

Accessing M&L Resources



Introduction

This document is for SSC staff and partners who engage with employers on Management and Leadership (M&L) development. It aims to help you find appropriate suppliers and reference material. Its purpose is to help you be more confident and credible when talking to employers.

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Finding Providers and their Offers

Once a skills diagnosis is complete and the manager's skills needs have been identified and agreed, you may be asked to help source the relevant provision to address the employer's skills needs.

So how can you best set about finding providers that are able to deliver the relevant development solutions to the managers that require them?

Here are some suggested approaches:

- Be clear about both the manager's need and the critical success factors such as: time and cash available, requirement to be local, formal qualification or informal development. For example, a small-company manager may well require bite size sessions focused on a specific business problem and sourced close to their place of work. In which case, probably a local FE college or a small local private supplier would be appropriate.

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- Do capitalise on SSC staff and local Brokers' own knowledge of L&M providers.
- Also capitalise on colleagues' knowledge of L&M providers, both regionally and nationally.

And do have a look at:

- the National Supplier Databases – e.g. National Learning Directory.
- On-line regional provider databases – Employer Guide to Training Providers (EGTP).
- Regional supplier lists – LSC preferred supplier lists.
- The All-sector M&L programme web site

National Databases¹

National Supplier Databases can be a useful place to search for provision. Such resources are available online and are easy to use. Some popular sites that all access the National Learning Directory, a DfES/LSC funded database containing nearly 1 million training opportunities from over 10,000 training providers across the UK, are presented below:

The LSC Employers Guide to Training Providers

(<http://www.lsc.gov.uk/Whatwedo/Employer/egtp.htm>)

Although the resource is aimed at employers, it can be used by SSC staff and Brokers to help choose the most suitable training provider for their clients' needs.

- Use of the Guide's search function can be treated as evidence that SSC staff and Brokers are acting in an impartial and independent manner
- Includes general information about training provision and checklists for employers to structure enquiries and prepare for negotiating with training providers
- Has search function to look for specific courses by area
- Search results include detailed information about course dates, cost and location

Hotcourses

(<http://www.hotcourses.com/>)

Hotcourses is a search engine of comprehensive selection of post-degree, non-degree, e-learning and distance learning courses

- Can register for free to request prospectuses, apply online and e-mail colleges and universities
- Provides advice and news on post-graduate courses, including career benefits
- Again, although not aimed at SSC staff and Brokers, it is a useful resource to be aware of and can help source provision.
- Has a useful link to: UK Open Learning Ltd (<http://www.uk-open-learning.com/>) – A web resource, used by the SE brokerage team, which offers Distance Learning, Open Learning, Home Study and Correspondence Courses.

learndirect

(<http://www.learndirect-advice.co.uk/>)

¹ Brokers can also refer to 'Sourcing Training Provision' handout, included in Train to Gain Induction Workshop materials

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learnndirect's database can help search information on over [900,000 courses](#) from UK providers.

- Has the facility to e-mail an advisor to support one's search or obtain advice
- Can also search via provider or awarding body as well as course title

Direct.gov

(www.direct.gov.uk)

- Includes schools and universities as well as adult learning
- Adult Learning Guide course search function within 'Education and Learning'
- Explanation of vocational qualifications from its link to www.qca.org.uk

Foundation Degrees and Foundation Degree Forward (fdf)

With about 70,000 learners/employees now studying for a Foundation Degrees (Fd), they are increasingly becoming the product of choice for employers demanding higher level skills, that can be delivered in the workplace.

Fds are work based degrees, which bring together work based learning and academic study and are targeted at middle and first line managers. *fdf* are working with a number of large employers developing work based degrees, which are awarded by Universities.

To further develop this work *fdf* has worked with the Management Standards centre to develop a framework for Fds in Management and Leadership supported by the SfBn.

The framework is based on the National occupational standards for Management and Leadership and can be used to inform curriculum development and the writing of learning outcomes, for further information please see:

<http://www.findfoundationdegree.co.uk/> for finding Foundation Degrees

<http://www.management-standards.org/> for Management Standards

<http://www.fdf.ac.uk/files/M&Lframework.doc> for the Foundation Degree Framework for Generic Management and Leadership

If you would like further details please contact:

Angela Maguire at fdf
a.maguire@fdf.ac.uk

Kion Ahadi at MSC
kion.ahadi@MANAGERS.ORG.UK

English Regional L&M Provision

A regional picture of how L&M provision is sourced is presented in the table below. In addition, do look at the M&L team's Regional Database (http://www.sfbn-mandl.org.uk/files/regions/Regional_dbase_latest.pdf) which suggests key contacts and programmes in each region.

