



## **NATIONAL OCCUPATIONAL STANDARDS FOR MANAGEMENT AND LEADERSHIP**

### **Implementation and Embedding - Activity Report**

**Financial Year 2006/2007**



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## Executive Summary

1. Financial year 2006/07 is the **3rd year of the partnership** between the Management Standards Centre and SkillsActive in support of the launch and implementation of the 2004 National Occupational Standards (NOS) for Management and Leadership.
2. The partners have developed a management and leadership capacity across the SfBN by building a network of **14 Management and Leadership Champions**. Those sectors currently with champions **cover over 12 million people** in the UK workforce.
3. The partnership, working with the champions, have developed a robust and tested process of peer review to ensure a consistent approach to adoption of the 2004 NOS by SSCs and to drive forward the transferability of management and leadership skills. As a result there was a **substantial rise in importations to 382** in 2006/07.
4. Engagement by the network is further demonstrated by the increasing use of units from the 2004 NOS by sectors, including those that have not traditionally engaged with management and leadership skills, this year **19 organisations imported units**, including **new users** such as **The Newspaper Society**.
5. The **champions** have had a **real and demonstrable impact** on the success of the partnership, including contributing to the development of **9 new standards** as part of the MSC's incremental review, as well as inputting into the **finalisation of the sector qualification strategy for Management and Leadership**.
6. The partnership has also successfully built awareness of, and engagement with the NOS across the SfBN's stakeholders and the wider UK management and leadership community through promotional launches, partnership working and the development of **products based on the NOS** in response to stakeholder demands, such as the **Management and Leadership Toolkit** and a promotional leaflet called **Management Standards: the Essential Guide**.
7. These **successes** can be **built upon by a continued programme of activity**, which will focus on the **expansion and sustainability of the champion's model**, and further **targeted engagement** with key stakeholders across the UK.
8. The partnership will **continue to develop resources and products** to support the development of management and leadership skills across the UK, with a focus on supporting the management and leadership **needs being articulated by employers** through the SSA and SQS development process and feeding this into an **effective** and fit for purpose **2020 Vision for Management and Leadership**.

## **1 Background**

- 1.1 The 2004 suite of management and leadership standards represent the 3<sup>rd</sup> iteration since their inception in the early 1990s. They were developed by the Management Standards Centre (MSC) between 2002 and 2004 through extensive employer and stakeholder consultation. They represent a clear articulation of the skills, behaviours and knowledge required by managers and leaders in the UK across all sectors and sizes of business.
- 1.2 The Skills for Business Network (SfBN) has recognised the value of the standards to the employers that they represent, and has chosen to engage with them through one of the value added projects under the guidance of the SfBN Business Skills Board (previously the Cross Sector Management Board). The project strand is designed to allow the SfBN to take greater ownership of the standards, to embed them through sectoral implementation, and to shape their future development.

## **2 Overarching aims of the MSC and SkillsActive Partnership**

- 2.1 Financial year 2006/2007 represents the third full year of the partnership arrangement between the MSC and SkillsActive to implement and embed the use of the M and L NOS across the SfBN, and the second year work has progressed to a fully integrated project plan.
- 2.2 The partnership working between MSC and SkillsActive is intended to make a major contribution to SSDA's current priority to support Programmes of Vocational Reform. The Sector Qualifications Reform Programme (SQRP) is one part of a broad reaching initiative to radically change the landscape of vocational qualifications in the UK.
- 2.3 As part of this Programme MSC and SkillsActive aim to ensure that Management and Leadership qualifications and other learning programmes available across the UK are more effective in equipping people with the skills that employers demand. This will contribute significantly to the UK's business productivity, by ensuring that employers are able to make the most of the skills of their employees.
- 2.4 In addition, the parties have jointly been developing a high impact Management and Leadership strategy for implementation across the whole SSC network.<sup>1</sup>
- 2.5 The specific aims of the project in 2006/2007 were as follows:
  - Further develop the proven, and excellent, partnership arrangements as an exemplar for the SfBN;
  - Develop innovative arrangements to extend the ownership of the M and L NOS to the remaining SSCs who do not have a M and L Standards Champion through offering opportunities to engage with the programme;
  - Extension of the ownership of the NOS to the network;
  - Develop a Sector Qualifications Strategy for Management and Leadership;
  - Build, develop and cement relationships with external stakeholders;
  - Ensure a programme of activity delivered by the MSC and SkillsActive that meets the employer needs set out by the SfBN, which includes;
    - (1) Coordination and management of Apprenticeships;

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<sup>1</sup> See: <http://www.skillsactive.com/training/management-and-leadership>

- (2) Continued support for, and specialist development of, the SfBN's growing network of M and L Champions;
  - (3) Dedicated web site;
  - (4) Continued publication, communication and awareness raising of NOS across all sectors and nations in the UK;
  - (5) Coordination of Peer group review to ensure continued importation of the NOS across the SfBN;
  - (6) Support other "industry bodies" to take ownership of the M and L NOS.
- 2.6 This report will look at the joint activities undertaken by SkillsActive and the MSC to meet the above objectives and will seek to evaluate and, where appropriate, make recommendations for future activities.

### **3 Project deliverables**

- 3.1 SkillsActive and the MSC have worked in partnership to deliver the contracted outcomes for financial year 2006/2007. The sections below provide an overview of the key activities undertaken and achievements made against each deliverable.

#### ***Further develop the proven and excellent partnership arrangements as an exemplar for the Skills for Business Network***

- 3.2 Financial year 2006/7 bore witness to increasingly close partnership working between SkillsActive and the MSC. In recognition of this fruitful partnership Stephen Studd (CEO of SkillsActive) has been invited to give a presentation about "Buddying from an SSC Perspective" at the next standards setting body meeting on the 26 March 2007.
- 3.3 The excellent partnership between SkillsActive and MSC is also demonstrated by the extent to which the partnership has been invited to participate in projects, wider than those originally envisaged by the scope of the Sector Skills Development Agency (SSDA) contract. These include;
- Specialised Diploma in Public Service led by Government Skills SSC, the purpose of this project is to develop a specialised diploma suitable for 14-19 year old students wishing to pursue employment in the public service, and includes core skills required by the Professional Skills for Government (PSG) framework such as people management, financial management and project management.
  - Development of a framework mapping the M&L NOS to the Investor in People (IiP) Standard, this project will link an M&L NOS based tool which aims to improve the internal Management capability of SSCs, with a clearly defined road map to achieving the IiP standard. SkillsActive's Senior Management Team will be used as a working case study to help develop the framework for roll out to other SSCs.
  - The Third Sector Leadership Centre, an initiative of the UK Workforce Hub, is developing a NOS-based assessment tool for third sector leaders. The thrust of this project is to combine relevant NOS in a single assessment tool called *Third Sector Performer* that can be used for leadership skills mapping, recruitment and appraisals and to inform training and development programmes. The Third Sector Performer will create benchmarks of competence by combining 6 NOS including the M&L NOS.
  - The North West Development Agency are developing a baseline on leadership and management skills in the North West, and identifying a number of key performance indicators (KPIs) with which to monitor progress against Action 35 in the new North West Regional Economic Strategy (aimed at developing world-class management and leadership skills within the region). As part of this work, the MSC and Skillsactive are involved in the consultations, and have provided data and research on leadership and management skills to assist the development of the baseline KPIs.

- 3.4 The partnership has received funding from Foundation Degree Forward to develop an overarching foundation degree framework for generic management and leadership. Work has progressed significantly on developing the framework for formal approval, this financial year two high profile consultation events were jointly hosted by the MSC and FDF. The first event was attended by 14 representatives from Business Schools and agreement was reached that the framework should be based on the M&L NOS. The second event was organised to engage key employers in the development of the framework; agreement was reached to start pilots which will serve as case studies.
- 3.5 The extent to which the partnership has the confidence of the SfBN is demonstrated by the support provided by the SfBN Business Skills Board for the successful SkillsActive/MSc bid to be involved in the QCA project to look at the development of apprenticeships as 'qualifications'. The key outcome of this project was a detailed report produced by MSC in March 2006.<sup>2</sup>

The MSC carried out both primary and secondary research to collate evidence on the issues around converting the current management apprenticeship framework into a formal qualification. Primary research involved conducting survey questionnaires with training providers and employers, while secondary research entailed undertaking a systematic review of the literature on apprenticeships. This review included reading key government publications, analysing performance statistics on apprenticeships as well as using other sources such as research generated by the QCA on the project. Based on the findings from the research the following conclusion was reached:

*“Although the idea of converting the current apprenticeship into an official qualification was seen largely as a positive step, stakeholders were still adamant that things such as completion, take up and status of the apprenticeships would all be more likely to rise if efforts were focused on improving the delivery of the current framework”.*

The MSC has decided not to pilot a 'qualification' for the management apprenticeship schemes and is instead working on supporting and improving the current frameworks.

- 3.6 Work undertaken by SkillsActive and the MSC has played a crucial role in continuing to inform the SfBN on how to engage with cross occupational areas that fall outside individual SSC footprints. For instance, MSC is the only cross sector body in the pilot phase of the Sector Qualifications Reform Programme looking at Sector Qualification Strategies, and has made a notable contribution to the development of the Quality Standard for assessing SQSs. The MSC partnership with SkillsActive is being held up as a robust model within which, SSBs such as Habia (covering hair, beauty, nails, spa therapy and barbering) have also started to work more closely with the network to meet the needs and aspirations of their employers.

***Develop innovative arrangements to extend the ownership of the M and L NOS to the remaining SSCs who do not have a Management and Leadership Standards Champion through offering opportunities to engage with the programme***

- 3.7 The initial work undertaken by SkillsActive on behalf of SfBN identified that greater ownership of the management and leadership NOS by SSCs could be achieved through the development of a cohort of management and leadership champions across the network. This concept and network was further developed during financial year 2006/2007.
- 3.8 The rationale underpinning the work of the champions has two strands:

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<sup>2</sup> For a copy of the full report please contact Dr Kion Ahadi ([kion.ahadi@managers.org.uk](mailto:kion.ahadi@managers.org.uk)).

- To ensure ownership of the new management and leadership NOS by the SfBN and to assist SSC's in promoting the M&L NOS to their sectors.
- To ensure a consistent approach to contextualisation of the management and leadership standards across the SfBN and the wider standards setting community, allowing greater transferability between sectors through the Management Peer Review Group.

3.9 This financial year (even without additional funding) SkillsActive and MSC invited the 13 SSCs without a champ to join the network by writing to the CEOs of each SSC. As a result, the cohort of 12 existing funded SSC champions were joined this year by two non-funded champions one from SummitSkills and the other from Skills for Logistics.<sup>3</sup> To entice membership (without funding support) we suggested buddying SSCs based on SSA tranche. We offered each non-champion SSC the opportunity to join the network by buddying them with a SSC further up (where possible) the SSA track (see table 1). The 11 SSCs below decided not to officially join the program.

**Table 1 – Proposed Buddy for Non-Champ SSC to join program in 2006/2007**

<i>SSC without a Champ</i>	<i>Current Stage of SSA</i>	<i>Suggested Buddy Champion</i>	<i>Champions Current Stage of SSA Process</i>
Construction Skills	1st tranche – published	MSC	
eSkills UK	1st tranche – published	MSC	
Lantra	2nd tranche	Skillsactive	2nd tranche
People 1st	3rd tranche	Goskills	3rd tranche
Energy & Utility Skills	4th tranche	SummitSkills	4th tranche
Financial Services Skills Council	4th tranche	Skills for Justice	3rd tranche
Automotive Skills	3rd tranche	Skills for Health	2nd tranche
Skills for Care and Development	4th tranche	Assetskills	3rd tranche
Creative and Cultural Skills -	4th tranche	Skillset	1st tranche
Proskills	4th tranche	Improve Ltd	3rd tranche
Government Skills	4th tranche	LLUK	4th tranche

<sup>3</sup> The 12 SSCs with funded Champs are GoSkills, Improve, Skills for Health, SkillsActive, Cogent, Skillset, Asset Skills, Skillsmart, LLUK, Skills for Justice, SEMTA and Skillfast-UK.

