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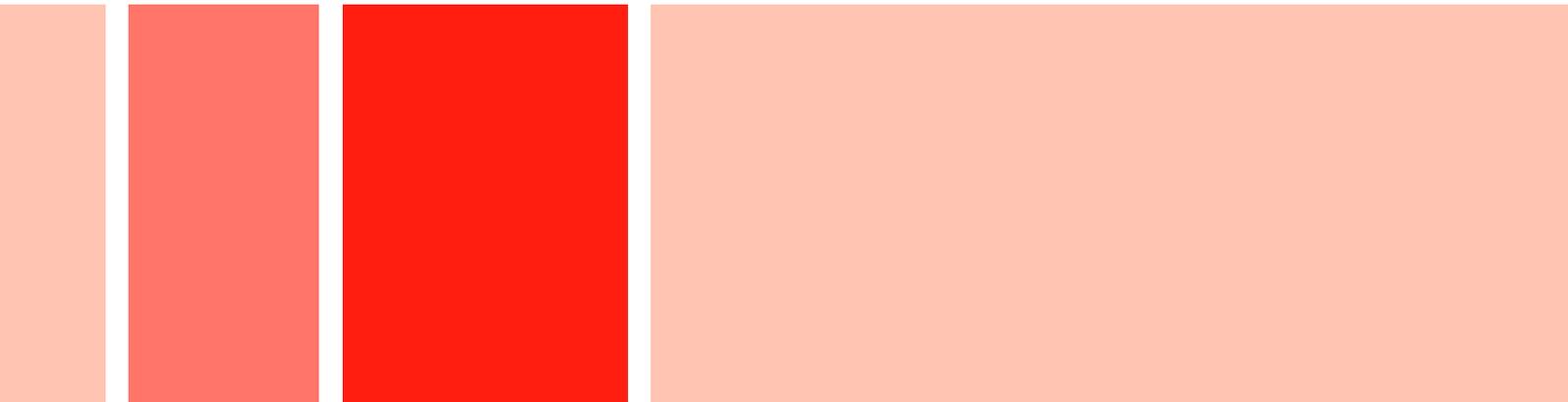
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# An Evaluation of the Impact and Effectiveness of the Leadership and Management Wales (LMW) Centre for Excellence



# **An Evaluation of the Impact and Effectiveness of the Leadership and Management Wales (LMW) Centre for Excellence**

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Views expressed in this report are those of the researcher and not necessarily those of the Welsh Government

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## Glossary of acronyms

Acronym	Explanation
BEO	Business Engagement Officers
BYB	Bring Your Brain (events)
DBETS	Department for Business, Enterprise, Technology and Science. Formerly known as the Department for Economy and Transport (DE&T). Now Department for Economy, Science and Transport (EST).
DfES	Department for Education and Skills. Formerly known as the Department for Children, Education, Lifelong Learning and Skills (DCELLS).
EEF	Engineering Employers Federation
ELMS	The Enhancing Leadership and Management Skills Programme
ERP	Economic Renewal Programme
ESF	European Social Fund
HRDA	Human Resource Development Adviser
IIP	Investors in People
KPIs	Key Performance Indicators
LMW	Centre for Excellence for Leadership and Management Skills in Wales
NTfW	National Training Federation Wales
PSMW	Public Sector Management Wales
SIC	UK Standard Industrial Classification
SMEs	Small and Medium Sized Enterprises
SSCs	Sector Skills Councils
TGAL	Tattum Guest Associates Ltd.
UKCES	UK Commission for Employment and Skills
WDP	Workforce Development Programme
WEFO	Welsh European Funding Office

## Executive Summary

The Leadership and Management Wales Centre for Excellence (LMW) forms part of the Enhancing Leadership and Management Skills (ELMS) Programme funded by the Welsh Government and the European Social Fund (ESF).

LMW is a service delivered under contract by a consortium with an annual budget of £743,000. The consortium is led by Cardiff Business School and includes Glyndŵr University and Tattum Guest Associates Ltd.

LMW does not itself deliver leadership and management training. Rather, its purpose is to act in an impartial way as a centralised resource for businesses and individual managers' aimed at raising awareness, interest and up-take of leadership and management training.

The Welsh Government commissioned Old Bell 3 Ltd. with IFF Research Ltd. and York Consulting LLP to undertake an evaluation of ELMS, one element of which was to undertake a summative assessment of the impact and effectiveness of LMW in driving up demand for leadership and management development, particularly within small and medium businesses. The terms of reference for the study included the requirement for an assessment of the satisfaction of the centre's customers and stakeholders on the concept and delivery of the centre and usefulness of materials and seminars it provides.

The work programme for this evaluation involved reviewing relevant policy, strategy and research documents, project specific documents and monitoring information. It also involved the development of an evaluation framework, designing research instruments, drawing a sample from the LMW database, undertaking telephone interviews with 150 businesses and qualitative interviews with 41 stakeholders.

In relation to the **policy framework and the development of the LMW concept**, the report finds that:

- a well established and supportive policy framework exists, which demonstrates that both the over-arching ELMS programme and specifically the LMW component were conceived on the basis of a clear policy rationale. This is underpinned by a sound body of research in terms of evidence of need
- there was logic attached to the process of applying for ESF funding from the Welsh European Funding Office (WEFO) to finance LMW as part of

- the broader, strategic ELMS project application (with two inter-related business plans for Convergence and Competitiveness purposes)
- the LMW specification (as put out to tender by Welsh Government) and the business plans submitted to WEFO reflect the aims, aspirations and intentions as set out in key policy documents. The specification also set out a clear description of the broad requirements of the LMW service, consistent with the direction of travel outlined by Ministers
  - however, a key weakness of the initial specification for LMW was that it lacked detail in relation to targets and key performance indicators.

In terms of **delivery, expenditure and performance against targets to date**, the report finds that:

- including a set of measurable key performance indicators (KPIs) within the original specification set by the Welsh Government would have assisted both LMW and the Welsh Government by bringing additional clarity to and focus for the centre's activities
- progress reports indicate that (prior to targets being introduced) LMW was discharging appropriate activity, in-line with the overall specification and nine of its ten objectives. However, the structure of the original quarterly reports and the lack of targets make it difficult to get a sense of LMW's cumulative performance leading up to March 2012 when more structured targets were introduced
- the streamlining of LMW's objectives from ten down to four and the introduction of structured targets is a positive development which has provided an additional focus and direction for the centre's work. However, some of these targets are vague and insufficiently SMART in nature
- LMW's progress in the six months since the introduction of operational targets has been solid across each of the four objectives with most of the quantifiable deliverables broadly on or ahead of target. However, there are some concerns in relation to generating new SME leads
- the quality checking aspect of LMW's role (i.e. monitoring visits to ELMS providers) is a valid use of the centre's expertise, but this would benefit from the Welsh Government putting a more structured forward plan in place for this work as and when course delivery schedules are confirmed.

In terms of **analysis of LMW customer base and business survey sample** the report finds that:

- a number of key improvements need to be made to the LMW database in the short term and more work should be done by Welsh Government to analyse the LMW database in the context of ELMS;
- established businesses are more likely than new starts to use LMW's services, while companies from a broad range of industrial sectors have been engaged by the centre; and
- the majority of the businesses engaged by LMW are micro and small businesses of below 50 employees.

In terms of **reasons for using LMW and feedback on services** the report finds that:

- the majority of LMW's business contacts have come from the centre's own proactive marketing and promotional activities
- referrals passing between LMW and Welsh Government contracted Human Resource Development Advisers (HRDAs) and LMW and ELMS providers (and vice versa) appear to be minimal
- feedback from businesses on LMW events is broadly positive, though feedback from HRDAs and providers is mixed
- the website is used by businesses as a practical tool for information purposes rather than as an intellectual resource or a 'way in' to LMW. Feedback on the website itself is relatively positive while businesses are indifferent about the utility of the e-Newsletter
- a relatively low proportion of businesses have received direct advice from LMW staff. Feedback on the advice received is solid but suggests scope for some improvement
- overall, awareness of, interest in and use of LMW's research products appears to have been modest.

In terms of **effectiveness and impact**, the report finds that:

- LMW has had a positive influence on just under a third of the businesses engaged in terms of the importance they attach to leadership and management skills. Two thirds of businesses engaged by LMW are now more aware than they were about how and where to get support suggesting that LMW may have been more successful to date in promoting awareness of provision (supply side) than it has in changing attitudes and behaviours (demand side)
- there is some, reasonably positive, evidence to suggest attributable progression from LMW through into other strands of ELMS

- just over a quarter of businesses engaged by LMW say that they have increased their investment in leadership and management skills and 60 per cent say that they plan to do so in the future.

The report makes a series of seven **recommendations** which are:

### **Recommendation 1**

On balance, there is sufficient justification to recommend that the Welsh Government extends the contract for LMW to 2015, tying it in with the timeframe for the delivery of ELMS.

Recommendations two through seven are based on the assumption that the Welsh Government accepts recommendation one.

### **Recommendation 2**

The Welsh Government should refine and develop the targets it sets for LMW in conjunction with centre staff. The targets should continue to be based around the strategic aims, but should be more specific and quantifiable. Going forward, targets and indicators need to be more clearly related to measuring the extent to which LMW is driving up demand. In this context, it is recommended that key improvements are made to LMW's database. It is also recommended that, building on the data in this report as a baseline, the Welsh Government should undertake more frequent and deeper analysis of LMW's database in the context of customer progression to ELMS and other leadership and management initiatives.

### **Recommendation 3**

The Welsh Government should, (in the context of the extended contract) commission LMW to add depth and specificity to the content of its events. This should stop short of turning them into training sessions that would compete with ELMS workshops, but would enable LMW to have a greater influence on the attitudes and behaviours of businesses – linked to driving up demand and improving leadership and management skills.

### **Recommendation 4**

Within the scope of an extended contract, the Welsh Government should set LMW the task of strengthening its signposting protocols. Specifically, it is recommended that LMW takes a more direct approach to signposting customers to ELMS and other leadership and management provision. This

may well raise some tensions in terms of LMW's impartiality, but it is recommended that this needs to take place to ensure that LMW adds sufficient value to the customer journey. In terms of the WDP, LMW should not have to ask businesses to take the initiative of using the Skills Hotline if they want to progress on to the programme: LMW should be able to pass on the contact direct to the WDP team and receive feedback on what has come of the referral.

### **Recommendation 5**

It is recommended that LMW continues to operate the website, recognising that this is a functional resource for businesses it has already made contact with. It is recommended that the Welsh Government re-doubles efforts to ensure that ELMS workshop providers regularly update the LMW website with details of their sessions. It is recommended that, based on the rather lukewarm feedback from businesses about the e-Newsletter that LMW considers whether this is still relevant, or whether other means of communicating with its customer base may be more appropriate. In this context, it is recommended that LMW seeks further, qualitative feedback on the e-Newsletter from its readership, possibly in the form of ad hoc focus groups with a view to increasing its perceived appeal and utility.

### **Recommendation 6**

It is recommended that the Welsh Government continues to use LMW to monitor and provide feedback on ELMS provision. In this context, it is recommended that a forward plan should be put in place to help LMW allocate its resources in order to accommodate this without negatively affecting its customer facing work.

### **Recommendation 7**

It is recommended that LMW should continue to have a research function. In this context it is recommended that the Welsh Government and LMW discuss and agree a forward research strategy to 2015, setting out a very small number of proposed studies which largely draw on secondary, rather than primary, research sources (and with a practical as opposed to an academic focus) supplemented by case studies of Welsh companies aimed at informing and influencing businesses and driving up demand for leadership and management skills.

## 1 Introduction

- 1.1 Old Bell 3 Ltd. in association with York Consulting LLP and IFF Research Ltd. was commissioned by the Welsh Government in May 2012 to undertake a long-term evaluation of the Enhancing Leadership and Management Skills (ELMS) programme.
- 1.2 ELMS is a flagship programme funded by the Welsh Government and the European Social Fund (ESF) , through the Convergence and Competitiveness programmes, which involves:

‘An agenda of related projects, programmes and schemes in the general field of leadership and management, each contributing towards strategic improvement and support for development skills and capacity in the Welsh economy and within Welsh companies and organisations’<sup>1</sup>.
- 1.3 The programme which will run for six years between 2009 and 2015 aims to ‘support the leadership and management development of Wales’s business managers, especially SMEs’<sup>2</sup>.
- 1.4 This report provides an evaluation of one strand of the ELMS programme – the Leadership and Management Wales (LMW) Centre for Excellence (LMW). It was originally intended as a final evaluation but if the LMW strand is extended as set out in recommendation 1 then further evaluation may be useful. It has been published alongside the interim evaluation of ELMS which covers two further strands (leadership and management workshops and discretionary funding).

### **The Leadership and Management Wales (LMW) Centre for Excellence**

- 1.5 The ELMS programme consists of a number of discrete strands. The Centre for Excellence for Leadership and Management in Wales (LMW) is a service delivered under contract by a consortium with an annual budget of £743,000 under the brand ‘Leadership and Management Wales’. The consortium is led by Cardiff Business School and includes Glyndŵr University and Tattum Guest Associates Ltd.
- 1.6 LMW does not itself deliver leadership and management training. Rather, its purpose is to act in an impartial way as ‘a centralised

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<sup>1</sup> Convergence Business Plan. Page 5.

<sup>2</sup> Ibid. Page 3.

resource for businesses and individual managers' aimed at raising awareness, interest and up-take of leadership and management training.

### **Evaluation aim and objective**

1.7 The over-arching aim of the evaluation of ELMS is to:

'Evaluate the impact and effectiveness of the ELMS Convergence and Competitiveness Fund projects including an evaluation of the impact and effectiveness of the Leadership & Management Wales (LMW) Centre for Excellence'<sup>3</sup>.

1.8 Specifically, in the context of LMW, the evaluation objective is to undertake a summative 'assessment of the impact and effectiveness of the LMW Centre for Excellence in driving up demand for leadership and management development, particularly within small and medium businesses. This should include an assessment of the satisfaction of the centre's customers and stakeholders on the concept and delivery of the centre and usefulness of materials and seminars it provides'<sup>4</sup>.

### **Work programme**

1.9 The work underpinning this evaluation of LMW has involved the following elements:

- holding an inception meeting with the client steering group on Wednesday 30th May 2012
- reviewing relevant policy and strategy documents
- receiving and reviewing relevant project level documents including business plans submitted to WEFO, the specification for the LMW service and the tender proposal submitted by Cardiff Business School and partners
- developing an evaluation framework based on a programme logic model approach, identifying the intended activities, outputs, outcomes and impacts for LMW (shown in **Annex 1**). The evaluation framework was presented in the context of a Scoping report to the ELMS evaluation steering group on 14th August 2012
- designing semi-structured discussion guides (drawing on the evaluation framework) and undertaking qualitative interviews with 41

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<sup>3</sup> Evaluation Specification.

<sup>4</sup> Ibid.

stakeholders from the Welsh Government, LMW, HRDAs and providers of other ELMS strands, specifically workshops and coaching and mentoring providers (referred to as ELMS providers throughout) (listed in **Annex 2**<sup>5</sup>)

- analysing and drawing a survey sample from the LMW database; and
- designing a survey questionnaire (drawing on the evaluation framework), agreeing this with the client, gaining survey control approval and completing telephone interviews with 150 businesses on the LMW database. Further detail on the sampling methodology is provided in Chapter 4.

## **Report structure**

1.10 In the remainder of this report we:

- consider the policy framework and rationale for LMW (Chapter 2);
- consider the implementation model and LMW's performance to date (Chapter 3);
- analyse the LMW customer base and detail the business survey sampling methodology (Chapter 4);
- consider the quality and relevance of, and satisfaction with LME (Chapter 5);
- consider the effectiveness and impact of LMW (Chapter 6); and
- set out our conclusions and recommendations (Chapter 7).

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<sup>5</sup> 35 stakeholders are listed in Annex 2. Six Welsh Government contracted Human Resource Development Advisers (HRDAs) were also interviewed taking the total to 41. Their names are not listed in Annex 2 for the purposes of anonymity.

## 2 Policy Framework and Development of LMW Concept

2.1 In this chapter, we consider the rationale for and logic that underpinned the design and development of LMW in the context of ELMS. Our analysis draws on a number of policy, strategy and operational documents of relevance to ELMS and LMW in particular, while evidence gathered in qualitative interviews with key stakeholders is also considered.

