership to an operational plan and manage workload; communicate plans and objectives are build engagement; manage individual and team performance; support and lead change projects; initiate improvement. |
| Key Competencies - Being | Team Leaders and Managers who are aware of their own goals and aspirations. They inspire others to perform beyond their limits and have strong abilities to self-manage. |
| Delivery of Qualification | Delivery will consist of an initial assignment, a 12-18 month programme combining workshops delivered at WBTC, face to face visits, tutorial support, assessments and reviews within the workplace and set assignments. Candidates will also be encouraged to write a reflective journal and will be asked to use this in their evaluation at the end of their studies. |
| Course Code and Fees | ILM/L3DF Funded Framework (see page 12) Weekly contribution of £15 p/week |

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| Level 4 Diploma (Funded Framework) in Leadership & Management Combined Qualification with NVQ |

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| QCF Level | 4 |
| Who is the programme aimed at | The level 4 funded combined Diploma programme is suited to a manager who currently manages more than one team, they will be involved at a higher level operationally but not solely accountable at strategic level. The qualification will give the candidate formal recognition with the added benefit of a deeper understanding of the theoretical approach to higher level management. This will be a good route to develop a middle manager that might be considered for promotion to senior management and will also capture a candidate’s practical ability through work based assessments. |
| Entry Requirements | Candidates are asked to complete their initial assignment and submit this to our tutor alongside of their CV and a current job description. Candidates will also be requested to sit Initial Assessments for English, Maths and ICT to ascertain they are working at the correct level.  Candidates who are embarking on a combined programme of study within the full framework cannot be a degree holder to qualify for funding. |
| Key Competencies - Knowing | Good understanding of the key principles of effective leadership and management, information analysis, people and performance management skills; plus an awareness of key issues in other functional areas (HR, Finance, Operations, R&D). |
| Key Competencies - Doing | Providing departmental/divisional leadership; plan, manage and monitor operations; lead change projects, develop people and resources to maximise effectiveness. Encourage Innovation and improvement, set goals and delegate tasks, communicate with teams and manage risks. |
| Key Competencies - Being | Managers who are aware of their values and how their values shape their behaviour. They use experience to understand their reactions to others and can make effective decisions. They have the ability to manage their own workloads and can manage multiple staff effectively. |
| Delivery of Qualification | Delivery will consist of an initial assignment, a 12-18 month programme combining workshops delivered at WBTC, face to face visits, tutorial support, assessments & reviews in the workplace and set assignments. Candidates will be encouraged to write a reflective journal and will be asked to use this in their evaluation at the end of their studies. |
| Course Code and Fees | ILM/L4D Funded Framework (see page 12) Weekly contribution of £25 p/week plus awarding body charge one off £250 |
| Level 5 Award in Leadership and Management (VRQ) | |

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| QCF Level | 5 |
| Who is the programme aimed at | The level 5 Award programme for an aspiring Level 5 manager who has had some experience as a middle manager and has been either flagged for promotion to the senior management team but might not be in the role currently, or someone looking to strengthen their skill set at a higher level. It could also be a good route to introduce a candidate to further studies after a break in academic activities. |
| Entry Requirements | Candidates are asked to complete their initial assignment and submit this to our tutor alongside of their CV and a current job description. |
| Key Competencies - Knowing | Thorough understanding of the principles of effective leadership and management, financial and performance management skills, plus an understanding of the key operational issues in function-specific areas (HR, Marketing, Finance, R&D and Operations). |
| Key Competencies - Doing | Provide departmental/divisional leadership; plan and implement strategies; lead change programmes. Plan and manage operations, people and resources. Monitor performance and budget control. Encourage innovation, effective communications, manage risk and contingency planning. |
| Key Competencies - Being | Senior managers who understand the importance of living the values of the organisation. They inspire others to perform beyond their personal expectations and have the mental strength to make tough decisions. |
| Delivery of Qualification | Delivery will consist of an initial assignment submission, four management workshops with two assignments. Candidates will be encouraged to write a reflective journal and will be asked to use this in their evaluation at the end of their studies. |
| Course Code and Fees | ILM/L5A Member £1000 Non-Member £1250 |

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| Level 5 Certificate in Leadership and Management (VRQ) |

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| QCF Level | 5 |
| Who is the programme aimed at | The level 5 Certificate programme is ideally for a Level 5 manager who has experience as a senior manager and is looking for professional recognition for their skills. They will benefit from a more theoretical approach to higher management and be able to embed these new skills within their role demonstrating their understanding and competency. This route is ideal for a candidate who wishes to complete their qualification in 12 months or less. |
| Entry Requirements | Candidates are asked to complete their initial assignment and submit this to our tutor alongside of their CV and a current job description. |
| Key Competencies - Knowing | Thorough understanding of the principles of effective leadership and management, financial and performance management skills, plus an understanding of the key operational issues in function-specific areas (HR, Marketing, Finance, R&D and Operations). |
| Key Competencies - Doing | Provide departmental/divisional leadership; plan and implement strategies; lead change programmes. Plan and manage operations, people and resources. Monitor performance and budget control. Encourage innovation, effective communications, manage risk and contingency planning. |
| Key Competencies - Being | Senior managers who understand the importance of living the values of the organisation. They inspire others to perform beyond their personal expectations and have the mental strength to make tough decisions. |
| Delivery of Qualification | Delivery will consist of an initial assignment submission, seven management workshops with four assignments. Candidates will be encouraged to write a reflective journal and will be asked to use this in their evaluation at the end of their studies. |
| Course Code and Fees | ILM/L5C Member £1500 Non-Member £2000 |

