

Leadership and management in the UK

Raising our ambition

Leadership and Management Advisory Panel

October 2006

Chaired by

Ian Smith
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What we propose

Established by Ministers in the Department for Education and Skills (DfES) and the Department of Trade and Industry (DTI), the remit of the Leadership and Management Advisory Panel is to offer strategic advice on leadership and management to Government. In our first assessment we have chosen specifically to contribute to the work of Lord Leitch in his review of the long term skills ambitions of the UK economy.

Leadership and Management is proven as the key to raising financial performance and growth of employment opportunities in all organisations. Good leaders and managers invest in the development of their workforce thus pulling through the skills agenda.

There are a number of initiatives, training provisions, and professional standards which are working well. The Panel believes that they should be identified, rolled out further and the spread and consistency of their use reinforced. Those initiatives not working well or not consistent with the standards should be discontinued and the funding redirected to the chosen path. Against this background our proposals to Lord Leitch are as follows:

Firstly, employers collectively have to take responsibility for raising demand for leadership and management development, at all skill levels:

- leading employers should drive the development of a UK wide programme that promotes leading practice in leadership and management development;
- we need a national award which raises the profile of those employers who offer truly outstanding leadership and has real currency to prospective employees;
- the Sector Skills Councils are responsible for understanding and articulating the leadership and management needs of each sector and to work with the supply side to ensure that training and qualifications meet employer needs.

Secondly, Government has a responsibility to ensure that learning opportunities for leadership and management are fit for purpose, both now and in a rapidly changing future of increased competition and globalisation:

- there is a plethora of initiatives, approaches and institutions for leadership and management in the UK, we need determined leadership to champion what works and to drive improvements in curricula development and delivery, particularly at intermediate management levels;
- we need a new economy between HE and SMEs so as to ensure that HE is able and incentivised to engage with SMEs in providing customised leadership and management learning opportunities, particularly at Level 4 and above.

Thirdly, there needs to be more targeted and quality assured support and incentives for individuals and SMEs to invest in leadership and management opportunities;

- all business support providers and brokers (for example, within Train to Gain) should be proactive in their knowledge and signposting to quality leadership and management development opportunities;
- we are greatly encouraged by the current Learning and Skill Council's (LSC) leadership and management programme for SMEs. It should be extended to organisations of 10+ and, in line with Train to Gain, focus on hard to reach businesses;
- for individuals, we need far more innovative approaches of engagement supported by using proposals for Individual Learning Accounts to specifically incentivise first level 3 management qualifications for adults.

Finally, we are committed, to ensuring that these recommendations are implemented so at the end of this paper we have set out our role in supporting their implementation.

Our ambitious challenge

Last year I was asked by Ministers in the Department for Education and Skills and the Department of Trade and Industry to Chair a new employer Advisory Panel to offer strategic advice on leadership and management to Government, the Boards of Non Departmental Public Bodies and other major agencies across the UK.

As part of the Panel's remit we are expected to provide to Government an annual assessment of the progress being made to improve UK's leadership and management capability and its impact on organisational and economic performance.

This has the potential to be a daunting task. All of us on the Panel are experienced leaders and bring hands on experience from small enterprises through to global corporates; from leading practice through to leading thinking in management education and from the voluntary sector through to large public bodies. We know that leadership and management is multi-faceted in both its application and the context in which it is deployed. It would be easy to conclude that this is too big an agenda to ever provide specific advice on. However, to concede would be a failing of our leadership.

In preparing this first assessment we have chosen to address the call for submissions from the Leitch Review of Skills. This is a great opportunity. Looking ahead the Panel is clear that we must tackle head on those quarters that have little time for reflecting on our leadership and management performance on the basis that "it's not bad". Given the scale of the global challenge, this would be, at best, dangerous complacency; at worst, a view that will prevent the UK from being one of the leading economies of the future.

Lord Leitch in his interim report set out an ambitious challenge with a clear message that as a nation our skills are not world class and that we must all raise our game. As a Panel we passionately believe that inspirational leadership and effective management are key skills which must be of world class standing since they are the key to unlocking the high skills, high value add economy that we all aspire to. Without them the leadership and management skills we need to excite and mobilise the skills investment will be left economically under-utilised. This will result in an increased sense of disillusionment and apathy among aspiring individuals.