Key findings outlined in this chapter include that:

- a well established and supportive policy framework exists, which demonstrates that both the over-arching ELMS programme and specifically the LMW component were conceived on the basis of a clear policy rationale. This is underpinned by a sound body of research in terms of evidence of need
- there was logic attached to the process of applying for ESF funding from WEFO to finance LMW as part of the broader, strategic ELMS project application (with two inter-related business plans for Convergence and Competitiveness purposes)
- the LMW specification (as put out to tender by Welsh Government) and the business plans submitted to WEFO reflect the aims, aspirations and intentions as set out in key policy documents. The specification also set out a clear description of the broad requirements of the LMW service, consistent with the direction of travel outlined by Ministers
- however, a key weakness of the initial specification for LMW was that it lacked detail in relation to targets and key performance indicators.

### Policy framework

2.2 Published in July 2008, *Skills That Work for Wales*<sup>6</sup> was the (then) Welsh Assembly Government's strategy and action plan for skills and employment in Wales. It was based on the ambition of creating a 'highly-educated, highly-skilled and high-employment Wales' which was a vision outlined by the coalition government of the time in *One Wales*<sup>7</sup>.

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<sup>6</sup> *Skills That Work for Wales. A Skills and Employment Strategy and Action Plan.* Welsh Assembly Government. July 2008.

<sup>7</sup> *One Wales. A Progressive Agenda for the Government of Wales. An agreement between the Labour and Plaid Cymru Groups in the National Assembly.* 27<sup>th</sup> June 2007.

- 2.3 Of specific relevance to ELMS and LMW, Skills That Work for Wales set out as one of its priorities ‘increasing the demand for, and supply of, intermediate and high-level skills, including the management, leadership and technical skills critical for success in a fiercely competitive international market’<sup>8</sup>.
- 2.4 In the context of supporting workforce development activity, Skills that Work for Wales set out a commitment to establish ‘a Centre for Excellence for leadership and management in Wales to coordinate information and drive up the quality of provision’<sup>9</sup>.
- 2.5 Skills That Work for Wales went on to outline the view that ‘management and leadership is a key factor contributing to the success of a business. Although employers spend more on training for managers than for staff with low or no qualifications, a recent study showed that British companies spend much less on management development than their European competitors’<sup>10</sup>. It also set out the potential consequences of non-investment in higher level, leadership and management skills, stating that ‘if we fail to improve workforce, leadership and management skills, and to apply those skills in the workplace, Welsh businesses will gradually find it more difficult to compete’<sup>11</sup>.
- 2.6 Moreover, the document stated that ‘discretionary funding available through the Workforce Development Programme is an important means of supporting businesses in developing the excellent leadership and management skills vital to their long-term success’. In this context, Skills That Work for Wales outlined a commitment by the then Welsh Ministers to ‘make leadership and management development a priority within the expanded Workforce Development Programme’<sup>12</sup>.
- 2.7 Reflecting on previous work in promoting the importance of leadership and management skills in Wales, the document reflected on the work of the Wales Management Council which acted as an ‘honest broker providing policy advice to the Assembly Government and championing the case for better management to Welsh businesses’. It went on to state that ‘we want to build on the Council’s success, creating a new

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<sup>8</sup> Skills That Work for Wales. Page 23.

<sup>9</sup> Ibid. Page 54.

<sup>10</sup> Ibid. Page 56. The research referred to was The Leadership and Management Advisory Panel, Submission to the Leitch Review, October 2006.

<sup>11</sup> Ibid. Page 8.

<sup>12</sup> Ibid. Page 56.

Centre for Excellence for Leadership and Management Skills in Wales. The centre will be a resource for government, companies and individual managers seeking to improve their skills<sup>13</sup>.

- 2.8 Sitting beneath Skills That Work for Wales is 'The Leading Edge for Welsh Businesses – Enhancing Leadership and Management Skills'<sup>14</sup>. This document put forward a 'case for change' which was based on evidence, which included that 'approximately 175,000 people in Wales have management or leadership roles, of which 22 per cent are self-employed. Of the rest, around 55 per cent (translates to around 75,000 managers in Wales) lack qualifications above level 3'<sup>15</sup>.
- 2.9 Leading Edge went on to say that 'the aim is to stimulate demand within the private and voluntary sectors and social enterprise and to embed a culture of learning so that managers can improve as individuals and help their companies to develop and prosper. We will work to ensure that as many managers as possible have the opportunity to access leadership and management development on an on-going basis'. A key element in delivering this aim was to 'contract for a Centre for Excellence for Leadership and Management Skills in Wales' which would 'deliver policy proposals' and integrate with the (then) Flexible Support for Business programme<sup>16</sup>.
- 2.10 Specifically in relation to LMW, the Leading Edge action plan outlined that the centre would have responsibility for:
- 'leading the development and delivery of information provision
  - co-ordinating and interrogating the analysis of need from organisations such as Sector Skills Councils
  - driving demand for leadership and management development
  - improving quality of provision
  - identifying best practice
  - facilitating learning networks
  - evaluation of pilots and programmes
  - research and development activity'<sup>17</sup>.

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<sup>13</sup> Ibid. Page 57.

<sup>14</sup> The Leading Edge for Welsh Businesses – Enhancing Leadership and Management Skills. Delivery Plan. August 2008. Welsh Assembly Government.

<sup>15</sup> Ibid. Page 6.

<sup>16</sup> Ibid. Page 13.

<sup>17</sup> Ibid. Page 14.

2.11 In addition, Leading Edge set out the other components of leadership and management provision in Wales (vis-à-vis the other strands of the ELMS programme), which included:

- a Management Workshops programme
- Discretionary Funding (for leadership and management skills development) via the Workforce Development Programme (WDP);
- Mentors and Coaches
- a diagnostic programme aimed at identifying leadership and management needs
- a response to sector specific priorities identified by the Sector Skills Councils (SSCs).

2.12 It also made clear the (then) Welsh Assembly Government's intention to 'develop a strategic ESF bid for leadership and management skills development that will include contracting for a Centre for Excellence for Leadership and Management Skills in Wales; new pilot programmes; improvements to existing programmes; reaching greater numbers of managers; and addressing identified areas where the development of infrastructure will ensure interventions are sustainable. Match funding will be sourced from relevant existing budgets within the Welsh Assembly Government and private sector contributions'<sup>18</sup>.

2.13 In terms of alignment between Welsh Government policy priorities on leadership and management skills and ESF funding, the Skills for the Knowledge Economy Strategic Framework<sup>19</sup>, in essence brought these two together. For example, the Strategic Framework outlined that ESF interventions would focus on (amongst other things):

- 'developing a reliable information source for employers and individuals to help them choose the most suitable Leadership and Management Development provision'<sup>20</sup>; and
- promotion of management and leadership development'<sup>21</sup>.

2.14 In addition, the Strategic Framework also set out a number of 'specific areas of opportunity' one of which was the 'provision of higher level skills

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<sup>18</sup> Ibid. Page 17.

<sup>19</sup> European Structural Funds 2007-2013. Strategic Framework. Skills for the Knowledge Economy: Workforce Development and Learning. ESF Convergence: Priority 3, Theme 2. Agreed, December 2009. Welsh European Funding Office.

<sup>20</sup> Ibid. Page 11.

<sup>21</sup> Ibid. Page 12.

in Management Development and Leadership to ensure sustainability and support to enterprises and employees<sup>22</sup>.

2.15 The Economic Renewal Programme (ERP)<sup>23</sup> set out a series of headline policy announcements in relation to economic and skills development in Wales. A key plank of the ERP related to the focusing of support to businesses on 'six priority sectors', namely ICT, Energy and Environment, Advanced Materials and Manufacturing, Creative Industries, Life Sciences and Financial and Professional Services<sup>24</sup> (these were later expanded to nine sectors in September 2011 after the Assembly election in May 2011<sup>25</sup>). It also set out an intention (particularly in the case of business support provided by the then Department for Economy and Transport) to 'move to an investment culture', signalling a move away from non-repayable grants to 'directly repayable finance'<sup>26</sup> to businesses.

2.16 Chapter five of the ERP focused on 'broadening and deepening the skills base'. This section of the document contained two key priorities, which essentially built on Skills That Work for Wales and are both of direct relevance to ELMS and LMW. These included:

- a commitment to continue support for companies through the WDP which would 'act as a gateway to many different learning options including leadership and management training and discretionary funding to address bespoke development needs'<sup>27</sup>; and
- a commitment to 'invest in enhanced leadership and management skills, again supported by European funds. The new Centre for Excellence for Leadership and Management in Wales will drive demand with employers and improve the quality of information and provision'<sup>28</sup>.

2.17 At a headline level, it is also worth noting that the policy commitment to invest in skills in the context of business growth and competitiveness has continued beyond the 2011 National Assembly election and into the

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<sup>22</sup> Ibid. Page 17.

<sup>23</sup> Economic Renewal: a new direction. Welsh Assembly Government. July 2010.

<sup>24</sup> Ibid. Page 37.

<sup>25</sup> The three additional sectors are Food and Farming, Construction and Tourism. Source:

<http://wales.gov.uk/newsroom/businessandconomy/2011/110922sectors/?lang=en>

<sup>26</sup> ERP. Page 42.

<sup>27</sup> Ibid. Page 23.

<sup>28</sup> Ibid. Page 24.

current Labour led administration (with the Minister responsible for skills having remained consistent<sup>29</sup>). In the Programme for Government<sup>30</sup>, there is an on-going commitment to 'support company growth through investment in skills development for the workforce'<sup>31</sup> and to 'funding programmes to stimulate sustainable growth and jobs through investing in skills, infrastructure and job creation'<sup>32</sup>.

### **Evidence base on leadership and management skills in Wales**

2.18 In addition to the policy framework which underpinned the development of ELMS and LMW, a body of research evidence also exists which supports the case for government sponsored intervention in the context of promoting leadership and management skills.

2.19 The National Learning and Skills Assessment<sup>33</sup> set out as a priority the need 'to improve the relevance, appropriateness, reach and impact of the Management and Leadership training available'. This priority was established in response to the issue that only 40 per cent of managers in Wales in 2004 were qualified to Level 4+, whilst managers and leaders were facing increasing demands as a result of more discerning consumers, increasing competition, the knowledge economy, technology, environment, corporate social responsibility, legislation, changing career patterns and higher and more diverse employee expectations.

2.20 The increasing pressures on managers across organisations in Wales were seen to be creating an increased need for practically focused managed training and development. In the National Learning and Skills Assessment, it was stated that 'while there are plenty of management and leadership training providers in Wales, they are currently reaching too few managers and not enough engage effectively with smaller employers'.

2.21 Evidence also exists from the UK Commission for Employment and Skills' Employer Skills Survey (ESS) 2011<sup>34</sup> and Employer Perspectives

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<sup>29</sup> Leighton Andrews AM.

<sup>30</sup> Welsh Government. Programme for Government.

<sup>31</sup> Ibid. Page 33.

<sup>32</sup> Ibid. Page 4.

<sup>33</sup> National Learning and Skills Assessment Update – Statement of Priorities for Change 2007-2012 (October 2007). Welsh Assembly Government.

<sup>34</sup> UK Employer Skills Survey 2011, UK Results – UK Commission for Employment and Skills, Research Report 45, July 2012.

Survey (EPS) 2012<sup>35</sup>. Both provide useful information on the context within which ELMS and LMW are being delivered and the need for the advice, information and support offered.

- 2.22 The EPS 2010 commented ‘there is certainly scope and potential to increase the levels of employer engagement with the skills system, stimulating employer ambition to boost demand for enhanced workforce skills, and for systems that support them’<sup>36</sup>.
- 2.23 Awareness of the support available is clearly a critical and necessary step towards take-up. In EPS 2012, 14 per cent of employers were found to be aware of Leadership and Management Wales. However, only 15 per cent of these aware employers had made use of this support. This is an increase from 13 per cent and 10 per cent respectively in 2010<sup>37</sup>.
- 2.24 The ESS found that one third (34 per cent) of UK establishments that offered training and 35 per cent of establishments in Wales that offered training offered management training (23 per cent of those with less than five employees, rising to 88 per cent of those with 250 staff or more in the UK), with 45 per cent of managers having received training of any sort in the preceding year (48 per cent in Wales). This includes on-the-job and off-the-job training<sup>38</sup>.
- 2.25 These findings indicate that a high proportion of organisations in Wales are not currently offering management or leadership training or development, meaning that there is a significant number of organisations in Wales that are not currently making use of management and leadership development or training.
- 2.26 The incidence of skills shortages and gaps in the UK was explored in the ESS. This found a lack of strategic management skills in job applicants, with 29 per cent (28 per cent in Wales) of employers reporting skills shortages vacancies identifying strategic management skills as the case, at least in part<sup>39</sup>. Moreover, the ESS also considered the type of skills

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<sup>35</sup> UK Employer Perspectives Survey 2012 – UK Commission for Employment and Skills, Survey Report December 2012

<sup>36</sup> UK Employer Perspectives Survey 2010- UK Commission for Employment and Skills , January 2010 Page 148.

<sup>37</sup> Ibid. Page 101.

<sup>38</sup> UKCES Employer Skills Survey. Page 113.

<sup>39</sup> Ibid. Page 61.

gaps that existing employees have. In Wales, 19 per cent of skills gaps were due, at least in part, to a lack of strategic management skills<sup>40</sup>.

2.27 More recently, and during the course of this evaluation, the UKCES published its Employer Skills Survey for Wales<sup>41</sup>. In relation to management, some of the key findings outlined in the 2011 survey include that:

- ‘Over a third of employers that trained staff in the last 12 months had arranged management or supervisory training (35 per cent and 34 per cent respectively)<sup>42</sup>. This compared to 84 per cent that had arranged job specific training.
- Skills gaps were more prevalent in typically lower to medium skilled occupations such as Machine Operatives, Elementary, and Sales and Customer Services roles, and in Skilled Trade occupations’.
- In relation to skills that employers find difficult to obtain from applicants, Welsh employers cited ‘strategic management skills’ in 28 per cent of skills shortage vacancies (compared to 29 per cent for the UK)<sup>43</sup>.
- In relation to skills that need improving in occupations with skills gaps, Welsh employers cited ‘strategic management skills’ in 19 per cent of skills gaps (the figure was exactly the same at a UK level). This issue was more prevalent amongst employers in South East Wales (at 22 per cent)<sup>44</sup>.
- Six per cent of employers in Wales said that they had experienced retention difficulties. Of these employers, 81 per cent reported that this had implications in terms of increasing the ‘strain on management of existing staff in covering the shortage’<sup>45</sup>.
- In terms of people management practices, around two-thirds of establishments gave formal job descriptions to at least some of their employees and one half of establishments had annual performance reviews for at least some staff<sup>46</sup>.

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<sup>40</sup> Ibid. Page 78.

<sup>41</sup> UK Commission’s Employer Skills Survey 2011: Wales Results. Evidence Report 74. November 2012,

<sup>42</sup> Ibid. Page 94

<sup>43</sup> Ibid. Page 63.

<sup>44</sup> Ibid. Page 76.

<sup>45</sup> Ibid. page 87.

<sup>46</sup> Ibid. Page 119.

2.28 While the report does not draw specific conclusions in relation to leadership and management issues, it does suggest that the picture in Wales is relatively similar to that in the rest of the UK and that there is certainly room for improvement in terms of the proportion of employers that invest in leadership and management training.

### **Development of the LMW Concept**

2.29 In the preceding paragraphs, we have explored the policy context which effectively presented the rationale for the development of ELMS and LMW. We now turn to consider how the LMW concept was developed on the basis of this rationale.

#### *The LMW Specification*

2.30 Our starting point for this is the specification which set out the requirement for LMW<sup>47</sup>. The specification for LMW was advertised as an Invitation to Tender in November 2008<sup>48</sup> and it is worth noting that this preceded approval from WEFO for the ESF funding component, with an intended contract start date of April 2009.

2.31 In the context of ESF funding, the specification outlined that ‘the Welsh Assembly Government is in the process of developing ESF Convergence and Competitiveness programme bids for leadership and management skills development that will include funding for the Centre for Excellence for Leadership and Management Skills in Wales’<sup>49</sup>. The specification noted that ‘if the Welsh Assembly Government is unsuccessful in its bid for European Funding, the Centre for Excellence will continue to be taken forward but there would need to be a review of the remit to keep expenditure within existing budgets’<sup>50</sup>.