- 3.10 All new Champions have received induction training and further development days in support of their roles. In addition, all have been provided with the new **Management and Leadership Toolkit** and supporting materials to aid promotion to their sectors. The expansion, this year, of the champions' network to 14 SSCs means that over **12.3 million** workers in the UK economy are now covered by management and leadership champions.
- 3.11 Full details of the specific work undertaken by individual champions can be found in appendix one of this report, some highlights were:
- **Asset Skills:** Set up an initial programme of management and leadership workshops and seminars defined by employers. Publication of a guide about management and leadership standards and their uses for the sector, as well as setting up a funding directory for management and leadership training as a guide to training providers.
  - **Skillset:** Have continued to promote equality and diversity across their sector by promoting Management and Leadership NOS units B11 and B12 to their employers as best practice, they also measure the on going work by the Diversity Champions within Skillset against B11 and B12 standards.
  - **Skillfast-UK:** Took part in various Steering Groups to promote the Management and Leadership NOS and seek views, including the Northern Leadership Academy, East Midlands M&L Group and East of England M&L Group, also promoted M&L at internal meetings. Approximately 100 M&L toolkits distributed to date.
  - **Skillsmart Retail:** Explored options for a Level 4 qualification for managers of large stores, incorporating the contextualised M & L NOS. Discussions were held with MSC and with two Awarding Bodies (EDI and Edexcel). Options identified are a parallel L4 N/SVQ in Retail Management or an endorsed pathway in the Management N/SVQ at Level 4.
- 3.12 The champions have been instrumental in generating stakeholder and employer feedback for MSC consultation exercises undertaken during financial year 2006/2007. The MSC held consultation events to gain feedback on the Management and Leadership Qualifications and Learning Strategy project, as well as the review of the 2004 Management and Leadership NOS.<sup>4</sup> This has increased ownership of the project outputs such as the **2020 Vision for Management and Leadership**, which outlines the ten principles upon which qualifications and learning for the sector need to be based on in the future. Information provided by the champions has also been used to inform the incremental change programme of work undertaken by the MSC, and has contributed to the development of 9 new NOS units which will be submitted to UKCG for approval in financial year 2006/2007.
- 3.13 It should be noted that SkillsActive and MSC have continued to work proactively with all SSCs regardless of whether they have an M&L champion or not. For instance, 23 out of 25 SSCs provided a response to Mike Hender's various requests for further information as part of our review of M&L themes and priorities emerging from SSAs.<sup>5</sup>
- 3.14 Table 2 below shows a summary of the responses received (we have used green to indicate a response and red to indicate no response). Within Table 2:
- **Column A** shows SSCs who responded to the first questionnaire sent out by Stephen Studd (CEO of SkillsActive) on 20 Oct 2006;

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<sup>4</sup> The workshops were held in Belfast on 20 February 2007, London on 1 March 2007, Edinburgh on 5 March 2007 and Cardiff on 6 March 2007.

<sup>5</sup> Energy and Utility Skills and Financial Services Skills were the two SSCs that did not respond.



- **Column B** shows SSCs who responded to Mike Hender's 27 Nov 2006 request for confirmation that he had interpreted initial responses correctly;
- **Column C** shows SSCs who responded to Mike Hender's request after the Management and Leadership Forum meeting held on the 5 December 2006.

All the background documents including the results of Mike Hender's analysis can be downloaded from <http://www.skillsactive.com/training/management-and-leadership>.

**Table 2 – Summary of SSC responses to requests for further information about Management and Leadership Priorities emerging from SSAs**

<i>Sector Skills Council</i>	<i>A. First Questionnaire 20 Oct 2006</i>	<i>B. Follow up 1 Agree analysis? 27 Nov 2006</i>	<i>C. Follow up 2 Size/Sector? 15 Dec 2006</i>
<a href="#">Asset Skills</a>	●	●	●
<a href="#">Automotive Skills</a>	●	●	●
<a href="#">Cogent</a>	●	●	●
<a href="#">Construction Skills</a>	●	●	●
<a href="#">Creative and Cultural Skills</a>	●	●	●
<b>Energy and Utility Skills</b>	●	●	●
<a href="#">e-skills UK</a>	●	●	●
<b>Financial Services Skills</b>	●	●	●
<a href="#">GoSkills</a>	●	●	●
<a href="#">Government Skills</a>	●	●	●
<a href="#">Improve</a>	●	●	●
<a href="#">LANTRA</a>	●	●	●
<a href="#">Life Long Learning</a>	●	●	●
<a href="#">People 1st</a>	●	●	●
<a href="#">ProSkills</a>	●	●	●
<a href="#">SEMTA</a>	●	●	●
<a href="#">Skillfast-UK</a>	●	●	●
<a href="#">Skills for Care and Dev</a>	●	●	●
<a href="#">Skills for Health</a>	●	●	●
<a href="#">Skills for Justice</a>	●	●	●
<a href="#">Skills for Logistics</a>	●	●	●
<a href="#">SkillsActive</a>	●	●	●
<a href="#">Skillset</a>	●	●	●
<a href="#">Skillsmart retail</a>	●	●	●
<a href="#">SummitSkills</a>	●	●	●

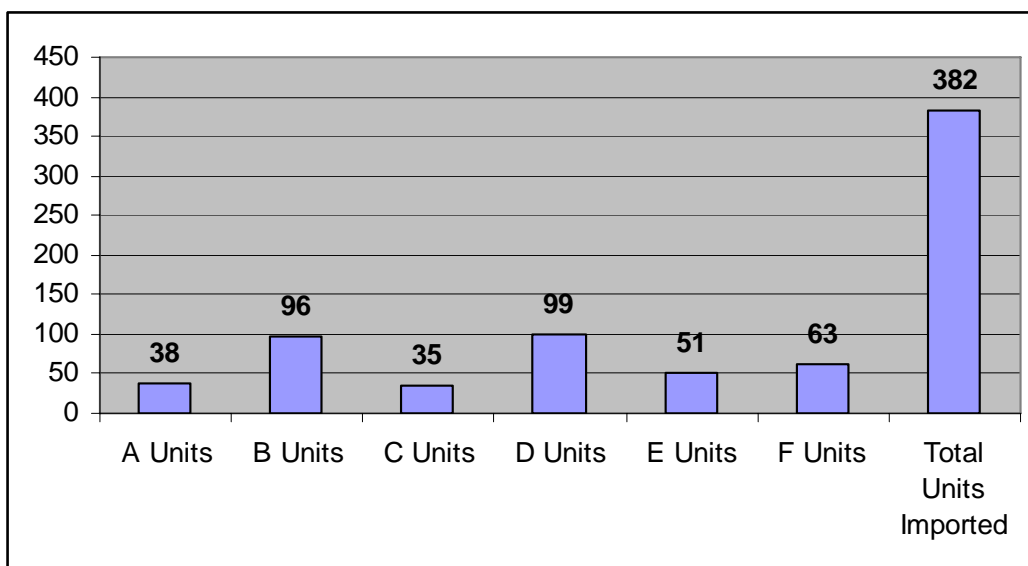
### **Extension of the ownership of the NOS to the network**

3.15 In financial year 2005/2006 SSCs and SSBs imported the generic management units on 66 occasions. For the year 2006/2007 the MSC has approved 382 importations. Chart 1 summarises the number of importations by area of competence covered by the NOS, these are:

- A Units = Managing Self and Personal Skills;
- B Units = Providing Direction;
- C Units = Facilitating Change;
- D Units = Working with People;
- E Units = Using Resources;
- F Units = Achieving Results.

As the chart below highlights units on **providing direction** and **working with people** were the most common competence area from which units were imported.

**Chart 1 – Numbers of M&L Units Imported by Area of Competence.**



3.16 The top three most popular imported units were;

1. (21) Unit A2 –Manage your own resources and professional development;
2. (20) Unit B6 – Provide leadership in your area of responsibility;
3. (16) Unit D6 – Allocate and monitor the progress and quality of work in your area of responsibility.

3.17 One key factor that has contributed to the substantial rise in importation requests was the invitation by SSDA to the MSC to present at the NOS development day on the 28<sup>th</sup> September 2006. The MSC made a formal presentation to NOS managers from SSCs and SSBs about the M&L NOS and on the Management Peer Review Group process for importations. The MSC and SkillsActive received positive feedback about the day from several SSCs/SSBs.

3.18 The partnership anticipates a continuation of the upward trend in importation requests for next financial year, as the nine new M&L NOS units developed under incremental review this year are approved, and awareness of them begins to rise. The nine new units due for submission to UKCG are:

- D8 Help team members address problems affecting their performance;
- D9 Build and manage teams;
- D10 Reduce and Manage conflict in your team;
- D11 Lead meetings;
- D12 Participate in Meetings;
- E8 Manage physical resources;
- E9 Manage the environmental impact of your work;
- E10 Take effective decisions;
- E11 Communicate information and knowledge.

3.19 The Management Peer Review Group process was significantly streamlined and improved in 2006/2007. New guidance material for importing SSCs/SSBs was written, and the number of forms requiring completion to go through the process was reduced from two to one form. The process has continued to use the developing expertise of the management and leadership champions to make informed decisions on what constitutes appropriate contextualisation and tailoring of the generic units for sector need. The transparency of this process and the emerging best practice has been welcomed by SSCs and is being explored as a model for possible application in other cross sector areas, especially after the NOS development day presentation made by MSC. It is also important to note that the process has the support of all the qualifications regulating authorities across the UK and is being promoted by them as an exemplar of good practice.

3.20 This year we decided that three Champions should help make importation decisions on a rotating basis. This freed up time in Champions meetings to discuss other M&L related projects and activities. For example, the afternoon section of the Champs meetings was devoted to inviting experts in the field of Management and Leadership to give motivational presentations about key skills issues. Speakers included;

- Andrew Pollard – Director of EMP Intelligence Service: a leading expert in the field of competitive intelligence Andrew’s presentation outlined the importance of managers and leaders to be able to assess the relative strengths of their competitors. Collecting and using information effectively is a crucial skill required for managers and leaders in a competitive environment to help drive up business performance. To highlight his message Andrew gave several case study examples linked to the different sectors SSC champs represent.
- Ken Flood – Managing Director of Management and Performance Solutions Ltd: Ken talked about Performer a software tool developed by a team of training consultants and software/web designers which uses the M&L standards to support performance improvements in private, public and voluntary sector organisations. His team also outlined the work MAPS are currently doing with SSCs such as Lantra and People 1st to develop a Skills Passport for employers and employees in each sector’s footprint.

- 3.21 The MSC has supported the development and submission of Automotive Skill's level 3 NVQ qualification in Automotive Retail Management. A further indication of the extent to which the network feels it has ownership of the NOS can also be demonstrated by their use by four SSCs: People 1st used the NOS in their Visitor Attraction, Theme Park, and Holiday & Hostel Industry Standards Project; Go Skills have used the M&L NOS for a Rail Operations Level 3 qualification; Skills for Justice used the M&L NOS to develop a Suite of NOS for Policing and Law Enforcement; Skillset have imported NOS during the re-development of their NOS for Photo Imaging. In total this year 19 different SSCs and SSBs used the M&L NOS in various projects.
- 3.22 SkillsActive and the MSC also work in partnership through the Management and Leadership Qualifications Forum to ensure that accredited and emerging generic management and leadership qualifications offers are responsive to the needs of the employers represented within the SfBN.