Region	How Provision is Sourced
East of England	Links to FE institutions through its Level 3 Leadership and Management programme with Cranfield University. The programme will be run across the region (with the exception of Bedfordshire & Luton). L&M provision also sourced through ESF projects. Currently building a database of L&M providers and provision.
London	The LSC prefers Brokers to source provision using the Employers Guide to Training Providers (EGTP)

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Region	How Provision is Sourced
	<p>(http://www.employersguidetotrainingproviders.co.uk/).</p> <p>A list of L&M provision is being developed and will feed into EGTP data.</p>
North East	<p>North East England Service Provider Register (www.onebrokerage.co.uk), owned by One North East (RDA).</p> <p>Requires log-in: only accessible by registered Brokers.</p>
North West	<p>Business Link Lancashire uses the Lifetime Training website (www.lifetimetraining.com), which includes courses from over 1,000 providers.</p> <p>Has supplier register with 25-30 providers from LSC/DfES L&M Programme (colleges and universities).</p> <p>Specific links with: Runshaw College (L&M CoVE), Lancaster University Management School, UCLAN, Blackburn College, Accrington & Rossendale College and Preston College.</p>
East Midlands	<p>Developing a brokerage 'platform' of provision. Hotcourses data is the base for this.</p> <p>Region has links into HE institutions, specifically Foundation Degrees.</p>
West Midlands	<p>Access to internal supplier lists and external ones including:</p> <p>www.accreditqualifications.org.uk</p> <p>www.skillshotline.co.uk</p> <p>Have links to CMI, CIPD, IoD, C&G, LCCI, ILM and refer employers to their individual websites.</p> <p>Has links with 9 colleges offering some form of L&M development.</p>
South East	<p>Use a range of learning directories, available to employers as well as SSC staff and Brokers, including:</p> <p>www.uk-open-learning.com</p> <p>There is no 'preferred provider' list. All provision is considered.</p> <p>The region has links in to Surrey University, and the University College for Creative Arts, which provide L&M programmes.</p>
South West	<p>Use the L&M PACE programme's database of Leadership and Management providers www.leadership-studies.com/lsw/lswdatabase.htm . This outlines provision available and includes contacts, background, types of training and specialist areas and also lists independent consultants.</p> <p>Use the Business Services Register to find specific providers or specialisms.</p> <p>Well developed regional links with Leadership South West at Exeter University (http://www.leadership-studies.com/lsw/index.asp), which offers a range of leadership related Masters qualifications, short courses, the Inspire programme for women in Leadership, networking and Leadership Consultancy</p> <p>Strong relationships with CMI, IBC and IOD.</p>
Yorkshire & Humberside	<p>Northern Leadership Academy (www.northernleadershipacademy.co.uk) - database to be completed in May 2007 with details of 350 providers and 1,400 courses across the three northern regions of England.</p> <p>Specific links with Sheffield Hallam and Huddersfield Universities for L&M coaching and mentoring (expertise and advice).</p>