2.32 The requirement set out in the LMW specification document mirrored to a large extent that put forward in Leading Edge. In total, the specification set out ten objectives for the centre:

- ‘Develop and deliver enhanced information and signposting services for leadership and management

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<sup>47</sup> Specification for a Centre for Excellence for Leadership and Management Skills in Wales. Contract No C76/2008/09.

<sup>48</sup> The closing date for tender submissions was December 16<sup>th</sup> 2008.

<sup>49</sup> Specification. Page 7.

<sup>50</sup> Ibid. Page 8.

- Co-ordinate and interrogate the analysis of need for leadership and management from organisations such as Sector Skills Councils
- Drive up demand for leadership and management development, particularly within small and medium businesses
- Improve quality of the leadership and management provision
- Identify and share best practice relating to leadership and management
- Facilitate learning networks for leadership and management
- Evaluate programmes, projects and pilots of proposed new leadership and management support measures
- Research and develop innovative solutions to meet the leadership and management needs of employers
- Provide advice and guidance for leadership and management business support advisors
- Co-ordinate with PSMW<sup>51</sup> on leadership and management issues<sup>52</sup>.

2.33 The specification did not set out an indication of what the budget for LMW might be (other than pointing out in procurement terms that it would be worth over £25k). Moreover, it is also notable that the specification did not appear to set any targets or key performance indicators (KPIs) (beyond the ten objectives) for prospective contractors other than to say ‘tenders will need to specify how they will contribute to the achievement of the Outputs and Results as described in the Indicators table of the [Skills for the Knowledge Economy] Strategic Framework<sup>53</sup>.

2.34 The specification also lacked any clear indication of how outputs and results from the centre’s activities would be monitored in terms of the achievements of the appointed provider.

2.35 LMW reported progress in terms of activities delivered against each of the ten objectives in quarterly reports, which we review in Chapter 3. In March 2012, three years into the contract, a series of targets were put in place for LMW and we examine these in further detail in Chapter 3 of this report.

### *The Cardiff University Proposal*

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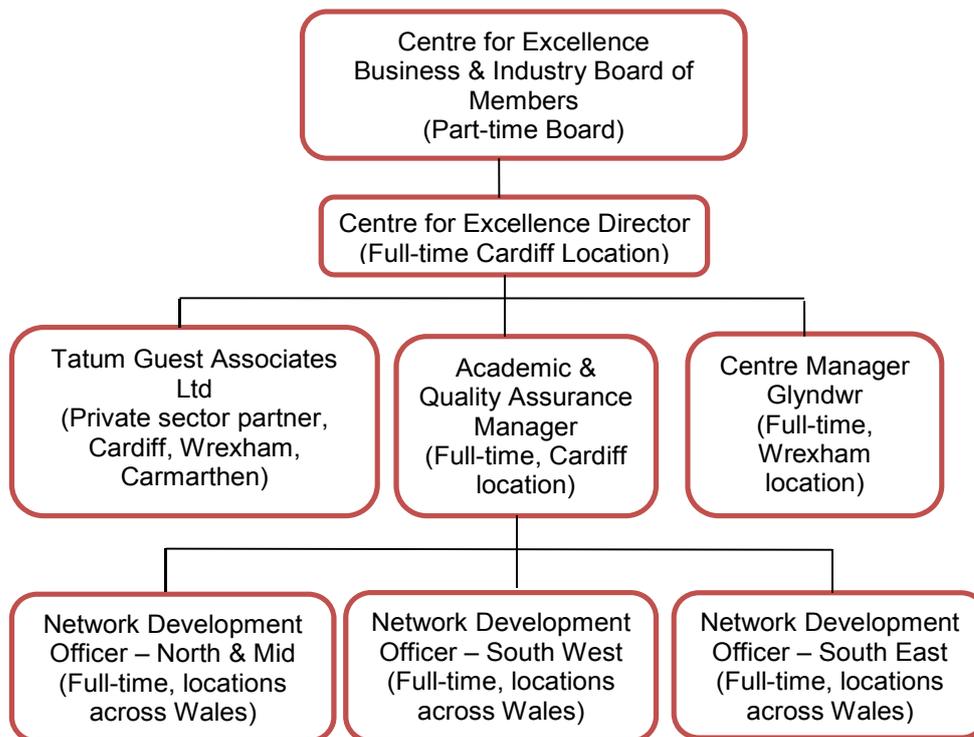
<sup>51</sup> Public Sector Management Wales.

<sup>52</sup> LMW Specification. Page 4.

<sup>53</sup> LMW Tender Specification. Page 9.

2.36 Turning to the successful tender proposal submitted by the Cardiff University led consortium (the consortium included Cardiff Business School, Glyndwr University Business School and Tatum Guest Associates Ltd - TGAL), the document outlined a proposed implementation structure as set out in **Figure 2.1**.

**Figure 2.1: Proposed LMW Delivery Structure**



Source: LMW Proposal by Cardiff University Led Consortium. Page 11

2.37 The Cardiff led proposal also set out how the consortium would aim to deliver all Wales coverage, utilising the Cardiff and Glyndwr University premises in Cardiff and Wrexham respectively as principal delivery locations.

2.38 In terms of deliverables, the Cardiff University proposal did not specify any KPIs for the LMW service (perhaps unsurprisingly given that the specification did not set any targets or request providers to propose any). It is also notable however that the Cardiff University proposal did not appear to respond to the request in the specification to demonstrate how the LMW service would contribute to the outputs listed in the Skills for the Knowledge Economy Strategic Framework.

2.39 **Figure 2.2** sets out the proposed delivery timetable from the Cardiff University proposal.

**Figure 2.2: Proposed Delivery Timetable**

Activity	Timeline
Programme commencement	April 2009
Needs analysis, recruitment of network development officers	May 2009
Research into innovative solution for leadership & management	June 2009
Best practice identified	June 2009
Launch of information signposting centres and website	July 2009
Increase demand and provide advice for business support advisors	Sept 2009
Learning networks established	Oct 2009
First programme evaluations published	Dec 2009
Quality improvement initiatives deployed	Feb 2010
First year performance review published	Mar 2010
Continuation of centre activities and outputs	Mar 2011
Continuation of centre activities and outputs	Mar 2012
Centre sustainability strategy published	Apr 2012

Source: LMW Proposal by Cardiff University Led Consortium. Page 18

2.40 In relation to resources, the tender proposal document set out an estimated budget of £743k per annum to operate LMW.

2.41 Some of the key features of the Cardiff University led bid included (not intended as an exhaustive list):

- a board of members which would meet six times a year and ‘hold accountable’ the centre Director and its staff. Members would be drawn from ‘interested and committed leaders in business, industry and public life’<sup>54</sup>
- recruiting four Network Development Officers with responsibility for supporting learning networks across Wales<sup>55</sup>
- ‘a programme of leadership and management seminars delivered across Wales’<sup>56</sup>. The seminars have subsequently been ‘branded’ as LMW Extra<sup>57</sup>, The Challenge<sup>58</sup> and Bring Your Brain (BYB)<sup>59</sup>

<sup>54</sup> LMW Tender Specification. Page 9.

<sup>55</sup> Ibid. Page 13.

<sup>56</sup> Ibid. Page 17.

<sup>57</sup> Events run with training providers or other partners, including taster days and one-off special events with a learning outcome. Source: LMW Website.

- commissioning a website which would 'act as a portal for all leadership and management skills development activity in Wales, signposting all private-sector and all education sector providers'<sup>60</sup>
- commissioning a marketing campaign aimed at 'driving up demand for leadership and management development programmes in Wales from private sector organisations, especially SMEs'<sup>61</sup>
- a research programme to develop 'innovative solutions for leadership and management development'<sup>62</sup>
- a curriculum and quality assurance framework 'published for leadership and management development'<sup>63</sup>
- an open programme 'of workshops for management and leadership support advisors'<sup>64</sup>.

2.42 Since being awarded the contract, Cardiff University has changed the role of the Network Development Officers to Business Engagement Officers (BEOs) and there are now three rather than four of these officers in post. There has also been a change of personnel in relation to the centre Director post, while a Deputy Director post has also been created and marketing expertise has also been strengthened within the team.

#### *WEFO Project Business Plans*

2.43 Officials in what was then DCELLS (now DfES) submitted two inter-related business plan applications to WEFO seeking ESF funding via the West Wales and Valleys Convergence and East Wales Competitiveness and Employment programmes. The applications were for the ELMS project, of which LMW was a key element.

2.44 In this context and in-line with Leading Edge and the tender specification, the business plans submitted to WEFO outlined that LMW would 'act as a central hub for businesses and individuals, providing up-to-date leadership and management research and signposting to the

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<sup>58</sup> Events where participants can 'meet, question and learn from some of today's top business brains in cutting-edge talks and high level networking events, which will challenge the way you think, lead and manage'. Source: LMW Website.

<sup>59</sup> Events involving 'speakers, networking and group discussions to get you thinking how leadership and management development can help your business'. Source: LMW Website.

<sup>60</sup> LMW Tender Specification. Page 19.

<sup>61</sup> Ibid. Page 21.

<sup>62</sup> Ibid. Page 17.

<sup>63</sup> Ibid. Page 17.

<sup>64</sup> Ibid. Page 17.

most appropriate leadership and management project, depending on need. It will also provide expert advice and challenge to the delivery of leadership and management training in Wales'. Also in-line with the direction of travel set out in policy documents, the business plans explained that the centre would not 'provide any Leadership and Management Development itself, and is therefore not a traditional delivery programme'<sup>65</sup>.

2.45 By the time final business plans were submitted to WEFO, the procurement process in relation to LMW had been completed and, it was reported that 'Cardiff University Business School is the chosen supplier'<sup>66</sup>.

2.46 This meant that, the business plan submitted to WEFO was able to incorporate some aspects of detail from Cardiff University's proposal. For example, the business plan noted that 'LMW have designed the marketing and engagement strategy to reach all private businesses in Wales and within that all business sectors'<sup>67</sup>.

2.47 Interestingly, LMW features prominently in the business plan in relation to the cross-cutting themes of equal opportunities and environmental sustainability. Specifically, the plan notes that 'LMW will encourage beneficiaries to value all sections of society, including ethnic minorities, to identify and appreciate their values and the values of others and build these into their strategic thinking in particular around the areas of management and leadership. LMW will advise that sustainable business models have to consider employees needs and the needs of their community'<sup>68</sup>.

2.48 Moreover, the plan also commits LMW to collecting beneficiary data relating to:

- 'weekly record of male/female ratio of new users logging onto LMW website, inclusive of a postcode breakdown complete with details of targeted marketing activities
- a record of the total number of LMW website users (male/female) throughout the project
- a record of male/female ratio of participants at all LMW events

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<sup>65</sup> Convergence Business Plan. Page 41.

<sup>66</sup> Ibid. Page 42.

<sup>67</sup> Ibid. Page 42.

<sup>68</sup> Ibid. Page 43.

- a record of initiatives and events that are developed and promoted in partnership with LMW and are specifically for female managers and leaders e.g. Chwarae Teg, Agile Nation and WILLOW project
- research and evaluation of a sample of the female workforce in Wales who have not engaged with LMW and are aspiring managers'<sup>69</sup>.

In practice however, we encountered little evidence to suggest that the emphasis on LMW being a key plank in delivering the cross-cutting themes (as set out in the business plan) has filtered through in terms of LMW's delivery on the ground.

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<sup>69</sup> Ibid. Page 43.

### 3 Delivery, Expenditure and Performance Against Targets To Date

3.1 In this chapter, we consider the progress of LMW to date in the context of its key deliverables. Firstly, we consider the issue of targets, and analyse in turn, progress to date against the recent targets put in place for LMW under each of the four (revised) objectives for the centre. before commenting on the profile of the customers on LMW's database. This chapter is based on analysis of information and data provided to us by LMW and Welsh Government officials as well as evidence gathered as part of the qualitative interviews undertaken with stakeholders.

Key findings outlined in this chapter:

- including a set of measurable KPIs within the original specification set by the Welsh Government would have assisted both LMW and the Welsh Government by bringing additional clarity to and focus for the centre's activities;
- progress reports indicate that (prior to targets being introduced) LMW was discharging appropriate activity, in-line with the overall specification and nine of its ten objectives. However, the structure of the original quarterly reports and the lack of targets make it difficult to get a sense of LMW's cumulative performance leading up to March 2012 when structured targets were introduced;
- the streamlining of LMW's objectives from ten down to four and the introduction of structured targets is a positive development which has provided an additional focus and direction for the centre's work. However, some of these targets are vague and insufficiently SMART in nature;
- LMW's progress in the six months since the introduction of operational targets has been solid across each of the four objectives with most of the quantifiable deliverables broadly on or ahead of target. However, there are some concerns in relation to generating new SME leads; and
- the quality checking aspect of LMW's role (i.e. monitoring visits to ELMS providers) is a valid use of the centre's expertise, but this would benefit from the Welsh Government putting a more structured forward plan in place for this work as and when course delivery schedules are confirmed.

## Delivery progress 2009-2012

- 3.2 As has been outlined in Section 2 above, the specification for LMW did not include any explicit targets in relation to contract delivery – rather the basis for delivering LMW’s services were the ten objectives set out in the specification.
- 3.3 In this context, LMW reported to the Welsh Government on a quarterly basis, with the reports structured around the ten objectives and progress being reported against each of these.
- 3.4 We have reviewed a selection of seven quarterly reports produced by LMW - those for quarters one, two, three, four, six, seven and eight. The following tables provide an overview and some examples of the activity reported by LMW under each of the ten objectives along with examples of quantifiable activity where available. Cumulative activity was not reported, other than in the context of website metrics.

### Objective 1

Develop and deliver enhanced information and signposting services for leadership and management

Examples of activity reported:

Initial research to map existing provision of leadership and management development activity in Wales.

Five months of research and development activity leading to the LMW website going live in September 2010 at the LMW launch event.  
Post-launch development activity to evolve and refine the LMW website.

Press and marketing activity – reported in detail from quarter six onwards e.g. media and social media activity, case study preparation, e-newsletter activity etc.

Number of stakeholder meetings attended.

Quantifiable Activity

Website metrics relating to visitors, unique visitors, average visit length, average number of pages visited etc.

The data provided on the website enables the reader to build up a cumulative picture of website activity.

Number of stakeholder meetings.

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### Objective 2

Co-ordinate and interrogate the analysis of need for leadership and management from organisations such as Sector Skills Councils

Examples of activity reported:

Quantifiable Activity

Activity for the first four quarters was heavily focused on undertaking meetings and interviews with SSC representatives.

This engagement with SSCs led to the development and publication of a report summarising the view of SSCs on the leadership and management needs of businesses in Wales.

In quarter seven, it was reported that LMW Development Officers had each been allocated eight SSCs to develop relationships with.

The number of meetings with SSCs and other stakeholders relevant to Objective two were not reported separately (i.e. to the information reported under Objectives one and three).

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### Objective 3

Drive up demand for leadership and management development, particularly within small and medium businesses

Examples of activity reported:

Quantifiable Activity

Attendance and presentations at events and business network meetings – though in some cases these appear to include LMW events such as Bring Your Brain to Breakfast in quarter four for example. In other quarters, the events attended appear to be external (i.e. not arranged by LMW itself).

Procuring a database of business contacts and using this as a marketing tool.

Regular quantification of the number of business networking events attended. These ranged between five meetings in quarter two to 45 in quarter eight.

Stakeholder meetings (e.g. 57 stakeholder meetings reported in quarter eight).

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#### Objective 4

Improve quality of the leadership and management provision

Examples of activity reported:

Quantifiable Activity

The LMW Quality Assurance Manager preparing a strategy for LMW's quality related activities which included consultations with stakeholders (e.g. Welsh Government officials and HRDAs).

N/A

Preparing a quality assurance framework that 'providers can work with and participants can understand and value'. The QA framework document was attached to the fourth quarterly report.

Evaluation reports (focusing on participant feedback) of ELMS workshop provision and Sector Leadership courses.

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#### Objective 5

Identify and share best practice relating to leadership and management.

Examples of activity reported:

Quantifiable Activity

Scoping report undertaken to analyse content on other leadership and management websites and appointment of a web design company.

N/A

Drafting and publishing research papers (e.g. Discerning the Understanding of SME Training Needs by Agencies).

Attending meetings with key agencies (e.g. UK Commission for Employment and Skills) to keep informed of policy developments and research materials relating to leadership and management.