Drawing on our experiences, the current evidence base and that of previous reviews we have set out three clear proposals for Lord Leitch to consider. Yet whilst these proposals are for Lord Leitch, the messages and call to action are applicable to individuals, employers and Government because we all gain when good leadership and management succeeds.



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Clarifying our language

Inevitably in any field of work, and when trying to be concise, there is a tendency to rely on jargon. We have tried very hard not to do so, but before we go further it is worth clarifying some of the terms used within the context of this report.

- By **leadership** we mean the ability to create a vision, provide direction and align others towards a common aim; to motivate and inspire action and to be accountable for decisions and the actions of others.
- By **management** we mean the working with and through other people to achieve the effective utilisation and coordination of resources such as capital, plant, materials, and labour to achieve defined objectives with maximum efficiency.
- By an **SME** we mean a Small and Medium-sized Enterprise, defined as those companies with less than 250 employees (and a turnover of less than £22.8million and less than 25% owned by another company).
- By a **small enterprise** we mean companies with less than 50 employees (and a turnover of less than £5.6 million).
- We will often refer to **levels of qualifications**, for which a **Level 2** is 5 GCSEs Graded A* - C; **Level 3** is equivalent to 2 A-levels; **Level 4** is a first degree; and **Level 5** an Advanced Professional Diploma.
- By **FE** we mean both colleges of further education and independent providers delivering in the main up to Level 3 qualifications.
- By **HE** we mean institutions of Higher Education i.e. universities delivering in the main Level 4 and higher qualifications.
- By **Sector Skills Councils (SSCs)** we mean the 25 employer led organisations which have been developed in sectors with an employment base of economic or strategic importance. They are licensed by Government to address their sector's skills, workforce development and business growth needs.
- By the **Management Standards Centre (MSC)** we mean the standards setting body for the National Occupational Standards for Management. The standards are used as benchmarks for management performance.
- By **Human Capital Management Reporting** we mean a strategic approach to people management that focuses on measuring and maximising the value of one's workforce.
- By **National Skills Academies** we mean employer led centres of excellence responsible for delivering the skills required by each major sector of the economy.

What is the challenge?

Reports of this nature tend to follow a well trodden path; create a compelling case that something is wrong; then evidence this by trying to isolate one or two specific issues as the root cause and propose a goal to solve the problem identified. So, as a Panel we could have said that the vast majority of SME owner managers have no formal management qualifications and recommended a national target for management qualifications – issue identified, problem solved and a very short paper. Yet we know that the creation of such a linear argument is only possible by a gross over-simplification of the evidence. The result is that whilst the goal fits the challenge, the challenge has been wrongly construed in the first place. We do not want to repeat this process mistake.

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No single ticket issue

There is no single ticket challenge which acts as a rallying call to improve leadership and management performance in the UK. But rather, and as you'd expect from the breadth and depth that is leadership and management practice in the UK today, there are a number of observations that cause us concern. Our assessment of the evidence is that:

- In analysing our productivity gap with other countries, whilst often the focus is on the contribution of labour skills gaps, 10 – 15% of our productivity gap can be explained by differences in management practices between the UK and US;
- Just one UK company makes the top 20 of the world's most innovative companies as judged by 1,000 senior executives from around the world;
- The UK has a disproportionate bias in its SME stock of medium businesses compared to Germany and the US. Of the 4.3 million enterprises in the UK, just 27,000 employ 50 to 249 people, which indicates a failure of a significant number of small enterprises to grow;
- UK managers are, relative to the US, slow in the adoption of best practice techniques and performance gaps in management practice are particularly evident at lower and middle management levels. The result is the observation of a thriving market for business strategies which too often compete on the basis of low value add, supported by low cost and low wages;
- When compared to Europe a recent study showed that the UK spent less per manager on management development than any other country. Compared to Germany at 4400 Euros, the UK's was only 1600 Euros;
- There are a disproportionately high number of managers in small firms with low or no qualifications. For example, 41 per cent of managers hold a level 2 qualification or below, which compares to 80.9 per cent of those in other professions being qualified to level 4 or above. Yet there continues to be recurring questions about the varying quality of management education in a system dominated by qualifications that may have little overall effect on the quality of skills in our growing management population. It is difficult to determine whether the lack of qualification is a rejection of poor supply or uninterested demand – particularly from owner managers of small enterprises.
- According to a recent poll by YouGov, commissioned by IiP UK, almost one in three employees would swap their manager if they could.

