

Participant 2

Lead academic of work-based learning project

How many of the challenges faced by projects in implementation had been identified in advance as part of the planning?

Interviewer

**Expected challenges**

Participant 2

Budget accuracy

Targets

What approaches have been tried to capture lessons learned in the HE setting? Which approaches have worked best?

Interviewer

**Project management**

Participant 2

Some PRINCE2 elements: reporting

Interviewer

**Targets?**

Participant 2

Not confident to achieve targets

But would have benefits

Interviewer

*How was the project's progress monitored?*

Participant 2

Project Board active in approving, monitoring and closing projects

17:46

Interviewer

*Was there a point where the early closure of the project was considered? What were the institutional benefits derived from running the project?*

Participant 2

LATERAL closed down early – lack of numbers – didn't deliver impact to workforce (RAL)

How many of the challenges faced by projects in implementation had been identified in advance as part of the planning?

Interviewer

*What known or unforeseen issues were encountered in implementation?*

Participant 2

Known

Unknown (but foreseeable)

Staff recruitment process delays

Liaising with employers

Advertising strategy

Identify skills gaps/ communicate with employers

23:00

Interviewer

**Meet targets?**

Participant 2

Some- employer engagement, diversity

Not credit targets

Interviewer

**Institutional benefits?**

Participant 2

Staff skills developed

How well have institutions absorbed lessons learned from projects?

30:21

Interviewer

**Lessons learned?**

Participant 2

Lesson learned exercise at end of each project and evaluation

Board- shared lessons

31:30

Interviewer

**Inform future practice?**

Participant 2

Lessons taken forward by staff

33:50

Interviewer

**Project closure**

Participant 2

Strong guidance and practice

How have individual practitioners been affected by their experience of working on projects?

34:30

Interviewer

**Impact on personal practice?**

Participant 2

"I don't think I've actually achieved the financial skills, but I'm much more aware of the need for them."

"It gave me the confidence to go in and argue the case for all sorts of things. [ ... ] It forced us to engage with things we wouldn't necessarily have engaged with."

"Its impact on me was that I'd never considered myself entrepreneurial in any situation, but realising that compared to other higher education institutions, we were entrepreneurial."

/39:00

Interviewer

**Most challenging**

Participant 2

Getting a feel for project and how successful they were or not and you also had to sell it outside put a positive spin on things

Project in HE/FE don't have skills for entrepreneurial