Working with the Wales Employment and Skills Board (WESB) to facilitate company visits as part of an inquiry into High Performance Working Practices.

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**Objective 6**

Facilitate learning networks for leadership and management.

Examples of activity reported:

Quantifiable Activity

Support (both financial and in-kind) to assist with and participate in conferences e.g. Lead-on and Spotlight North Wales.

The number of Bring Your Brain to Breakfast Events held during each quarter (e.g. three Bring your Brain to Breakfast events were reported in quarter seven).

Meetings with networks (e.g. Women in Management North Wales) and stakeholders (some of which appear to overlap with activity reported under other objectives).

Organising Bring your Brain to Breakfast Events.  
A mapping exercise into learning networks in Wales 'Mapping the Unmapped: Business learning networks for leadership and management development in Wales'.

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**Objective 7**

Evaluate programmes, projects and pilots of proposed new leadership and management support measures.

Examples of activity reported:

Quantifiable Activity

Participation by the LMW Director in the Sector Leadership Fund Steering Group – including assisting with the application process and assessing proposal put forward by SSCs.

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<b>Objective 8</b>	
Research and develop innovative solutions to meet the leadership and management needs of employers	
Examples of activity reported:	Quantifiable Activity
The development and publication of case studies highlighting good practice in relation to leadership and management skills development.	N/A
Primary research with businesses leading to the publication of LMW's report on the Impact of Leadership and Management Development on Organisations.	

<b>Objective 9</b>	
Provide advice and guidance for leadership and management business support advisors	
Examples of activity reported:	Quantifiable Activity
No activity under objective nine took place.	N/A
Quarterly reports indicated on-going discussion with Welsh Government officials in relation to clarifying the purpose and scope of this work.	

<b>Objective 10</b>	
Co-ordinate with PSMW on leadership and management issues	
Examples of activity reported:	Quantifiable Activity
Developing a Memorandum of Understanding.	N/A
Quarterly meetings with PSMW officials.	
Membership of the Leadership Development Programme Board Steering Group.	

3.5 Our overall assessment of these quarterly reports is that:

- they contain an appropriate narrative describing the activity of LMW against each of the ten objectives
- the activity reported against nine of the ten objectives/headings is in-line with the overall specification for LMW
- there was a lack of clarity around objective nine (advice and guidance for leadership and management business support advisors) – with no activity having been reported and the quarterly reports referring to ongoing dialogue with Welsh Government officials to clarify the requirement in this context
- the quarterly reports contain some activity based metrics relating to numbers of meetings held/attended, website traffic, marketing activity and mailshot recipients (though there are no specific targets against which progress could be measured)
- while the activity reported seems appropriate, it is not possible (beyond website visitor statistics) to get a feel for the cumulative picture in relation to activity under each of the objectives i.e. each report deals with activity during the quarter in question. This is exacerbated by the same activity being reported under different headings across different quarterly reports.

### **Delivery progress post March 2012**

3.6 In March 2012 it was jointly agreed by Cardiff University and the Welsh Government that a series of targets should be introduced for LMW.

3.7 In tandem with the setting of targets, Welsh Government Officials agreed with Cardiff University a reduction in the number of objectives (as outlined in the tender specification) from ten down to four. The new targets for LMW were then 'mapped' against the new, streamlined set of objectives as set out in **Figure 3.1**.

**Figure 3.1: LMW targets**

Aim	Activity area	Target
1. BUSINESS ENGAGEMENT	Marketing & Comms	
Raise awareness of the benefits of leadership and management development (LMD), explaining and presenting LMD in ways which are appropriate and meaningful to businesses of all sizes and in all sectors.	Events	Bring Your Brain: 250 attendees in total - 75 per cent new attendees - min188 - 75 per cent private/third sector attendees – min188  Challenge events: 200 attendees in total - 65 per cent new attendees - min130 - 75 per cent private/third sector - min150
	Business Engagement	Arrange a key stakeholder event for industrial buy-in for LMW and ELMS  Attend and present at 27 networking events, obtaining 96 new business cards per quarter. Add contacts to Salesforce (SF) <sup>70</sup> , sign them up to e-Newsletter and send introduction template promoting ELMS funding <sup>71</sup>  Minimum of 2 case studies per BEO per year, researched, written and posted on LMW website
	Website	Number of new visitors to website to increase by 10 per cent per quarter reporting Google analytics stats
2. PROMOTION	Website	
Position LMW as Wales' one-stop-shop for all LMD information and resource.	e-Newsletter	Gain 150 new e-Newsletter subscribers per quarter

<sup>70</sup> Salesforce is a proprietary Customer Relationship Management System used by LMW.

<sup>71</sup> We understand that these targets refer to the required activity by each individual BEO in post.

Aim	Activity area	Target
3. RESEARCH  Provide evidence of the impact of LMD on individual businesses and the economy more widely.	Micro Organisations LMD Research	Research into the factors affecting the lack of LMD within micro-businesses. Dissemination of findings via LMW website and research road shows
	Marketing Skills and Business Leaders	No set target
	Coaching for Impact	No set target
	Micro business research	No set target
	Acorn <sup>72</sup>	No set target
4. QUALITY  Make the LMD in Wales the best it can be	Monitoring visits <sup>73</sup>	Approximately 24 during the year. No fixed target for this area of work. Standard monitoring forms to be completed and submitted to WG
	Learning exchange <sup>74</sup>	No set target
	Steering group committees	No set target

Source: LMW Quarterly Report for Quarter 14. Page 4.

<sup>72</sup> To observe & analyse the progress of a group of gifted & talented pupils from three 6th form colleges in the Pontypridd area as they completed an ILM qualification in Leadership.

<sup>73</sup> Monitoring Visits to ELMS Workshop Providers.

<sup>74</sup> The learning exchange is a forum for the identification, discussion and dissemination of best practice in relation to organisational learning, succession planning and talent management amongst larger businesses in and around Cardiff who have the necessary in-house HR development capability.

- 3.8 Both LMW executives and Welsh Government officials were of the view that streamlining the objectives and introducing targets for LMW's work was a very positive move and gave an increased focus and sense of direction as well as a means of quantifying some aspects of the centre's work.
- 3.9 In practice, the dialogue around streamlining the objectives and setting targets was seen as a helpful process by the senior manager both in the Welsh Government and in LMW itself, not least since there had been changes of personnel in both of these roles since the launch of LMW.
- 3.10 LMW staff were enthusiastic about the introduction of targets, which they felt were realistic and achievable, though progress in terms of 'recruiting' new businesses had been challenging during the summer of 2012 (this is explored further below).
- 3.11 While the introduction of targets for LMW is positive, we are concerned that some of the targets which were brought on-stream in March 2012 are not particularly SMART<sup>75</sup> in nature. Specifically, we note that several of the targets are not easily quantifiable while other deliverables have 'no target set' against them. While we fully appreciate that setting SMART targets for a subtle intervention like LMW (which is focused on changing attitudes, behaviours and cultures) can be very challenging, we take the view that some additional clarity and specificity in relation to these targets would be beneficial.
- 3.12 Turning to LMW's progress against the targets currently set for it, this analysis is restricted to the data available from the two quarters<sup>76</sup> (i.e. since March 2012) in which the targets have been in place and progress against them monitored. Progress against these targets is now reported in a revised quarterly report format. An immediate benefit from introducing targets and the revised quarterly report structure is that it is now much easier to get a picture of the cumulative activity of LMW against each of the objectives and subsequently to be able to analyse performance.

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<sup>75</sup> Specific, Measurable, Achievable, Realistic and Time-bound.

<sup>76</sup> Quarterly Reports 13 and 14.

*Progress to Date: Business Engagement*

3.13 Under the first objective of Business Engagement, the quarter 14 progress report highlights what appear to be a number of appropriate and relevant activities in relation to marketing and communications. These include for example placing adverts in national (Wales) press, producing case study materials as well as monitoring and promotional activity relating to social media (including Facebook, Twitter and LinkedIn).

3.14 In practice, the social media activities appear to be a relatively new development and to date have generated 36 Facebook ‘likes’ and 376 Twitter followers<sup>77</sup>.

3.15 In terms of Bring Your Brain (BYB) events, the second quarterly report highlighted progress as set out in **Figure 3.2**.

**Figure 3.2: BYB event targets**

	Annual target	Actual achieved Q13	Actual achieved Q14	Cumulative total	<i>Number</i> Achievement against annual target (percentages)
No of LMW events per quarter	N/A	4	2	6	N/A
Total attendees	250	130	54	184	74
New attendees	188	85	32	117	62
Private/Third sector	188	97	46	143	76

Source: Adapted from LMW Quarterly Report for Q14

3.16 This suggests a solid performance against the target to date, half way into the year. The quarterly report notes that the new attendees target is ‘the hardest target to hit in the context of events’ and that LMW will ‘review the strategy to attract new business contacts, previously not engaged to events’<sup>78</sup>.

3.17 The quarterly report notes that no targets have yet been achieved against ‘The Challenge’ events since these are scheduled for November 2012 and March 2013.

3.18 In terms of networking and cultivation of contacts by the BEOs, the quarterly report set out progress as shown in **Figure 3.3**.

<sup>77</sup> Source: Quarter 14 Progress Report. Page 5.

<sup>78</sup> Ibid. Page 7.

**Figure 3.3: BEO networking and business cards obtained**

	<i>Numbers</i>				
	Combined Q13 and Q14 target	Actual achieved Q13	Actual achieved Q14	Cumulative total	<i>Proportion of combined quarterly target achieved (percentages)</i>
No of networking events attended	135	52	86	138	102
No of business cards obtained	480	306	333	639	133

Source: Adapted from LMW Quarterly Report for Q14

3.19 Again, this represents a solid performance in our view, especially in light of the fact that only two of the three BEOs were in active service during quarter 13 (due, we understand, to maternity leave). However, the quarterly report highlights that the ratio of business card contacts being cultivated per BEO has ‘fallen by 27 per cent in quarter 14’ and ‘reiterates...the requirement to review LMW’s new contacts strategy for network attendance’<sup>79</sup>.

*Progress to Date: Promotion*

3.20 In terms of website traffic, the quarterly report states that website traffic from new visitors has increased by 25 per cent since quarter 13, with a total of 3,199 new visitors to the site in quarter 13 and 3,994 in quarter 14. This is a very positive performance against the target of 10 per cent (increase in number of visitors to the website per quarter). Total visitors to the site over the two quarters was 111,602. The ‘top content’ viewed on the site related to ‘funding and events’ in quarter 13 and ‘training provider and events’ in quarter 14. As well as the positive performance in terms of number of website visitors, analysis of website traffic demonstrates that the quality of traffic has also improved - demonstrated by ‘increased stickiness’ with on-site time having increased by ‘almost 30 seconds’<sup>80</sup>.

3.21 However, a total of only 104 new contacts signed up for the e-Newsletter (66 in quarter 13 and 38 in quarter 14) via the website. The quarterly report highlights concern at the fall in the number of e-Newsletter sign ups from the website<sup>81</sup>.

<sup>79</sup> Ibid. Page 9.

<sup>80</sup> Ibid. Page 11.

<sup>81</sup> Ibid. Page 11.

3.22 In relation to the e-Newsletter, an overall target of achieving 150 new subscribers per quarter has been set. In quarter 13, a total of 531 new subscribers were recorded, while in quarter 14 the figure was 415. This is an impressive performance against the target as it stands.

*Progress to Date: Research*

- 3.23 The only target set for this strand of LMW's work relates to research into the barriers faced by micro businesses in relation to developing leadership and management skills. The quarter 14 progress report notes that this work had been commissioned from the National Training Federation Wales (NTfW) and that in terms of progress the 'report is in the final amendments stages and will be ready for distribution and dissemination during Q15'<sup>82</sup>.
- 3.24 While there are no formal targets relating to research into 'marketing skills and business leaders' the quarter 14 reports states that 'this research is taking longer than originally anticipated. A first draft of the research has been reviewed and is currently in the process of being re written in the format required by LMW for intended launch in Q16'<sup>83</sup>.
- 3.25 Similarly, in relation to the 'coaching for impact work', this has no formal target. The quarter 14 report updates that there are 'two coaches undertaking coaching with three businesses over a six month period: one coach has completed all sessions, the other coach anticipates completion by end of November. Research write up to take place during January 2013 ready for dissemination in March 2013'<sup>84</sup>.
- 3.26 LMW is also taking forward research into micro-businesses. This work will investigate the leadership and management training requirements of micro businesses and whether appropriate provision to meet these requirements 'currently exists and whether it is specifically tailored for micros'. In terms of progress, the quarter 14 report states that while 'this research was never intended to be published' the implications of the findings have 'resulted in LMW looking to publish the report in response to the NTfW research detailed above'. It is also noted that a 'proposal for LMW to run a tailored micro businesses pilot'<sup>85</sup> has been accepted by

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<sup>82</sup> Ibid. Page 14.

<sup>83</sup> Ibid. Page 15.

<sup>84</sup> Ibid. Page 15.

<sup>85</sup> i.e. a pilot of leadership and management development training targeted at micro businesses.

WG. LMW are in the process of scheduling the pilot and recruiting participants<sup>86</sup>.

3.27 Finally in the context of research output, (no quantifiable targets have been set for research outputs), LMW has work in train to 'observe and analyse the progress of a group of gifted and talented pupils from three sixth form colleges in the Pontypridd area as they complete an ILM qualification in leadership'. In terms of progress on this work, the quarter 14 progress report updates that 'some information has been received from the delivery team and the full report will be finished during Q15. There is interest amongst the schools and LEA for a dissemination workshop. A decision on the format of this event will be taken at a later date'<sup>87</sup>.

*Progress to Date: Quality*

3.28 The target set for this strand of LMW's work is for 'approximately 24' monitoring visits of ELMS funded leadership and management workshops to be undertaken during the year. Beyond this, the quarterly report prepared by LMW states that there is no 'fixed target for this area of work'. The apparent vagueness of this target makes it rather difficult to assess progress against it. The quarter 14 progress report details that 'LMW did not attend any monitoring visits during Q14 but have communicated the organisations on-going support for this work to Welsh Government'<sup>88</sup>.

3.29 We understand from our discussions with LMW executives and Welsh Government officials that this strand of the centre's work involves monitoring the delivery of the ELMS funded workshops with a focus on ensuring that training provision legitimately falls under the remit of leadership and management. LMW staff then compile reports which are fed back to Welsh Government officials, based on a template covering:

- details as to whether publicity requirements regarding the fact that the provision is ESF funded have been met
- feedback from participants on course content and quality
- assessor views (i.e. LMW staff) on whether or not the course constituted leadership and management training

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<sup>86</sup> Ibid. Page 16.

<sup>87</sup> Ibid. Page 16.

<sup>88</sup> Ibid. Page 17.

- specific recommendations for ELMS<sup>89</sup>.

3.30 In our view, this is a legitimate use of LMW's expertise and the template used to undertake these assessments is fit for purpose. However, at present the schedule for undertaking these monitoring visits seems ad hoc and could potentially benefit from additional planning to set out monitoring activity a year in advance in order to inform and manage the workload of LMW staff.

3.31 The quarter 14 update also reports LMW's activity in relation to the 'Learning Exchange'. This is described as 'a forum for the identification, discussion and dissemination of best practice in relation to organisational learning, succession planning and talent management amongst larger businesses in and around Cardiff who have the necessary in-house HR development capability'<sup>90</sup>.

3.32 To date, it seems that two meetings of this forum have taken place, which included large employers such as British Gas, Arriva Trains and the Principality Building Society. However, the quarterly report notes that while a third meeting was planned, this had to be cancelled at short notice (due to the host company having to withdraw from the meeting) and the future of this activity is currently under consideration by LMW given that (as reported in the quarterly report) – some of the 'momentum has gone out of this initiative'<sup>91</sup>.

### **Expenditure to date**

3.33 In relation to resources, the tender proposal document set out an estimated budget of £743k per annum to operate LMW.

3.34 Based on figures provided to us by the Welsh Government, the actual expenditure in relation to the LMW contract to date is shown in **Figure 3.4**.

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<sup>89</sup> Source: ELMS Record of Monitoring Form.

<sup>90</sup> Ibid. Page 17.

<sup>91</sup> Ibid. Page 17.