Of course we also find evidence of improving practice and standards of leadership and management performance, and we acknowledge and celebrate these achievements. For example:

- Over the last 10 years we have seen a steady rise in the qualification levels of managers, with a halving of the proportion without qualifications;
- Moreover there is continuing growth in students studying business and management in higher education, over 221,000 full time equivalents in 2004 (1 in 7 of total student numbers); and
- In 2005 the UK had 10 of the top 20 Business Schools in Europe according to the annual business school MBA rankings of the Financial Times.

The risk is that we become complacent with these success stories and they ‘cancel out’ the areas of poor performance that have to be addressed. We believe that Government does understand the importance of good leadership and management, but we have to show why leadership and management is one of the key skills into which public policy has to invest; in the face of public and business opinion that can often be indifferent to the agenda.

Bring forward the future

Our proposition is simply this; even if the evidence base does not create a compelling case to act, relative to all of the other priorities that Lord Leitch faces, how certain are we that our leaders and managers are fit for the future? Are our leaders and managers, to quote Lord Leitch “world class”? Do they have the skills to orchestrate and deliver the ambition of raising our game that Lord Leitch set out?

As a Panel we were struck by the report of Sir George Cox on creativity in business, who in analysing the competitive threat to the UK commented that “what is impressive – and worrying – about the emerging economies is not where they stand today but how they are positioning themselves for the future. Alongside the enterprise and vigour that characterise their economic growth, they are building up new technology-based industries and impressive capabilities in scientific research and investing massively in education, technical skills and creative capabilities.” In other words emerging economies have no plans to stay emerging by simply picking up those things that we no longer want to do. They aspire to take up the high value add high skill route just as much as we do.

Lord Leitch’s horizon is 14 years, typically one third of an average working career. Extend that to a full working career, 2040, and a recent article in the Economist reports that by then the 4 BRIC economies (Brazil,

“Are we developing leaders and managers capable of succeeding in this rapidly changing landscape?”

Russia, India and China) plus Mexico will be bigger in dollar terms than the current G7 economies. Are we developing leaders and managers capable of succeeding in this rapidly changing landscape? Do we have leaders and managers in SMEs to be the engine of UK growth as global corporations increasingly make greater proportions of their investments in these emerging economies? Are we equipping leaders and managers with the skills they need?

Our assessment therefore is even if we were to accept ‘good enough’; good enough is a rapidly rising standard. As noted in Lord Leitch’s interim report the occupational groups that are expected to show the largest expansion demand in the next 15 years are at the higher end of the occupational spectrum. Specifically between 2004 and 2020 there is anticipated to be an expansion of managers and senior professionals of some 890,000 individuals. Therefore our

leadership and management performance must learn to run faster simply to keep pace with increasing global competitiveness. As a Panel of employers, and you would expect no less, our ambition is not simply to keep pace but to lead, in which case the scale of the challenge is amplified tenfold.

Tackling the challenge head on

The establishment of this Panel was the last of 30 recommendations made by the Council for Excellence in Management and Leadership (CEML) in 2002. In reviewing the work of CEML, and both pre and subsequent policy statements, we start from the perspective that much of what we could propose has been previously offered. Our disappointment is how readily recommendations can be made but collectively we fail to fully implement them.

We therefore have chosen to demonstrate our leadership by being decisive and focusing on a few propositions that really will make a difference; anticipating that Lord Leitch will provide leadership in ensuring that what his review recommends is implemented.