### ***A Sector Qualifications Strategy for Management and Leadership***

- 3.23 The MSC is currently the only SSB in the pilot phase (managed by SSDA) that has contributed to developing a common quality standard for assessing SQSs. We have met all milestones for this project and will submit the Management and Leadership SQS in the quality standard template to SSDA by 31 March 2007. The MSC has consulted extensively (across the four nations) both through events and online questionnaires to gain feedback on the draft strategy. The agreed vision is that:

***“Managers and leaders seize relevant and attractive opportunities to develop their knowledge, skills and performance to national and international standards and have their achievements recognised through qualifications of real value.”***

- 3.24 As part of the work on developing the SQS the MSC commissioned three important reports about Management and Leadership in the UK:
- Phase 1 (Desk Research): this report outlined the key challenges currently facing managers and leaders in the UK and also detailed the sector's needs and aspirations for skills development over the next 5 to 10 years. Particular emphasis was on how qualifications and/or learning provision need to support workforce development, as well as identifying the skills needs which are required to increase competitiveness.
  - Phase 2 (Analysis of Current and Emerging SSAs and SQSs): this report summarises what the key management and leadership challenges are in each sector, how these are being addressed or will be addressed, and how the management and leadership aspects of individual SSAs and SQSs can be integrated with the overarching M&L SQS being developed by the MSC.
  - Phase 3 (Gap Analysis): this report provides a high-level analysis of both accredited and unaccredited learning and qualifications in management and leadership to show how well they match the success criteria developed in the phase 1 report. The scope of this report was limited to an analysis of types of learning and qualifications with examples, rather than a detailed analysis of the qualifications themselves.<sup>6</sup>
- 3.25 The MSC and SkillsActive have worked very closely on this project and the research undertaken by the Management Standards Consultancy (working on behalf of the MSC) has drawn on, and benefited from, research carried out by Mike Hender in his review of SSAs. The SQS work is also contributing to the partnership's development of a generic Management and Leadership strategy for the SfBN.

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<sup>6</sup> To download the full reports please visit: <http://www.sfn-mandl.org.uk/strategy.htm>.

### ***Build, develop and cement relationships with external stakeholders***

- 3.26 The partnership has worked to establish relationships with stakeholders from across the UK management and leadership community. This activity has been taken forward in a number of ways, including launch events, attendance at national and regional conferences and meetings with individual stakeholder bodies as appropriate.
- 3.27 The MSC has distributed nearly 1,000 copies of a new ***Management and Leadership Toolkit*** and other supporting literature to employers and other stakeholders in support of relationship building. In 2006/2007 the MSC also began licensing the use of the management and leadership standards to training organisations for use in software tools and solutions designed to improve business performance. Further details of these activities can be found in section six (under promotion of the M&L standards).
- 3.28 The MSC has established links with the Capability Development Group, Ministry of Trade & Industry in Singapore. We are advising them on how the management and leadership standards were developed, with examples of the benefits employers have derived from using them. SkillsActive and MSC will be hosting a meeting with them in London on 16<sup>th</sup> April to further advise them in the area of talent management for local enterprises to propel their growth and expansion. We will also discuss how to foster capabilities in Human Resources, workforce development, as well as leadership and management. They are particularly interested to understand how national policies/programmes in these areas were initiated, implemented, and impacted SMEs in the UK. We have suggested the delegation also meets with SSDA. This approach from a foreign government demonstrates how the partnership is acquiring an ***international reputation for excellence*** in Management and Leadership skills related thinking.

### ***Ensure a programme of activity delivered by the MSC that meets the employer needs set out by the Skills for Business Network***

- 3.29 The success of employer engagement with previous iterations of the NOS for management and leadership have, to a degree, been hampered by the perception that they were 'owned' by the management standards setting body, which was reluctant to allow SSCs, their predecessor bodies and other employer representative organisations to respond to the standards as they felt appropriate for their sector. This has impacted on employer engagement with the previous iterations in two ways.
1. There has been reluctance on behalf of sector bodies to promote a generic offer to employers that, without contextualisation, was unlikely to find a receptive audience.
  2. The focus on the generic offer and reluctance on the part of the MSC's predecessor body to allow suitable contextualisation has in some sectors created a "management is different here" culture, leading to a proliferation of variants of the generic 1997 management and leadership NOS. This has had a resulting loss of transferability of the standards and sent out a variety of confusing and sometimes contradictory messages to employers.
- 3.30 SkillsActive and the MSC have worked well with partner organisations during financial year 2006/2007 to continue to change the above perception, by producing a clear and transparent system for the contextualisation of the standards, which allows greater sector ownership of the NOS through "fit for purpose" contextualised generic units.

- 3.31 The partnership has also developed a new promotional leaflet targeted at employers called "**Management Standards the Essential Guide**". The leaflet lists the top ten management priorities based on extensive research carried out with employers across all SSC footprints.<sup>7</sup> It also outlines the relevant NOS units to apply to help in addressing these key management development priorities. For instance, one of the top priorities cited by employers is the need for effective Business Planning; relevant M&L standards to apply are Units A2, B1, B2, B3 and B4. The prominence of the SfBN logo on all promotional materials such as the new leaflet indicates to partners the importance of the NOS to the network and the employers which it represents.<sup>8</sup>
- 3.32 The MSC gave a well received presentation about the Management and Leadership standards at a conference organised by SkillsActive in Edinburgh (17 November 06). The conference brought together key employers, training providers and government agencies to look at ways of addressing skills gaps and shortages and continuous professional development in the workplace.

#### **4 Activity report financial year 2006/2007**

- 4.1 The scope of the partnership working between SkillsActive and the MSC is defined by the integrated project proposal made to SSDA in March 2006. The partnership arrangements are facilitated by a contract held between SkillsActive and the SSDA, as well as a partnership agreement held between SkillsActive and MSC.
- 4.2 Where items are common to both parties they are only referenced once to avoid duplication. For instance, a number of SkillsActive's contracted objectives outlined in the partnership agreement have already been reported on in section 3, these include:
- To continue to develop the work of the existing network of SSC M and L Champions and explore innovative arrangements (including toolkit development) to roll the programme out to the remaining SSCs currently without a champion;
  - To work collaboratively with the MSC to develop a commonality of understanding and approach with other non SSDA/SSC agencies to address the M and L skills deficit across the UK;
  - To further define and develop a programme of work for each SSC Champion.
- 4.3 The following two sections outline the specific contracted objectives and achievements against these, not already covered, for each of the individual partners in more detail.

#### **5 SkillsActive Activities**

- 5.1 SkillsActive to set out a framework and co-ordinate the participation of the SfBN, in particularly the Business Skills, and Standards and Qualifications, Boards and all participating SSCs in this work.
- The Strategic Forum and joint (all) project group was set up, considering both strategic and operational areas.
  - Engagement with Boards has not always been easy due to the loss of a Management and Leadership Board. CEO National Steering Group meetings often have full agendas but it is hard to gain informed participation at this level.

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<sup>7</sup> To see the report visit: [http://www.sdda-mandl.org.uk/files/mgt\\_md/SSDA-top-ten-issues-report.doc](http://www.sdda-mandl.org.uk/files/mgt_md/SSDA-top-ten-issues-report.doc).

<sup>8</sup> To receive copies of the promotional leaflet please contact the MSC on 0207 240 2826.

- M&L experts have 'grown' in SSCs with staff learning more about the NOS and more engaged in the promotion and use of the M&L NOS.
- 5.2 To continue to develop, in collaboration with other key partners a promotional and implementation programme for the M and L NOS based on sector analysis of need.
- A Draft strategy V5.81 has been produced along with an executive summary – SSCs have actively engaged with this work across the 4 nations using SSA data.
- 5.3 To provide SfBN representation in conferences, meetings and forums with key external agencies
- Ongoing representation by MSC and SkillsActive at various conferences /events: e.g. national and regional CoVEs, FDF, CMI.
  - Membership of the Management and leadership advisory panel and direct input into responses to the Leitch review.
  - Champions and project group members have promoted NOS and represented network at many events including a highly successful cross SSC event as part of Management month in Northern Ireland.
- 5.4 To engage target groups of key stakeholders who, to date have not been part of the initial phases of work.
- SkillsActive have invited non-member SSCs on several occasions to participate, including offering them Champion 'buddies'.
  - Non SSC sector bodies have been included in meetings and activities.
- 5.5 To improve the developing relationships with the HE sector through the continued promotion of the NOS and also the emerging Foundation Degree framework.
- SkillsActive engaged with:
- Coventry University Employer Engagement pilot;
  - Northern Leadership Academy;
  - Various M&L CoVEs –with SkillsActive attending national and regional specialist development groups.
- 5.6 To participate in, and steer, the “director-level” management group – SkillsActive, MSC and Cross Sector Board Chairman.
- John Thorpe, Bill Leonard and Mike Hender have met/emailed and spoken to each other regularly throughout project.
  - Steve Studd and Linda Florance have co-chaired the forum.
- 5.7 To complete a thorough evaluation of the work, to ascertain its added value and to make recommendations for any future work.
- SkillsActive and the MSC have produced an M&L Strategy Version 5.81.
  - SkillsActive and the MSC have jointly produced this report.

## 6 MSC Activities

### Promotion of the management and leadership standards

#### 6.1 Ensuring availability of copies of the 1997 standards:

- The MSC continues to provide support to legacy users of the 1997 standards both in terms of their use as NOS and within the context of S/NVQ products.
- In 2006/2007 25 hard copies of the 1997 standards were sold to users.

#### 6.2 Continue to develop a database of all known projects whose focus is to contextualise the new NOS: The MSC has worked to encourage the use of the standards in software tools to help improve business performance. In 2006/2007 we licensed the use of the management and leadership standards in four products;

- InfoBasis Ltd for Enterprise Skills Manager (ESM 4.5) database;
- WashBox Ltd or WashBox Simulation (a PC Based Management Simulation);
- Management and Performance Solutions Ltd for Performer Database;
- Oakleaf Associates for Assessment Resource Pack.

#### 6.3 Attendance at promotional events and conferences; the MSC attended and exhibited at the following conferences:

- Quality Improvement Agency Conference - Birmingham (7th June 2006);
- FDF Conference in Northern Ireland (13th June 2006);
- FDF National Conference in Nottingham (11th-12th July 2006);
- CMI National Convention in Leeds (5th-6th October 2006);
- We presented at the NOS development day (28th September 2006).

We have attended NOS development days, formal meetings between all the SSBs, as well as the Management and Leadership Steering Group and Forum organised by SkillsActive. The MSC has also acted as an expert on several project groups.

#### 6.4 Further develop the generic management and leadership NOS toolkit with rollout to key partners within the SfBN and the wider UK management and leadership community:

- In 2006/2007 the MSC published a **Management and Leadership Toolkit**, the toolkit includes a CD copy of the standards and has been widely distributed.<sup>9</sup> Organisations such as Wales Management Council, the Scottish Executive, the Management and Leadership Network Northern Ireland, Regional Development Agencies, SSCs/SSBs, as well as other stakeholders have all received and disseminated copies to their networks.

#### 6.5 Maintain a dedicated website for dissemination of the NOS:

- Eight new documents have been added to the website in 2006/2007.
- A new Section has been added to support the online responses to two key NOS related projects, the review of the M&L NOS and development of the SQS.
- A secure section of the site has also been developed to host the management and leadership champions' pages. This section of the site hosts all paperwork relating to

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<sup>9</sup> To download a copy of the toolkit please visit: [http://www.sfbn-mandl.org.uk/NOS\\_toolkit.htm](http://www.sfbn-mandl.org.uk/NOS_toolkit.htm).



the MPRG, the Champions action plans and can host consultation papers and discussion threads to aid the work of the champions. A user guide to support new members of the forum was developed in 2006/2007.<sup>10</sup>

- In 2006/2007 we had a total of 405 website enquiries and 105 NOS CDs were sold via the site.
- The website is currently under review based on feedback from users and a new improved site will be launched in September 2007.