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Countries

Country	Where can you get information?
Wales	<p>The Wales Management Council Aims to support all managers in Wales but with a strong focus on SMEs The Wales Management Council is an employer-led body whose mission is to help managers in Wales to lead and manage successfully. They aim to inspire, motivate and drive change in the perception, delivery, take-up and funding of management and leadership development in Wales. http://www.walesmanagementcouncil.org.uk/</p> <p>For businesses new to training: For smaller business, with less than 20 employees, and that have never used staff training except to satisfy legal requirements. Expert advice and subsidised training. View: First Timers</p> <p>For businesses who want to get better at training: For small businesses employing less than 20 people and who appreciate how training makes their staff more efficient. Expert advisors will help devise a skills development plan, source the training needed (subsidised where possible), and help implement the plan successfully. View: Fast Trackers</p> <p>For larger organisations seeking skills excellence: For people responsible for skills development within large organisations who are committed to nurturing the skills of everyone in the team, and have sophisticated management and training processes in place. Help you achieve even higher levels of excellence. View: People Professionals</p> <p>For more information or to make an enquiry contact. Tel: 0845 60 661 60 E-mail: info@skillspeoplesuccess.com</p>
Northern Ireland	<p>The Management and Leadership Network, Aims to support all managers in NI but with a strong focus on SMEs. Visit the Management & Leadership Network website to find a list of training providers that can deliver First Level Manager qualifications and other useful M&L aids for employers such as: events in NI, best practice research, e-mentoring. This is a membership organisation that is free for all NI manager and Leaders. The organisation is an employer body, funded by NI government. www.mln.org.uk</p> <p>From the website independent help can be accessed as follows:</p> <ol style="list-style-type: none"> 1 Funded programmes including an initiative called M A P which provides up to 3 days free consultancy (£1000 provided by DEL) to look at development needs and provide suggested solutions – with no obligations. This will also lead to further supported help if the company decides to put a development plan in place – Value £15k over 3 years on a 60 / 40 basis. If the company is considering exporting then they may be eligible for <i>Invest NI</i> support as well – namely a Business Health Check linked to the EFQM model which will determine specific business plans and development needs of the company. 2 A self help option called M & L Lite is offered which describes all the processes a manager needs to put their own plan in place. It is

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Country	Where can you get information?
	<p>linked to the LMN Development Zone which offers you immediate access to development needs planning and solutions.</p> <p>3 There is a database of local suppliers who provide needs analysis which can be sorted by location and area of specialism. It's recommended to get at least 3 quotes for this work. The <i>InfoPoint Service</i> will help find a suitable provider. In particular the IIP Advisor Group who have been quality assured by DEL to carry out this type of work are recommended.</p> <p>The database has over 500 providers including business support agencies such as <i>Invest NI</i>, <i>Enterprise NI</i> (32 Locations across the province), Economic Development Officers (26 Local Councils), Higher Education, Further Education and Private Providers. There is some filtering available.</p>
Scotland	<p>There is no equivalent M&L focused organisation in Scotland but a comprehensive list of contacts and their roles is at:</p> <p>http://www.sfn-mandl.org.uk/files/nations/Scot/Scotland_Contacts_DBase.pdf</p>

L&M organisations/bodies

Also be aware of L&M organisations and bodies that offer L&M skills provision and further general information.

Investors in People

Background

Investor in People UK was formed in 1993 to take national ownership of the Standard, protect its integrity and ensure its successful promotion and development. From business development to employee relations, Investors in People can help.

SSC staff should visit the following website to access the Investors in People diagnostic tool. The tool has been designed to support any organisation (irrespective of size or sector) in identifying possible development activities.

www.investorsinpeople.co.uk

Contact your local Investors in People Centre

This should be your first point of contact. You can speak directly to a specialist in your area that can advise you further and send you any information you require. Click below to find your nearest Investors in People Centre.

<http://www.investorsinpeople.co.uk/Contact/Pages/IIPCentres.aspx>

L&M Centres of Vocational Excellence (CoVEs)

CoVEs are specialist areas of vocational provision characterised by close links between colleges, other providers, business partners, other employment interests and communities. They aim to produce appropriately qualified and skilled workers with excellent employment and career prospects.

SSC staff should consider contacting L&M CoVEs when sourcing provision for clients, as they are considered to be excellent at providing vocational L&M courses/training. If referred to a CoVE, clients should have confidence that these providers will be able to cater effectively for their L&M skills needs.

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Leadership and Management CoVEs (in the Business/Admin/Management/Professional Area of Learning) exist within the CoVE network and the spread across England is presented in the table below:

Institution Name	CoVE Title	Region	FE/WBL
Access Training Limited	Gateshead Business & Management	NE	WBL
Bedford College	Supervisory & Management Skills	EE	FE
Bury College	Management, HR & Business Services	NW	FE
Cambridge Regional College	The Cambridgeshire CoVE for Developing Managers	EE	FE
City of Bristol College	Supervisory Management	SW	FE
Craven College	Business Leadership & Management	Y&H	FE
Doncaster College	Doncaster Business & Management CoVE	Y&H	FE
Exeter College	Business & Management	SW	FE
Kingston College	Management & Related Professional Studies	L	FE
Lambeth College	Business Administration, Management & Finance	L	FE
Newbury College	Management & Finance	SE	FE
Nortec Training Ltd	Business & Management	SE	WBL
North East Worcestershire College	Management & Professional Studies	WM	FE
North Hertfordshire College	Management	EE	FE
North Warwickshire & Hinckley College	CoVE for Leadership & Management	EM/WM	FE
Runshaw College	Leadership & Management CoVE for Businesses	NW	FE
South Leicestershire College	Supervisory Management Skills (Martin Johnson Centre for Leadership and Management)	EM	FE
Sparsholt College	Leadership and Management	SE	FE
Strode College	Business & Management	SW	FE
The Community College Hackney	Business Skills & Enterprise College	L	FE
West Suffolk College	Management & Business Support Services	EE	FE

Organisations devoted to the development of leaders and managers

The information presented below provides SSC staff and Brokers with details of some of the main organisations devoted to the development of leaders and managers in the UK.

Northern Leadership Academy (NLA)

Background

Set up in 2006, the NLA is a partnership to support and stimulate leadership and its development across the North of England, in order to close the productivity gap and raise levels of performance.

The NLA aims to:

- develop more productive entrepreneurs and better leaders in the North
- create a stronger entrepreneurial culture

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- promote leadership best practice by engaging with users, providers and policy makers
- attract, retain & develop leadership talent in organisations.

The NLA covers the whole of the three northern English regions (North West, North East and Yorkshire & the Humber) and is supported by the three northern Regional Development Agencies: Yorkshire Forward, One Northeast and the Northwest Development Agency.

The Offer

The NLA is developing:

- a web portal to aid communication within the region and beyond and disseminate good practice
- a number of NLA branded programmes to be delivered throughout the North for a range of sectors. These programmes will serve to distribute 'good practice' and build capacity in the delivery of entrepreneurship and leadership

The NLA are also delivering a number of events, such as the Leading for Innovation Forum series.

Contact Details

Further information on the work of the NLA can be found at:

www.northernleadershipacademy.co.uk

The SE Leadership Academy

Background

The Academy is managed by a consortium of internationally renowned institutions comprising of Royal Holloway University, the University of Greenwich, Oxford Brookes University, Henley Management College, the Open University Business School and led by the University of Surrey.

One of the primary objectives of the Academy is to build and cement strong partnerships between regional providers of training and development, such as consultants, coaches and mentors, with knowledge creators, such as higher education institutions, to generate and share original ideas, research results, expertise and skills.

Contact Details

The Director of the Leadership Academy is Prof. David Gray, from the University of Surrey.

T: 01483 689754

E: D.E.Gray@surrey.ac.uk

W: <http://www.som.surrey.ac.uk/leadershipacademy>

Chartered Management Institute (CMI)

Background

The Chartered Management Institute is the leading organisation for professional management and leadership. It is committed to raising the performance of business by championing management.

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The offer

The Institute offers a wide range of development programmes, qualifications, information resources, networking events and career guidance services to help managers and their organisations meet new challenges in a fast-changing environment.

With in-depth research and regular policy surveys of its 79,000 individual members and 480 corporate members, the Chartered Management Institute uses its deep understanding of the key issues to improve management performance.

Qualifications

As an awarding body, the Institute offers a wide range of flexible qualifications, from 30-hour introductory awards², S/NVQs from Level 2 to 5, to full strategic diplomas and specialist management qualifications³ in sector-specific subjects. To use the Institute's Qualifications Finder: www.managers.org.uk/qualifications

Membership

Membership brings professional recognition and a wide range of support services and networks, with online access to skills diagnostics, CPD, and high quality up-to-date management tools and resources.

To find out more: www.managers.org.uk/membership

Training Available

The Chartered Management Institute has a proven track record as a successful development partner, working with organisations of all sizes from all sectors to support them to fully realise the potential of its managers and leaders.

To find out more e-mail: cmd.customerservice@managers.org.uk or call 01536 207373.

ManagementDirect

ManagementDirect is a comprehensive, online resource for management, designed to support individuals by ensuring that they are equipped to meet daily management and leadership challenges. It makes just-in-time support a reality. A choice of 5 minute, 20 minute and extended briefing options allows you to access the product when you want for as much or as little time as you have. It is based on the National Occupational Standards for Management and Leadership.