Clear propositions to act upon

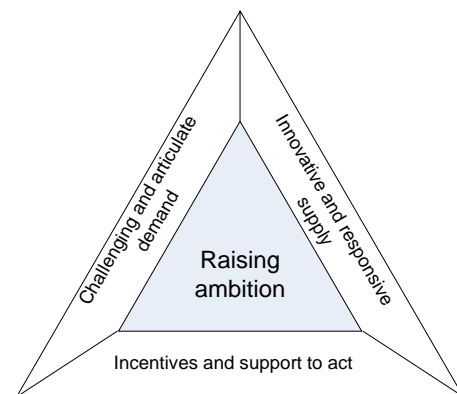
We recognise that leadership and management is a huge arena, potentially encapsulating 4 to 4.5 million people in the UK economy. Leaders and managers work in the private, public and voluntary sectors, working at all levels and in all sizes of organisations. Equally such pluralism of roles is matched, if not exceeded, by the range of development and training opportunities available from MBAs delivered by world class business schools through to informal peer groups based on local trading estates. It is far too simplistic to talk about employers' needs on the one hand and supply on the other. Consequently our proposals are as specific as they can be without oversimplifying the complex landscape into which they will have to be delivered.

“It is far too simplistic to talk about employers' needs on the one hand and supply on the other.”

Lord Leitch's initial horizon is 2020 and this has guided our own thinking. The benefit is that such a timeline makes just about any aspiration possible and any concern addressable. The downside is that our proposals may disappear into the long grass of the 'big picture vision stuff'. Our approach

therefore is to set our goals to the 2020 timeline of the Leitch review, but to be specific in the first steps towards them. Our three proposals to Lord Leitch are:

- **Firstly**, employers collectively have to take responsibility for raising demand for leadership and management development, at all skill levels.
- **Secondly**, Government has a responsibility to ensure that learning opportunities for leadership and management are fit for purpose, both now and in a rapidly changing future of increased competition and globalisation.
- **Thirdly**, there needs to be more targeted and quality assured support and incentives for individuals and SMEs to invest in leadership and management opportunities.



All three proposals need to be seen as a package of interdependent solutions. Each one on its own will achieve little and worse, in isolation could potentially be counter productive. Both sides of the argument for supply side reforms versus demand-led increases are right – they are in equal need of a step change. Achieving both in synchronisation will provide a powerful contribution to help the UK maximise economic prosperity, productivity and opportunities for social cohesion.

Employers to lead

Leading employers should drive the development of a UK wide programme that promotes leading practice in leadership and management development.

The future of how we do business, create wealth and lead institutions which deliver public services is not a uniform horizon that we all approach in unison. There is leadership and management practice in the UK today that is the future for many; depressingly there is also leadership and management practice out there that persists from the past. It's in all our interests to ensure that we come to the same mark and then to push the boundary forward if as a nation we are to ever be anything more than an 'average performer'.

Our first proposal is for leading employers to look at what more they can do. It is about taking the energy too frequently expended on blaming others and, as employers, to accept our responsibilities in developing all leaders and managers because it is in our interests to do so. This support can be through leadership ambassadors, mentoring, informal learning groups and opening up access to internal management programmes. It can be delivered through supply chains, sectors and within regions. We do not wish to be distracted by the debate on the plethora of "employer-led" bodies; trusting Government will address this. Based on that assumption, we propose that employers, whether through sectors or regions (or both), should drive a campaign to ensure that the value of and support for the development of leaders and managers is made paramount to every business. This employer-led campaign should encapsulate all sectors, but particularly public, voluntary and smaller enterprises.

In taking this forward, the Panel will invite all leading employer bodies, Sector Skills Councils and Regional Development Agencies to submit ideas that really capture the essence of how leading employers can help others in the development of leaders and managers. We will be advocates for those ideas that work and challenge those who do not come forward with proposals, where we believe there is an employer need to do so.

We need a national award which raises the profile of those employers who offer truly outstanding leadership and has real currency to prospective employees.

