



Management Standards Centre

Sector Qualification Strategy: 2008-09 Action Plan

Version 5 – August 2008

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1. Scope

This Action Plan covers cross-sectoral management activity for England, Scotland, Wales and Northern Ireland.

This Action Plan is intended for use by stakeholders with an interest in management and leadership. Since management and leadership are cross-sectoral and have an impact upon the development, productivity and performance of organisations in every sector of the economy, this is likely to include a large number of stakeholders. Labour Force Survey data show there are currently 4.3 million managers and senior officials active in the UK economy¹, with a far higher number of employees having some managerial responsibilities. Many of these employees are likely to be affected by this Action Plan and the associated Management and Leadership Learning and Qualifications Strategy (M&LLQS).

In addition to managerial employees, this Action Plan is likely to be of interest to those involved in management from the perspective of funding bodies, government authorities and agencies, awarding bodies, further education institutions, higher education institutions, training providers and regional development agencies.

The Action Plan covers activity planned for April 2008 to April 2009.

Key Principles guiding the Action Plan

This Action Plan addresses the ten principles outlined in the M&LLQS, as follows:

1. Managers and leaders continuously develop their knowledge, skills and performance as part of their professional and contractual commitments
2. Organisations and their managers accurately pinpoint their learning and development priorities
3. Learning and qualifications deliver real benefits for managers and their organisations
4. Learning and qualifications are based on National Occupational Standards as the common currency
5. Learning can be accessed when learners require it in bite-sized chunks which offer credits towards meaningful qualifications
6. Extended learning programmes develop the knowledge and skills of unqualified and aspirant managers and those wishing to progress their careers
7. Learning and qualifications are delivered in diverse formats which meet managers' learning needs and styles
8. Learning and qualifications are portable and support managers' career progression
9. Learning and qualifications are accessible and easily understood by employers, managers and leaders
10. Learning and qualifications are credible and inspire confidence in employers, managers and leaders

¹ Labour Force Survey: January-March 2007

Additional Documents

The Action Plan should be viewed in conjunction with a number of other documents relating to management and leadership in the UK. Three documents were produced by MSC relating to the management sector of the UK economy, outlining MSC's vision for the sector and what skills were required to achieve this vision, along with an assessment of how the sector currently stood. These initial documents fed into the M&LLQS, upon which this Action Plan is based.

The relevant documents are referenced below, along with a brief description:

- **Management, Leadership & Enterprise Learning and Qualifications Strategy: Phase 1 Report** – This document outlined the current and future skills needs in the sector, detailing the skills needed, the expected changes to the sector in the next 5-10 years, and a number principles which arose from these needs relevant to qualifications and learning.
- **Management, Leadership & Enterprise Learning and Qualifications Strategy: Analysis of Current and Emerging SSAs and SQSs** - This document analysed the sector skills and qualification strategies of a number of SSCs in order to determine the key management and leadership issues in each sector; how they are likely to be addressed by each SSC; and how the management and leadership aspects of individual strategies could be integrated with the overarching management and leadership SQS being developed by MSC.
- **Management, Leadership & Enterprise Learning & Qualifications Strategy: Gap Analysis** – This document reported the results of a high-level analysis of both accredited and unaccredited learning and qualifications in management and leadership, with the aim being to determine how well the current set of available qualifications met the needs of the sector as outlined by the Project Advisory Group.
- **Management and Leadership Learning and Qualifications Strategy (M&LLQS)** - The strategy was designed to provide a UK-wide vision or 'blueprint' for the design, development and implementation of qualifications and/or other learning provision for the management and leadership sector. This document is the strategy on which this Action Plan is based.
- **The Management and Leadership National Occupational Standards (NOS)** – The National Occupational Standards set out the level of performance expected in employment for a range of management and leadership functions/activities. The standards form the basis of a number of qualifications and have been widely consulted on by managers from across the UK.

2. Methodology

M&LLQS Consultation Process

The work in this Action Plan builds upon four reports highlighted in the previous section, each of which addressed the key issues in Management and Leadership in the UK and a number of strategies to deal with the identified skills gaps. These reports were consulted on at various stages in their development, with Awarding Bodies, Professional Bodies, Employers, SSCs and other key stakeholders feeding into their content.

Given the breadth and depth of the consultation process undertaken for the previous reports, MSC is confident that the Action Plan takes the views of relevant stakeholders into consideration. Further details of the M&LLQS consultation process can be found in Annex A.

Action Plan Consultation Process

Relevant stakeholders were consulted throughout the development of the Action Plan following the creation of a draft version produced by MSC.

Awarding Bodies have been consulted through the Management and Leadership Qualifications Forum (the 'Awarding Body' Forum), and through one-to-one meetings where necessary. The comments were incorporated into the final document where relevant. Awarding Bodies were also consulted through various pilot programmes which the Management Standards Centre was involved in (e.g. Test and Trials, Web Based Accreditation).

Employers were consulted informally through the Management Standards Centre's work on the National Occupational Standards Incremental Change Programme and through consultation events held in conjunction with other research projects undertaken in the previous year. Nine consultation events were run at the start of 2008, with attendees feeding back their requirements regarding qualifications and learning provision and their thoughts on the perceived priorities for management and leadership as a discipline. Further details of these consultation events are provided in Annex B.

The Management Standards Centre consulted on the draft Action Plan with several other key stakeholders, including SSCs, *fdf* and a number of business schools. These key stakeholders were also consulted during the development of the M&LLQS.

Consultation with the various stakeholder groups included agreeing priority issues and the actions required from MSC and from stakeholders. Details of the Action Plan Consultation process are included in Annex C.