### **Provide advice and guidance on the usage and potential for usage of the NOS**

- During 2006/07 the MSC distributed over 6,000 copies (double the number in 2005/06) of NOS related material, this includes hard copies of the standards, CDs, leaflets and toolkits (not including those accessed via the MSC website or provided by awarding bodies or partner organisations for qualifications purposes).
- 9,315 (compared to 5,823 last year) enquiries regarding the NOS or related products have been responded to by the MSC in 2006/2007, with signposting to relevant SSCs and other stakeholders provided as appropriate.

### **Evaluate and endorse requests for importation of units of the standards**

- In partnership with SkillsActive, the MSC has further developed the Management Peer Review Group process, improved supporting documentation, developed service standards and produced guidance and examples for SSCs/SSBs wishing to import units. MSC/SkillsActive also presented at a SSDA organised NOS Development Day specifically on this topic to both SSCs and SSBs.
- To date units from the NOS have been reviewed by the MSC and successfully imported on **448** occasions by SSCs/SSBs (**66** in 2005/06 and **382** in 2006/07).
- The MSC has advised **19** organisations this year about their use of the Management and Leadership standards including; Automotive Skills, Cultural and Creative Skills, Construction Industry Council, Energy and Utility Skills, Go Skills, Improve Ltd, Lantra, People 1<sup>st</sup>, Pro Skills, Royal Pharmaceutical Society of Great Britain, SEMTA, Skillfast UK, Skills For Health, Skills For Justice, Skills for Security, Skillsmart Retail, SkillsPlus UK, Skillset, and The Newspaper Society.
- MSC has developed and maintains an Access database of all importations to date so that usage of units can be tracked; this has informed the incremental change process.

### **Targeted engagement with key agencies and organisations**

- Our web-based consultations on the M&L SQS & incremental review of the NOS received over 100 responses of which 48% were employers/ managers, 28% were learning and qualification providers, 16% were intermediaries, 4% were Government departments and agencies, 4% were professional and representative bodies.
- We held four consultation events for the SQS and incremental review of the NOS projects, one in each country, which involved a total of 81 participants: 28% were employers/managers, 20% were learning and qualification providers, 20% were intermediaries, 11% were SSCs, 11% were Government departments and agencies, 9% were professional and representative bodies.

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<sup>10</sup> To receive a copy of the user guide and to get access rights to the forum please contact Rita Morar ([rita.morar@managers.org.uk](mailto:rita.morar@managers.org.uk)).

- Regular meetings have been held with colleagues from the professional bodies for management and leadership – The Chartered Management Institute and the Institute for Leadership and Management.
- A presentation on the NOS was given by the MSC to over 15 Business Schools at a Foundation Degree for Management and Leadership consultation event.
- The MSC has worked with the University of Portsmouth, Business School to help develop an MSc in Leadership and Management that is based on the NOS.
- The MSC is forming contacts with the Learning and Skills Council and the 31 M&L Centres of Vocational Excellence (COVE) after SkillsActive's presentation at the national specialist development group of the COVEs.
- In a recent survey commissioned by liP 73% of their customers said working with the liP Standard had strengthened leadership and management within their organisation. The research was carried out in December 2006 to evaluate what customers think of the latest version of the liP Standard and took into account the views of 1,166 organisations across a range of sectors. As a result, MSC and liP are working with SkillsActive to build a framework combining the M&L NOS with the liP standard for organisations to improve business performance.

### **Implementation, administration and promotion of apprenticeship frameworks**

- The MSC launched new apprenticeship frameworks for England and Wales in 2006/07. These new frameworks included updated documentation which was disseminated to over 200 management apprenticeship training providers. The new frameworks were effective as follows:
  1. Advanced Apprenticeship & Modern Apprenticeship Management – 1<sup>st</sup> May 2006;
  2. Foundation Modern Apprenticeship (Wales only) Team Leading – 1<sup>st</sup> May 2006;
  3. Apprenticeship Team Leading (England) – 1<sup>st</sup> August 2006.
- The MSC is finalising approval of a new apprenticeship framework for Scotland.
- During 2006/07 the MSC certificated **2,391** apprentices/advanced apprentices in England, Wales and Scotland, as well as registering **1,193** modern apprentices across Scotland.
- The MSC is currently in the process of consulting with employers, providers and learners about suitable guidance material designed to support the apprenticeship schemes in England, Wales and Scotland. As a result of these consultations promotional literature for the apprenticeships will be published and disseminated during the summer.

### **Manage and organise the Management and Leadership Awarding Bodies Forum**

- The MSC continues to provide the secretariat to the Management Awarding Body Forum and Head of MSC level representation. The forum met on 3 occasions during 2006/2007.
- The forum in collaboration with the MSC will facilitate the updating of assessment guidance and qualification structures in light of the nine new units added to the M&L NOS after they have been submitted to UKCG for approval. The forum also deals with all queries regarding the assessment of the suite of awards based on the NOS.
- The MSC has provided endorsement to the requests for accreditation of all 9 generic management S/NVQs and has also provided scrutiny and endorsement of requests

for VRQ endorsement based on the NOS where requested. During 2006/2007 the MSC supported and extended **21** qualifications (VRQs and S/NVQs) based on NOS.

**Provide a dedicated and tailored support to the SfBN regarding the NOS**

- MSC has provided support, technical advice or represented the partnership/SfBN on management and leadership issues at meetings, events, conferences or other forums on the following agendas:
  - Apprenticeship Blueprint
  - Skills for Life/Employability Skills
  - Cross Sector engagement
  - Sector Qualifications Strategies
  - META units
  - Framework for Achievement
  - SCQF Credit and Level
  - NOS Development Criteria
  - Apprenticeship 'Qualifications'
  - Specialised Diplomas
  - Credit and Qualifications Framework Wales
  - Common Centre Recognition
  - Management and Leadership Forum
  - Foundation Degree Frameworks
  - Sector Qualification Criteria

## 7 Impact Evaluation

- 7.1 The activities detailed in the previous sections indicate that the partnership between SkillsActive and the Management Standards Centre has had a significant impact on the implementation and embedding of the NOS for management and leadership across the SfBN, with wider stakeholders across the UK management and leadership community, as well as with other organisations internationally (e.g. Government of Singapore).
- 7.2 When evaluating the impact and achievements of the partnership it is important to remember that no funding was available to support the management standards between the closure of the former standards setting body in 2000 and the introduction of SSDA funding in financial year 2004/2005, beyond limited 'maintenance' funding provided by the DfES. In many respects, the partnership and the network were attempting to engage/re-engage employers and other stakeholders from a standing start, and any external assessment of the impact of the project should appreciate this.
- 7.3 As previously identified the major challenge facing the partnership was the need to increase the SfBN's and other stakeholder's ownership of the NOS so that all parties felt confident in promoting them as a product. The over five-fold increase in importation requests in 2006/07, from the level in 2005/06, is a clear indication of the partnership's success in this objective.
- 7.4 The impact that the partnership has had is evidenced by the fact that over half the network has elected to have management and leadership champions to inform their own thinking on management and leadership and to shape the future of the NOS, demonstrating their importance to the network. This year the Champions from the 14 SSCs made a significant contribution to the development of nine new M&L standards.
- 7.5 Further evidence is provided by the extent to which stakeholders across the UK are choosing to engage with the standards, be it professional bodies embedding the standards within their CPD offer, government agencies using them as the basis of funding decisions to employers simply using them for their own development or training purposes. During 2006/07 the MSC granted 4 licences and approved 21 qualifications.
- 7.6 Whilst a formal impact evaluation has yet to be undertaken with individual stakeholders the headline items provide a clear indication of the partnership's success during 2006/07:
- 9,315 enquiries regarding the standards this year;
  - Over 6,000 copies of the standards, CD ROMs, toolkits and leaflets disseminated to employers and representative bodies this year alone;
  - 382 importations so far by SSCs and other sector bodies;
  - 9 new M&L standards developed;
  - National government and all devolved administrations publicly and actively engaged in their implementation and sustained use of the NOS.
- 7.7 Based on the achievements outlined above and given the low level of engagement with the 1997 standards outside of the qualifications context, there is a clear indication that the partnership has added value to the work of the SfBN through embedding the 2004 M&L NOS. Thus, the work of the partnership should be supported on an ongoing basis.

## 8 Recommendations

8.1 Based on the activities undertaken during financial year 2006/2007, the partnership would look to make the following recommendations:

- That the partnership receives continued and increased funding to support the implementation of the NOS across the SfBN and wider UK management and leadership community.
- Continued and expanded funding is made available to support the work of the existing management and leadership champions and to expand the programme to the remainder of the network. This is especially crucial given the completion of the Sector Qualification Strategy for Management and Leadership, and that the next stage of the work is to successfully publicise and gain stakeholder commitment to implement the vision and principles on a sector by sector basis.
- The concept of management and leadership champions is piloted with other non SSDA/SSC agencies with a responsibility for management and leadership, to ensure a commonality of approach to addressing the skills deficit across the UK. Businesses lose £6bn per year due to poor management and leadership across the UK; therefore implementing a common methodology to addressing skills needs based on a proven and fit for purpose model such as the Champions concept is vital.
- Further focused stakeholder engagement be undertaken to target groups not previously engaged during financial year 06/07, such as multinationals. Stakeholders already engaged in 2006/07 should continue to be prioritised to ensure commitment in depth, building a sustained and lasting impact from the benefits of the 2004 NOS.
- A series of problem identification and solution demonstration workshops be organised for different types of employers (e.g. public, private and voluntary) to further embed the benefits of using the M&L standards to improve business performance.
- Work be undertaken to publish and disseminate promotional materials in support of the new apprenticeship frameworks to aid export of the generic offer into all sectors.
- Research, collation and presentation work be continued by MSC and SkillsActive to ensure that future planned activities align clearly with sectoral needs being articulated by other SSCs/SSBs through the ongoing SSA and SQS development processes.



## APPENDIX ONE - Management and Leadership Champions Action Plans

### Asset Skills

<b>1</b>	<b>Priority Aims</b>	<p><b>Management and leadership:</b></p> <ul style="list-style-type: none"> <li>▪ to promote management and leadership competences across the sector</li> <li>▪ to promote flexible management and leadership training provision</li> <li>▪ to contribute to the national SSC management and leadership agenda and to act as sector Champion</li> </ul>
<b>2</b>	<b>Priority Objectives</b>	<p><b>Management and leadership:</b></p> <ul style="list-style-type: none"> <li>▪ to build upon initial identification of key management and leadership issues and agreed action plan</li> <li>▪ to develop management and leadership strategic plans for each of the 4 Home Countries based on labour market analysis and surveys</li> <li>▪ to promote the take up of the new management and leadership NOS among employers in the sector</li> <li>▪ to re-develop supervisory management and leadership training modules with approved training providers</li> <li>▪ to provide a brokerage service to enable employers to access funding for management and leadership development</li> <li>▪ to embed the new management and leadership NOS across the sector and promote the new generic qualifications</li> <li>▪ to contribute to the Management Peer Review Group process and support the Management Standards Centre where appropriate.</li> <li>▪ to support Automotive Skills who are not currently represented on the M&amp;L champion board. Acting as a conduit of information for the sector, advising, attending meetings and supporting where possible with best practices.</li> <li>▪ to create a cross sector management and leadership forum within Asset Skills footprint.</li> </ul>
<b>3</b>	<b>Projected Outcomes</b>	<p><b>Management and leadership:</b></p> <ul style="list-style-type: none"> <li>▪ endorsed management and leadership priorities and action plans for each of the 4 Home nations</li> <li>▪ raised employer awareness of the new management and leadership NOS for business development</li> <li>▪ an integrated suite of supervisory management training and development modules linked to the new management and leadership generic qualifications</li> <li>▪ selection and integration of relevant management and leadership NOS within revised suite of Asset Skills qualifications for the sector</li> <li>▪ contextualisation of the management and leadership NOS</li> <li>▪ an initial programme of management and leadership workshops and seminars defined by employers</li> <li>▪ publication of a guide to management and leadership</li> </ul>

		<p>standards and their uses, a funding directory for management and leadership training and a guide to training providers</p> <ul style="list-style-type: none"> <li>▪ management Peer Review Group decisions on contextualisation</li> <li>▪ greater awareness of M&amp;L within the Automotive footprint</li> <li>▪ creation of management and leadership forum in 4 countries where applicable to act as a voice of the industry needs.</li> </ul>
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## Cogent

Key activities for 2007:

- Occupational and functional mapping across the five Cogent industries ;
- Cogent's 'Big Ticket' projects – the mechanism for identifying and responding to M&L issues ;
- Contributing to incremental review of the M&L NOS based on intelligence gained through Cogent projects;
- Contributing to MLEQS work to ensure consistency between Cogent and network's SQS and approach to rationalising qualifications;
- Cogent M&L event planned for March 2007;
- Cogent toolkit being developed for March 2007 which will include M&L materials.