**Figure 3.4: LMW expenditure**

Financial year	Amount claimed	Budget	Proportion of budget spent (percentages)
08/09 (Jan-March 09 only)	25,777	185,750	14
09/10	569,006	743,000	7
10/11	642,613	743,000	86
11/12	841,503	743,000	113
12/13 (March-June 12 only)	221,166	185,750	119
Total	2,300,065	2,600,500	88

Source: Data Provided by Welsh Government (October 2012)

3.35 On this basis it is possible to see that in the first two full years of operation, LMW under-spent by 23 per cent and 14 per cent respectively. In year three, an over-spend of 13 per cent occurred and in the first quarter of the 12/13 fiscal year, an over-spend to date of 19 per cent has occurred.

3.36 In overall terms therefore, LMW is currently under-spent by some £300,435 (or 12 per cent) against its budget profile to date.

## 4 Analysis of LMW customer base and business survey sample

Key findings outlined in this chapter:

- a number of key improvements need to be made to the LMW database in the short term and more work should be done by Welsh Government to analyse the LMW database in the context of ELMS.
- according to our survey, established businesses are more likely than new starts to use LMW's services, while companies from a broad range of industrial sectors have been engaged by the centre;
- the majority of the businesses engaged by LMW are micro and small businesses of below 50 employees;

### Analysis of LMW's customer base

4.1 **Figure 4.1** gives an overview of the nature of the contact LMW has had with the 4,046 entries on its database.

**Figure 4.1: Nature of LMW contact**

*Percentages*

**Error! Objects cannot be created from editing field codes.**

Source: LMW Database. August 2012

4.2 This suggests that the largest element of LMW's contact with its customers is on the basis of business cards exchanged at networking meetings attended by BEOs (27 per cent) followed by LMW's own events (15 per cent). Combined, the other forms of contact accounted for 22 per cent of the database entries.

4.3 It is notable however that the nature of LMW's contact with over a third of the database (36 per cent or 1,455 entries) was not classified. We understand that this is partially due to LMW having bought in business contact data on two occasions to support targeted marketing campaigns.

4.4 Our analysis of the database also highlights that Tattum Guest Associates Ltd. TGAL<sup>92</sup>, despite being named as a partner in the Cardiff University led consortium, appears to have had minimal involvement in terms of generating leads/having contact with entries on the LMW

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<sup>92</sup> TGAL is a private sector accountancy firm based in Newtown, Brecon, Mold and Wrexham who provide accountancy services and advice to businesses and individuals.

database. This view was confirmed during the qualitative interviews with LMW staff and Welsh Government officials.

- 4.5 As set out in **Figure 4.2**, in terms of sector classification (i.e. public, private and third sector) of LMW customers, more than half (2,432 entries or 60 per cent) were unclassified, while just over a quarter (1,117 entries or 28 per cent) were classified as private sector, 10 per cent (386 entries) were public sector and 3 per cent (111 entries) were classified as third sector.

**Figure 4.2: Sector profile of LMW customers recorded on database**

*Percentages*

**Error! Objects cannot be created from editing field codes.**

Source: LMW Database. Data as of August 2012

- 4.6 Our own analysis of the LMW database, which we undertook as part of the process of drawing a survey sample suggests that public and third sector organisations combined account for somewhere in the region of 27 per cent of the LMW database (circa 1,100 entries).
- 4.7 In terms of the structure of LMW's database, we understand that given its customers are not counted against the ELMS ESF targets the requirements in terms of data collection are not as comprehensive as for other strands of ELMS. We also recognise that the LMW 'intervention' in relation to its customers can often be subtle and light touch in nature.
- 4.8 However, in our view there are a number of practical and key improvements which LMW should consider making to its database in the short-term. These include the need:
- to either have a separate database (or at the very least a means of easily disaggregating entries) for public sector (e.g. Universities or Government Departments) and intermediary contacts (e.g. Welsh Government funded business service or training providers) from private sector business 'beneficiaries' so that LMW and Welsh Government managers have a clearer 'real time' feel for how many business contacts and leads LMW is generating/working with
  - to have a separate 'stand-alone' field relating to the local authority area of each entry to help facilitate geographic analysis of the database. This would be particularly useful for WEFO as it would allow a split between Competitiveness and Convergence areas

- for more comprehensive reporting and categorisation relating to the sector (i.e. public, private, third) of contact organisations entered on the database
  - for more comprehensive reporting and greater clarity and consistency in terms of the categorisation of the source of referral and (separately) the nature of the advice/support/contact with LMW.
- 4.9 Given the emphasis placed on LMW in the context of delivering some of the cross-cutting theme objectives (e.g. Environmental Protection/Sustainability and Equal Opportunities<sup>93</sup>) within the business plans submitted to WEFO, the Welsh Government also needs to consider whether the data being collected by LMW is currently fit for purpose in terms of meeting these requirements.
- 4.10 Moreover, we also take the view that Welsh Government should request that it is provided with the LMW database as a matter of course to accompany quarterly reports and should look into the feasibility of cross-referencing this data with entries on its own internal databases, specifically in respect of the ELMS database but also the databases of other ESF funded projects (such as the Workforce Development Programme and Skills Growth Wales).
- 4.11 While we recognise that this would not give a wholly accurate measure, and would not provide any robust evidence of causality, it would at least enable Welsh Government officials to generate a broad feel for the extent to which those affected by LMW's work are also undertaking ELMS funded leadership and management provision and thus allow some inference to be drawn on the extent to which LMW's activity may be affecting the behaviours of those it comes into contact with. In this context, we also think that Welsh Government officials should approach WEFO (subject to data security requirements) with a view to exploring whether contacts on the LMW database might be cross-referenced with the databases of other ESF funded leadership and management projects in Wales.
- 4.12 We also think that (subject to the feasibility of cross-referencing with other databases) it would be entirely logical for the Welsh Government to consider introducing a future target relating to the proportion of LMW contacts that participate in further forms of leadership and management training.

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<sup>93</sup> ELMS Convergence Area Business Plan. Page 42.

## Business survey

4.13 Before outlining the findings from our research with LMW customers (i.e. individuals that had had direct contact or involvement with LMW either via business card exchange or by attending an LMW event), we first describe the process of drawing the sample for our telephone survey from the database and discuss the characteristics of the business in the sample. The questionnaire used in the survey of businesses is set out in Annex 3.

### *Survey sample*

4.14 The survey sample of 150 businesses represents 3.7 per cent of the total number of the 4,046 entries on the LMW database. It should be noted however that the LMW database provided to us contained entries for business support intermediaries and public sector organisations which were excluded from the sampling frame. LMW staff, 'bought-in' data and entries without contact details or information about the nature of their interaction with LMW were also excluded from the sample. The database was also de-duplicated. This left 985 usable entries from which the 150 sample (15 per cent) was drawn.

4.15 The overall confidence interval, based on a 95 per cent confidence level, is +/- 7.4 per cent. This means that we can be 95 per cent confident on any survey result based on all 150 respondents that the true result (if a census rather than a sample had been carried out) lies within the range + / - 7.4 per cent of the survey finding<sup>94</sup>.

4.16 Key points to note in respect of the methodology relating to drawing the survey sample include that:

- we focused the survey sample (with the agreement of the evaluation steering group) on private sector businesses<sup>95</sup>

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<sup>94</sup> This is based on a worst case scenario from a statistical reliability point of a survey result of 50 per cent. If the survey finding is for example 75 per cent or 25 per cent then the survey reliability is improved, and we can be 95 per cent confident that the true result lies in the range +/- 6.4 per cent of the survey finding.

<sup>95</sup> The business plan outlines that all companies/enterprises in Wales (in the ESF programme area) will be able to benefit directly or indirectly from its (i.e. LMW's) work. Convergence Business Plan, Page 5. The specification for LMW also states that one of the aims for LMW is to 'Drive up demand for leadership and management development, particularly within small and medium businesses'. LMW Specification, Page 4.

- we drew our sample from database entries that contained a reference to the nature of LMW’s contact with them<sup>96</sup>
- we de-duplicated organisational entries (thus avoiding the possibility of the same organisation being contacted more than once by our telephone researchers)
- we did not sample any ‘bought in’<sup>97</sup> data entries
- in the absence of a database column relating to the county location of entries, we weighted the sample according to a regional profile (i.e. South West, South East, Mid and North) on the basis of telephone area dialling codes. On this basis, we excluded entries with mobile or non-area identifiable codes.

4.17 In terms of weighting the sample according to the nature of LMW’s contact with its customers, it was agreed that a 40 (business card) : 60 (event and other forms of contact) ratio should be applied. The rationale for this being that customers participating in the ‘deeper’ strands of LMW’s activities (specifically those attending events and having received advice or information from BEOs) would be more likely to be able to provide feedback on their services. The proportion of business card contacts once the above sampling criteria had been applied was 52 per cent with events and other contacts representing 48 per cent.

4.18 In summary, the target quotas we set for the 150 completed telephone interviews were as set out in **Figure 4.3**.

**Figure 4.3: Survey quotas**

Region	Numbers		
	Total target interviews	Business card target quota	Events and other target quota
South East	45	18	27
South West	28	11	17
Mid	11	4	7
North	66	27	39
Total	150	60 (40 per cent)	90 (60 per cent)

4.19 The survey response outcomes are provided in **Figure 4.4**. This shows a response rate of 29 per cent in relation to the total sample used/tied and a response rate of 41 per cent against the starting sample.

<sup>96</sup> 64 per cent of the database entries contained information about the nature of LMW’s contact with them.

<sup>97</sup> LMW ‘bought in’ business contact data from commercial registers of businesses on two occasions to support targeted marketing campaigns.

**Figure 4.4: Survey response outcomes**

Total sample used / tried	524
Unobtainable number / fax	13
Residential number	5
Company closed	4
No recall	143
Starting sample excluding ineligible sample	359
Constant no reply / unable to speak to desired respondent and withdrawn	74
Respondent not available during fieldwork	0
Nobody at site able to answer	13
Over quota	17
Refused	38
Full interview	150
Partial interview	11
Still live at the end of fieldwork / appointments	56

Source: IFF

4.20 In the event, we achieved the target of 150 completed interviews, though it was necessary to relax the quotas we had set somewhat. In particular, it was not possible to achieve the desired quotas in relation to:

- business card contacts in North Wales
- events and other contacts in the South West and Mid (as shown in **Figure 4.5**).

**Figure 4.5: Completed interviews showing actual quotas achieved**

Region	Total interviews achieved	Numbers	
		Business card completed interviews	Events and other completed interviews
South East	53	23	30
South West	29	19	10
Mid	9	5	4
North	59	14	45
Total	150	61 (41 per cent)	89 (59 per cent)

#### *Characteristics of surveyed businesses*

4.21 The size (by number of employees) of the businesses in our survey are set out in **Figure 4.6**.

**Figure 4.6: Size profile (number of employees) of surveyed businesses**

Percentages

**Error! Objects cannot be created from editing field codes.**

Source: IFF Survey data. Base: 150.

4.22 This demonstrates that more than half of the LMW business contacts in our survey were micro businesses and a further quarter fell into the 'small' category of the SME definition. This is broadly in-line with the overall profile of the Welsh economy, and would suggest that LMW is reaching an appropriate, representative mix of businesses. It is also worth noting of course that micro businesses (with less than 10 employees) are ineligible for HRDA support.

4.23 It is also interesting to note that 35 per cent (53 businesses) within our survey said that they now employ more people than they did 12 months ago, while 53 per cent (80 businesses) said that their numbers were the same and 10 per cent (15 businesses) said that they now employed fewer people than a year ago<sup>98</sup>.

4.24 In terms of the industrial classification composition of the 150 surveyed businesses, **Figure 4.7** provides an overview by 2007 UK standard industrial classification (SIC) groupings.

**Figure 4.7: Industrial classification (SIC 2007) of surveyed businesses**

	<i>Percentages</i>
Construction	2
Wholesale and retail trade, repair of motor vehicles and motor cycles	6
Accommodation and food service activities	3
Transport and storage. Information and communication	7
Financial and insurance services	4
Real estate activities, professional, scientific and technical activities, administrative support service activities	41
Public admin. and defence, compulsory social security	1
Education	9
Human health and social work activities	3
Arts, entertainment and recreation. Other service activities	7

Source: IFF Survey data. Sample base 150

4.25 This shows that LMW is reaching businesses across a fairly broad mix of sectors, though it is notable that this is dominated by the service sector (at 41 per cent or 61 businesses), perhaps unsurprisingly given the broad range of businesses it covers. It is also notable that the construction and retail sectors appear to be under-represented.

4.26 In terms of the age profile of surveyed enterprises, **Figure 4.8** gives an overview of this and shows, that the majority of the businesses LMW is

<sup>98</sup> The sample base for this analysis was 150.

in contact with are well established i.e. almost a quarter (21 per cent or 31 businesses) are between five and ten years old, while more than half (57 per cent or 86 businesses) are more than ten years old.

**Figure 4.8: Age profile of supported businesses**

	<i>Percentages</i>
Less than two years	6
Two to five years	16
More than five and up to 10 years	21
More than 10 years	57

Source: IFF Survey data. Sample base 150.

4.27 In terms of business sites, 34 per cent (51 businesses) said that they had more than one site. Of these 51 companies, 61 per cent (31 businesses) said that they have their head office located in Wales, while 31 per cent (16 businesses) have their head office elsewhere in the UK, 4 per cent (2 businesses) have head offices elsewhere in Europe and 4 per cent (2 businesses) have their head office outside Europe<sup>99</sup>.

4.28 This suggests that two thirds of the companies supported by LMW are indigenous Welsh businesses<sup>100</sup>.

#### *Growth, training and business planning*

4.29 The vast majority of the individuals that responded to our survey (93 per cent or 139 businesses) were managers, directors or senior officials/executives.

4.30 Three quarters (75 per cent or 113 businesses) said that they had a formal business plan in place which sets out their objectives for the coming year. This was more likely to be the case in larger companies (rising to 96 per cent<sup>101</sup> in the 50-249 employee category) than in smaller firms (64 per cent<sup>102</sup> in the less than 10 employee category).

<sup>99</sup> Sample base 150.

<sup>100</sup> 99 of the 150 respondents (66 per cent) said that they were a sole establishment organisation in Wales.

<sup>101</sup> 23 of 24 responding business fell into this category.

<sup>102</sup> 52 of 81 responding businesses fell into this category.

- 4.31 Just over half (53 per cent or 80 businesses<sup>103</sup>) said that they had a training plan in place that set out the level and type of training employees are likely to need over the coming year. This is somewhat higher than is the case for the whole population of Welsh businesses<sup>104</sup>, perhaps suggesting that businesses with a stronger training culture are more likely to be accessing information and support from LMW.
- 4.32 Taken at face value, the differential between the proportion of businesses with a business plan and those with a training plan might suggest that businesses tend to see training plans as separate from their core business planning activities. However, we also asked the businesses that had a training plan whether this linked to the core objectives of their business plan. Of the 80 businesses that said they had a training plan 74 responded to this question and of the vast majority (70 businesses) said that their training plans were linked to their business plans. Only three businesses said that this was not the case<sup>105</sup>.
- 4.33 Just over a quarter (27 per cent or 41 businesses) of the surveyed businesses said that they currently had Investors in People (IIP) accreditation, while two thirds (66 per cent or 99 businesses) said that they had never been IIP accredited<sup>106</sup>. Unsurprisingly, the larger the company, the more likely they were to have IIP accreditation.
- 4.34 We asked surveyed businesses to share their thoughts on what their medium term (i.e. three year) aspirations are in terms of growth. **Figure 4.9** shows that nearly half (48 per cent or 72 businesses) had aspirations to grow significantly, while a third (34 per cent or 51 companies) planned to grow a bit. This suggests that the companies in contact with LMW are reasonably ambitious in terms of their forward growth plans – particularly in light of the difficult economic circumstances at the time the survey was being conducted - and this may well have a bearing on their motivations in seeking advice and information on leadership and management issues.

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<sup>103</sup> Sample base 150.

<sup>104</sup> The UKCES Employer Skills Survey (2011) found that in Wales a large proportion of the training that is undertaken is on an ad hoc basis, as over half (55 per cent) of organisations have neither a formal training plan or budget. In total, 38 per cent of employers in Wales reported that they have a training plan, whilst 26 per cent have a specific training budget. The incidence of formal training plans and budgets increases with the size of employer: UK Commission Employer Skills Survey p. 94.

<sup>105</sup> One respondent to this question said that they didn't know whether the training plan was linked to the business plan.