Content Development and Prioritisation

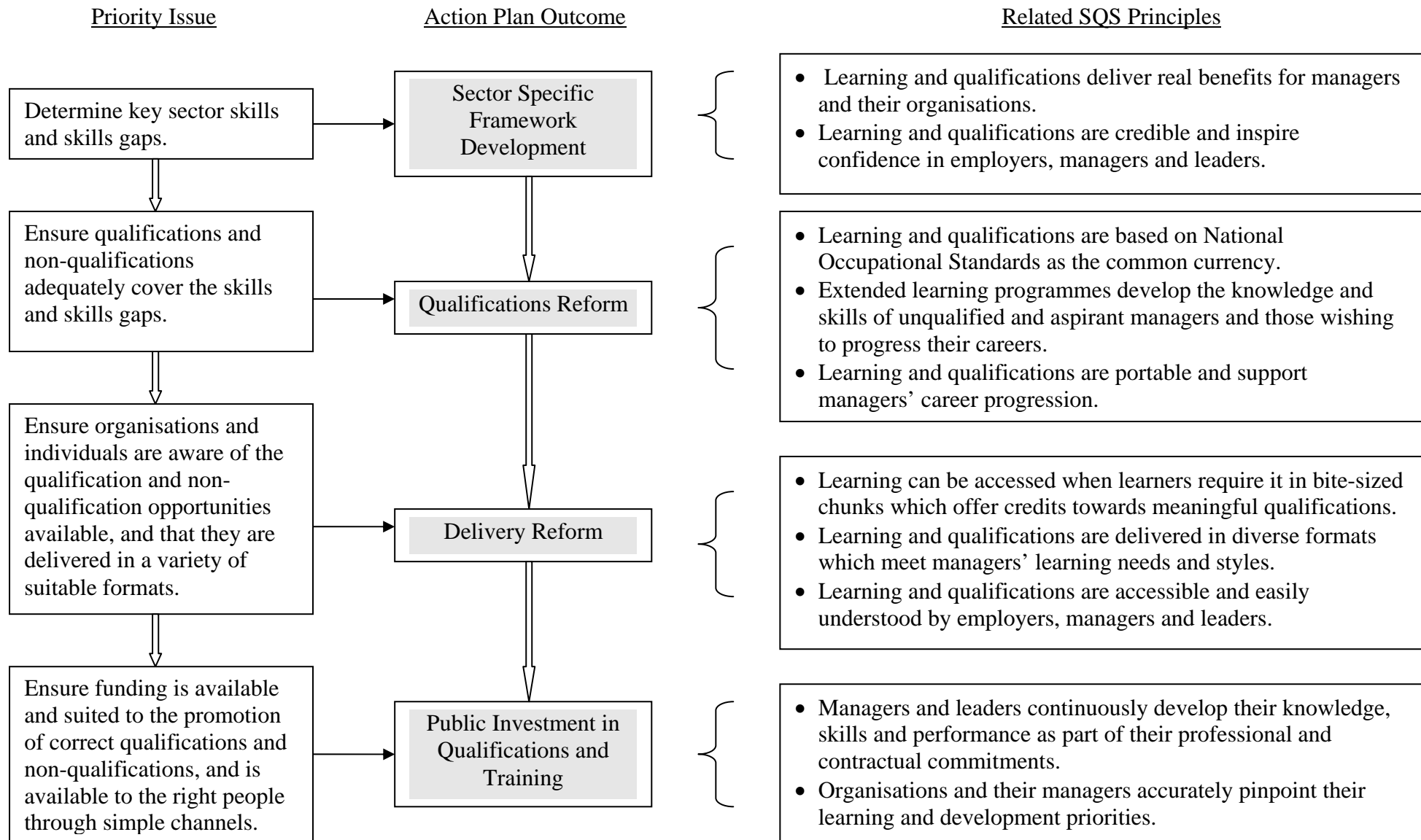
Following a review of the M&LLQS, four priority issues were highlighted, covering all ten of the principles outlined in the M&LLQS. These priority issues are:

- Sector Specific Framework Development
- Qualifications Reform
- Delivery Reform

- Public Investment in Qualifications and Training

The diagram on the following page outlines the logic behind each of the priority issues, with the left column displaying the key priority for management and leadership development, the central column displaying how each priority fits into the Action Plan and the right column displaying the related principles from the SQS.

Visualisation of the Priority Issues and related Action Plan Outcomes



3. Summary of Outcomes

The individual outcomes are clustered around each of the four priority issues outlined in the previous section.

Sector Specific Framework Development

1. The Management Standards Centre is in the process of undertaking an incremental review of the NOS. This will include a review of the current standards to ensure they reflect employer needs and the addition of new or imported standards where gaps are identified. Central to the review has been consultation with stakeholders through consultation events. These events included representation from employers, training providers, awarding bodies and SSCs.
2. The Management Standards Centre will seek funding to update two framework documents which will be used as a resource for understanding the requirements of the sector. These documents are an occupational mapping report and a sectoral benchmarking report. Once funding has been approved and the reports updated, the Management Standards Centre will make the new labour market information available to Awarding Bodies, allowing them to respond to demand through developing appropriate qualifications.
3. New standards for business advisors and business consultants will be developed by the Management Standards Centre. These standards will cover the gaps identified in the current diverse suites of existing standards for business advisors and consultants (SFEDI Business Support Standards, IIP Competency Framework, IBC Competency Framework and the existing Management Standards). Key to the development will be consultation with business advisors and consultants who would use the standards, as well as businesses and employers who would use their services. Awarding Bodies and training providers would also be consulted with to develop qualifications based on the new standards, as well as representative bodies such as Business Link who would be prompted to use and implement the standards.
4. Employer engagement events and consultation events will take place to engage a broad spectrum and wide number of employers with the standards and with MSC. Employer engagement is key to ensuring the standards and MSC's strategic plans reflect the needs of employers. The engagement events will help to ensure learning and qualifications deliver real benefits for managers by ensuring MSC continue to be aware of the needs of employers.
5. Data will be collected through the Awarding Bodies to provide information on the number of candidates taking specific M&L NOS units as part of their qualifications. A system will be developed in conjunction with the Awarding Bodies to ensure the reporting system is not overly onerous for the awarding bodies and their associated training providers.

Qualifications Reform

6. Key to qualification reform in England is the conversion of the NOS into suitable units for the QCF in the agreed QCF unit format. Stakeholder groups including

QCA and Awarding Bodies will be involved in ensuring the newly developed units are suitable for use in qualifications and reflect the content of the existing NOS accurately.