Our concern for the future is not with press headlines from employer bodies proclaiming the failure of schools to meet employer needs, but of ever more

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talented and mobile young people who see the failure of opportunity for their skills in the UK. In 2004 over 100,000 people emigrated from the UK qualified at Level 3 and above and ¼ of workers in a recent survey felt that they were failed by their immediate boss. We cannot afford to invest in skills, particularly at the higher levels, simply for them to be economically underutilised. Worse still would be for individuals to believe that their skills and potential are neither recognised nor valued. In the future we see that talented individuals will be in short supply, seeing their careers as truly global. Employers will have to prove that they are able to meet and harness the abilities of employees through the leadership and management practices they deploy.

This is not about setting out what good management and leadership looks like, but instead challenging, supporting, encouraging organisations to understand the critical role that their leaders play, defining the management and leadership style (whether that be empowering people or directing people) which is going to help achieve the aims and objectives and then making sure that leaders, managers and prospective leaders and managers have the skills to match.

Therefore, we propose a UK wide competitive award where year on year leading employers go head to head to prove who has the best leadership and management. It should learn from the current IiP Leadership and Management Model and capitalise on the value and success of the Investors in People brand. For example, over 45,000 SMEs are currently working with IIP, all of which will be required to identify their management capabilities. It should also look to incorporate from the work being led by CMI on Human Capital Management Reporting. The aim is to raise awareness and public value as to what constitutes great leadership and management practice. We would like to see this proposal led by this Panel but managed by Investors In People UK (IiP UK) and the Chartered Management Institute (CMI).

The Sector Skills Councils are responsible for understanding and articulating the leadership and management needs of each sector and to work with the supply side to ensure that training and qualifications meet employer needs.

“...we must bring an end to the position where employers see the ‘skills for the job’ and the relevant qualification as somehow different.”

The Panel, like many others, believes very strongly that we must bring an end to the position where employers see the ‘skills for the job’ and the relevant qualification as somehow different. It applies in all skill areas,

but until it is ended we can never be sure whether the lowly figure of 12% of all UK managers holding a professional qualification is a reflection of poor supply or demand. Our proposal here is twofold:

- For the Sector Skills Councils to use the current Management Standards to ensure that leadership and management needs are effectively reflected in all vocational standards at all levels expressed through Sector Qualification Strategies. Within this we note and support the role of the Management Standards Centre to develop a Management Qualifications Strategy on behalf of the Skills for Business Network which complements individual Sector Qualification Strategies;
- Then, secondly to have clear targets across their sector as to expected levels of attainment of management qualifications and that, where applicable and necessary, the sector promotes industry standards as well as looks to the use of a voluntary ‘licence to operate’ as a means of achieving those targets.

Learning opportunities that are fit for the future

There is a plethora of initiatives, approaches and institutions for leadership and management in the UK, we need determined leadership to champion what works and to drive improvements in curricula development and delivery, particularly at intermediate management levels.

There is a conundrum that we need to address. Despite over recent years the increased take up of leadership and management learning and qualifications and the expansion of initiatives and institutes - what evidence is there that these are making a substantive difference to our collective leadership and management performance?

The standard response is that we need time for such things to bed in. But all the time new initiatives continue to spring up, for example, all of the emerging National Skills Academies have identified leadership and management as a key need. Moreover as we have already identified there remain questions about the fitness for purpose of the learning content; particularly in meeting the needs of SMEs and at intermediate management skill levels.

As a Panel we propose to sponsor the development of a coalition of employers to lead the agenda for championing what works to drive improvements in curricula development and delivery; particularly at entry and intermediate management levels, including 14-19 diplomas and Foundation Degrees. We want DfES, LSC and Sector Skills Councils to work with us to champion the value of a National Skills Academy for leadership and management, which would act as the lever for innovation and improvement.

We need a new economy between HE and SMEs to ensure that HE is able and incentivised to engage with SMEs in providing customised leadership and management learning opportunities, particularly at Level 4 and above.

“...we remain concerned with how Business Schools can better engage and co-ordinate demand from SMEs.”

Earlier this year the Panel joined with representatives of UK Business Schools to discuss how business education could best support the development of leaders and managers in the UK. We were encouraged by what has been achieved, but similarly we remain

concerned with how Business Schools can better engage and co-ordinate demand from SMEs.