<sup>106</sup> Sample base 150. 2 per cent used to have IIP but are no longer accredited and 5 per cent did not know.

**Figure 4.9: Three year business ambitions**

	<i>Percentages</i>
To grow significantly	48
To grow a little	34
To maintain current position	12
To survive	5
Other/Don't Know	1

Source: IFF Survey data. Sample base 150.

4.35 We asked respondent businesses to comment on roughly how much they spent with outside training organisations on leadership and management training each year. **Figure 4.10** shows the responses to this.

**Figure 4.10: Spend on External L&M Training Prior to LMW Contact**

	<i>Percentages</i>
Less than £5k	39
More than £5k	12
None or not sure	49

Source: IFF Survey data. Sample base 150

4.36 Unsurprisingly, micro businesses with less than 10 employees were far more likely to say that they weren't sure about how much they spent<sup>107</sup> or that they spent less than £5k on external leadership and management training<sup>108</sup>. It was also the case that the larger the company, the more likely they were to be spending more on leadership and management training. The UKCES in its 2011 Employer Skills Survey found that 'Welsh employers spend less per trainee on training than other parts of the UK'<sup>109</sup> and that training increases with organisation size.

<sup>107</sup> 46 of 81 businesses responding to this question.

<sup>108</sup> 35 of 81 businesses responding to this question.

<sup>109</sup> UKCES Employer Skills Survey 2011. Page 137.

## 5 Reasons for using LMW and feedback on services

5.1 In this chapter, we consider the effectiveness and impact of LMW's work to date. This section draws on our survey of businesses on the LMW database as well as interviews with Human Resource Development Advisers (HRDAs) and ELMS training providers. The chapter looks in turn at the sample of business surveyed, referral pathways and motivations for engaging with LMW, feedback on each of LMW's key services, and the effects and impacts of the centre's work.

Key findings outlined in this chapter include that:

- according to our survey, the majority of LMW's business contacts have come from the centre's own proactive marketing and promotional activities;
- referrals passing between LMW and HRDAs and LMW and ELMS providers (and vice versa) appear to be minimal;
- feedback from businesses on LMW events is broadly positive, though feedback from HRDAs and providers is mixed;
- the website is used by businesses as a practical tool for information purposes rather than as an intellectual resource or a 'way in' to LMW. Feedback on the website itself is relatively positive while businesses are indifferent about the utility of the e-Newsletter;
- a relatively low proportion of businesses have received direct advice from LMW staff. Feedback on the advice received is solid but suggests scope for some improvement; and
- overall, awareness of, interest in and use of LMW's research products appears to have been modest.

### Routes into LMW and motivation for engagement

#### *Routes into LMW*

5.2 In terms of how businesses heard about and got in contact with LMW, **Figure 5.1** provides an overview of the different 'routes into' LMW.

**Figure 5.1: Route into LMW<sup>1</sup>**

	<i>Percentages</i>
A Human Resource Development Adviser	6
Business Wales website	2
A regional service centre	1
A learning provider	8
The LMW website	4
LMW presentations at networking meetings	29
Correspondence from LMW	23
Word of mouth	8
Welsh Government	2
Don't know/Can't remember	11

Source: IFF Survey data. Sample base 150.

1. Respondents were asked 'How did you or your organisation first hear about LMW, was it via...'

- 5.3 This shows that there are multiple channels that businesses use to find out about and get in touch with LMW. However, just over half of the businesses in our survey (52 per cent or 77 businesses) say that they first heard about LMW either from attending an LMW presentation or event or via correspondence they had received from LMW. This is a strong indication that LMW is largely responsible for generating its own leads – which ties in with its awareness raising remit. It also underlines the importance of the proactivity of LMW's work in generating awareness and interest and not being reliant on other sources for customer referrals.
- 5.4 The other interesting findings here are that neither the LMW website (at 4 per cent or six businesses) or the Business Wales website (at 2 per cent or 3 businesses) appear to be particularly popular or useful in terms of generating leads or new contacts for LMW. This ties in with findings later on in this report that the LMW website itself appears to be viewed by customers as a practical tool (i.e. to get information about up-coming events).
- 5.5 In terms of referrals from HRDAs and ELMS workshop providers, 6 per cent (or nine businesses) said that they had got to know about LMW from an HRDA<sup>110</sup> and in a similar vein 8 per cent (or 12 businesses) had heard about LMW from a learning provider.

<sup>110</sup> Though this is in the context that businesses under 10 employees would not normally be in contact with a Welsh Government HRDA.

- 5.6 All six of the HRDAs and all thirteen of the ELMS providers (workshop providers and coaching and mentoring providers) were aware of LMW. Only two of the six HRDAs that we interviewed said that they had actively referred some of their clients to LMW.
- 5.7 Only two of the 13 providers we spoke to thought that there had been any referrals between themselves and LMW, though neither was able to estimate how many cases this might have involved. In this context, one of the providers commented that often the 'indirect nature of referrals made it very hard to tell'. This particular provider was positive about the way in which LMW had collaborated with them in terms of engaging with businesses:
- 'They are very good at letting us sell our wares, they give us a table at their events'. (ELMS Provider)
- 5.8 In contrast, a training provider that had not received referrals from or made referrals to LMW commented that 'it's not really taken off in that way', while another commented that:
- 'We don't really need what they do to be honest. We've got our tried and tested ways of engaging with businesses. We don't depend on them [LMW] for anything'. (ELMS Provider).
- 5.9 A fairly consistent theme to emerge from the interviews with providers (with around five of them raising this point) was that having been successful in being appointed as ELMS approved providers, they felt that the Welsh Government, through LMW, could do more to promote this as a mark of quality assurance – which would ultimately lead to more referrals. LMW staff shared the view that some sort of quality-marking would be useful, but they and Welsh Government interviewees stressed that this would risk being perceived as an exercise to rank providers against each other which might turn out to be counter-productive.
- 5.10 Our discussions with LMW staff confirmed that they do not pass referrals directly onto the other strands of ELMS (particularly the WDP) – rather signposting contacts onto the Welsh Government's Business Skills hotline or to the Business Wales website, although the LMW website does contain fairly comprehensive information about the dates and locations of open access workshops provided as part of the Workshop strand. Given that this is the case, it is unsurprising that where referrals

have found their way through to ELMS providers, there does not appear to be a direct link back to LMW.

### *Motivation for Engagement*

5.11 Respondents who said they had visited the website and/or asked LMW staff for advice by phone or email were asked what made their organisation decide to turn to LMW for information and/or advice, Less than a quarter of the surveyed businesses who responded to this question (22 per cent or 23 business respondents<sup>111</sup>) said that they had contacted LMW because they had specific problems relating to leadership and management. A similar proportion (23 per cent or 24 businesses) said that they had contacted LMW because they were looking to delegate more responsibility within the business.

5.12 A total of 61 business respondents said they had contacted LMW for other reasons. When asked to specify what these other reasons were the main motivations given (in a free text response) included:

- general interest/curiosity (21 businesses)
- networking opportunities (15 businesses)
- interest in working with or for LMW (11 businesses)<sup>112</sup>
- interest in staff training and development (six businesses)
- looking for funding (four businesses).

5.13 There does not appear to be a clear theme or message relating to why businesses have engaged with LMW, suggesting that many may have been engaged by LMW – rather than having been proactively seeking advice or information on leadership and management skills issues.

### **LMW events**

#### *Reasons for attending*

5.14 In terms of the reasons for attending LMW events, **Figure 5.2** gives an overview of the responses received from business respondents (note

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<sup>111</sup> Sample base of 106 respondents to this question which was only asked of those respondents who said they had visited the website or had proactively asked LMW for advice via the telephone or email. (and not, for example, of those whose only contact had been through receiving the newsletter.

<sup>112</sup> These companies said that they contacted LMW with a view to either collaborating with them or with a view to exploring how they might deliver work for them (e.g. in the context of the provision of training services).

that there were 84 respondents to this question<sup>113</sup> and they could select multiple reasons). The top two reasons given were to generate additional sales through networking and improve the leadership and management skills of senior managers. Gaining leadership and management qualifications did not feature as one of the more popular reasons for attending LMW events – though it needs to be borne in mind that LMW events are intended as tasters and are not meant to lead to qualifications in themselves.

**Figure 5.2: Reasons for attending an LMW event<sup>1</sup>**

*Numbers*

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Source: IFF Survey data. Sample base 84.

1. Respondents were asked 'What made you or your organisation decide to participate in the LMW event or events? Were you consciously looking to do any of the following...?'

5.15 Of the 84 respondents that commented on the LMW events, 59 said that they had been attracted by the relevance of the event to their particular company. In response to a separate question 60 businesses said that they were attracted by the fact that the LMW event they attended was free.

5.16 In terms of numbers attending LMW events, around half of the surveyed respondents 43 businesses<sup>114</sup> said that they had gone alone. Nineteen businesses had taken one other person from the company with them while 16 businesses had taken between two and six members of staff with them<sup>115</sup>. Unsurprisingly, the larger the business, the more likely they were to have taken multiple members of staff to an LMW event.

#### *User feedback*

5.17 Overall, the majority (73 businesses)<sup>116</sup> of those that had attended LMW events thought that they had been pitched at the right level for those attending. It was also encouraging to note that 71 businesses rated the organisation of the most recent LMW event they had attended as a four or a five (on a scale of one to five where five was very well organised and one was not at all well organised), suggesting that generally, businesses are happy with the way LMW organise and pitch their events.

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<sup>113</sup> This question was only asked of the 84 respondents who said that they had attended LMW events.

<sup>114</sup> The sample base was 84 as above.

<sup>115</sup> Six businesses (7 per cent) could not remember how many had attended.

<sup>116</sup> The sample base was 84 for this question. This was a yes/no question.

- 5.18 On the whole, businesses were also broadly positive about the quality of the speakers at LMW events. Of the 84 that said they had attended an LMW event, 60 businesses rated the speakers as either a four or a five (five being very engaging, one being not at all engaging).
- 5.19 Feedback in relation to materials provided to businesses at LMW events was less positive. Only 41 businesses<sup>117</sup> rated the appropriateness of the materials provided at the events as a four or five (five being very appropriate and one being not at all appropriate).
- 5.20 In terms of the perceived relevance of the LMW sessions to the individual job roles of those responding, over half (50 businesses)<sup>118</sup> said that it was very or fairly relevant. Just under a quarter said that it was 'mixed' while 10 businesses thought that the content of the event they had attended was largely or totally irrelevant to their job role.
- 5.21 We asked the respondents who had attended an LMW event to tell us how closely the event itself had met their expectations. Fifty-four businesses said that the event had met but not exceeded their expectations. A total of 15 businesses said that the event had either exceeded or far exceeded (1 business) their expectations. A total of 11 businesses said that the event didn't quite, or didn't, live up to their expectations.

#### *Views of staff*

- 5.22 LMW staff indicated that they had worked hard to improve the relevance of their events and as such were targeting 'The Challenge' more towards people in higher management positions, while the BYB events (no longer exclusively run at breakfast times) are designed as more 'open access' events. We also understand that there are plans to increase the interactivity of events. **Figure 5.3** shows the LMW event branding.

#### **Figure 5.3: LMW event branding**

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<sup>117</sup> The sample base was 84.

<sup>118</sup> The sample base was 84.



Source: LMW website

- 5.23 LMW staff also explained that they had focused their events more in recent times which included specific themes and on occasion co-organising events with other organisations such as Chwarae Teg for example. Increasingly, LMW staff felt that the strength and specificity of the ‘theme’ relating to an event was crucial in terms of generating interest from businesses.
- 5.24 LMW staff were, however, conscious that further development of their events portfolio (particularly in terms of depth of content) potentially risked being seen as encroaching onto the territory of ELMS workshop providers, though in practice felt that the two could co-exist. Indeed, there was a fairly strong feeling that, as market penetration by LMW increased, it was going to be more difficult to attract delegates to generic events with a broad message about the importance of upgrading leadership and management skills. To a very real extent, LMW staff felt that they were rather constrained by the strong emphasis in their current contract on not undertaking delivery and this was making it more difficult to provide events that were of a real value to attendees. One argued that it was important to recognise that – particularly for micro-enterprises – many were unlikely to buy in to a more formal, intense or fee-based programme of leadership and management training, and more emphasis was needed on ensuring that this cohort, who would not take the next step, did get something of real value out of LMW events.

#### *Views of HRDAs and ELMS providers*

- 5.25 All of the HRDAs and ELMS providers that we interviewed were aware that LMW put on events and feedback was mixed. Only one of the six HRDAs we spoke to provided strong positive feedback on the events, commenting that:

‘The events they [LMW] put on are good. They have good speakers and they do manage to get some employers there’. (HRDA).

- 5.26 In contrast, two HRDAs were more critical, with one suggesting that the events were used too much to promote LMW itself and the other (who had not attended any LMW events but had received feedback from a client) said that from what they'd heard 'the speakers aren't that good'.
- 5.27 ELMS providers were on the whole more positive about LMW events (than their HRDA counterparts), and like LMW staff tended to suggest that it was very difficult to engage with HRDAs, suggesting that any issues in relationships between HRDAs and LMW might not be purely or mainly the fault of the centre. Providers also suggested that in their experience, LMW events were well organised and in contrast to some of the HRDAs, felt that some of the speakers were of a good quality. One provider in particular was very complimentary about LMW and had been involved in co-arranging events with them. This provider made the point that, in general, providers can only expect to get out of LMW what they put in – and that this varied across the portfolio of ELMS providers.
- 'They [LMW] have been excellent – it is very much up to the providers, how much you want to invest, we can't praise them enough to be honest'.
- 5.28 Another provider, while generally positive about the quality of LMW events was concerned that LMW 'aren't managing to get through to the right kind of employers'. Specifically, this provider pointed out that while the ratio of public:private attendees at LMW events was broadly in favour of private, these were often made up of a substantial cohort of private intermediaries (such as business service providers and accountants) who were effectively attending to generate business for themselves rather than having a direct interest in leadership and management skills per se. This provider went on to suggest that LMW should try to focus more on 'getting real SMEs to attend'.

## Website

- 5.29 A total of 103 of the 150 businesses surveyed (69 per cent) said that they had used the LMW website. **Figure 5.4**, shows that when asked what kinds of information they accessed via the website the most popular were information about events and information about training providers, suggesting perhaps that the website is seen by user businesses as a practical tool, rather than an intellectual resource. This would also appear to tie in with our earlier finding that the website is used by businesses post initial contact with LMW, rather than as a 'way

in' (with events and LMW correspondence being by far the most popular ways businesses said they'd heard about the centre).

**Figure 5.4: Information accessed on LMW website<sup>1</sup>**

*Numbers*

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Source: IFF Survey data. Sample base 103.

1. Respondents were asked 'What kinds of information did you access via the website? Was it...' and could select multiple options.

5.30 Interestingly, these findings are in contrast somewhat to the views of LMW centre staff (and indeed LMW's own website metrics) who were of the view that the funding information section of the site was the most popular, followed by news and events.

5.31 We understand from our discussions with LMW staff that the website has recently been overhauled which also included adopting Cardiff University's web platform (as opposed to the previous arrangement with an external IT provider). This update had also involved the removal of low usage content and links.

5.32 A relatively new feature, added to the LMW site in July 2012, is the option to apply directly to the Workforce Development Programme (WDP) for discretionary funding for micro businesses with fewer than 10 employees or for companies that already have Investors in People (IIP) status.

5.33 Statistics provided to us by LMW show that when the service was launched in July 2012, there were 17 direct applications. This dropped to six in August and just two in September. This suggests that the added functionality of being able to make a direct application does not appear to have been that popular and that more needs to be done by LMW, Welsh Government and other stakeholders (such as HRDAs and training providers) to raise awareness of this option for eligible businesses.

*User feedback*

5.34 In terms of user feedback on the LMW website, we asked the 103 respondents who had used the site to indicate how easy it was to find the information they required (on a scale of one to five – where one is not at all easy and five is very easy). **Figure 5.5**, provides an overview of the responses to this and indicates that more than two thirds of the respondents (68 per cent or 70 businesses) who had used the site found

it easy to locate the information they required. This is relatively positive and suggests that the site, on the whole is user-friendly.

**Figure 5.5: Feedback on LMW website**

	<i>Percentages</i>					
	Don't know	1 Not at all easy	2	3	4	5 Very easy
Ease of finding information required on website	8	-	6	18	38	30
Usefulness of information on the website	5	3	3	26	45	18
Satisfaction with content on the website	5	2	2	31	41	19

Source: IFF Survey data. Sample base 103.