7. The Management Standards Centre will work with SSCs and other SSBs in comparing and passing on best practice of how to convert NOS into suitable units for the QCF in the agreed unit format, using a consistent approach to credit rating and levelling of units.
8. The Management Standards Centre has been working with *fdf* and SkillsActive to develop a Foundation degree Framework for management. This has now been approved and is available for use by organisations wishing to develop Foundation degrees (Fds) in management or Fds with management content. The next stage of the process will be to promote the Framework and management and leadership Fds across England. The Management Standards Centre will create a user guide, hold engagement events and develop case studies of best practice in order to do this. Key to the promotion will be engagement with employers and providers, and collaborative working with *fdf* to ensure guidance documents meet the needs of key stakeholders.
9. The Management Standards Centre will continue to engage at a strategic level in the development of the 14-19 Diploma in Public Services. It is envisaged that the diploma will offer a new route into higher education or employment through qualifications and will contain considerable management and leadership content.
10. The Management Standards Centre will work with Higher Education Institutions (HEIs) across the UK to develop academic qualifications based upon the management NOS. The University of Portsmouth have already developed a Masters based upon the NOS, and the Management Standards Centre will look to work in partnership with other HEIs and the Association of Business Schools to develop further academic qualifications.
11. Existing qualification structures for S/NVQs will be revised to include the newly developed NOS units. The revision will also ensure qualifications meet the M&LLQS principles. The work will be undertaken in partnership with the M&L qualification forum, which consists of the regulatory authorities and key Awarding Bodies.²
12. The Management Standards Centre will evaluate and update the Advanced Apprenticeship Framework and the MA framework in Scotland, ensuring any new or revised frameworks are based upon the M&LLQS principles. The Management Standards Centre will work with employers, training providers, awarding bodies and learners to ensure the frameworks are reflective of their needs, as well as with the SfB AAG to ensure any needed changes to the frameworks are implemented.

² MSC is aware that a number of Awarding Bodies have raised concerns regarding the frequency of revisions to the standards. MSC is continuing to discuss the revisions with Awarding Bodies through the Management and Leadership Qualifications Forum and early dialogue meetings.

13. The Management Standards Centre will work with other cross sector SSBs to develop the NOS and qualifications strategy, from which Awarding Bodies will develop a new QCF cross-sector qualification.
14. A Higher Apprenticeship at NQF level 5 (SQF level 8) will be developed to fill the gap in management qualifications at that level. Work will take place with Awarding Bodies to develop the qualification.

Delivery Reform

15. Guidance documents for Awarding Bodies, HEIs, FEIs and Training Providers will be developed by the Management Standards Centre. The guidance documents will focus on how qualifications and training is structured to ensure delivery follows the principles set out in the M&LLQS. Key stakeholders will be consulted regarding the most appropriate types of guidance, and to ensure the content of any guidance material is of use and easily understood.
16. The Management Standards Centre will work with Awarding Bodies via the Management and Leadership Qualifications Forum and early dialogue meetings when needed, to ensure all newly developed and re-approved qualifications are placed upon the QCF and are based upon the new MSC or Awarding Body created QCF management units where relevant. The structure of the QCF and the new approvals process will ensure all new qualifications fulfil the principles set out in the M&LLQS. MSC will also continue to credit and level new NOS based qualifications onto the SCQF, with many SCQF qualifications already meeting a number of MSC principles.

Public Investment in Qualifications and Training

17. Guidance documents for employers, employees and potential students will be developed. These will aim to increase awareness and take up rates for management and leadership training and qualifications. The work will be consulted on with key stakeholders and their input used to develop final documents.
18. The Management Standards Centre aims to raise the profile of all existing Management and Leadership qualifications, including vocational and academic qualifications. The aim is to increase the number of qualified managers, not the number of management qualifications. Promotion will be carried out in collaboration with employers, SSCs and employees. Communication with UKCES will aim to ensure funding continues, based on our submitted R&D plans to take forward various actions. Commitment to take on specific actions will also be sought from qualification and training providers, SSCs, SSBs, LSC, QCA, Professional and Awarding Bodies, Employers, RDAs, Consultants and government departments.
19. Continued Professional Development (CPD) will be promoted through professional bodies, individual organisations and case studies in order to ensure managers and leaders continuously develop their knowledge, skills and performance, and to ensure managers and leaders have the learning and knowledge to progress through their careers.

20. An engagement event will take place, hosted by the MSC. The event will focus on management skills in the UK and will aim to engage key business thinkers, employers and sector skills councils. The event will help promote the NOS and the case for learning and qualifications in management.
21. Case Studies will be developed by MSC showing how the NOS, or relevant management learning and management qualifications, can be used and integrated into organisations. Existing Case Studies are already available on the MSC website showing how a variety of organisations already use the NOS. The aim of the Case Studies is to show how the standards can be used and to provide examples of how organisations and their managers can pinpoint their learning and development priorities.
22. Best Practice Guides will be developed by MSC. A number of guides have already been developed which allow learning to be accessed through an alternative medium. The guides will also be used to promote learning and qualifications, and will include guides showing how organisations and their managers can pinpoint their learning and development activities.
23. A self-diagnostic tool will be developed by MSC to sit on the MSC website. The self-diagnostic tool will allow managers and potential managers to assess their current level of management skills against the NOS, and will provide information on how to improve management competencies. The purpose of the tool will be to allow managers and organisations to pinpoint their learning and development priorities and to introduce them to the standards where applicable.
24. Workshops will be run either by MSC or with MSC attendance on a variety of current management topics, with links to the standards, learning and qualifications being promoted at the events. The workshops will allow management learning to be delivered in an alternative medium and will allow the standards to be promoted to an audience which is likely to be new to the standards.
25. MSC will continue to engage in the LLUK led Catalyst Programme and provide specialist management and leadership advice to LLUK. The programme aims to attract and develop managers within the FE sector. The aim of MSC's involvement is to try and ensure the FE sector undergoes a sea change in how they view management, particularly in the relative importance of continued professional development, tailored training and management qualifications.

Key Issues in the Four Nation Context

There are many areas where the four nations overlap in terms of their Management and Leadership needs, skills gaps and ambitions. However, in a number of Management and Leadership areas the priorities and challenges faced by each nation are different. The Action Plan set out by MSC aims to take account of these differences where possible and tailor solutions to specific problems in a number of instances. Details of the key issues within the four nation context are outlined below.