Contract Outcomes	Cogent Activity	Objectives	Progress/forthcoming activities
Promote and add value to the use of M&L NOS in the sector, in particular to develop interest with critical partners and players in the sector who may have disengaged in the past.	<p>Work with Cogent's industry officers to assess the need for importation of M&amp;L standards into emerging qualifications/standards, including:</p> <ul style="list-style-type: none"> <li>• Chemicals Gold Standard Project</li> <li>• Foundation Degrees</li> <li>• Diplomas</li> </ul> <p>Submit any proposed importations through the Management Peer Review Group Process (MSC)</p>	Ensure that where M&L functions are identified within existing and future Cogent qualifications/standards development that appropriate use is made of the M&L NOS.	The Education and Qualifications team have been planning an 'Occupational and Functional Mapping' project across all five of the Cogent industries. This will be completed in September 2007. It will identify and map all of the occupations and associated functions which exist currently and any likely changes in the foreseeable future. Where appropriate these will be mapped to the current M&L NOS. This work will form the basis for all future qualifications development and rationalisation.



<b>Contract Outcomes</b>	<b>Cogent Activity</b>	<b>Objectives</b>	<b>Progress/forthcoming activities</b>
			<p>As an outcome of the SSA process, Cogent has implemented five 'Big Ticket' projects which include Competence Assurance, UpSkill, Career Pathways, Passports and Cogent Apprenticeship. Several of these projects deal with specific aspects of M&amp;L skills issues and will provide the mechanism through which Cogent will define and benchmark against industry standard and offer the appropriate skills solutions. M&amp;L standards and products will be included in all projects where relevant</p>

## Go Skills

Objective	Progress
<p>1. Attendance at training events Organised by MSC to become familiarised with the detail of the standards</p> <p>2. Attend meetings with other Management Champions.</p> <p>3. Understand and effectively represent employer priorities for the sector in terms of management and leadership skills development</p> <p>4. Contextualise and bring to life the new NOS in the SSC sector.</p>	<p>1<sup>st</sup> Champions meeting/training event attended 1<sup>st</sup> February 2005</p> <p>Attended Champions meetings 10<sup>th</sup> March, 2<sup>nd</sup> June, 26<sup>th</sup> September 2005 15<sup>th</sup> March 2006, 18<sup>th</sup> May, 18<sup>th</sup> July, 18<sup>th</sup> September and 22<sup>nd</sup> February 2007</p> <p>Research undertaken as part of the SSA process shows Management and Leadership as a priority.</p> <p>Managing in Road Passenger Transport standards developed using the NOS</p> <p>NVQs based on the NOS have been developed. Coach company in East of England will be first user.</p> <p>The NOS will also be used as the basis for a new Foundation Degrees for Operations Management for bus and coach industries</p> <p>Management units have been imported into the Aviation Operations in the Air and the Aviation Operations on the Ground Standards. These standards have been approved and new NVQs based on the NOS are available from two awarding bodies.</p> <p>Management units have also been imported into the draft Rail Operations NOS. They have also been used as the basis for new units in the new Transport Planning suite.</p> <p>Initial training has taken place – comparison of NOS with SSC contextualised standards 1<sup>st</sup> February 2005. Feedback from this session passed to <i>GoSkills</i> Director of Workforce Development.</p> <p>Further contextualisation session attended 2<sup>nd</sup> June, 18<sup>th</sup> July and 20<sup>th</sup> September</p>

	<p>2006.</p> <p>Participated in email consultation regarding SkillSmart contextualised standards.</p> <p>Initial explanation about the standards given to West Yorkshire Passenger Transport Executive and Confederation of Passenger Transport.</p>
<p>5. Participate in Peer review group</p>	<p>All <i>GoSkills</i> colleagues are aware of the standards and the role of the champion.</p> <p>Updates included in the Cross Sector Plan, monthly reports and the Management and Leadership plan. A cross-sector day for all <i>GoSkills</i> staff was held on 2 February 2006 and Management was featured as a major discussion and update item</p> <p>Champion's newsletter will continue to be circulated to colleagues.</p>
<p>6. Engage and influence employers, colleagues and stakeholders in the use of the new standards.</p>	<p><i>GoSkills</i> is convening an employer led Group to co-ordinate and initiate management and leadership activity in the Passenger Transport Sector. This Group will be considering how best to utilise the new standards in the Sector. First meeting was held 7<sup>th</sup> July 2006 and a paper on the NOS and relevant qualifications was provided.</p> <p>As a result of the first meeting a questionnaire was drawn up and circulated to a number of employers in the passenger transport sector to establish their issues and needs in terms of Management and Leadership.</p> <p>The group have since met on the 10<sup>th</sup> October and decided upon 3 main actions based on the findings from the questionnaire.</p>
<p>7. Work with <i>GoSkills</i> Research Manager to embed Management and Leadership</p>	<ul style="list-style-type: none"> <li>• Creation of a dedicated portal on <i>GoSkills</i> website for M and L</li> <li>• An employer event aimed at SME's</li> <li>• The development of an assessment tool for managers.</li> </ul> <p>The group also intend to work with Chesterfield College to develop a</p>

<p>within the Sector Skills Agreement. The initial SSA research clearly identified Management as a priority area for the sector.</p> <p>8. Record and report back on issues and concerns with NOS to inform their future revision and development.</p> <p>9. Acting as the first point of contact for enquiries re the new NOS from the sector and providing advice, guidance and support on their use.</p>	<p>foundation degree.</p> <p>Kevin Marchand Head of Rail Is managing this process, he is now aware of the Foundation Degree Framework being developed by MSC.</p> <p>Training session for all <i>GoSkills'</i> employees took place on 13<sup>th</sup> September 2005 about standards and qualifications and the uses of NOS.</p> <p><u>Circulated NOS marketing material to colleagues.</u></p> <p>Worked closely with other SSC colleagues to promote Leading Edge workshops to employers on 28<sup>th</sup> February 2006 in Glasgow and 22<sup>nd</sup> March Harrogate.</p> <p>Ensure <i>GoSkills</i> attendance at the Action Learning for leaders Event on 5<sup>th</sup> December</p> <p>Management and Leadership priority no 1 in Sector Skills Agreement.</p> <p>Some issues raised by champions 1<sup>st</sup> February 2005 relating to <i>GoSkills'</i> contextualised standards and fed back to <i>GoSkills</i> Director of Workforce Development.</p> <p>Ongoing.</p>
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## Improve

Outcomes	Action	Activities	Timescale
<b>Raise awareness within Improve of the M&amp;L Standards</b>	Raise awareness with regional / national operations managers	Present at Ops Managers meeting Distribute M&L Toolkit internally Regular features in 'Foodbytes' internal newsletter	End March '08
	Support HR in utilising M&L NOS to measure staff competences	Agree timetable for implementing competence framework Act as advisor on M&L NOS	End March '08
<b>Using M&amp;L Standards</b>	Consider M&L Standards in NOS Plan 07/08	Through continuing development of F&D NOS Framework, identify further M&L NOS for importation if appropriate	End March '08
	Develop mechanism for collecting feedback on use of NOS to inform incremental change	Agree with appropriate colleagues and MSC a method for formally collecting, and a template for reporting, feedback on M&L NOS	End March '08
<b>N/SVQs and vocationally linked qualifications</b>	Promotion of new Food & Drink Awards (N/SVQ – VLQs)	Participation at Awarding Body Roadshows Launch Event Continuing PR	End Sep '07
<b>IAG</b>	Ensure M&L is integral in IAG operational plans	Liaise with IAG Manager to ensure M&L is part of IAG planning and act as contact for all issues relating to M&L	End March '08
<b>Attendance at training events organised by the MSC to become further familiarised with the detail of the</b>	Attendance at training events	Participate at training events	End March '08

<b>standards</b>			
<b>Regular meetings with the other Management Champions to:</b>	Help mentor new Champions recruited in this phase of the programme	Offer support and advice as appropriate via e-mail or phone	End March '08
	Share good practice	Contribute to M&L Newsletter as appropriate	End March '08
	Contribute to a peer group review mechanism for approving the contextualisation of the management standards	Participate in peer review of NOS suites seeking to import M&L units, both via e-mail and at meetings	End March '06
	Steer the review of the generic management apprenticeship frameworks and the development of a qualification strategy for management and leadership	Contribute to discussions, via e-mail or at meetings to inform and support the development of Apprenticeship Frameworks and SQS for M&L	March '08
		Provide MSC with employer contacts in the Food & Drink Sector to contribute to consultations	March '08
	Assist MSC to develop case studies of good practice as appropriate	Seek examples of good practice through Improve's consultation groups (see attached) and assist MSC to develop case studies	March '08
<b>Cultural Diversity</b>	Input into development of Cultural Diversity NOS	Participate in the development of Cultural Diversity NOS to complement those M&L NOS already imported	March '08

## Lifelong Learning UK

Objective	Target date	Progress/Achievement
1 To map stakeholders delivering management and leadership provision to the lifelong learning sector across the UK	Feb 07 and ongoing	<b>Final</b> – Sector specific activity being undertaken as part of Sector Skills Agreement stages
2 To promote management and leadership National Occupational Standards (M&L NOS) to stakeholders and gain their views on required contextualisation	Ongoing	<b>Interim</b> - Information on incremental review, dates and locations forwarded to others for participation  <b>Final</b> – Libraries, Archives and Information Services standards consultations including the use of M&L NOS in the final qualifications framework. Additionally, taking part in focus group work for management and leadership as cross-cutting theme in stage 3 of
3 To work with LLUK Standards and Qualifications team to consider contextualised M&L NOS within their NOS development work and qualifications strategies (Museums, libraries and archives; Community learning and development; Work based learning)	November 2006 and February 2007	<b>Interim</b> - Information on peer review process circulated to standards and qualifications team <b>Final</b> – update on standards under review circulated to S&Q team
4 To undertake a feasibility study of whether the LLUK Leadership and Management NOS and the M&L NOS can be brought together (funding dependent activity)	Dec 06 – ongoing from 2005/6	<b>Interim</b> - Project to review M&L NOS in LLUK footprint starting December 2006. Contact made with project manager.  <b>Final</b> – Project manager kept aware of M&L NOS incremental review in consultation process. Participated in internal project team for LLUK M&L NOS.
5 To liaise with colleagues responsible for equality and diversity strategy within LLUK highlighting the possible use of	February 2007	<b>Interim</b> - New Equality and diversity team being recruited – meeting to

standards B11 and B12 in this work		be booked once in place <b>Final</b> – meeting took place 2 <sup>nd</sup> March 2007 possibility of embedding B11 and B12 in equality and diversity strategy and in LLUK staff handbook discussed
6 Produce internal briefing note and e-bulletin submission to maintain awareness of L&L NOS relation to the work of LLUK staff – internal and outward facing	Bi-annually (September 2006 and February 2007)	<b>Interim</b> - E-bulletin submission input produced December 2006 <b>Final</b> – E-bulletin submission input produced March 2007
7 Take part in work group for stage 4 of the sector skills agreement to promote use of M&L NOS in planned developments	March 2007	<b>Interim</b> - Due to commence March 2007 <b>Final</b> – Stages one and two have highlighted management and leadership as skills gap in all LLUK constituencies. Taking part in planning and consultations on possible solutions.
8 To effectively undertake M&L champion role within the Skills for Business network	Ongoing	<b>Interim</b> - Feedback given on documents circulated. Joined steering group <b>Final</b> – Steering group membership maintained, feedback given on management and leadership draft strategy. Highlighted other management and leadership work taking place in network and as conduit within LLUK.



