



NATIONAL OCCUPATIONAL STANDARDS FOR MANAGEMENT AND LEADERSHIP

Implementation and Embedding - Activity Report

Financial Year 2007/2008



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Executive Summary

1. Financial year 2007/08 is the **4th year of the partnership** between the Management Standards Centre and SkillsActive in support of the launch and implementation of the 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 NOS by SSCs and to drive forward the transferability of management and leadership skills. As a result, there were **283 importations** in 2007/08.
4. Engagement by the network is further demonstrated by the increasing use of units by sectors, including those that have not traditionally engaged with management and leadership skills, this year **16 organisations imported units**.
5. The partnership has successfully built awareness of, and engagement with the NOS across 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 National Occupational Standards: Best Practice Guide**.
6. **New Promotional leaflets** have been developed to support the **apprenticeship frameworks** leading to **a rise in learners** taking Team Leading and Management apprenticeships **in 2007/2008**.
7. The MSC has contributed to the **advancement of knowledge** in Management and Leadership thinking by contributing to two key CMI **research reports**, **The Value of Management Qualifications** and **Management Futures: The World in 2018**.
8. 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.
9. 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 3rd iteration since their inception in the early 1990s. They were developed by the Management Standards Centre (MSC) 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 remit of the Management and Leadership Forum. 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 2007/2008 represents the fourth 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 third 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 The specific aims of the project in 2007/2008 were as follows:
 - Further develop the proven, and excellent, partnership arrangements as an exemplar for the SfBN.
 - Continue to raise the profile of the M and L NOS through an effective programme of promotion.
 - Promote the Management and Leadership Learning and Qualifications Strategy.
 - Build, develop and cement relationships with external stakeholders.
 - Ensure a programme of activity delivered by the MSC that meets the employer needs set out by the SfBN.
 - Develop guidance on the mutual and inter-related benefits of Investors in People and the M and L NOS.
- 2.5 This report will look at the activities undertaken by MSC to meet the above objectives and will evaluate and, where appropriate, make recommendations for future activities.

3 Project deliverables

- 3.1 MSC and SkillsActive have worked in partnership to deliver the contracted outcomes for financial year 2007/2008. 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 The strong partnership between SkillsActive and MSC was demonstrated by Stephen Studd's (CEO of SkillsActive) invitation to give a presentation about "Buddying from an SSC Perspective" at the standards setting body meeting held on the 26 March 2007.
- 3.3 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 is further evidence of the partnership's success. For example, the partnership has received funding from Foundation Degree Forward to develop an overarching foundation degree framework for generic management and leadership. The Foundation Degree framework for Management and Leadership was formally approved in January 2008 and an event was organised to engage key SSCs in the promotion of the framework; agreement was reached to develop a user guide based on the framework and start pilots to serve as case studies.
- 3.4 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 of the new approval process for VQs.

Continue to raise the profile of the M and L NOS through an effective programme of promotion.

- 3.5 The MSC launched a new updated website in August 2007 to help promote the NOS.
- 3.6 The MSC also attended and exhibited at the following conferences:
- CMI NW Regional Convention – Wigan (22nd May 2007);
 - CMI National Convention in Birmingham (11th-12th October 2007);
 - Financial Sector Skills Council Conference – London (8th November 2007);
 - UVAC Annual Conference – York (9th November 2007);
 - Lead On Conference – Swansea (15th November 2007);
 - Public Sector Skills Conference – London (3rd December 2007);
 - Engaging with Research Conference – London (6th December 2007).
- 3.7 The MSC organised 5 consultation events at the beginning of 2008 for the incremental review of the M&L NOS. The workshops were held at the following venues and dates, attracting a total of 159 respondents:

Venue	Date	Respondents
London – Hilton, Euston	5 February	53
Birmingham – Hilton, Metropole	7 February	25
Belfast – Hilton	13 February	13
Edinburgh – Radisson SAS	21 February	43
Cardiff – Park Plaza	26 February	25

The opportunity was taken to gather ideas from delegates about how the Management and Leadership Standards could be re-published and promoted.

- 3.8 We have also attended NOS development days, formal meetings between all SSBs, as well as the Management and Leadership Forum organised by SkillsActive. The MSC has also acted as an expert on several project groups (see section 4 below).

Promote the Management and Leadership Learning and Qualifications Strategy

- 3.9 The MSC is the first SSB that has developed a SQS which has been assessed against the common quality standard for endorsing SQSs. 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.”