For more information: www.managers.org.uk/mdirect or call 01536 207376.

Management Standards Centre (MSC)

Background

The Management and Leadership Standards are proven benchmarks of good practice essential for effective management and leadership. Thousands of employers and managers across all sectors and sizes of business were involved in their development to ensure that they are world class benchmarks of best practice.

The Management Leadership Standards are continuously reviewed and updated to ensure they remain relevant in a fast-changing and dynamic world.

The SfBn Management and Leadership programme offers leverage to the new NOS Management Standards and gives ownership of the standards to the network and other key stakeholders.

² http://www.managers.org.uk/text_link.aspx?link_id=10:27

³ http://www.managers.org.uk/text_link.aspx?link_id=10:28

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Contact Details

Dr Kion Ahadi, Head of MSC

T: 07766 316 009

W: <http://msc.managers.org.uk>

E: Kion.Ahadi@MANAGERS.ORG.UK

Institute of Business Consulting

(Formerly the Institute of Management Consultancy and the Institute of Business Advisers)

Background

The Institute of Business Consulting is the professional body for all business consultants and advisers. Designed to raise the standards of professional practice in support of better business performance, the Institute provides a development path for the profession, supported by high quality resources and a recognised qualifications route.

Formed in April 2007 by the merger of the Institute of Business Advisers and the Institute of Management Consultancy, the new Institute is an organisation within the Chartered Management Institute.

The offer

Qualifications and Awards - learning opportunities for different experience levels:

- Certificate in Management Consulting Essentials
- Diploma in Management Consultancy
- Certified Management Consultant (CMC®) Award
- Certificate and Diploma in Business Support

National Register for Business Support Professionals

The National Register is designed to provide a single point of contact for anyone wanting support for their business. Business support professionals can register in any of the business support roles listed for which they meet the criteria. These criteria are based on a common standards framework which is based on the National Occupational Standards for Business Support (2006).

This new framework provides the basis for assessing the competence of business advisers and is supported by Investors in People UK, Regional Development Agencies (RDAs) which are responsible for Business Link, and the Learning Skills Council (LSC) which is responsible for Train to Gain brokers.

The National Register is open to all who meet the criteria for joining. You do not have to be a member of the Institute to join the Register, but membership of the Institute gives you free registration on the Register, if you also meet the criteria for registration.

For more details see: <http://nationalregister.ibconsulting.org.uk/>

Institute of Leadership and Management (ILM)

Background

ILM is a professional institute dedicated to supporting, developing and informing managers at all stages of their careers. In working towards this goal it has become the

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largest leadership and management awarding body in Europe, with centres across the UK and around the world.

The Offer

ILM offers membership to managers and leaders at all levels who are keen to develop their talents; employers can also benefit from the corporate membership offer, providing access for all their employees to ILM's membership offer. As an awarding body, ILM accredits training provision from employers' own training departments, private training providers, colleges and universities in the following areas:

- Generic Management Qualifications (VRQs & S/NVQs)
- Specialist Management Qualifications (VRQs & S/NVQs)
- Endorsed & Development Awards
- International Qualifications

Qualifications and Support

ILM can help organisations and training providers to design and deliver programmes for everyone from team leaders to senior executives, leading to qualifications such as:

- Level 2 S/NVQ in Team Leading
- Level 3 Award, Certificate and Diploma in First Line Management
- Level 7 Award, Certificate or Diploma in Strategic Leadership

Qualification Finder: <http://www.i-l-m.com/qualifications.ilm>

ILM also offers an expanding range of flexible learning materials, available to any organisation engaged in leadership and management development, as well as to support programmes leading to ILM qualifications.

Contact Details

T: 020 72942470

E: qualifications@i-l-m.com

W: www.i-l-m.com/home.ilm

Chartered Institute of Personnel and Development (CIPD)

Background

CIPD is the professional body for those involved in the management and development of people.

CIPD aims to:

- take the lead in the developing and promoting good practice for the management and development of people; and
- serve the professional interests of members.

The Offer

CIPD offer a range of courses and programmes to aid managers in their development, as well as manage and develop high performance teams.

They also offer in-company training and support using either their standard courses, or tailoring them to meet the employer's needs.