## Skillfast UK

Objectives	Outcomes	Skillfast-UK Milestones	Progress (as at March 2007)	Achieved
<p>To promote management and leadership National Occupational Standards (M&amp;L NOS) to stakeholders and gain their views on required contextualisation</p>	<p>Increased awareness of M&amp;L NOS within Skillfast-UK sectors and sub-sectors</p>	<p>Produce information sheet on M&amp;L cross sector work</p>	<p>Internal staff briefed and liaison with standards writer re consultation with sectors and sub-sectors in the development of new standards and revision of existing standards</p> <p>Internal Briefing sheet to be produced and updated as and when necessary</p> <p>Commence development of briefing sheet for employers to disseminate at Skillfast-UK Qualifications and Curriculum Funding Forum and Technical Advisory groups</p> <p>Champion circulating M&amp;L related information, e.g. newsletters, etc. within Skillfast-UK and to colleagues in others SSCs / relevant organisations</p> <p>Related news / info to be added to Skillfast web site</p>	<p><b>Yes</b> <b>Ongoing</b> <b>06/07</b></p> <p><b>Ongoing</b></p> <p><b>Yes/Ongoing</b> <b>06/07</b></p> <p><b>Yes</b> <b>Ongoing</b> <b>06/07</b></p>

		Develop web site content	Information posted on Skillfast-UK web site – to be further developed and linked to MSC website	<b>Yes Ongoing 06/07</b>
			Meeting with Marcoms Director re information posted on intranet	<b>Yes Ongoing 06/07</b>
		Promote Management & Leadership internally and externally	Promotion of M&L at external and internal meetings – dissemination of MSC toolkits as and when appropriate. Approximately 100 toolkits distributed to date, including to:  Internal staff; Job Centre Plus, Birmingham; West Midlands Sector Skills Forum; East Midlands Sector Skills Forum; Coventry Clothing Partnership; Midland Clothing Partnership; Ashfield Plaza Action Group; Sandwell Womens Enterprise Development Agency; Northern Leadership Academy; Skillfast-UK QCFF; Coventry Chamber of Commerce	<b>Yes Ongoing 06/07</b>
			Promotion of Action Learning for Leaders through Skillfast-UK distribution channels	<b>Yes Possibly ongoing 06/07</b>
			Promotion of MSC Incremental review of NOS through Skillfast-UK distribution channels	<b>Yes Ongoing 06/07</b>

<p>To work with Skillfast-UK Standards and Qualifications team to consider contextualised M&amp;L NOS within their NOS development work and qualifications strategies</p>		<p>Raise awareness and promote use of new NOS and identify any NOS issues or concerns within the Skillfast-UK footprint</p>	<ul style="list-style-type: none"> <li>• CD copies of NOS distributed to key Skillfast-UK staff – Standards &amp; Qualifications Manager, Standards Writer, M&amp;L Lead Project Manager</li> <li>• Relevant M&amp;L NOS units identified as part of current and future standards development/revision</li> <li>• M&amp;L Champion attends regular QCFF meetings to promote the use of NOS and provide feedback on activity</li> <li>• Meetings with Skillfast Skills &amp; Country Managers to discuss cross sector activity, including M&amp;L</li> <li>• Continue to explore opportunities to promote M&amp;L NOS within the sector, particularly within SMEs</li> <li>• Meeting with M&amp;L Skills Manager to discuss promoting M&amp;L 14/11 and 16/12 2006</li> <li>• Develop M&amp;L Strategy within Skillfast-Uk</li> </ul>	<p style="text-align: center;"><b>Yes</b></p> <p style="text-align: center;"><b>Ongoing 06/07</b></p> <p style="text-align: center;"><b>Yes</b></p> <p style="text-align: center;"><b>Yes Ongoing 06/07</b></p> <p style="text-align: center;"><b>Yes Ongoing 06/07</b></p> <p style="text-align: center;"><b>Yes Ongoing 06/07</b></p>
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Developing capacity within Skillfast-UK to identify and address cross sector issues	Enable capacity building through development of Champion's role	Attendance at training and development sessions for M&L Champion	Attendance at M&L training session on 20 <sup>th</sup> September	<b>Yes</b>
			Attendance at M&L Champions meeting on 20 <sup>th</sup> September	<b>Yes</b>
			Attendance at M&L Champions meeting 30/11/06	<b>Yes</b>
			Attendance at M&L Champions meeting 22/02/07	<b>Yes</b>
			Participation by the M&L Champion in the proposed incremental review – feedback	<b>Yes</b>
			Review of imported NOS through MPRG. Retail importation reviewed to date Nov 06	<b>Ongoing 06/07</b>
			Attendance for new Skillfast-UK Champion at induction meeting	<b>06/07</b>
			Attendance at M&L Champions meetings	<b>06/07</b>
			Review if imported NOS through MPRG	

		Promote Cross Sector Issues / Activities within Skillfast-UK, to enable further dissemination externally	Regular activity updates provided to Standards and Qualifications Team to include standards development/revision work, 14-19 Diploma, Young Apprenticeship and Foundation Degree development/revision	<b>Yes Ongoing 06/07</b>
			Regular updates with Solutions for Business Project Manager and liaison with CEO re Strategy Group meetings	<b>Yes  06/07</b>
			Regular liaison with CEO re Strategy Group meetings	<b>Yes Ongoing 06/07</b>
			Regular liaison re Apprenticeship Development to promote the inclusion of M&L NOS within frameworks	<b>06/07</b>
			Regular liaison with M&L Cross sector Project Managers	<b>06/07</b>
			Explore possibility of partnership working with other SSCs to jointly consider how to upskill Managers & Leaders	
			Take part in various Steering Groups to promote M&L and seek views, including Northern Leadership Academy, East Midlands M&L Group and East of England M&L Group	<b>Yes Ongoing 06/07</b>

## SkillsActive

Objective	Outcomes	Milestones	Timescale
To develop capacity of the Management and Leadership Champion to deliver on key objectives of the action plan	Action plan objectives delivered	Effective communications in place to ensure sharing of info across the SSC and monitoring of action plan	Sept 07
		Attend regular M&L Champions training and development sessions	Ongoing
To promote the importance of M&L training, qualifications and NOS across SSC colleagues	Informed staff Employers and stakeholders receive consistent message regarding the importance of M&L training, qualifications and NOS	Internal M&L strategy shared, reviewed and implemented	Nov 07
		Role of M&L Champion promoted at meetings and internal events, and agreed messages for employers and stakeholders disseminated	Ongoing
To promote the importance of M&L training, qualifications and NOS amongst SkillsActive employers	A better understanding of the role of M&L in supporting business  Employers beginning to use M&L NOS in workforce development plans, job descriptions etc	External briefing sheet circulated to employers by champion	Mar 08
		SkillsActive website regularly updated with M&L specific content	ongoing
		M&L promoted at meetings and events	ongoing
To promote the importance of M&L training, qualifications and NOS amongst training providers	Training providers using M&L NOS in development of active leisure courses	Work with regional networks to promote M&L training, qualifications and NOS via trainers networks and contacts including FE and HE	Nov 07
Provide sector specific input to the development of resources and NOS, as appropriate	Development, review and contextualisation of resources	Attend training and development sessions for peer review process	As agreed

## Skills for Health

Objectives	Outcomes	Linked to Contract Outcome	SfH Milestones	Milestone Progress (as at March 2007)	Continue in 2007-08?
Raising awareness of cross sector work programmes and actively promoting support and participation	Increased awareness of M&L NOS within Skills for Health and the health sector	1, 4, 6, 7, 8, 9	Produce information sheet on M&L cross sector work	<ul style="list-style-type: none"> <li>• Initial internal 'briefing' sheet produced                             <ul style="list-style-type: none"> <li>○ Most appropriate future format and content being explored</li> <li>○ Use of new SfH extranet for disseminating project information being considered</li> <li>○ Related news / info added to SfH extranet, as appropriate</li> <li>○ Production of staff newsletter articles as appropriate</li> </ul> </li> </ul>	Yes
				<ul style="list-style-type: none"> <li>• External briefing methods to be explored                             <ul style="list-style-type: none"> <li>○ Champion circulating M&amp;L related information, e.g. newsletters, etc. within SfH and also to colleagues in others SSCs / relevant organisations</li> </ul> </li> </ul>	Yes

Objectives	Outcomes	Linked to Contract Outcome	SfH Milestones	Milestone Progress (as at March 2007)	Continue in 2007-08?
			Develop web site content	<ul style="list-style-type: none"> <li>• Cross sector content, including M&amp;L, on SfH website updated (Dec 2006) but awaiting 'up-loading' – delayed due to major web review and update in Spring / Summer 2007</li> <li>• Website and extranet content to be reviewed and updated monthly</li> </ul>	Yes
			Identify key stakeholders	<ul style="list-style-type: none"> <li>• National contacts identified in NI, Wales and Scotland. Also regional and local contacts</li> <li>• SSA agreements / action plans with key stakeholders</li> <li>• Links with other stakeholders, e.g. Institute of Healthcare Management</li> </ul>	Yes
			'First Point of Contact' re M&L	<ul style="list-style-type: none"> <li>• Respond to M&amp;L related enquiries from SfH colleagues, other stakeholders and employers, referring as appropriate.</li> <li>• Act as 'Buddy', provided support as required <ul style="list-style-type: none"> <li>○ Allocated SSC not requested information or support to date</li> </ul> </li> </ul>	Yes



Objectives	Outcomes	Linked to Contract Outcome	SfH Milestones	Milestone Progress (as at March 2007)	Continue in 2007-08?
			Raise awareness and promote use of new NOS and identify any NOS issues or concerns within the health sector	<ul style="list-style-type: none"> <li>• Series of meetings currently being held with SfH regional / country directors and managers to discuss cross sector activity, including M&amp;L</li> </ul>	Yes
				<ul style="list-style-type: none"> <li>• M&amp;L Champion / CS Development Manager attends Regional/Country directorate meetings. Able to feed back on cross-sector activity, including VCS, and gain feedback from regional / country teams</li> </ul>	Yes
				<ul style="list-style-type: none"> <li>• M&amp;L NOS added to SfH on-line KSF tool</li> </ul>	N/A
				<ul style="list-style-type: none"> <li>• M&amp;L NOS also available via NHS e-ksf tool</li> </ul>	N/A
				<ul style="list-style-type: none"> <li>• Relevant generic M&amp;L NOS identified to fill gaps in SfH HFM as part of Footprint Project</li> </ul>	N/A
				<ul style="list-style-type: none"> <li>• CD copies of NOS distributed to SfH staff, stakeholders and employers, as required</li> </ul>	Yes

Objectives	Outcomes	Linked to Contract Outcome	SfH Milestones	Milestone Progress (as at March 2007)	Continue in 2007-08?
				<ul style="list-style-type: none"> <li>• Continue to explore opportunities to promote M&amp;L NOS (and SFEDI 'enterprise' NOS / Workforce Hub Managing Volunteer NOS) within the sector, particularly within SMEs / VCS – (links to VCS Ambassador activity)</li> </ul>	Yes
				<ul style="list-style-type: none"> <li>• Developing links to Workforce Hub Third Sector Leadership Centre (links to VCS Ambassador activity) <ul style="list-style-type: none"> <li>○ Involved in group re development of Third Sector Performer Profiler</li> </ul> </li> </ul>	Yes
			Promoting outputs of M&L Champion work strand	<ul style="list-style-type: none"> <li>• 'Toolkit' of M&amp;L info for use by Champions and colleagues when talking to employers <ul style="list-style-type: none"> <li>○ Needs of SfH regional / country teams currently being explored – possible sector M&amp;L info to supplement generic toolkit</li> </ul> </li> </ul>	Yes