England

The increasing likelihood of recession, in part due to the continuing disruption of the credit markets, is likely to have a significant adverse effect on businesses in the UK and in London in particular. Management and leadership skills will be even more important should a prolonged recession occur, as they will be needed to manage business changes that are likely to arise, and to rebuild organisations once the economy picks up once again. The difficulty that is likely to be faced however is that in times of uncertainty and limited budgets, expenditure on training and qualifications are often seen as expendable. MSC needs to work with organisations across England to promote the value of training and qualifications and to ensure the recommendations set out in the Leitch review are not sidelined by a lack of resources and will.

Objectives focusing on employer engagement (Objectives 4, 17-20 in the Action Plan) will be key in England. Currently England has a reasonable record in management training and qualifications, but more can be done to ensure growth rather than decline in this area; through working with employers, providing suitable qualifications, increasing awareness of the importance of management and listening to the needs of organisations in England as a matter of priority – particularly as these needs are likely to undergo significant change in the coming 24 months.

Northern Ireland

The primary business management issue in Northern Ireland is one of scale. Businesses in Northern Ireland do not continue to grow in the same way as businesses in the rest of the UK in many instances, leading to a high number of SMEs and a low number of large organisations when compared to the UK average. One method of tackling this problem is through increased management and leadership training and increased use of business support services, yet due to the limited size of the organisations that would benefit from these initiatives, there is low take-up of training and service use. Typically small businesses report a perceived lack of time, resources or financial flexibility as reasons why they do not invest in management training, helping to create a virtual spiral of stagnation focusing on a perceived lack of resources, lack of training and lack of growth.

Key to tackling this problem according to MLN (the Management and Leadership Network) is to reduce to perceived risks of undertaking management and leadership training. This means reducing the cost of training, increasing funding for training and ensuring the perceived benefits of training are great.

MSC can work towards these objectives in a number of ways. Increasing awareness of the benefits of training is perhaps the most obvious way of doing this, which is covered in objectives 17-24 of this Action Plan. Ensuring qualifications and training are offered in diverse formats and are available in bite-sized chunks is also key to allowing easier access to qualifications and training, and reducing the risks involved in undertaking management learning. MSC can also work with NI funding agencies to ensure government policies reflect a need for a kick-start approach to training and qualification provision.

Scotland

Scotland has an impressive record of investing in and undertaking training and qualifications and continues to improve its record on skills development (Skills for

Scotland). Despite this, growth and productivity rates in Scotland fall below the UK average. The problem appears to be a mismatch between the skills acquired and the skills needed within the economy. This is likely to be due to the types of education being taken up or the quality of education received.

MSC will target this specific problem through ensuring employer engagement takes priority in Scotland – feeding back the needs of employers and the current perceptions of training levels in management and leadership to those who provide qualifications and training. MSC will work towards providing tools to assess the needs of managers and potential managers, and provide guidance on who and what management qualifications are suitable for. This will allow organisations to pinpoint their learning requirements with respect to management and leadership.

MSC will also ensure the correct qualifications and training opportunities are available and taken up by the right people in an effort to increase the effectiveness of training and qualifications, and to ensure qualifications deliver real benefits to managers and their organisations. Specifically, objectives 2, 4, 15, 18-20, 23-24 will address these issues.

Wales

One of the greatest problems in Wales as highlighted by the Wales Management Council is the lack of importance placed upon management and the apparent perception that management is seen as either ‘obvious’ or the pastime of gurus and academics only. Wales lags behind the UK average in terms of productivity and skills levels, indicating that management in Wales needs a significant boost if the nation is to compete with the best in the world in a business environment.

A number of steps may be taken by MSC and other bodies operating in Wales to mitigate this problem, with actions needing to focus on creating a business case for investment in improving management capabilities in Wales. Action needs to be taken to increase awareness of management and leadership and awareness of the options available for improving management and leadership in Wales. MSC’s priorities of ensuring qualifications are accessible and easily understood, and that learning and qualifications inspire confidence in managers and organisations need to be directly targeted.

MSC will work with regional bodies to target employers and employees, through speaking at conferences, hosting engagement events and producing material relevant to the readers. From the Action Plan, objectives 2, 4, 15, 18-20, 23-24 will be used to promote management and leadership, training, CPD and management qualifications in Wales.

4. Partnership Engagement and Working Arrangements

Specific projects will have unique working arrangements embedded into them, with consultation events occurring for projects requiring coverage across the UK in a formal setting. Many of the projects will make use of existing groups (e.g. the Management and Leadership Qualifications Forum), as well as the informal contacts the Management Standards Centre currently utilise.

The table below details the major stakeholder groups and the engagement mechanisms expected to be used, as well as the projects each group are expected to be involved in. Where relevant, information on contingency engagement processes is included.

Stakeholder group	Details	Engagement Mechanism	Projects/Outcomes	Contingency Engagement
Employers	Multiple Stakeholders across England and across Industry.	<ul style="list-style-type: none"> • Formalised consultation events • Informal discussions from general MSC work 	1, 3, 4, 8, 12, 13, 14, 17, 18, 19, 20, 21, 23, 24	Where additional work is likely to benefit from employer engagement, employers will be consulted through formal consultation processes where possible, or through informal contacts made via MSC's standard work packages.
Awarding Bodies	CMI, ILM, OCR, EDI, Edexcel Foundation, CIPD, IMI, Open University, ECITB, EMTA, SQA	<ul style="list-style-type: none"> • Management and Leadership Qualifications Forum (M&L QF) • One-on-One discussions • Web Based Accreditation process • Consultation event attendance 	1-3, 5, 6, 8, 10-16, 18, 20	Any additional work on developing MSC's SQS is likely to involve ABs. Additional consultation would be needed for unplanned work, which would be conducted through the M&L QF.
Funding Bodies	LSC, WAG, Skills Development Scotland	<ul style="list-style-type: none"> • Formal Discussions • Consultation event attendance • Continue direct discussions between SDS and Head of MSC to discuss cessation of funding for Management Qualifications in Scotland. 	13, 14, 18, 20	Contingency engagement is only likely where funding is stopped for qualifications. This is not expected to occur in England, Wales or NI, but has occurred in Scotland. MSC are already undertaking discussions with SDS to determine a solution to this, as shown in the engagement mechanism.