This concern becomes more pressing when we look at Lord Leitch’s ambition for higher skills (Level 4 and above) which still can’t be met even if we achieve our existing national targets for first degrees. Combined with the forecasted growth in management occupations we must look again at the role Higher Education (HE) plays in supporting the delivery of Level 4 skills in the workplace.

Of course many will remind us that we’ve been here before, every now and then we review the relationship between SMEs (in particular) and Business Schools and conclude that more must be done. Yet we fail to properly acknowledge the underlying business models of both sides. The latter enjoying a booming market for a standardised product delivered within an international market, the former looking for something much more bespoke, with company training budgets often less than the price of a single MBA.

This has to change and to achieve this we propose a new economy between HE and employers with a particular focus on Business Schools and the delivery of bespoke solutions in the workplace. In this new economy, we expect a HE system that has improved capabilities to be more vocationally relevant and structured to deliver business impact. Work based in content;

delivery and assessment, focused on the attainment of accredited units rather than whole qualifications.

To incentivise these changes, we would like to see the encouragement of new HE providers into the market and the development of new approaches to the validation of Foundation degrees and quality assurances processes. The goal being to support new forms of flexible, employer focused delivery (for example Train to Gain). With regard to funding incentives, we would like to see the creation of a new type of student cohort which recognises workplace delivery of learning co-financed by employers. We would also like to see the extension of the principles of employer choice and contestability currently being rolled out through the LSC's Train to Gain service. The Train to Gain HE pathfinders are a welcome addition.

Incentives and support to act

All business support providers and brokers (for example, within Train to Gain) should be proactive in their knowledge and signposting to quality leadership and management development opportunities.

“Our proposal is to restate the importance of informal learning and the need for intelligent signposting.”

CEML proposed that much more needed to be done in recognising the contribution of management and leadership development through quality informal learning such as mentoring, skill swapping and non-executive directors. We agree and find that it is a view that continues to be underlined in

the annual reports of the Small Business Council. Our proposal is to restate the importance of informal learning and the need for intelligent signposting. We propose:

- The LSC ensures within the brokerage service for Train to Gain that there are a sufficient number of skills brokers who have the information and competence to confidently help leaders and managers to assess their needs and refer to a range of high quality informal learning opportunities and professional bodies; this needs to be much more than the usual suspects;
- The current government-led business support simplification programme must explicitly incorporate a review of leadership and management provision so that public money is not used to fund what the market has already rejected;
- The LSC, Sector Skills Councils and Regional Development Agencies should work jointly to develop an intelligent signposting service for high quality learning opportunities, including informal learning. Employers are time poor; a directory of all possible options does not add value. Agencies need to look again at how these could work more effectively.

We are greatly encouraged by the current LSC leadership and management programme for SMEs. It should be extended to organisations of 10+ and, in line with Train to Gain, focus on hard to reach businesses.

Following the government's skills strategy in June 2003, DfES allocated £43.7M to the LSC to run a national Leadership and Management programme. The programme offers MDs, or other key directors, of organisations with 20 – 250 employees, a free in-depth assessment, a personal development plan and £1,000 financial support to develop their individual leadership and management skills.

As a Panel, and again supporting the Small Business Council, we are highly supportive of this programme. By March 2006, over 27,000 directors had been engaged of which 17,000 had been

through a personal prioritisation of their needs and had an agreed action plan in place (one year ahead of schedule). Of these 17,000, 65% were new clients to Business Link. The emerging evaluation data is very positive; directors responded that the programme had influenced or was likely to influence the following: improved working practices within the business (88%), increased investment in training and skills within the business (73%) and improved business growth (71%).

“We are concerned that these positive achievements become lost as other policy priorities march on.”

We are concerned that these positive achievements become lost as other policy priorities march on. Our proposal is that within Train to Gain the LSC should be accountable for ensuring that leadership and

management is specifically raised by all brokers as a potential area of client development in all broker engagements with employers. In anticipation of the demand that this will create we also propose that the offer of the current programme is extended to enterprises between 10 and 250 employees; but specifically focusing on ‘hard to reach’ small firms and social enterprises. This we believe would be a public investment of £100 million over 3 years. In return, based on the current programme, we would anticipate voluntary cash matched leverage from the MD in terms of their personal development and increased investment in training and skills across the business.