- 3.10 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.¹

- 3.11 During 2007 the MSC presented the vision and principles underpinning the M&LLQS to the Management and Leadership Forum, the Management and Leadership Advisory Panel to Leitch and the SSDA organised Standards and Learning Qualifications Board.

¹ For reports visit: http://www.management-standards.org/content_1.aspx?id=10:2046&id=10:2003.

3.12 Guidance material to support different stakeholder groups with the implementation of the M&LLQS has also been developed. The support materials will be available on the Website. In addition, we have developed 12 fact sheets for the 9 English Regions and 3 devolved nations summarising key data and trends within Management and Leadership. These will serve as the basis for implementing national action plans for the reform of vocational qualifications across the UK during 2008.

Build, develop and cement relationships with external stakeholders

3.13 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.

3.14 The MSC has distributed nearly 3,000 copies of the ***Management and Leadership Toolkit*** and other supporting literature to employers and other stakeholders in support of relationship building. In 2007/2008 the MSC continued licensing the management and leadership standards to training organisations for their use in software tools and solutions designed to improve business performance. Further details of these activities can be found in section four (under promotion of the M&L standards).

3.15 The MSC has established links with the Capability Development Group, Ministry of Trade & Industry in Singapore. MSC hosted a meeting with them in London on the 16 April 07 to advise them in the area of talent management for local enterprises to propel their growth and expansion, as well as how to develop NOS. MSC is also working with the Labour Fund in Bahrain to develop NOS for Managers and Leaders. In addition, MSC has been invited to China by the Chinese Academy of Personnel Science of Personnel (CAPSP), housed within the Ministry of Human Resources and Social Security to help them develop NOS. These contacts from foreign governments and organisations demonstrate how the MSC has acquired an ***international reputation for excellence*** in Management & 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

3.16 SkillsActive and the MSC have worked well with partner organisations during financial year 2007/2008 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.

3.17 For the year 2007/2008 the MSC has approved 283 importations. The top three most popular imported units were;

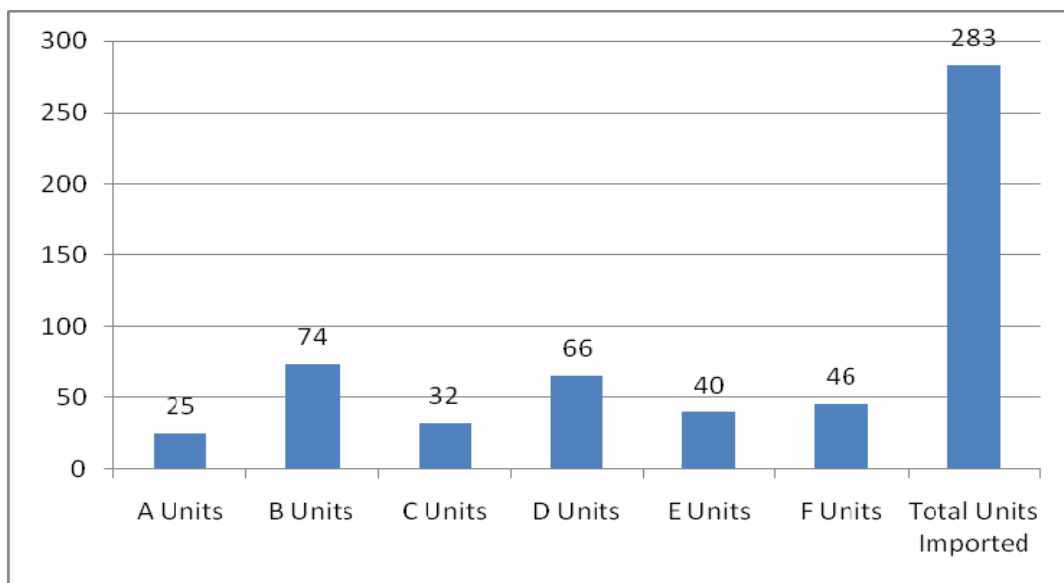
1. (9 imports) Unit D5 – Allocate and check work in your team;
2. (8 imports each) Unit A2 –Manage your own resources and professional development, Unit E1 – Manage a budget and E2 – Manage finance for your area of responsibility;
3. (7 imports each) Unit B5 – Provide leadership for your team and Unit D2 – Develop productive working relationships with colleagues and stakeholders.

3.18 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.



3.19 The MSC anticipates an increase in importation requests for next financial year, as awareness begins to increase about the nine new M&L NOS units developed under incremental review during 2006/7, and which were approved in September 2007.