Stakeholder group	Details	Engagement Mechanism	Projects/Outcomes	Contingency Engagement
Regulator	QCA, SQA, DCELLS	<ul style="list-style-type: none"> • Member of M&L QF • Discussions as part of test and trials project • Discussions as part of WBA project • Consultation event attendance 	3, 6, 7, 18, 20	QCA are currently re-structuring, dividing into a regulatory body and a non-regulatory body. This may require MSC to reassess its current contacts and ensure either or both sides of the future QCA are included in partnership discussions wherever useful.
Professional Bodies	Chartered Management Institute, Institute of Business Consulting, Chartered Institute of Personnel and Development, Institute of Commercial Management, Council for Administration	<ul style="list-style-type: none"> • Use of resources • Consultation event attendance • Individual formal and informal meetings 	3, 4, 10, 18, 19, 20, 21, 22, 23, 24	Where mass communications are needed at short notice, or representative bodies' input would be useful for additional projects, a number of professional bodies can be called upon.
Sector Bodies	UKCES	<ul style="list-style-type: none"> • Close links with preceding body – SSDA • Potential representation on M&L QF • Potential representation within Management Champions Forum • One-on-one meetings to discuss sector priorities and project funding • Consultation event attendance 	All projects	Should emergency funding be required, UKCES would be a fallback option for discussions. This is highly unlikely however. More likely would be that MSC would have to develop links with the new organisation quickly to ensure the requirements of UKCES were fully understood from their inception, in order to avoid problems further down the line.

Stakeholder group	Details	Engagement Mechanism	Projects/Outcomes	Contingency Engagement
FE and HE	Association of Business Schools, Association of Colleges, Universities UK	<ul style="list-style-type: none"> • Consultation event attendance • Development of links through joint projects 	1, 8, 9, 10, 15, 17, 18, 19, 25	Existing contacts would be used if required.
Management Bodies	Investors in People, Management and Leadership Network, Equal Opportunities Commission, Network for Black Managers, Women in Management, Third Sector Leadership Centre, Regional Development Agencies	<ul style="list-style-type: none"> • Formalised consultation events • Informal discussions from general MSC work • Development of links through joint projects 	1, 2, 3, 4, 8, 10, 17, 18, 20, 21, 22, 23, 24	Existing contacts would be used if required.
SSCs and SSBs	Asset Skills, Cogent, LLUK, SkillsActive, Skills for Justice, Skillsmart Retail, SFEDI	<ul style="list-style-type: none"> • Members of Management Champions Forum (MSC-SSC management forum, with representatives from a number of SSCs) • Work with organisations one-on-one through various existing and future projects • Through WBA and Test and Trial pilot phases 	1, 3, 4, 6-9, 13, 17, 18, 19, 20, 23, 24	MSC already has strong links with the majority of SSCs and SSBs. These could be called upon at short notice if required, or through the Management Champion Forum.

Stakeholder group	Details	Engagement Mechanism	Projects/Outcomes	Contingency Engagement
Internal Communications	Members of MSC, steering group, consultants	N/A	All Projects	Contingency plans focused on engagement and working arrangements should not apply internally. Best practice should ensure that internal communications are already excellent. Contingency plans focusing on staffing requirements are more appropriate.
Other Stakeholders	<i>Fdf</i>	<ul style="list-style-type: none"> • Consultation event attendance • Development of links through joint projects 	8, 17, 18	Strong existing links between MSC and <i>fdf</i> may be used as a contingency engagement mechanism if needed.

5. Risks and Assumptions

Risks are assessed in terms of their likelihood and their impact using a High (H), Medium (M) or Low (L) rating. Measures taken or planned by MSC to mitigate known risks are outlined in the table below.

Risk	Likelihood Assessment	Impact Assessment	Potential Impact	Mitigation Control
Changes in Government funding for Management and Leadership projects and qualifications	L	H	Management and leadership seen as less important; buy in to projects likely reduced, qualifications take up drastically hit; Awarding Bodies supply less resources to management qualifications and projects	Ensure management and leadership remains high on the agenda. Ensure qualifications are fit for purpose, thus ensuring qualifications are of value to the UK economy and are likely to remain a top priority in terms of funding from the government. Highly unlikely this risk will occur in the next 12 months however.
Changes within UKCES priorities and funding mechanisms	L	H	Likely to affect funding of MSC and funding of SSCs. Would have major impact on projects should funding structure (e.g. NOS funding) be dramatically changed.	MSC gain funding from multiple sources, ensuring loss of individual source could be overcome if restructuring (downsizing) takes place. Disruption to SSCs, particularly to their funding or licensing, would have an impact on any joint projects, but this could be countered by MSCs strong links with alternative bodies and employer representatives.
Movement of MSC to CMI offices	H	M	Awarding Bodies may feel a conflict of interest occurs, resulting in a worsening of relations between MSC and ABs, and a lack of buy-in to MSC projects and the SQS. This in itself would have a considerable impact on the effectiveness of MSC to undertake its duties.	MSC will ensure that Awarding Bodies are made aware of MSC's neutrality in its dealings with ABs. MSC will ensure confidential material is kept secure and electronic files are housed on a separate, secure computer system. Mitigation control could include physical separation from CMI (within CMI offices) should the risks materialise.

Risk	Likelihood Assessment	Impact Assessment	Potential Impact	Mitigation Control
Failure of QCF	L	L	Should the QCF not develop sufficiently or be removed from use, all work MSC have undertaken to develop QCF units and qualifications would be redundant. However, NOS would still exist, thereby already mitigating much of the risk anyway.	None – Decision lies elsewhere.
Consultants and/or partner organisations fail to fulfil agreements	M	M	Individual project impacted upon by failure of external party. Impact likely to be either delay in project completion or failure of project completion.	Consultants and external partners tend to work on individual projects only, mitigating any possibility of impact spreading. MSC will ensure that internal or additional consultants are available in sufficient number and quality to fulfil any projects adversely affected. Use of contracts with external contractors likely to mitigate majority of financial risk to MSC.
Loss of Internal Staff/Consultants	M	M	Loss of staff with in-depth knowledge of projects and subject area would cause loss of organisational knowledge.	Ensure knowledge management is implemented throughout MSC structure, and that staff and consultant numbers have adequate coverage. Planned expansion of MSC internal staff likely to reduce risk significantly.