Objectives	Outcomes	Linked to Contract Outcome	SfH Milestones	Milestone Progress (as at March 2007)	Continue in 2007-08?
				<ul style="list-style-type: none"> <li>Champion undertakes on M&amp;L / represents SfH at M&amp;L related meetings / events, as required</li> </ul>	Yes
				<ul style="list-style-type: none"> <li>Possible sector development of Solutions4Business website to be further explored</li> </ul>	Yes
				<ul style="list-style-type: none"> <li>Evaluation of M&amp;L Champion work plan on a regular basis, adapting as necessary, to meet emerging needs</li> <li>Provide feedback on SfH activity at Champion and other meetings, as required</li> </ul>	Yes
Developing capacity within Skills for Health to identify and address cross sector issues	Enable capacity building through development of Champion's role	2,3,8	Promote Cross Sector Issues / Activities within SfH, to enable further dissemination externally	<ul style="list-style-type: none"> <li>M&amp;L Champion / CS Development Manager attends monthly meetings with regions / nations directorate. Able to feed back on cross-sector activity, including VCS, and gain feedback from regional / country teams</li> <li>Disseminate M&amp;L related newsletters and sector information, plus awareness raising of appropriate events and resources, to SfH colleagues</li> <li>Provide updates to internal team meetings, as appropriate</li> </ul>	Yes

Objectives	Outcomes	Linked to Contract Outcome	SfH Milestones	Milestone Progress (as at March 2007)	Continue in 2007-08?
			Training and development sessions for M&L Champion	<ul style="list-style-type: none"> <li>• Ongoing M&amp;L Champions meetings</li> <li>• Use of available M&amp;L Champion resources <ul style="list-style-type: none"> <li>○ M&amp;L and MSC websites</li> <li>○ Toolkit, etc</li> </ul> </li> </ul>	Yes
			Internal SfH Staff Development	<ul style="list-style-type: none"> <li>• Meeting with SfH Organisational Adviser re potential staff M&amp;L development and possible use of links and resources available via M&amp;L Champion activity</li> </ul>	Yes
Providing sector specific input to the development of resources and NOS	Development, review and contextualisation of resources	1,2,3,4,5,6,7	Attending training and development sessions for peer review process	<ul style="list-style-type: none"> <li>• Ongoing M&amp;L Standards Champion / Peer review Group meetings</li> </ul>	Yes
			Participating in peer review process	<ul style="list-style-type: none"> <li>▪ Ongoing participation in peer review process, as required</li> </ul>	Yes
			Identify project partners from the health sector to pilot any possible contextualisation of, or consultation re NOS	<ul style="list-style-type: none"> <li>• Cross section of M&amp;L contacts identified in 4 UK countries (National, regional and local) – NHS, Independent and Voluntary - by regions / countries team and other colleagues</li> <li>• Relevant generic M&amp;L NOS identified to fill gaps in SfH HFM as part of Footprint Project</li> </ul>	Yes

Objectives	Outcomes	Linked to Contract Outcome	SfH Milestones	Milestone Progress (as at March 2007)	Continue in 2007-08?
			Scoping exercise re potential contextualization of NOS	<ul style="list-style-type: none"> <li>▪ NOS bid being submitted:               <ol style="list-style-type: none"> <li>1. To develop materials to encourage the recognition and use of generic NOS, in particular the generic M&amp;L NOS, within the health sector (NHS, independent and voluntary)</li> <li>2. To potentially develop contextualised / tailored M&amp;L NOS for sub-sectors within the health sector, if need following testing / evaluation of materials produced</li> </ol> </li> </ul>	Yes
Scoping the needs of the health sector in relation to cross sector issues	Providing input to research / LMI function & in respect of strategic developments	4,7	Gather intelligence on existing research and identify gaps	<ul style="list-style-type: none"> <li>▪ At meetings with stakeholders, and regional / country staff, using opportunity to identify existing intelligence and identify any gaps which can be fed back to SfH research team, MSC and SfBn M&amp;L project teams</li> </ul>	Yes - ongoing

Objectives	Outcomes	Linked to Contract Outcome	SfH Milestones	Milestone Progress (as at March 2007)	Continue in 2007-08?
				<ul style="list-style-type: none"> <li>▪ Collating SSC response to M&amp;L related consultations and information requests, e.g.               <ul style="list-style-type: none"> <li>○ 'Leading the Way' consultation in NI</li> <li>○ SfBn requests                   <ul style="list-style-type: none"> <li>▪ M&amp;L strategy</li> <li>▪ SQS, etc.</li> </ul> </li> </ul> </li> </ul>	Yes – ongoing, as required
				<ul style="list-style-type: none"> <li>▪ Potential for project to scope sector M&amp;L needs in Wales explored with Director for Wales and relevant stakeholders               <ul style="list-style-type: none"> <li>○ Decision made not to proceed with SDF bid</li> </ul> </li> </ul>	Yes – opportunities to be explored, as appropriate
			Inform strategic developments	<ul style="list-style-type: none"> <li>▪ Ongoing links to developing SSA action agreements / action plans in 4 nations</li> <li>▪ M&amp;L Champion (CS dev manager) attended SSA Visioning Workshops and regional events</li> </ul>	Yes – ongoing activity

Objectives	Outcomes	Linked to Contract Outcome	SfH Milestones	Milestone Progress (as at March 2007)	Continue in 2007-08?
				<ul style="list-style-type: none"> <li>▪ Input to SfH strategic / operational plans re M&amp;L               <ul style="list-style-type: none"> <li>○ Position statement re M&amp;L to be produced, along with possible development of SfH M&amp;L strategy</li> </ul> </li> </ul>	Yes
				<ul style="list-style-type: none"> <li>▪ Attendance and participation in SfBN Strategic M&amp;L Forums</li> </ul>	Yes

## Skills for Justice

<b>SfJ Delivery Plan Strategic Priority &amp; Objective</b>	<p><b>Strategic priority SP1:</b> Establish Skills for Justice as the authoritative and influential focus for skills development in the justice sector</p> <p><b>Top-level objective A:</b> To lobby and influence government departments and other key partners, and contribute to the development of policies and strategies</p>
<b>Aim</b>	<ul style="list-style-type: none"> <li>• Increase individual and organisational performance in economic, environmental and social terms through the development of management and leadership skills.</li> <li>• Promote the importance of management and leadership skills to all organisations in the sector.</li> <li>• Persuade organisations in the sector to address management and leadership development issues by enhancing existing approaches to reflect the latest thinking on management and leadership in the external business and academic communities.</li> <li>• Ensure individuals and organisations are supported by accessible, relevant and quality assured learning opportunities that enable them to develop their management and leadership skills</li> <li>• Influence governments and other key partners and stakeholders to recognise management and leadership as a key skills requirement in the sector</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• The impact of justice sector reform and any associated management and leadership skills shortages and gaps identified</li> <li>• Management and leadership development activities across the breadth of the justice sector identified and categorised, segmented by sector, country and region</li> <li>• Development of a management and leadership development strategy owned and endorsed by all the sector's key stakeholders to provide an overarching framework containing key principles for management and leadership development within the justice sector</li> <li>• Management and leadership development of justice sector organisations to be kept at the forefront of the political agenda</li> <li>• Skills for Justice priority objectives within strategic and operational plans reviewed and amended as necessary to address key management and leadership skills issues within the justice sector</li> <li>• Skills for Justice's existing products and service offerings reviewed to ensure that they meet the management and leadership development needs of the justice sector. New products and service offerings developed as necessary.</li> </ul>



Milestones	Target Dates	Progress
1. <sup>11</sup> Mapping existing leadership and management development provision across the justice sector	1.1.1 Strand contacts identified and information requested by 31/08/06 (Wales) 1.1.2 Follow up interviews completed as required by 30/11/06 (Wales) 1.1.3 Report detailing existing provision mapped against M&L NOS completed by 31/12/06 (Wales)	<ul style="list-style-type: none"> <li>• Data collected and entered on database</li> <li>• Report being produced for Wales Country Group</li> </ul>
2 Support improvements in current leadership and management provision based on findings of mapping projects	6.2.1 Additional information gathered as necessary by (as agreed during NI Country Group and Scotland and Wales L&M sub groups) 6.2.2 Analysis completed by (as agreed during NI Country Group and Scotland and Wales L&M sub groups) 6.2.3 Benchmarking projects completed by (as agreed during NI Country Group and Scotland and Wales L&M sub groups)	<ul style="list-style-type: none"> <li>• Action learning promoted as an approach and employer's agreement to pilot action learning sets in Wales and Scotland obtained. Programme content will be based on existing programme material identified through mapping work.</li> <li>• M&amp;L NOS included in 'toolkit' of support materials for set members.</li> <li>• M&amp;L NOS will be used as a reference point to provide clarity on any areas of ambiguity that arise from set members discussions</li> </ul>
6.3 'Best, practice	6.3.1 Other	<ul style="list-style-type: none"> <li>• After discussion with employers we are</li> </ul>

<sup>11</sup> Will only be able to gather info on some of what the sector does itself plus some of what it buys in. There may be local provision that central contacts will not know about. Similarly training/learning/development is often contracted at a local level and the only way of getting at this is to contact every work base/prison/force/probation service/etc etc in each service that makes up the Justice sector.

<p>leadership and management development activities benchmarked against provision in other sectors</p>	<p>sectors in which justice sector good practice cases could be benchmarked identified via cross-sector management and leadership board by 31/03/06</p> <p>6.3.2 Benchmarking projects undertaken by (as agreed during NI Country Group and Scotland and Wales L&amp;M sub groups)</p> <p>6.3.3 Benchmarking projects evaluated and outcomes used to inform management and leadership strategy (see 6.4)</p>	<p>concentrating on the delivery of action learning pilots.</p>
<p>6.4 Development of leadership and management development strategy for the justice sector</p>	<p>6.4.1 Action learning proposal including project milestone plan developed by 30/04/06</p> <p>6.4.2 Action learning pilots commence in Scotland and Wales by 30/09/06</p> <p>6.4.3 interim evaluation of action learning pilots completed and results communicated by 31/01/07</p> <p>6.4.4 Action learning pilots completed and evaluation report produced by</p>	<p><b>Scotland</b></p> <ul style="list-style-type: none"> <li>• Attended ACPOS L&amp;M group to update on progress with action learning project in Wales. Support for action learning set in Scotland reaffirmed by Andrew Cameron. Would like action learning set to commence in April. Workshop on action learning at the Scottish conference will be used to promote action learning and stimulate interest/seek volunteers.</li> <li>• Meeting with Julie Preston SPS to update on action learning and outline plans for delivery in Scotland.</li> <li>• Meeting arranged with Julia Parker from Scottish Leadership Foundation to agree workshop for Scottish conference (co-presenting with Julia) and explore how to best engage with the foundation and funding opportunities.</li> <li>• Regular contact with Tommy to review progress.</li> <li>• Delivered workshops on action learning with Julia Parker (Scottish Leadership</li> </ul>