3.20 The MSC gave well received presentations about the Management and Leadership standards at a conference organised by the Chartered Management Institute at the JJB stadium in Wigan on the 22 May 2007, and to Skills Brokers at Skills Active's London office on the 29 June 2007. The events brought together key employers, skills brokers training providers & government agencies to explore ways of addressing management and leadership skills gaps and shortages.

4 MSC Activity report financial year 2007/2008

4.1 The scope of the partnership working between SkillsActive and the MSC is defined by the project proposal made to SSDA in March 2007. 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 The following sections outline the specific contracted objectives and achievements against these, not already covered, for the MSC in more detail.

Objective A – Promotion of the management and leadership standards

- 4.3 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 2007/2008 we licensed the use of the management and leadership standards in two products.
- 4.4 In 2007/2008 the MSC had full page adverts promoting the standards in the Public Servant March 2008 (www.publicservant.co.uk), and the Skills and Learning Directory for 2007 published by Ten Alps (www.tenalpspublishing.com).
- 4.5 Dr Kion Ahadi, Head of MSC, was formally interviewed about the benefits of the M&L NOS by epolitix in January 2008 (www.epolitix.com). Epolitix is a UK politics website providing communication between parliamentarians, constituents and organisations.
- 4.6 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 2007/2008 the MSC *Management and Leadership Toolkit* was used by LLUK as the model on which to develop a toolkit for the Lifelong Learning Sector.
- 4.7 Maintain a dedicated website for dissemination of the NOS:
- A new and improved MSC website was launched in August 2007. Several new documents have been added to the website.
 - Several new sections such as on research and policy have been added to support key NOS projects, such as the review of the M&L NOS and promotion of the M&LLQS.
 - In 2007/2008 we had a total of 544 website enquiries and 295 Toolkits, Books and NOS CDs were sold via the site.

Objective B – Provide advice and guidance on the usage of the NOS

- During 2007/2008 the MSC distributed over 12,000 copies (double the number in 06/07) 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/partner organisations for qualifications purposes).
- 11,112 (compared to 9,315 last year) enquiries regarding the NOS or related products have been responded to by the MSC in 2007/2008, with signposting to relevant SSCs and other stakeholders provided as appropriate.

Objective C – Targeted engagement with key agencies and organisations

- Our web-based consultations on the Business Support as a Profession (BSAP) mapping project and incremental review of the NOS received over 200 responses.

- We held nine consultation events for the BSAP mapping and incremental review of the NOS projects, across the country, which involved a total of 281 participants: 38% were employers/managers, 24% were intermediaries, 23% were learning and qualification providers, 6% were Government departments and agencies, 5% were SSCs, 5% were professional and representative bodies.
- Regular meetings have been held with colleagues from the professional bodies for management and leadership. For example, the MSC has contributed to the publication of two reports by the Chartered Management Institute; *The Value of Management Qualifications* and *Management Futures: The World in 2018*.
- The MSC has worked with Oxford Brookes University to produce a case study on the Core Management and Leadership Programme (CMLP). So far, more than 60 participants have gained nationally recognised vocational qualifications through the CMLP, at a variety of different levels. Many other participants have chosen not to undertake formal qualifications, but have received training on management and leadership issues based upon the NOS.
- In Oct 2007 the MSC supported the Institute of Commercial Management (ICM) in its submission to QCA for accreditation as an awarding body. ICM has over 100,000 international students completing courses every year, many of these qualifications are now in the process of being mapped to the M&L NOS.
- Dr Kion Ahadi, Head of MSC, is supporting the British Iranian Business and Professional Society known also as “Anjoman”, on how to effectively map their in-house training courses to the M&L NOS.
- The MSC is working with Regents Business School to help map their courses like the MA in Global Management to the M&L NOS.

Objective D – 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 (MPRG) process, by improving supporting documentation, developing service standards and producing new guidance and examples for SSCs/SSBs wishing to import units. The Council for Administration developed an importation approval process based on the MSC MPRG in 2007.
- To date the NOS have been reviewed by the MSC and successfully imported on **713** occasions by SSCs/SSBs (**66** in 05/06, **382** in 06/07, and **283** 07/08). In 2007/2008 **16** different organisations imported the M&L NOS.
- MSC maintains an Access database of all importations to date so that usage of the units can be tracked; this has informed the incremental change process.

Objective E – Implementation, administration and promotion of apprenticeships

- The MSC is currently evaluating the apprenticeship frameworks for England and Wales launched in 2006/07. An evaluation report will be published in April 2008.
- During 2007/2008 the MSC certificated **3,117** apprentices/advanced apprentices in England, Wales and Scotland; **1,635** apprentices were registered in Scotland.