6. Monitoring Arrangements

Action points with specific outcomes will be monitored through individual project plans and, where possible, through steering groups. A number of proposed actions are related to funded projects whereby MSC is contractually required to monitor and report progress to the funding partner. These contractual arrangements include funding milestones which act as a proxy for progress monitoring arrangements, and are in place prior to the projects start date.

All specific projects have a project manager from within MSC assigned to them, ensuring accountability and communication lines are clearly understood by all involved parties. The project manager's duties include monitoring the projects and reporting back to funding partners or internally within MSC.

MSC is currently developing an internal board of advisors who will act to ensure projects are fulfilled to schedule, to budget and to a high quality. The board of advisors will also take responsibility for monitoring the Action Plan as a whole. It is envisaged that the board will meet quarterly to discuss both individual projects and the Action Plan's key objectives and outcomes. This will include an assessment of whether the Action Plan needs updating, how it should be updated and whether any of the priorities outlined in the Action Plan have changed significantly. The Action Plan is a 'living document', with changes expected to occur on a regular basis. Any major changes to the Action Plan will be consulted on with our key stakeholders through the existing forums attended by MSC, following the advice of the internal board of advisors. Any revised versions of the Action Plan will also be circulated to key stakeholders.

An un-stated goal of MSC is to ensure the reputation built up over the past 2 years for fulfilling projects to deadlines, to budget and to a high quality is enhanced further. Monitoring of projects is key to this aim.

Further details of the monitoring arrangements attached to each project can be found in the project breakdown tables – see Annex D and Annex E.

7. Non-Qualification Outcomes

See Annex D for further details

8. Provision of Information to Funding Bodies

None of the funding bodies operating in the UK currently require any formal information from MSC. This is unlikely to change in the next 12 months. MSC will however, include the funding bodies in the consultation processes for a number of its projects in order to ensure joined-up thinking occurs within the management and leadership cross-sectoral landscape.

9. Qualification Outcomes

See Annex E for further details.

ANNEX A. M&LLQS Consultation Details

To develop the M&LLQS the MSC undertook extensive consultation between January 2007 and March 2007, consisting of a web questionnaire and events in each of the four nations.

Our web-based consultations on the M&LLQS received 184 responses of which 48% were employers/managers, 28% were learning and qualification providers, 16% were intermediaries, 4% were Government departments and agencies, and 4% were professional and representative bodies (please note this does not add to 100% as some respondent's ticked more than one box to describe themselves).

The online questionnaire asked stakeholders the following questions:

1. Do you agree with the vision?
2. Do you agree with the principles?
3. Do you agree with the actions?

The above questions enabled respondents to answer YES, PARTLY or NO, with space for comments. The final question was:

4. What will you need to do to support the strategy?

The key quantitative results from the online survey were:

- 83% support the vision (the remainder “partly”);
- 75% agree with the principles (the remainder “partly”);
- 65% agree with the actions (32% “partly”, 2% do not).

We received a number of enthusiastic verbatim comments welcoming the vision and principles and stakeholders offering their commitment to support it through relevant actions.

We held events on the following dates and locations:

Date	Location
20 February 2007	Belfast
1 March 2007	London
5 March 2007	Edinburgh
6 March 2007	Cardiff

The events 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.

ANNEX B. Employer Consultation Details

Four consultation events took place as part of a project designed to map the M&L NOS to a number of business support standards and competency frameworks. The events allowed employers to feedback on a range of issues, including the standards and current qualifications.

The following events took place:

Date	Location	Respondents
14 January 2008	London	42
15 January 2008	Belfast	9
17 January 2008	Cardiff	21
22 January 2008	Edinburgh	14

Five consultation events also took place as part of the incremental review of the standards. Again, the consultations gave MSC the chance to receive feedback on a range of issues, including the standards and qualifications.

The following events took place:

Date	Location	Respondents
5 February 2008	London	53
7 February 2008	Birmingham	25
13 February 2008	Belfast	13
21 February 2008	Edinburgh	43
26 February 2008	Cardiff	25

ANNEX C. SQS Action Plan Consultation Details

Following the development of a draft action plan, the Awarding Bodies were consulted through the Management and Leadership Qualification forum on the following dates:

<u>Date</u>	<u>Action</u>
7 May 2008	Draft Action Plan e-mailed to forum members
16 June 2008	Draft Action Plan discussed at forum meeting
11 July 2008	Final deadline for comments to be submitted

Awarding Bodies were asked to make comments either at the forum or through written submissions. A small number of comments were made at the forum, which were subsequently incorporated into the final version of the Action Plan.

Three written submissions of comments were also received from the following forum members:

- Chartered Management Institute
- OCR (Oxford Cambridge and RSA Examinations)
- Scottish Qualifications Authority

These comments were also incorporated into the Action Plan, or were discussed with the forum members individually if they were not incorporated.

The draft Action Plan was also presented at MSC's Management Champions Forum, a forum made up of representatives of SSCs and open to all SSCs. No comments were received from any SSCs.