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| Level 5 Diploma in Leadership and Management (VRQ) |

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| QCF Level | 5 |
| Who is the programme aimed at | The level 5 Diploma in Leadership and Management is a qualification for someone looking to showcase not only their knowledge but also examples of how they have influenced the vision, direction and strategy of an organisation. How they support learning and development of themselves and others and how they adapt and manage in challenging situations. |
| Entry Requirements | Candidates are asked to complete their initial assignment and submit this to our tutor alongside of their CV and a current job description. Candidates will also be requested to sit Initial Assessments for English, Maths and ICT to ascertain they are working at the correct level.  Candidates who are embarking on a combined programme of study within the full framework cannot be a degree holder to qualify for funding. |
| Key Competencies - Knowing | Thorough understanding of the principles of effective leadership and management, financial and performance management skills, plus an understanding of the key operational issues in function-specific areas (HR, Marketing, Finance, R&D and Operations). |
| Key Competencies - Doing | Provide departmental/divisional leadership; plan and implement strategies; lead change programmes. Plan and manage operations, people and resources. Monitor performance and budget control. Encourage innovation, effective communications, manage risk and contingency planning. |
| Key Competencies - Being | Senior managers who understand the importance of living the values of the organisation. They inspire others to perform beyond their personal expectations and have the mental strength to make tough decisions. |
| Delivery of Qualification | Delivery will consist of an initial assignment, workshops delivered at WBTC and set assignments, the number of workshops and assignments will vary depending on the units chosen and the number of credits selected. Candidates will also be encouraged to write a reflective journal and will be asked to use this in their evaluation at the end of their studies |
| Course Code and Fees | ILM/L5D Member £2000 Non-Member £2500 |

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| Level 5 Diploma (Funded Framework) in Leadership and Management Combined Qualification with NVQ |

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| QCF Level | 5 |
| Who is the programme aimed at | The Level 5 funded combined qualification in Leadership and Management is a qualification for someone looking to showcase not only their knowledge but also practical examples of how they have influenced the vision, direction and strategy of an organisation. How they support learning and development of themselves and others and how they adapt and manage in challenging situations. |
| Entry Requirements | Candidates are asked to complete their initial assignment and submit this to our tutor alongside of their CV and a current job description. Candidates will also be requested to sit Initial Assessments for English, Maths and ICT to ascertain they are working at the correct level.  Candidates who are embarking on a combined programme of study within the full framework cannot be a degree holder to qualify for funding. |
| Key Competencies - Knowing | Thorough understanding of the principles of effective leadership and management, financial and performance management skills, plus an understanding of the key operational issues in function-specific areas (HR, Marketing, Finance, R&D and Operations). |
| Key Competencies - Doing | Provide departmental/divisional leadership; plan and implement strategies; lead change programmes. Plan and manage operations, people and resources. Monitor performance and budget control. Encourage innovation, effective communications, manage risk and contingency planning. |
| Key Competencies - Being | Senior managers who understand the importance of living the values of the organisation. They inspire others to perform beyond their personal expectations and have the mental strength to make tough decisions. |
| Delivery of Qualification | Delivery will consist of an initial assignment, a 12-18 month programme combining workshops delivered at WBTC, face to face visits, tutorial support, assessments and reviews within the workplace and set assignments. Candidates will also be encouraged to write a reflective journal and will be asked to use this in their evaluation at the end of their studies. |
| Course Code and Fees | ILM/L5DF Funded Framework (see page 12) Weekly contribution of £25 p/week plus awarding body charge one off £250 |

**Assignments, Study Skills and Reflection –**

As part of the programme, assignments will be set and will be expected to be submitted for marking prior to the next workshop. Tutorial support will be available to ensure that submissions meet the correct standard and criteria set by ILM, all submissions will be numerically marked and assigned a grade from Pass to Distinction.

During the initial induction workshop study skills, academic writing and reflection will be covered and candidates that need any help and support can request 1:1 tutorials for guidance.

**Candidate registration and next steps –**

Candidates are requested to complete the attached **application and enrolment form** and send this, with their **current CV** and a copy of their **job description** to Jenny Hyam at WBTC. Once the enrolment form is received it will be passed to our ILM Tutor and an initial 1:1 tutorial will be arranged and an assignment will be set, it is expected that the assignment will be completed and submitted to the tutor for marking prior to the initial workshop.

Workshops run throughout the year and are based in our Newbury office. A schedule of dates/times for each programme will be made available at request.

Funded frameworks are subject to a weekly contribution from the employer and Awarding Body, Certification and Registration fees will be applied. The weekly contribution is shown in the fees section on each Diploma programme, details of Registration and Certification fees will be confirmed on application.

For any further information on enrolment, fees or funding please contact Jenny Hyam ([jenny@wbtc-uk.com](mailto:jenny@wbtc-uk.com)) 07434 914743

For any further information on course content, suitability of programme and delivery of qualifications please contact Hannah Gibson ([hannah@wbtc-uk.com](mailto:hannah@wbtc-uk.com)) 01635 35975 ext 307