For individuals, we need far more innovative approaches of engagement supported by using proposals for Individual Learning Accounts to specifically incentivise first level 3 management qualifications for adults.

Too often when we look for demand for leadership and management development we come from the perspective of the employer or provider; with the former citing relevance and the latter that less than “12% of those in management positions hold an appropriate management qualification”. But what of the demand of the individual? For them we want to assert a position.

Our belief is that the current and future UK workforce is populated with individuals who want to succeed, to progress and achieve. There is demand for leadership and management, but from a perspective we don’t often see. Individuals have an appetite to learn, but now and increasingly in the future they do so through mediums for which established approaches are ill equipped to adapt to, assuming they even have awareness. Put your hands up if you know what Web 2.0 is?

Access and engagement for learning opportunities has to radically innovate; chunks of learning need to build up to qualifications in tandem with individual careers, rather than being simply presented as the hurdle to overcome. Modes of delivery need to reflect the way people live their lives. We are encouraged by the work that the Institute of Leadership and Management has started to understand these changing needs, particularly at intermediate levels; but this is just the start we want to see others doing the same.

Underpinning these innovations in access and delivery we also endorse the recommendation of the Chartered Management Institute (CMI) in its submission to Lord Leitch to fund individual learners beyond the age of 25 through new Learner Accounts. Subject to part funding by Government, we believe there is an opportunity to stimulate a substantial take up in demand from individuals in investing, with their employers, in leadership and management opportunities.

First Steps

We appreciate that the time horizon for Lord Leitch is 2020 and that his recommendations will be firmly set within this. However, in completing our assessment we have identified a number of key goals that we want to see implemented and as a Panel we want to lead on over the next 12 months. We have summarised these, as our first steps toward supporting Lord Leitch in meeting the ambitious challenge he has set.

Specific Proposal	What we will do in the next 12 months
(P.7) Leading employers should drive the development of a UK wide programme that promotes leading practice in leadership and management development	<p>We will invite all leading employer bodies, Sector Skills Councils and Regional Development Agencies to submit ideas to this Panel that really capture the essence of how leading employers can help others in the development of leaders and managers.</p> <p>We will be advocates for those ideas that work and challenge those who do not come forward with proposals, where we believe there is an employer need to do so.</p>
(P.7) We need a national award which raises the profile of those employers who offer truly outstanding leadership and has real currency to prospective employees	We will work with Investors in People UK and the Chartered Management Institute to scope out the criteria and method for a national award for leadership and management.
(P.9) There is a plethora of initiatives, approaches and institutions for leadership and management in the UK, we need determined leadership to champion what works and to drive improvements in curricula development and delivery, particularly at intermediate management levels	<p>We want to champion what works, so we will undertake to fully understand what is on offer and champion that which employers tell us really makes a difference to their leadership and management.</p> <p>We will sponsor the development of a coalition of leading employers to champion the value of a National Skills Academy for leadership and management.</p>
(P.10) All business support providers and brokers (e.g. within Train to Gain) should be proactive in their knowledge and signposting to leadership and management development opportunities	Specifically we will ask the RDAs and SSCs to show how, within their strategies, they are stimulating demand and with the LSC intelligently signposting to informal development opportunities, particularly for SMEs.
(P.10) We are greatly encouraged by the current LSC leadership and management programme for SMEs. It should be extended to organisations of 10+ and, in line with Train to Gain, focus on hard to reach businesses	We will champion the current leadership and management programme because it works. We will look to the LSC to show how its achievements are being sustained through Train to Gain.
(P.11) For individuals, we need far more innovative approaches of engagement supported by using proposals for Individual Learning Accounts to specifically incentivise first level 3 management qualifications for adults.	We want to work with the Chartered Management Institute, the Institute of Leadership and Management and others to look again at how we can improve engagement and access to leadership and management learning opportunities.