ANNEX D. Non-Qualification Outcomes

Project No. / Output No.	Qual.	Qual. Framework	Level	Action (e.g. newly developed / revision to existing to address a particular issue, etc).	With whom (named partners, indicating confirmation of their agreement to specific actions)	By when	NOS (Confirmation NOS will be in place and up to date to underpin qualification)	Current Status March 08)	Monitoring Arrangements	Where
2	N/a	N/a	N/a	Update occupational mapping and sectoral benchmarking reports. This will provide useful LMI to Awarding Bodies and Training Providers.	(In negotiation) we are expecting to work with consultants on the development of the two reports, followed by work with Awarding Bodies and Training providers to push the new reports into use and provide LMI for qualification creators.	Sep-08	N/a	Funding needed	Monitoring likely to be covered in funding arrangements.	4 Nations
3	N/a	NQF, SCQF and QCF	N/a	Create NOS for business advisors and business consultants to fill the gaps in the existing standards' suites.	(In negotiation) We will work with SFEDI, IBC, liP and the BSAP group to ensure development of standards covers all necessary areas and the NOS are stratified and easy to use.	Apr-09	New NOS will be created specifically for this project	Initial Mapping report expected to be completed by April 2008. Funding to be sought	Monitoring likely to be covered in funding arrangements, through consultations and via a steering group.	4 Nations
4	N/a	N/a	N/a	Host multiple employer engagement events across the four nations to ascertain the views and needs of employers.	Employers, SSCs where relevant.	Ongoing	N/a	Planning Ongoing	N/a	4 Nations
5	N/a	N/a	N/a	Develop data collection mechanism and start up data requirements. Use of data to feed into NOS development.	(To be negotiated) Awarding Bodies will need to buy into project and have only limited requirements put upon them. Training Providers likely to be needed to be contacted through awarding Bodies.	Feb-09	N/a	Not yet commenced	Arrangements will need to be built into system to ensure confidential data remains confidential.	4 Nations
7	N/a	QCF	N/a	Support SSCs and SSBs in terms of knowledge transfer to enable NOS units to be inputted onto the QCF using best practice techniques.	(Ad hoc) Work will be undertaken with any SSCs or SSBs requiring support and who wish to work with MSC. Input from QCA on any known best practices will also be sought.	Ongoing	N/a	N/a	N/a	4 Nations
15	N/a	N/a	N/a	Create guidance documents for Awarding Bodies, Training Providers, HEIs and FEIs setting out the MSC's visions and principles for qualifications.	(In Negotiation) Once draft guidance documents have been created they will be consulted on and agreed with relevant bodies. MSC will gain agreement from relevant bodies to promote guidance documents once finished.	Aug-08	Will be based on existing NOS where appropriate	Draft documents being prepared	Internal monitoring of work through project plans; external monitoring through individual consultations.	4 Nations

Project No. / Output No.	Qual.	Qual. Framework	Level	Action (e.g. newly developed / revision to existing to address a particular issue, etc).	With whom (named partners, indicating confirmation of their agreement to specific actions)	By when	NOS (Confirmation NOS will be in place and up to date to underpin qualification)	Current Status March 08)	Monitoring Arrangements	Where
17	N/a	N/a	N/a	Create guidance documents for employers, employees in order to increase awareness of management qualifications and training and raise take up rates.	(In Negotiation) Once draft guidance documents have been created they will be consulted on and agreed with relevant bodies. MSC will gain agreement from relevant bodies to promote guidance documents once finished.	Aug-08	Will be based on existing NOS	Draft documents being prepared	Internal monitoring of work through project plans; external monitoring through individual consultations.	4 Nations
18	N/a	N/a	N/a	Raise the profile of management qualifications and training through interaction with partner organisations across industry.	(In negotiation) The guidance documents, new qualifications, foundation degree framework, etc. will be used in conjunction with relevant bodies and MSC will attend key engagement events alongside partner organisations.	Ongoing	Will be based on existing NOS where appropriate	Ongoing	Ongoing internal monitoring of progress throughout the year.	4 Nations
19	N/a	N/a	N/a	Raise profile of CPD through interaction with key skills stakeholders and employees. Development of CPD tools, programmes and guides subject to resources.	(To be discussed) Professional Bodies, Management bodies, employers and employees will all need to 'buy-in' to CPD for management as much as possible. MSC can work with organisations to enable this to occur.	Ongoing	N/a	Not yet commenced	Ongoing internal monitoring of progress throughout the year.	4 Nations
20	N/a	N/a	N/a	Host engagement event, attracting 50+ key skills drivers and business thinkers.	(Following Invite) SSC directors, ABs, Employers from across sectors and industries, academics.	Aug-08	N/a	Planning Ongoing	Ongoing internal monitoring of progress throughout the year.	4 Nations
21	N/a	N/a	N/a	Produce 2-4 Case Studies in collaboration with employers or other relevant organisations.	(Ad Hoc) Organisations that use the NOS in a variety of ways, on order to produce varied case studies. Work with SSCs and professional bodies to promote.	Ongoing	N/a	Ongoing – two Case Studies in development	Ongoing internal monitoring of progress throughout the year.	4 Nations
22	N/a	N/a	N/a	Produce additional best practice guides and develop strategy for promotion of guides.	Production to be undertaken internally or through consultants. (To be discussed) SSCs, professional bodies and ABs to promote guides once completed following negotiation of promotion strategy.	Ongoing	N/a	A number have already been produced, additional guides to follow.	Ongoing internal monitoring of progress throughout the year.	4 Nations

Project No. / Output No.	Qual.	Qual. Framework	Level	Action (e.g. newly developed / revision to existing to address a particular issue, etc).	With whom (named partners, indicating confirmation of their agreement to specific actions)	By when	NOS (Confirmation NOS will be in place and up to date to underpin qualification)	Current Status March 08)	Monitoring Arrangements	Where
23	N/a	N/a	N/a	Develop self diagnostic tool and mechanism for use.	(In negotiation) Specialist Online learning company to develop tool with MSC direction. Work with SSCs, ABs, Bodies to promote tool and organisations to input into funding if possible following development.	Nov-08	N/a	Discussions Ongoing	Ongoing internal monitoring of progress throughout the year.	4 Nations
24	N/a	N/a	N/a	Workshops to be held in conjunction with training providers/specialist workshop hosts. Topics to be determined.	(To be discussed) Work with existing companies/training providers to piggy-back on existing workshops. Regional bodies to provide assistance in hosting and planning.	Ongoing	N/a	Not yet commenced	Ongoing internal monitoring of progress throughout the year.	4 Nations
25	N/a	N/a	N/a	Provide specialist support to LLUK throughout lifetime of project, including help in selecting bids, outlining strategic goals, provision of training programme.	(Agreed) LLUK and other organisations taking part in Catalyst Programme	Ongoing	N/a	Programme/MSC involvement started Jan-08.	LLUK to monitor overall catalyst project. MSC to provide specialist advice.	England Only