5.35 In terms of the usefulness of information on the LMW site, Figure 5.5, gives an indication (again, using a 1-5 scale where 1 is not at all easy and 5 is very easy) of how the 103 businesses rated this. Just under two-thirds (63 per cent or 64 businesses) rated the usefulness of information on the site as a four or five.

5.36 In terms of overall satisfaction, Figure 5.5 shows that a similar proportion of the user businesses at 60 per cent (or 62 businesses) gave a rating of four or five (on the same scale) in terms of their overall satisfaction with the site.

#### *Views of HRDAs and ELMS providers*

5.37 Overall, there was a good level of awareness of the LMW website amongst the HRDAs and ELMS providers we interviewed and none of those we spoke to were critical of the site itself.

'It's useful ... I think it's an all-round web-site ... informative ... the funding element tells you all about the programmes ... useful'. (HRDA).

"Overall LMW are very effective. Their newsletter keeps you informed and their website is OK". (ELMS Provider).

## e-Newsletter

5.38 In terms of LMW's e-Newsletter, just over two thirds (68 per cent or 102) of the businesses in our sample of 150 said that they had received the e-Newsletter. **Figure 5.6** gives an overview of how businesses rated the usefulness of information contained in the e-Newsletter and their overall satisfaction with its content.

**Figure 5.6: Feedback on LMW e-Newsletter**

	<i>Percentages</i>					
	Don't know	1 Not at all useful	2	3	4	5 Very useful
Usefulness of information in the e-Newsletter	6	5	9	32	38	10
Satisfaction with the content in the e-Newsletter	7	3	8	35	35	12

Source: IFF Survey data. Sample base 102.

5.39 In terms of usefulness, just under half of the 102 businesses that said they had received the e-Newsletter (48 per cent 49 businesses) rated the usefulness of its content as either a four or five (on a 1-5 scale where 1 is not at all useful and five being very useful). Almost a third (32 per cent or 33 businesses) rated the usefulness of information as a three.

5.40 This compares with 75 per cent of respondents who said that they found the Business Wales Website newsletter to be very or fairly useful<sup>119</sup>.

5.41 The picture in relation to satisfaction with the content of the e-Newsletter was almost identical, with (47 per cent or 48 businesses) giving a four or five rating and just over a third (35 per cent or 36 businesses) as a three (on the same scale).

5.42 We take the view that while there is no evidence to suggest that businesses have any significant complaints about the LMW e-Newsletter, they are on the whole rather indifferent about its utility.

5.43 LMW centre staff emphasised that the e-Newsletter has evolved over the past three years and has moved away from an emphasis on funding to

<sup>119</sup> The survey was undertaken as part of the Mid Term Evaluation of the Customer Engagement Project for the Department for Business, Enterprise, Technology and Science of the Welsh Government in May 2012 by Old Bell 3 Ltd. and Cardiff University. The report is not published. The survey of website users was a web survey deployed as an embedded link in the Business Wales Newsletter. There were 27 respondents to the web survey in relation to the Business Wales website.

signposting relevant articles and training. We also understand from our discussions with staff that there are plans to introduce a blog in the near future.

### **Information and Advice from LMW Staff**

- 5.44 Next, we consider feedback in relation to direct advice and information provided to businesses by LMW staff. A total of 25 businesses (17 per cent) who responded to our survey said that they had sought direct advice or information from LMW staff. While there is no benchmark or KPI against which we can assess this, we would have expected (given the role of LMW BEOs in engaging with businesses and 'signing them up' to the e-Newsletter) the proportion of businesses receiving direct advice or information from LMW (i.e. over and above the website, e-Newsletter and events) to have perhaps been slightly higher than 17 per cent and this suggests a high proportion of businesses are rather passive consumers of information provided by LMW.
- 5.45 In terms of respondent business feedback in relation to the extent to which LMW staff understood customer needs, the appropriateness of the advice given and overall satisfaction levels with the advice (using a one to five scale where one is lowest and five is highest), a total of 25 businesses gave us their views.
- 5.46 While it needs to be borne in mind that the sample base here is small, 15 of the 25 businesses gave a rating of four or five (where five is very and one is not at all) in terms of how well LMW had understood what the business was looking for. A further 5 businesses gave a three rating.
- 5.47 A very similar picture emerged in terms of the appropriateness of advice given, with 16 businesses giving a four or five rating (on the same scale) while exactly the same number (16 businesses) gave a four or five rating for overall satisfaction.
- 5.48 We are able to compare the satisfaction rating with the findings of the Customer Engagement Evaluation which reported that 76 per cent of supported businesses said that they were either satisfied or very satisfied with the advice and support they had received from Welsh Government funded Regional Centre Service.

5.49 We take the view that these findings are consistent with business feedback on other aspects of LMW's services and represent a solid achievement.

## Research

5.50 To date, LMW has published two research reports (shown in **Figure 5.7**), the first of which is a report on The Impact of Leadership and Management Development on Organisations and the second is a report on Leadership and Management Development for Businesses in Wales: Consultation with Sector Skills Councils.

**Figure 5.7: LMW Research Reports**



5.51 The research reports have been disseminated via the e-Newsletters and the website and the Impact of Leadership and Management report was also disseminated via a series of five dissemination sessions (some of which were incorporated as part of BYB 'Coaching for success' events) held in Llanelli, Cardiff and Newtown during the spring and summer of 2012. Although based on original (if relatively small scale) qualitative research, the Impact Report in particular was written so as to be easily accessible to practitioners i.e. business owners and managers, and was explicitly intended to play a part in driving the demand for leadership and management training.

- 5.52 Analysis of the web page on which the two research reports are available to download (i.e. from the LMW site) shows that since the launch of the Impact report on March 7th 2012 (until the end of October 2012), a total of 276 unique 'page views' have occurred, with the average time spent on the page being two minutes and four seconds. In total, 483 'page views' have occurred, suggesting each visitor is likely to view the page 1.75 times each.
- 5.53 The bounce rate<sup>120</sup> for the research page over the period March – October 2012 was 71.43 per cent which suggests that the majority of visitors only viewed that particular page before leaving the LMW site (i.e. they did not explore other pages on the LMW site as a result of having linked directly into to the research page)<sup>121</sup>.
- 5.54 This analysis suggests that those who have viewed the research page on the LMW site may have gone direct to it from a hyperlink embedded in one of LMW's e-Newsletters. The average page stay time of over two minutes suggests that viewers may well have read the research abstract and possibly may even have downloaded the main report (though there are no statistics on downloads available).
- 5.55 Overall however, given that less than 7 per cent of the contacts on LMW's database have viewed the research page<sup>122</sup>, interest levels in the research work appears to have been quite low to date.
- 5.56 In terms of the five dissemination sessions held to promote awareness of the Impact report, a total of 186 individuals attended these sessions. Data relating to the ratio of public to private attendees is available for four of the five events and suggests that 75 per cent of those in attendance were from the private sector.
- 5.57 In as far as we are able to comment on these dissemination sessions, it seems broadly positive that they have taken place and that the mix of attendees was weighted towards the private sector. However, we note with some concern that no dissemination sessions have been arranged in North East or North West Wales.

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<sup>120</sup> Bounce rate is an internet marketing term used in web traffic analysis. It represents the percentage of visitors who enter the site and "bounce" (leave the site) rather than continue viewing other pages within the same site. Source: Wikipedia.

<sup>121</sup> Source: Google Analytics provided by LMW.

<sup>122</sup> 276 unique visitors divided by 4,046 entries on the LMW database.

5.58 Only one of the ELMS providers we interviewed said that they were aware of the research work undertaken by LMW. This particular provider was broadly positive about the research, saying that they saw it as 'important'. One of the providers commented that:

'I didn't realise that LMW had undertaken research – I'd be interested to find out more'. (ELMS Workshop Provider).

5.59 None of the six HRDAs we spoke to said that they were aware of LMW's research work.

## 6 Effectiveness and impact

Key findings outlined in this chapter include that:

- according to our survey, LMW has had a positive influence on just under a third of the businesses engaged in terms of the importance they attach to leadership and management skills. Two thirds of businesses engaged by LMW are now more aware than they were about how and where to get support suggesting that LMW may have been more successful to date in promoting awareness of provision (supply side) than it has in changing attitudes and behaviours (demand side);
- there is some, reasonably positive, evidence to suggest attributable progression from LMW through into other strands of ELMS; and
- just over a quarter of businesses engaged by LMW say that they have increased their investment in leadership and management skills and 60 per cent say that they plan to do so in the future.

### Attitudes and awareness

#### *Businesses*

6.1 We asked respondent businesses to comment on whether their involvement with LMW had affected the degree of importance they attach to leadership and management skills within their business. **Figure 6.1** highlights the response to this with a majority of nearly two thirds 65 per cent (98 businesses) saying that the contact with LMW hadn't altered the importance they attach to leadership and management skills. Just under a third (31 per cent or 46 businesses) said that their contact with LMW had altered the degree of importance they attach to leadership and management skills.

**Figure 6.1: Effect LMW contact had on increasing the importance attached to leadership and management skills<sup>1</sup>**

*Percentages*

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Source: IFF Survey data. Sample base 150.

1. Respondents were asked 'Has your involvement with LMW affected the degree of importance you attach to leadership and management within your business'
- 6.2 Those in West Wales were the most likely to say that the importance they attached to leadership and management had increased (45 per cent or 13 businesses)<sup>123</sup> while those in North Wales were least likely to say that the contact with LMW had affected the importance they attached to it (73 per cent or 43 businesses)<sup>124</sup>.
- 6.3 Of the 46 businesses that said LMW had an effect on the degree of importance they attach to leadership and management skills, just under a quarter (11 businesses) said that it had substantially increased, while nearly three quarters (33 businesses) said that it had increased slightly<sup>125</sup>. In the context of the broader sample of 150 respondents, this suggests that LMW has had a positive influence on just under a third of the businesses (29 per cent)<sup>126</sup> with which it comes into contact in terms of increasing the importance they attach to leadership and management skills.
- 6.4 At face value these findings seem disappointing. Of course, the possibility needs to be considered that some of the businesses who said that LMW had not had an effect may already have attached relatively high importance to leadership and management skills (and as such may have perceived themselves to be starting from a relatively high baseline position – or even may have over-played the importance they have always attached to these skills in response to the evaluation survey). However, the finding – taken together with the evidence suggesting survey respondents were more likely than all Welsh businesses to have a training plan in place - does raise the question as to whether there may be merit in trying to target businesses that are less convinced of the merits of leadership and management skills.
- 6.5 We asked businesses to respond to a question on whether their involvement with LMW had helped them become more aware of where

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<sup>123</sup> Sample base of 29 in West Wales.

<sup>124</sup> Sample base of 59 in North Wales.

<sup>125</sup> Two respondents said that they did not know

<sup>126</sup> 44 businesses expressed as a percentage of the entire sample of 150.

and how to access support to develop leadership and management skills.

- 6.6 More than two thirds (69 per cent or 104 businesses)<sup>127</sup> said that they were now more aware than before (of how and where to get support), as shown in **Figure 6.2**.

**Figure 6.2: Increase in awareness of where and how to access support to develop leadership and management skills<sup>1</sup>**

*Percentages*

**Error! Objects cannot be created from editing field codes.**

Source: IFF Survey data. Sample base 150.

1. Respondents were asked 'Do you feel that your involvement with LMW has helped you become more aware of where or how you can access support to develop leadership and management skills?'

- 6.7 Overall, this might suggest that perhaps LMW has been more effective in raising awareness about the (supply side) availability of leadership and management provision, than it has been in terms of affecting attitudes in relation to the importance attached to leadership and management skills (demand side).

*HRDAs and ELMS providers*

- 6.8 We encountered some very mixed views about LMW's role in relation to attitudes and awareness amongst the HRDAs and ELMS providers we interviewed. One HRDA (the one who said that they referred clients to LMW) thought that LMW played a useful awareness raising function in terms of helping businesses take more informed decisions and act like 'intelligent purchasers' of leadership and management training. This particular HRDA said that they encouraged their clients to use the LMW website and to attend their events.
- 6.9 In contrast, the other five HRDAs we spoke to were substantially more critical of LMW's awareness raising work with a general perception that the companies they worked with did not know about LMW and that there was very limited benefit in this kind of general awareness raising activity.

**Up-take of Leadership and Management Provision: ELMS Strands**

*Numbers progressing onto other ELMS strands and attribution*

- 6.10 Next, we asked our survey respondents (having been in contact with LMW) to comment on whether they had gone on to access any of the

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<sup>127</sup> The sample base was the full 150.

other strands of the ELMS programme. In undertaking this analysis, it needs to be clearly stressed that the direct progression of beneficiaries into other ELMS strands has never been a core aim or target set for LMW. Indeed, LMW's role has always been to provide impartial advice to businesses on different forms of leadership and management training and support.

- 6.11 That said, it is legitimate in the context of this evaluation study to examine the extent to which there is follow-on (in the context of LMW's impartial role) as a means of analysing the extent to which behaviour and awareness impacts which may have been instigated by LMW lead to the actual up-take of other services.
- 6.12 **Figure 6.3**, shows broadly a one thirds: two thirds split in terms of up-take i.e. 32 per cent (48 businesses) having participated in ELMS and 66 per cent (99 businesses) not having done so<sup>128</sup> which in our view is reasonably positive, though by no means compelling.

**Figure 6.3: Progression from LMW into other ELMS strands**

*Percentages*

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Source: IFF Survey data. Sample base 150.

- 6.13 In addition to asking this question in the telephone survey, we also undertook a desk based analysis of both the LMW and ELMS databases to explore the extent to which companies appear on both. Clearly, this cannot and should not be interpreted as meaning progression from LMW to ELMS.
- 6.14 Our analysis revealed that a total of 347 businesses appeared on both the LMW and ELMS databases. In drawing our sample for this work, we estimated that around 25 per cent of the 4,046 entries on the LMW database were mainly public and third sector contacts. Assuming therefore that in the region of 3,000 contacts on LMW's database are private businesses, this would suggest that in the region of 12 per cent of the private sector contacts on LMW's database had also used the workshop and/or discretionary WDP strands of ELMS<sup>129</sup>.

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<sup>128</sup> The remaining 2 per cent (or 3 businesses) could not recall whether or not they had participated in an ELMS strand.

<sup>129</sup> Sources: ELMS database as provided by Welsh Government and LMW database as provided by Cardiff University.

- 6.15 This is clearly 20 per cent less than the findings of our survey suggest (at 32 per cent). While we cannot easily explain what accounts for the difference between these two figures this analysis, in our view, reinforces the need to improve the quality of the LMW database. Once this is done, further analysis can then take place on the cross-over between LMW and the main ELMS database held by Welsh Government, so that (even if progression is not a formalised aim or target for LMW), on-going monitoring can take place into the nature of connectivity between the two in terms of business behaviour and up-take.
- 6.16 We asked a number of follow-on questions of the 48 businesses that said they had participated in ELMS strands. Firstly, we asked them to what extent their subsequent involvement in ELMS could be attributed to the information they'd accessed via LMW. A third (16 businesses i.e. around 11 per cent of all the businesses interviewed) said that their participation in ELMS had been 'totally' or to a 'very great extent' the result of the information accessed via LMW. A further (20 businesses) said that their participation in ELMS was 'to some extent' the result of information accessed via LMW.
- 6.17 In the context of our view that 32 per cent (48 businesses) of LMW supported businesses having gone on to ELMS is reasonably positive, it is encouraging that three quarters of these (36 businesses) were able to attribute (to greater or lesser degrees) their up-take of another ELMS service back to LMW.

*Other ELMS strands progressed on to*

- 6.18 Of those 48 businesses that said they had participated in another strand of ELMS, their involvement was spread fairly evenly across the workshops, WDP discretionary funding, coaching and mentoring and SSC initiatives as shown in **Figure 6.4**. This is in contrast somewhat to our analysis of the ELMS database which suggests that the involvement of businesses that also appear on the LMW database had primarily been focused on the leadership and management workshops with around 88 per cent (307 businesses) of those who appeared on both databases having participated in workshops, 6 per cent (22 businesses) having received WDP discretionary funding and the remaining 6 per cent (18 businesses) having done both.

6.19 This may however be explained by time-lag issues in relation to updating the main ELMS database with businesses participating in the more recently commissioned strands of the project (specifically SSC projects and coaching and mentoring).