- The MSC has published and distributed new promotional material to support the apprenticeship frameworks in England and Wales including guides for learners and providers, as well as a best practice guide for providers.

Objective F – SfBN specific relationship with MSC

- 4.8 This financial year (without direct funding) MSC continued the Champions forum, which consists of 14 SSCs. The forum met **3 times** during the year to continue to ensure ownership of the M&L NOS by the SfBN, and to assist SSC's in promoting the NOS to their sectors.
- 4.9 The MSC has continued to enhance its reputation and credibility across the SfBN by being involved in key SSC projects. In total the MSC has advised **fourteen** SSCs this year about their use of the M&L NOS including; Asset Skills, Cultural and Creative Skills, Construction Skills, Financial Services, Go Skills, Government Skills, Lantra, LLUK, Pro Skills, SEMTA, Skills For Health, Skills For Justice, Skills for Logistics, and Skills for Security. Specific examples include:
- Contribution of Management and Leadership Lines of Learning to the Specialised Diploma in Public Service led by Government Skills;
 - Development of a Leadership and Management toolkit by LLUK for the Lifelong Learning Sector;
 - Work with Lantra to help develop new Environmental Management NOS;
 - Supporting GoSkills in the design of "Lead Goose", a web based management and leadership portal for the passenger transport sector.

Objective G – Organise the Management and Leadership Qualifications Forum

- The MSC continues to provide the secretariat to the Management and Leadership Qualifications Forum and Head of MSC level representation. The forum met on **four** occasions during 2007/2008.
- 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 2007/2008 the MSC supported and extended **109** qualifications (including VRQs, S/NVQs and new QCF awards) based on NOS.
- In 2007/2008 the MSC approved the revision of ILM and CMI's full suite of Core Management Qualifications, for submission on to the QCF.

Objective H – 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 Entitlement Project
 - ✓ Cross Sector Engagement
 - ✓ Sector Qualifications Strategies
 - ✓ SCQF Credit and Level

- ✓ QCF Test and Trials
- ✓ NOS Development Criteria
- ✓ Specialised Diplomas
- ✓ Management and Leadership Forum
- ✓ Foundation Degree Frameworks
- ✓ Sector Qualification Criteria
- ✓ Vocational Qualifications Approval Pilot

Objective I - Develop guidance on the mutual and inter-related benefits of Investors in People (IiP) and the M and L NOS

4.10 The MSC has developed two related IiP case studies:

- IiP accreditation focuses on 'Improving Performance' through development strategies, action plans and focused evaluation. The competence and development of an organisation's managers is key to fulfilling the criteria for IiP recognition, which is why the M&L NOS can help in achieving recognition. Therefore, the case study focuses on the ten indicators of IiP and shows how the Community Care Team used the NOS to support its post-recognition IiP review, and how other organisations can use the NOS to gain IiP accreditation.
- The second case study shows the links between the two standards in more detail and provides an example of how the NOS can be used to support the achievement of IiP.

Objective J - Research to inform the development of NOS

4.11 In 2007/2008 the MSC updated the management and leadership occupational mapping report with the latest data for the UK, and reviewed the sectoral benchmarking report that underpins the standards.

4.12 In addition, as part of Incremental Review the following NOS development is underway:

- **Units to be amended:** Minor amendments have been made to a significant number of units to take account of the following issues:
 - ✓ Ageism
 - ✓ Cultural awareness
 - ✓ Diversity and inclusion
 - ✓ EU impact and regulations
 - ✓ Globalisation
 - ✓ International benchmarking
 - ✓ Managing diverse teams
 - ✓ Managing growth
 - ✓ Managing remote teams
 - ✓ Managing without power
 - ✓ Managing your boss
 - ✓ Matrix management
 - ✓ Sustainability

- **Units to be imported from other suites:** It is proposed to import the following units from other suites of National Occupational Standards (NOS):

Health and Safety Units (owned by ENTO)

HSP6 Identify, assess and control health and safety risks
 HSS3 Monitor procedures to safely control work operations
 HSS4 Promote a healthy and safe culture in the workplace

Managing Knowledge Units (owned by LLUK)

D1. Develop policies and strategies for knowledge management
 D2. Diagnose knowledge needs, assets, use and flows
 D3. Support team and virtual working
 D4. Support collaboration, knowledge sharing and re-use
 D5. Facilitate knowledge capture
 D6. Enable the transfer of knowledge into information
 D7. Foster knowledge management culture, behaviours and skills