	31/08/07	<p>Foundation) at Scotland Conference</p> <p><b>Wales</b></p> <ul style="list-style-type: none"> <li>• Tendering exercise carried out and facilitator for ALS selected.</li> <li>• Met with Primeast consultants to agree contract.</li> <li>• 1-2-1 interviews arranged between ALS members and consultants to determine members objectives for the programme</li> <li>• First workshop held 17<sup>th</sup> &amp; 18<sup>th</sup> January at Prescoed YOI. Hotel accommodation booked for set members.</li> <li>• Second workshop held 1<sup>st</sup> March at UK Immigration Services, Portishead</li> <li>• WAG contract agreed</li> <li>• Invite to Jayne Roberts WAG to attend evening meal and deliver opening speech at the workshop</li> <li>• Delivered workshops on action learning with Christopher Ward from Wales Management Council at the Wales conference</li> </ul> <p><b>England</b></p> <ul style="list-style-type: none"> <li>• Attended cross public sector steering group meetings and produced promotional flyer for action learning taster days.</li> <li>• Part of planning team for action learning taster conference, attended conference held at MOD, London.</li> </ul>
6.5 Support implementation of management and leadership strategy within participating strands		<ul style="list-style-type: none"> <li>• See comments for 6.4, will be populated by detail of project management of action learning sets</li> </ul>
6.6 Provide support to country groups and regional managers to address management and leadership issues as identified in action plans	6.5.1 Participation in M&L NOS Champions and cross-sector management and leadership board meetings	<ul style="list-style-type: none"> <li>• Attended Prison Service Leadership Qualities Framework group. The Prison Service has two projects running at the same time (unknown to each other for some time but now working together!), one to develop an Integrated Behaviours Competency Framework (IBCF) and another to develop a Leadership Qualities Framework (LQF). The key issue has been how to integrate the two pieces of work, in many ways very similar to the issues raised as a result of</li> </ul>

		<p>the need to integrate the ICF and the PLQF. Shared experience of the police service's development and integration of PLQF with ICF and this was very well received by the group who decided to follow the same methodology that we used for ICF/PLQF. Very positive feedback received from the group and the consultants who felt that SfJ involvement had been extremely helpful and positive influence in moving the projects on. Will be attending all future meetings.</p> <ul style="list-style-type: none"> <li>Meeting with Ann-Marie Spence (newly appointed as lead on Living Leadership), Probation Service to explain SfJ role and how we can support her work with the Probation Service's Living Leadership programme. Left details of M&amp;L NOS, ICF, PLQF. Reaffirmed desire to continue attending Living Leadership steering group meetings.</li> </ul>
6.7 Share best practice with other SSCs	6.7.1 Provide support to other SSCs as part of 'buddy' arrangement	<ul style="list-style-type: none"> <li>Material developed for action learning programme put on M&amp;L website for use by other SSCs – <b>September 2006</b></li> <li>SkillsActive sent letter to CE of Finance SSC offering SkillsforJustice Champion as a contact – <b>October 2006</b></li> <li>Delivered session on action learning at Assetskills M&amp;L conference</li> </ul>
6.8 Contribute to incremental review of M&L NOS	6.8.1 Participate in MSC Incremental Review Steering Group, feeding in M&L justice sector information from SSA research	<ul style="list-style-type: none"> <li>Request from MSC for comments on M&amp;L NOS: <ul style="list-style-type: none"> <li>forwarded to operations and research and development staff at SfJ</li> <li>Put on SfJ website and M&amp;L pages</li> <li>Featured in our e-brief (initial distribution 4000, secondary distribution 17500)</li> </ul> </li> </ul>
6.9 Support the development of key M&L themes for the network	6.9.1 M&L justice sector information from SSA research fed into network to contribute to, and inform development of, M&L key themes	<ul style="list-style-type: none"> <li>Information on SSA themes sent to SkillsActive and Children's Workforce Network</li> <li>Additional information provided as requested</li> </ul>

6.10 Develop and maintain M&L webpages on SfJ website	6.10.1 Website content developed by 30/09/06 6.10.2 Website content reviewed and updated monthly	<ul style="list-style-type: none"> <li>Website content developed, specific section on M&amp;L NOS included</li> </ul>
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### Skillset

Specific Area of work within Skillset	Action/Activities	Performance Measure	Timescale	Progress/Achievement
<b>Contractual Work</b>	Attend M & L Champion meeting as required – 4 meetings per year	Attendance at meetings	On going	Yes
	Participate and contribute in the peer review process of the contextualisation of standards via e-correspondence to the review process	Response to emails etc.	On going	Yes
	Act as a buddy for SSB/SSC , Offering support if required	Increased knowledge and support	On going	Not requested
<b>Steering Group</b>	Continue to attend M & L NOS Steering Group Meetings	Attend 3 per year	On going	Yes
<b>M &amp; L Incremental Review Work Steering Group Activity</b>	Form part of the steering group for the M& L Nos Incremental Review Process and attend steering group meetings	Attendance at meetings and completed incremental review project	By Dec 2006	Article on website seeking feedback <a href="http://www.skillset.org/standards/consultations/article_1702_1.asp">http://www.skillset.org/standards/consultations/article_1702_1.asp</a>
<b>General</b>	Respond to any queries from employers around M & L issues and refer on if appropriate	Employers better informed	On going	yes
<b>Internal Stakeholders</b>	As part of internal staff deliver Induction sessions and continue to draw attention to the M & L standards and distribute the Toolkit	Increase in colleagues identifying opportunities to work with/promote the	On going	Toolkit and Solutions for Business literature distributed to all region/sector teams

		standards		
	Email M & L newsletters updates to appropriate colleagues on a monthly basis	Awareness of Activity of standards champion and other Management and Leadership Issues	On going	Yes, sent to region/sector teams
	Inform colleagues of any M & L events across the 4 nations as and when appropriate	Awareness of events	On going	Yes, regular updates given
	Respond to any queries around M & L from colleagues as provide advice as appropriate and give feedback	Enquires dealt with promptly and appropriately	On going	Yes
	Continue to identify opportunities within the ongoing work at Skillset where standards can inform provision and attend internal meeting where appropriate	M & L standards embed in new projects	On going	Yes when appropriate
	Investigate with colleagues in Skillset the potential of delivering Action Learning for Leaders	Deliver Action Learning for Leaders sessions where appropriate	October – November 2006	Yes – email briefing sent to colleagues
<b>e-communication</b>	Working with S & Q Administrator maintain and update a separate section for cross sector standards website and include specific information on M & L Incremental Review	Update web	Oct- Dec 2006	Yes, website updated. <a href="http://www.skillset.org/standards/article_3148_1.asp">http://www.skillset.org/standards/article_3148_1.asp</a>
	Include reference on M & L in the new Skillset e-communication newsletter for careers advisors (Over 13,000 practitioners aware of the standards)	Increased awareness	October 2006	Yes went to 13,000 advisors
<b>Standards and Qualifications</b>				
<b>Vocational Reform</b>	Continue to work with the	Awarding bodies mapping to appropriate	On-going	Yes, on going

<b>Programme</b>	Qualification and Standards Manager and Apprenticeships Co-ordinator to ensure that the M & L NOS are embedded in all activity and any blueprints that are developed where appropriate include reference to M & L	M & L NOS		
<b>General Standards Activity</b>	Promote the M & K NOS at any event/talk/meeting	Increased awareness	On going	
<b>Skillset Careers</b>	Highlight the M & L standards at all of Skillset workshops that the Champion attends and distribute appropriate literature	Advisers aware of standards and able to utilise in the work they if appropriate	February 2007	Careers event in Scotland Careers Scotland and other IAG providers such as learndirect in March. Approx 50 people attend
<b>Diversity and Equality</b>	Continue to measure the on going work by the work the Diversity Champions within Skillset against B11 and B12 Standards.	Using the units as a benchmark for good practice.	Ongoing	Not directly involved in this work any more.
<b>Skillset Research and Development Group</b>				
<b>Research Team</b>	Link in the Research team for specific information on any M & L LMI to feed into incremental review. Feedback to Management Standards Centre	Feed back relevant information to Management Standards Centre	October/November 2006	Feed back to Mike Hender re M & L Strategy
<b>Skillset Business Development Group (sector activity)</b>				
Screen Academy	Promote the M & L Standards at a	Increased awareness within the network and	Autumn –	Workshop delayed until later in year but

Network	workshop on general NOS aimed at the screen academies and distribute marketing material at workshops	mapping of course provision when appropriate	Winter 2006	did meet with Screen Academy Manager and talk about how best to incorporate NOS into work.
Film	Update the standards for Location Mangers incorporating M & L where appropriate. Work with the Production Guild	If appropriate import M & L NOS into	Autumn 2006	Review delayed for a few months.
	Work with the film team to encourage mapping of any funded course/training provision to M & L NOS	Increased awareness		Yes, M & L information sent to Cass Film Business Academy Leader.
TV Investment	Promote the M & Leadership Standards at the annual Broadcast Show via distribution of leaflets	Increased awareness	June 2006	Yes, the M & L leaflets were available the stand for over 3 days.
Animation	Work with external consultants to ensure that they are aware of the M & L standards and if appropriate import into the re-developed animation, contextualize if industry require it or at the very least signposted.	M & L standards referenced/included in final revised standards	Dec- March 07	Yes, Animation NOS will signpost M & L NOS.
Photo imaging	Work with external consultants to ensure that they are aware of the	Imported or signposted units with the redeveloped Photo Imaging NOS	September October – 2006	Yes, a range of M & L NOS were imported into re-developed the Photo Imaging NOS.



	<p>M &amp; L standards and if appropriate import into the re-developed Photo Imaging contextualize if industry require it or at the very least signposted. Consultation via email, web on the following units</p> <p><a href="#">A2 Manage your own resources and professional development</a>  <a href="#">F2 Manage a programme of complementary projects</a>  <a href="#">A3 Develop your personal networks</a>  <a href="#">D7 Provide learning opportunities for colleagues</a></p>			
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**Nations and Regions**

Nations and Regions	Continue to inform the regional managers and national managers of M & L NOS/M & L issues and offer support any aspect on M & L work.	Nations and region colleagues aware of M & L activity relevant to their work/patch	On going	Yes, regular updates sent to regions
Wales	Incorporate M & L into ELWA project on the promotion of Standards to FE/independent training providers. Information Sessions/Literature which highlights M & L and cross sector standards	Better knowledge of M & L standards – learning mapped to provision where appropriate	August – Dec 2006	Event postponed until March/April 2007
	Distribute Welsh version of M & L NOS to FE/independent training providers. Distribute CD Roms	Better knowledge of M & L standards – learning mapped to provision where appropriate	August – Dec 2006	Event postponed until March/April 2007

## Skillsmart Retail

Objectives	Outcomes	Progress
Contextualise and bring to life the new NOS in the Retail sector	Work with employers to identify relevant units of NOS from the M & L suite and contextualise these for managers of large stores  Contextualise additional M & L NOS for Retail Buyers and Merchandisers	Completed  NOS endorsed by the MPRG – D6, E1, E2
Promote and add value to the use of the M & L NOS in the Retail sector	Make the contextualised NOS available on the NOS directory and Skillsmart Retail's website	Completed
	Explore options for a Level 4 qualification for managers of large stores, incorporating the contextualised M & L NOS	Discussions held with MSC and with two Awarding Bodies (EDI and Edexcel). Options identified are a parallel L4 N/SVQ or an endorsed pathway within the Management N/SVQ at Level 4. To be explored further as the incremental review of the M & L NOS progresses.
	Incorporate the contextualised NOS into Skillsmart Retail's Skills Map for employers and learners	Completed
	Incorporate relevant Management N/SVQ units into Skillsmart Retail's Skills Map for employers and learner	Completed
Attend quarterly meetings with the other Management Champions	Meetings attended where possible	Meetings attended July & November 2006.
Contribute to the peer review group mechanism	Contribute to the peer review group mechanism as requested	Ongoing until 31 <sup>st</sup> March 2007
Contribute to the work of the incremental change Steering Group	Contribute to the work of the Steering Group	Meeting attended December 2006.
Respond to queries from employers concerning the M & L NOS	Respond to queries as they arise	Ongoing until 31 <sup>st</sup> March 2007