Training Available

Courses offered by CIPD include:

- Certificate in Coaching and Mentoring

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- The Essentials of Team Leadership
- CIPD Certificate in Managing People

Full details can be found in the online Training Directory:

www.cipd.co.uk/CMSTraining/Homepage.htm

Contact Details

T: 020 8612 6200

W: www.cipd.co.uk

Institute of Directors (IoD)

Background

The IoD is the professional body for business leaders and has represented individual directors from all sectors for the last 100 years.

The IoD is a non-party political organisation that:

- offers a wide range of business services
- encourages director development and has established a certified qualification for directors
- promotes the interests of its members to government and key opinion-formers.

The Offer

The IoD offers a range of courses, conferences and development programmes designed by directors for directors. They also run a number of study programmes, which can lead to the award of a professionally recognised Diploma. This opens up the opportunity to become a Chartered Director.

Training Available

Courses available from the IOD include:

- Developing Strategic Thinking
- Finance for Non-Financial Directors
- Inspirational Leadership

Contact Details

T: 020 7766 8866

E: enquiries@iod.com

W: www.iod.com

Institute for Independent Business

Background

The Institute for Independent Business (IIB) is a not-for-profit research, training and accreditation organisation.

Research shows that most owners/managers of small to medium sized businesses are concerned that they lack the skills, experience and time to be effective in various key aspects of management. To address these fundamental needs, the Institute provides access to highly skilled and highly experienced business people, who have been trained and accredited in advising and helping small to medium sized businesses.

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Company Aims

- To bring to independent business the most practical advice and timely ideas from knowledgeable experts and business innovators
- To open doors to important and profitable opportunities
- To raise the professional standards of independent business practice
- To enhance the image of business leaders and all other executives working within the independent business sector
- To advance the understanding of the workings of independent business by research in relevant fields, alone or in co-operation with other interested and competent bodies
- To provide research facilities pertaining to independent business for the benefit of and use by other persons or bodies
- To disseminate such findings and information as may be useful to the operators of independent business by all means expedient, more particularly through training courses, educational programmes, conferences, journals and other publications or media
- To educate and train those working within the independent business sector to such a standard that they may confidently work independently at the appropriate level

The Offer

Each managing director/owner and their business have their own unique requirements. To meet such needs the Institute developed their Business Support Programme.

Through the Institute's accredited Executive Associates, qualifying businesses can have access to one of the most comprehensive, flexible and effective business support infrastructures available in the world, including:

- mature senior executives to use as 'sounding boards'
- mentoring by experienced business advisers

An Executive Associate is made available as a business friend to provide an advice line to the supported company.

The type and level of support is specifically geared to the needs and objectives of each client business, based on a proven model from which countless businesses have benefited. In order to determine if a business qualifies a meeting is arranged with an Executive Associate to talk with the managing director / proprietor / owners, which will include a confidential discussion about the sort of challenges facing the business.

The first meeting is free of charge, and there is no obligation whatsoever; it's an opportunity to have a chat to another director in complete confidence. If any ideas or improvement areas are identified the Executive Associate may be able to point the managing director / owner in the right direction for the right help, but nothing is for sale during the meeting.

Furthermore, the Institute does not have members and the business will not be asked to join the Institute.

Contact Details

T: 01923 239543

W: <http://www.iib.ws/uk/index.html>

E: admin@iib.ws

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Other sources of information

Academy for Chief Executives International Ltd,

Background

This organisation was contacted to gain understanding of M&L progression routes. The Academy was originally founded in 1995 by Brian Chernett. The idea was to create a community of business leaders with a shared vision. People who are passionate about responsible leadership; who want to acquire new business skills and knowledge; and who strive to improve the performance of their business.

www.chiefexecutive.com

Council for Excellence in Management and Leadership

Background

Visit this website to find out more about a good practice guide and interactive tool kit and business improvement tool for entrepreneurs. The council no longer exists, however, the website is maintained for the benefit of those who wish to read the Council's research.

The Council for Excellence in Management & Leadership was appointed in April 2000 by the Secretary of State for Education & Employment and the Secretary of State for Trade & Industry to develop a strategy to ensure that the UK has the managers and leaders of the future to match the best in the world.

<http://www.managementandleadershipcouncil.org.uk>