Sales and Marketing Meta Units (owned by MSSSB)

15 – Prepare sales proposals and deliver sales presentations
 16 – Sell products/services to customers

- **New units drafted:** The following new units have been drafted to fill actual or perceived gaps in the Management and Leadership Standards where suitable units have not be found in other suites of NOS:

D13. Support individuals to improve their performance
 D14. Implement disciplinary procedure
 D15. Implement grievance procedure
 D16. Make individuals redundant
 D17. Work with other organisations to achieve common or complementary objectives
 E12. Invite tenders to supply products/services to specifications
 E13. Procure supplies
 E14. Outsource business processes
 F4. Develop and implement marketing plans for your area of responsibility
 F13. Assure quality
 F14. Carry out quality audits
 F15. Manage products/services in your area of responsibility
 F16. Manage the delivery of customer service in your area of responsibility

- **Units to be removed from the Management and Leadership Standards:** It was proposed that the following units should be removed from the Management and Leadership Standards, either because they were to be replaced by new units (e.g. the new Health and Safety units) or because it was felt they did not describe a management function.

E5. Ensure your own actions reduce risks to health and safety (ENTO unit A)
 E6. Ensure health and safety requirements are met in your area of responsibility
 E7. Ensure an effective organisational approach to health and safety
 F4. Develop and review a framework for marketing
 F5. Resolve customer service problems (unit 4 in Customer Service NOS at level 2)
 F6. Monitor and solve customer service problems (unit 4 in Customer Service NOS at level 3)

- F7. Support customer service improvements (unit 5 in Customer Service NOS at level 2)
- F8. Work with others to improve customer service (unit 3 in Customer Service NOS at level 3)

Objective K - Evaluation and effectiveness of NOS; N/SVQ structures, assessment strategies and key and core skills signposting

- The Management and Leadership Qualifications forum in collaboration with the MSC has updated the N/SVQ qualifications structures, assessment strategy and key and core skills signposting, to include the nine new NOS developed in 2006/2007. These updates were officially approved by UKCG in September 2007.

Objective L - Carry out Targeted Awareness Raising Engagement

- 4.13 The MSC has published a new booklet targeted at employers called "**Management and Leadership National Occupational Standards: Best Practice Guide**". The booklet includes simply written, step-by-step guides to using various standards to meet top management priorities. These include: Performance Management, Organisation Development, Recruitment and Selection, Business Planning, Succession Planning and Team working. It 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.
- 4.14 Twelve management and leadership factsheets covering the nine English regions and three devolved administrations have been developed as a repository of information for use by FEIs, HEIs, RDAs and other organisations.
- 4.15 A number of promotional leaflets have been developed for the M&LLQS these have been written to engage key stakeholder groups such as; Employers, SSCs, Training Providers, Government Departments/Agencies and Awarding Bodies.
- 4.16 The Management and Leadership Foundation Degree Framework was approved by fdf in January 2008, the MSC is devising a promotional strategy to target employers and training providers who may want to develop FDs based on the framework.

5 Impact Evaluation

- 5.1 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 China).
- 5.2 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 SSSA 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.
- 5.3 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 **700+** importation requests in the last three years are a clear indication of the partnership's success in this objective.
- 5.4 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 new products.
- 5.5 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 2007/08 the MSC granted two licences and approved over 100 qualifications for both the NQF and QCF.
- 5.6 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 2007/08:
- New MSC website launched;
 - 11,112 enquiries regarding the standards this year;
 - Over 12,000 copies of the standards, CD ROMs, toolkits and leaflets disseminated to employers and representative bodies this year alone;
 - 283 importations so far by SSCs and other sector bodies;
 - M&L NOS Best Practice Guide published;
 - Promotional material for apprenticeships developed;
 - National government and all devolved administrations publicly and actively engaged in their implementation and sustained use of the NOS.
- 5.7 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.

6 Recommendations

6.1 Based on the activities undertaken during financial year 2007/2008, the partnership would look to make the following recommendations:

- The MSC receives continued and increased funding to support the implementation of the NOS across the SfBN and wider UK management and leadership community.
- 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 development of annual action plans as part of the Management and Leadership Learning and Qualifications Strategy.
- Further focused stakeholder engagement be undertaken to target groups not previously engaged during financial year 07/08, such as multinationals. Stakeholders already engaged in 2007/08 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.
- The development of a Self Assessment tool based on the M&L NOS which can be accessed free of charge on the new website. This will further encourage uptake of the NOS by new users.