ANNEX E. Qualification Outcomes

Project No. / Output No.	Qual.	Qual. Framework	Level	Action (e.g. newly developed / revision to existing to address a particular issue, etc).	With whom (named partners, indicating confirmation of their agreement to specific actions)	By when	Expected Date on QCF	NOS (Confirmation NOS will be in place and up to date to underpin qualification)	Current Status March 08)	Monitoring Arrangements
1	All M&L VRQs	NQF and SCQF	All levels	Incremental Review of the NOS and update of the associated publications.	(Confirmed/completed) Awarding Bodies and employees took part in initial consultation.	Sep-08	N/a	NOS is integral to the review	Initial Consultations have now taken place.	Project steering group to monitor the project externally; project manager to monitor the work of consultant internally
6	M&L NOS modified for QCF	QCF	All levels	Transfer of M&L NOS onto the QCF	(Confirmed) Work with all awarding bodies running management qualifications to ensure new units are fit for purpose.	Ongoing	Dec-2008	NOS is integral to the project	13 units have been transferred, with 20 more units in development	New units agreed with ABs and must be signed off by QCA.
8	Foundation degrees in M&L	N/a	Level 5 upwards (based on the QCF)	Promotion of Foundation degree Framework and supporting documents	(Confirmed) <i>fdf</i> , (In negotiation with) SSCs to develop uptake across specific sectors.	Apr-09	N/a	Framework is based wholly on the NOS	Framework has been signed off, with a bid for funding submitted to <i>fdf</i>	<i>Fdf</i> monitor work through previous funding contract. Next stage of work would be monitored by <i>fdf</i> as part of the contractual arrangements.
9	14-19 Public Services Diploma	N/a	Levels 1-3 (based on NQF)	Continuing strategic input into development of the 14-19 Public Service Diploma.	(Agreed) SSCs also working on the Public Services Diploma include Skills for Justice, Skills for Health, LLUK, SkillsPlus, Government Skills, Asset Skills, and the CfA.	To be launched Sept 2010	Sept-2010	Management sections based upon the M&L NOS	Initial course structure developed	Project steering team monitor progress.
10	MSc in Leadership and Management	NQF	Level 7 (based on NQF)	Development of academic qualifications based on the management and leadership NOS	Work with the university of Portsmouth has results in a degree being launched. (In negotiation with) Regents Business School about mapping qualifications to the NOS.	Portsmouth degree launched, further development ongoing	N/a	This is a rare instance of a Masters qualification being based wholly on the NOS	In talks with RBS currently	MSC monitor and evaluate the degrees and only approve those based upon the NOS and of high quality.

Project No. / Output No.	Qual.	Qual. Framework	Level	Action (e.g. newly developed / revision to existing to address a particular issue, etc).	With whom (named partners, indicating confirmation of their agreement to specific actions)	By when	Expected Date on QCF	NOS (Confirmation NOS will be in place and up to date to underpin qualification)	Current Status March 08)	Monitoring Arrangements
11	All M&L VRQs	NQF, SCQF and QCF	Levels 2-5 (based on NQF)	Review and revision of existing qualification structures to ensure they meet the principles set out in the M&LLQS	(Agreed) We are working with the Management and Leadership Qualifications Forum which consists of the regulatory authorities (QCA, SQA, QCA NI and ACCAC) and following awarding bodies: Chartered Management Institute – CMI; Institute for Leadership & Management (Formerly NEBSM) – ILM; Oxford, Cambridge and RSA Examinations – OCR; London Chamber of Commerce and Industry (Now known as Goal or EDI); Edexcel Foundation; Chartered Institute of Personnel & Development – CIPD; Institute of the Motor Industry – IMI; Open University Validation Service; Engineering Construction Industry Training Board – ECITB; Engineering & Marine Training Authority – EMTA, and SQA awarding body to reform S/NVQs in line with M&LLQS principles.	May-08	N/a	Qualifications will be based on the NOS	Underway	MSC monitor the structures to ensure they are based on the NOS.
12	Advanced Apprenticeship in Management	NQF and SCQF	Level 3	MSC will evaluate the advanced apprenticeship framework launched in May 2006 and ensure the framework is up-to-date by incorporating the latest S/NVQs. Based on the evaluation of the framework we will also decide whether a new framework needs to be launched based on M&LLQS principles.	(In negotiation) We will work with Employers, Training Providers, Awarding Bodies and Learners to ensure the framework is reflective of their needs as well as with the SfB AAG to ensure any needed changes to frameworks are implemented.	Sep-08	N/a	Based on the NOS	We have developed a number of leaflets to promote the apprenticeship framework	The evaluation project is in itself a monitoring of a wider set of MSC work outcomes. As an individual project, MSc are internally monitoring the work of a consultant through the project manager.

Project No. / Output No.	Qual.	Qual. Framework	Level	Action (e.g. newly developed / revision to existing to address a particular issue, etc).	With whom (named partners, indicating confirmation of their agreement to specific actions)	By when	Expected Date on QCF	NOS (Confirmation NOS will be in place and up to date to underpin qualification)	Current Status (March 08)	Monitoring Arrangements
13	Business Skills	QCF	Level 2/3	MSC are developing a new cross sector qualification for the QCF covering the following areas: Management and Leadership; Business & Administration; Customer Service; Health and Safety; Marketing and sales.	(Agreed) We are working with four other cross sector bodies, such as the Council for Administration and the Institute for Customer Service (among others).	Jul-08	Jul-08	We have already entered the relevant NOS onto the QCA databank	The qualification is expected to be approved in March 08, and will be delivered by EDI, C&G and OCR	Project close to conclusion.
14	Advanced Apprenticeship in Management	QCF	Level 5	Development of a level 5 management qualification to fill a known gap in management qualifications	(In negotiation) We will work with Employers, Training Providers, Awarding Bodies and Learners to ensure the new qualification meets the needs of employers and potential students.	Jan-09	Jan-09	New Qualification will be based on the NOS	Not yet underway	Monitoring will be built into the project plans, with an internal project manager responsible for the monitoring and smooth running of the project.
16	All M&L VRQs	QCF	Levels 2-5 (based on NQF)	Ensure all newly developed and re-accredited Management qualifications are places on the QCF and adhere to the principles set out in the M&LLQS	(Agreed) We are working with Awarding Bodies through the M&L QF and have agreement that any requests for approval will be made through the WBA pilot programme if possible.	Ongoing	Dec-2010	All qualifications seeking approval from MSC need to be based upon the NOS	Ongoing	Monitoring of qualifications is in effect the outcome of the project.