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LEADERSHIP AND MANAGEMENT
1. INTRODUCTION
INTRODUCTION

This resource pack has been aimed at Skills Brokers and not Leadership and Management Specialist Advisers, although it is acknowledged that in some regions individuals will be providing both roles.

It will help you to develop your knowledge and understanding of the Leadership and Management offer available to employers through the Train to Gain service.

It has been put together by the Learning and Skills Council at a national and regional level.

The pack aims to:

- Provide an update on L&M funding following on from the L&M module workshop developed in 2006
- Provide an introduction to the Leadership and Management Advisory Service (LMAS)
- Define the role of the Skills Broker in relation to L&M
- Outline the 2-way referral process between the Skills Broker and LMAS
- Explain the funding which is available for L&M
- Provide an overview of the LMAS structure in your region

This pack is **NOT** intended:

- To act as a marketing tool for visits to employers
- To provide Brokers with a concise guide to all aspects L&M
- To train Skills Brokers in carrying out the role of LMAS

After reading through the resource materials, you may find that you have some outstanding questions. In this case, you should follow up the recommended links throughout this document and/or contact your regional LSC team or broker organisation.

Once you have familiarised yourself with the content, it can also be used as a reference guide, to be dipped in and out of when required. You may also like to develop your own summary guide to take with you when you visit employers.
Once you have read this pack you should be able to:

- Understand the role of the LMAS
- Understand the funding available for L&M
- Be able to refer confidently to the LMAS service
- Be able to access information about L&M

Knowing about Leadership and Management will help you to meet the Skills Broker Standard. The information below shows which elements of the Skills Broker Standard are covered by this pack.

- **a1** Make linkages between improved business performance and the contribution of skills
- **a2** Identify specific skill solutions in relation to business goals/challenges
- **a3** Proactively network and search new solutions
- **a4** Help the client to critically assess a training provider’s offer
- **a5** Broker deals with training providers
- **a6** Be the catalyst for action
- **a7** Help the client to build confidence...to broker own solutions

- **b1** Advice, learning and development solutions for clients
- **b2** The training provider infrastructure
- **b3** The framework of training and development delivery

- **c1** Organisational development and change
LEADERSHIP AND MANAGEMENT
2. L&M ADVISORY SERVICE
LEADERSHIP AND MANAGEMENT ADVISORY SERVICE (LMAS)

This section provides a background to the LMAS in regard to its role in skills brokerage and how the service fits with the wider Brokerage model.

**Background to L&M support and funding:**
- Funding has been available for leadership and management provision since 2004, when it was available through Business Link Operators
- The new funding was agreed following a recommendation by the L&M Advisory Panel to the Leitch Review
- Up until August 1st Train to Gain Skills Brokers had been able to provide diagnostic services of L&M needs, this role is now performed by LMAS

**What is the Leadership and Management Advisory Service (LMAS)?**
- A regional service which offers an in-depth diagnosis and personal development planning
- The service will be offered on a referral basis, by Skills Brokers, training providers, Business Link, and other relevant bodies
- Nationally the service will have access to £90m over three years for the development of leaders and managers of SMEs, this is a continuation of previous funding but with different criteria (further details on p12)
- It came into force on August 1st 2008

**What does the LMAS do?**
- LMAS will receive referrals requiring support for leadership and management provision
- Proactively seeks out bespoke relevant, effective and challenging learning opportunities
- When L&M support is complete, the LMAS will onward refer the employer to the Skills Brokerage Service.
- If appropriate the Leadership and Management Specialist Adviser will make referrals to the Skills Brokerage service
What are the benefits of LMAS to the employer?

- The LMAS service specialises in Leadership and Management providing expert advice on this very important area for employers

- The LMAS has access to specific funding for L&M provision for employers, accessing the service provides access to the funding (further details on p12)

- LMAS is aligned with the Train to Gain Brokerage Service Providing a joined-up approach

- It offers a flexible way of learning which can be tailored to suit businesses

For further information on the LMAS service please refer to your local LMAS service
LEADERSHIP AND MANAGEMENT
3. ROLE OF THE SKILLS BROKER IN L&M
ROLE OF THE SKILLS BROKER IN L&M

The primary role of the Skills Broker on finding that the employer may have a need for Leadership and Management provision is to refer that employer to the LMAS.

The role of the Skills Broker includes:

- Carrying out the organisational needs analysis (ONA) to assess the business skills base and diagnose leadership and management needs
- Discussing the need with the employer in order to collect brief details to pass to the LMAS
- Understanding and being able to explain the funding available which may be accessed through LMAS
- Referring the employer to LMAS who will carry out a more in-depth L&M diagnostic

Diagnosing L&M needs:

As detailed diagnosis will be carried out by LMAS, the Skills Broker needs only to establish a L&M development need through the ONA process. They may do this by:

- Analysing business goals and the skills required to meet those goals
- Determining what knowledge is required to be effective in their roles
- Evaluating the skills base and determining where skills gaps exist
- Suggest the development areas required
- Determining the amount of resource that can be allocated (funding and time)

Model for referrals:
LEADERSHIP AND MANAGEMENT
4. FUNDING
LEADERSHIP AND MANAGEMENT FUNDING

L&M Funding Available
The funding available for L&M through Train to Gain is fairly straightforward and is available as follows:

- A total of £1000 is available, the first £500 is on a grant basis, the second £500 must be match funded by the employer
- 90% of funding is available to small and medium sized enterprises with between 10 and 249 employees. Funding for larger or smaller organisations must be agreed with the regional LSC
- A number of managers from each organisation can access the funding, though the 1st beneficiary should be the owner/ keymanager

Funding can be used to access any support or training indentified in the leader/managers personal development plan, this can include:

- Coaching
- Mentoring
- Qualifications
- Non-qualification based training

For further information regarding funding please contact your regional LMAS.