**Figure 6.4: Spread of up-take by LMW supported businesses across ELMS strands<sup>1</sup>**  
*Numbers*  
**Error! Objects cannot be created from editing field codes.**

Source: IFF Survey data. Sample base 48.

1. Respondents were asked 'Having been involved with LMW have you or has your organisation gone on to become involved with any of the following other strands of the Enhancing Leadership and Management Skills Programme?'

6.20 Figure 6.4 also suggests that on average, each LMW supported business that progresses onto ELMS is likely to use 1.7 of the four strands available to them<sup>130</sup>. It might be reasonable to expect that this will increase in the future as the coaching and mentoring and SSC strands become fully operational.

### **Uptake of L&M Provision: Non-ELMS**

6.21 As well as asking about ELMS services, we also asked businesses whether they had progressed onto other forms of (non-ELMS) leadership and management training.

6.22 Interestingly, the response to this question was exactly the same as for the ELMS strands i.e. a broadly a one thirds: two thirds split with 32 per cent (48 businesses) having participated in other non-ELMS leadership and management programmes and 66 per cent (99 businesses) not having done so<sup>131</sup>. This suggests that LMW has succeeded in operating in an impartial way in terms of providing information to its customers.

6.23 In terms of attribution however, just under a third of the 48 businesses (15 businesses) said that they could attribute at least to some extent their up-take of the other (non-ELMS) provision back to information they accessed via LMW. This compares (as stated above) to an attribution level of three quarters in the context of ELMS strands suggesting that while LMW has been impartial, its customer are more than twice as likely to attribute their progression to ELMS training to LMW than any leadership and management training they progress to outside of ELMS.

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<sup>130</sup> Based on 48 businesses having used the four available ELMS services 83 times between them.

<sup>131</sup> The remaining 2 per cent (or 3 businesses) could not recall whether or not they had participated in an ELMS strand.

6.24 Overall, the combined number of businesses who said that they had progressed from LMW onto ELMS and/or non-ELMS provision was 69 businesses (or 46 per cent). This means that just under half of the businesses who come into contact with LMW go on to other forms of leadership and management provision (though it should be noted that this does not necessarily imply attribution back to LMW).

### **Behaviour and Impact**

6.25 We asked survey respondents to say whether (having used LMW's services), they had subsequently increased the amount they invest in developing leadership and management skills. **Figure 6.5** gives an overview of the responses to this.

**Figure 6.5: Increased investment in leadership and management skills<sup>1</sup>**

*Percentages*

**Error! Objects cannot be created from editing field codes.**

Source: IFF Survey data. Sample base 150.

1. Respondents were asked 'Having used LMW's services, has your organisation increased its investment in developing leadership and management skills?'

6.26 In analysing this response, the prevailing macro-economic conditions clearly need to be taken into account – not least in terms of the impact that a downturn has on the propensity of businesses to invest in skills development<sup>132</sup>.

6.27 Given the proven link between a recession and reduced likelihood of expenditure on skills development, and the fact that LMW has operated in turbulent economic conditions (including a double-dip recession), the fact that 26 per cent (39 businesses) say they have increased their investment in developing leadership and management skills since using LMW's services seems positive, though again it needs to be noted that this may not be entirely attributable to the LMW intervention.

6.28 We went on to ask these 39 businesses how much they were planning to increase their investments by. **Figure 6.6**, gives an overview of the responses to this.

**Figure 6.6: Approximate percentage increase in investment in leadership and management skills<sup>1</sup>**

*Numbers*

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<sup>132</sup> Research by the Chartered Institute for Personnel (CIPD) suggests that the effects of recession in the UK has led to cuts in the budgets allocated for workplace training within 33 per cent of companies. Source: CIPD Annual Survey Report, 2009.

Less than 5 per cent	9
Between 5 per cent and 10 per cent	15
Between 10 per cent and 20 per cent	5
More than 20 per cent	6
Don't know	4

Source: IFF Survey data.

1. Respondents were asked 'What is the approximate percentage increase in the investment made in developing leadership and management skills? Is it...'

6.29 Figure 6.6 shows that the largest grouping of respondent businesses (just under two fifths (or 15 businesses) increased their investment by between five and ten per cent. Of these 15 businesses, seven had less than ten employees, four had between 10 and 49 employees, three had between 50 and 249 employees and one had 250 or more employees.

6.30 Finally, we asked the 150 businesses in our survey whether they plan to increase their investment in leadership and management skills in the future (as shown in **Figure 6.7**).

**Figure 6.7: Plans to increase future leadership and management investment<sup>1</sup>**

*Percentages*

**Error! Objects cannot be created from editing field codes.**

Source: IFF Survey data. Sample base 150.

1. Is your organisation planning to increase its investment in developing leadership and management skills in the future?'

6.31 Encouragingly, Figure 6.7 shows that 60 per cent (90 businesses) plan to increase their investment.

6.32 Overall, we take the view that (in light of the turbulent economic conditions) this is generally a positive picture in terms of company behaviour relating to current and future investment in leadership and management skills development.

## **7 Conclusions and Recommendations**

- 7.1 The overall conclusion drawn by this evaluation is that LMW's impact and effectiveness to date has been positive, but that there is room for improvement.
- 7.2 The policy context, evidence base and rationale for LMW is clear and there was logic attached to applying for ESF to fund the centre as part of the broader, strategic ELMS project. However, the lack of outcomes-focused indicators relating to the original LMW specification makes it more difficult to assess and monitor the cumulative performance of the appointed provider in relation to key outcomes (such as driving up increased demand for leadership and management development amongst SMEs) over the first three years.
- 7.3 The absence of any metrics prior to March 2012 also resulted in a lack of clarity and focus to provide the Cardiff University consortium with the necessary steer for their activities.
- 7.4 Recent work to streamline the objectives for LMW from 10 down to four and the introduction of a set of operational targets linked to these objectives is a positive development. While late in the day, this has helped provide a renewed focus and direction for LMW's work which has been embraced by centre management and staff. However, some of the targets lack specificity (e.g. in terms of their measurability) and overall, are insufficiently SMART in nature. Sharpening the focus of these indicators should be a priority going forward.
- 7.5 Since the introduction of targets in March 2012, both LMW and the Welsh Government are better informed and better placed to be able to assess cumulative progress made by the centre. In this context, we conclude that LMW's performance to date in respect of its new operational targets has been solid and, based on feedback from businesses, that there is room for improvement in some key areas, not least in relation to the relevance of information on LMW's database. While it is more difficult to assess performance pre-March 2012, we conclude that the quarterly activity reported by LMW was in-line with the objectives set out in the original specification.
- 7.6 The evaluation evidence suggests that LMW is reaching a broadly appropriate mix of businesses in Wales in terms of size, maturity and

industrial sectors: indeed, it has done well at interacting with micro-enterprises, traditionally viewed as a difficult market to reach.

- 7.7 LMW is largely responsible for generating its own leads via promotional and marketing activity – rather than receiving referrals from other sources. Indeed referrals between HRDAs, ELMS providers and LMW appear minimal and is an area that needs to be considered, specifically in terms of LMW taking a potentially more proactive and comprehensive role in signposting customers more directly to ELMS (and other) leadership and management provision. In this respect, we conclude that there is an opportunity to strengthen the connectivity and integration between LMW and the rest of ELMS. The challenge here will be to achieve a better balance between, on the one hand, strengthening the attribution of progression outcomes to LMW (which we think there is an opportunity to do) and, on the other, maintaining LMW's impartiality and its quality assurance function.
- 7.8 In terms of the LMW offer, feedback on the events portfolio is broadly positive from a business perspective. We conclude that further dialogue needs to take place between the Welsh Government and LMW on the potential merits of 'deepening' the content of LMW events. This should lead to a greater impact on driving up demand for leadership and management skills and potentially also produce direct benefits for those businesses that are unwilling to invest time and money in more intensive interventions. This will need to be handled carefully so as not to encroach on the work of the ELMS workshop providers and create confusion amongst businesses. However, we conclude that there is a case for examining how LMW can add more detail and depth to its events without competing with or duplicating other provision.
- 7.9 Our conclusions in relation to the website are that it is seen by businesses as a practical resource (to find information about courses and funding) rather than as a way into LMW. Feedback on the website is solid, while businesses are indifferent about the utility of the e-Newsletter suggesting that further revisions to improve its relevance are needed.
- 7.10 We also conclude that overall awareness of, interest in and use of LMW's research products appears to have been modest. Going forward, we conclude that the Welsh Government and LMW need to agree an advance programme of research that focuses on a small number of (two or three) value adding studies that in the main analyse secondary research data such as that produced by the UKCES (rather than

instigating primary research) aimed at influencing the attitudes and behaviours of businesses. This should be supplemented by case studies of companies in Wales relating to leadership and management skills development.

7.11 We conclude that LMW has a legitimate and useful role to play in terms of monitoring ELMS provision, though this needs to be taken forward in a more strategic way, rather than being done on an ad hoc, responsive basis which appears to us to be the case at present.

7.12 While the feedback on the advice received by businesses is broadly positive, we conclude that this is something LMW should look to improve and do more of, tied in with more direct signposting protocols to ELMS providers and other forms of appropriate leadership and management provision.

7.13 Our conclusion based on the evaluation evidence is that LMW has probably been more successful to date in raising general awareness about the (supply side) availability of leadership and management support (i.e. where it is and how to go about sourcing it) than it has in terms of transforming attitudes and behaviours towards leadership and management (the demand side). This is not to say that LMW has not made progress in driving up demand however. The fact that LMW appears to have positively influenced a third of the businesses it has worked with in relation to the importance they attach to leadership and management skills is a positive outcome.

7.14 In a similar vein, we also conclude that the evidence in relation to businesses increasing the amounts they spend on leadership and management skills development (just over a quarter having already done so and 60 per cent planning to do so in the future) while harder to attribute to LMW's work is also a positive outcome, particularly given prevailing macro-economic conditions.

## **Recommendations**

### **Recommendation 1**

7.15 On balance, we feel that there is sufficient justification to recommend that the Welsh Government extends the contract for LMW to 2015, tying it in with the timeframe for the delivery of ELMS.

7.16 Recommendations two through seven are based on the assumption that the Welsh Government accepts recommendation one.

### **Recommendation 2**

7.17 We recommend that the Welsh Government refines and develops the targets it sets for LMW in conjunction with centre staff. The targets should continue to be based around the strategic aims, but should be more specific and quantifiable. We also recommend that going forward, targets and indicators need to be more clearly related to measuring the extent to which LMW is driving up demand. In this context, we recommend that key improvements (detailed in the report) should be made to LMW's database. We also recommend that, building on the data in this report as a baseline, the Welsh Government should undertake more frequent and deeper analysis of LMW's database in the context of customer progression to ELMS and other leadership and management initiatives.

### **Recommendation 3**

7.18 We recommend that the Welsh Government should, (in the context of the extended contract) commission LMW to add depth and specificity to the content of its events. This should stop short of turning them into training sessions that would compete with ELMS workshops, but would enable LMW to have a greater influence on the attitudes and behaviours of businesses – linked to driving up demand and improving leadership and management skills.

### **Recommendation 4**

7.19 We recommend that within the scope of an extended contract, the Welsh Government should set LMW the task of strengthening its signposting protocols. Specifically, we recommend that LMW takes a more direct approach to signposting customers to ELMS and other leadership and management provision. This may well raise some tensions in terms of LMW's impartiality, but we recommend that this needs to take place to ensure that LMW adds sufficient value to the customer journey. In terms of the WDP, LMW should not have to ask businesses to take the initiative of using the Skills Hotline if they want to progress on to the programme: LMW should be able to pass on the contact direct to the WDP team and receive feedback on what has come of the referral.

## **Recommendation 5**

7.20 We recommend that LMW continues to operate the website, recognising that this is a functional resource for businesses it has already made contact with. We recommend that the Welsh Government re-doubles efforts to ensure that ELMS workshop providers regularly update the LMW website with details of their sessions. We recommend, based on the rather lukewarm feedback from businesses about the e-Newsletter that LMW considers whether this is still relevant, or whether other means of communicating with its customer base may be more appropriate. In this context, we recommend that LMW seeks further, qualitative feedback on the e-Newsletter from its readership, possibly in the form of ad hoc focus groups with a view to increasing its perceived appeal and utility.

## **Recommendation 6**

7.21 We recommend that the Welsh Government continues to use LMW to monitor and provide feedback on ELMS provision. In this context, we recommend that a forward plan should be put in place to help LMW allocate its resources in order to accommodate this without negatively affecting its customer facing work.

## **Recommendation 7**

7.22 We recommend that LMW should continue to have a research function. In this context we recommend that the Welsh Government and LMW discuss and agree a forward research strategy to 2015, setting out a very small number of proposed studies which largely draw on secondary, rather than primary, research sources (and with a practical as opposed to an academic focus) supplemented by case studies of Welsh companies aimed at informing and influencing businesses and driving up demand for leadership and management skills.

## Annex 1: LMW Evaluation Framework

	Activities/Participation	Outputs/Reaction and Learning	Outcomes/Behaviour	Impacts	Externalities
DRIVING DEMAND	<p>Networking activities: Attending meetings Making presentations</p> <p>E-mail newsletter</p> <p>Website/portal populated</p> <p>Events – Bring your Brain to Breakfast/Challenge events/Other events</p> <p>Referrals/Signposting to other strands of ELMS 'offer' or LMD support</p> <p>Contacting employers yet to take up agreed funding</p>	<p>Business contacts added to database</p> <p>Businesses opening/reading newsletter and satisfaction</p> <p>Hits on website/new users and satisfaction</p> <p>Satisfaction of businesses/participants attending events</p> <p>Businesses act on onward referrals</p> <p>Businesses accessing report/case-studies and finding them useful</p>	<p>Businesses increasingly aware of importance of LMD</p> <p>Businesses more aware of where/how they can access LMD support</p> <p>Businesses join programmes</p>	<p>Businesses invest in LMD (with or without ELMS support)</p>	<p>Economic conditions reducing business willingness to invest time/money</p> <p>Competition from other training and development 'offers' – confusion in the</p> <p>Role of direct marketing by providers and role of HRDAs in terms of generating increased demand/take-up</p>

	Activities/Participation	Outputs/Reaction and Learning	Outcomes/Behaviour	Impacts	Externalities
IMPROVING SUPPLY	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">           Research undertaken            Research reports completed            Case studies completed         </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">           Networking/CPD activities for providers         </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">           Monitoring workshop providers – observing sessions         </div> <div style="border: 1px solid black; padding: 5px;">           Coordination/Liaison with PSMW         </div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">           Providers accessing reports/case-studies and finding them useful         </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">           Providers attending sessions and finding useful         </div> <div style="border: 1px solid black; padding: 5px;">           Monitoring reports submitted to ELMS management         </div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">           Providers use research/case-studies/good practice to inform and market provision         </div> <div style="border: 1px solid black; padding: 5px;">           ELMS uses information for performance management of providers         </div>	<div style="border: 1px solid black; padding: 5px;">           Quality of Provision available in Wales improves         </div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">           Economic conditions putting pressure on providers' margins leading to cutting corners         </div> <div style="border: 1px solid black; padding: 5px;">           Contractual terms preventing WG from making major changes between contracting         </div>

Description	Indicator/Measure	Evidence Source							
		Document Review	Monitoring Data	Stakeholder Interviews	Survey data	Control Group <sup>133</sup>	Business Case-Studies <sup>134</sup>	ESF Leavers Survey	Other data sources
<b>ACTIVITIES</b>									
Networking Activities	No. of meetings attended*	X	X	X					
- Attending meetings	No. of presentations made*								
- Making Presentations	(*Targets set for LMW)								
E-mail newsletter	No. of editions of newsletter issued	X	X	X					
	No. of new sign ups per quarter*								
	(*Target set for LMW)								
Website/portal populated	Website 'live'	X		X					
Events	No. of attendees*	X	X	X					
- Bring your Brain to Breakfast	per cent from private sector*								
- Challenge events	(*Targets set for LMW)								
- Other events									
Referrals/Signposting to other strands of ELMS 'offer' or LMD support	No. of LMW 'friends' referred on* Proportion of LMW 'friends' referred on (*Target for LMW)	X	X	X	X				

<sup>133</sup> For the purposes of this framework we have assumed that we will not be using any control group for LMW participants

<sup>134</sup> For the purposes of this framework we have assumed we will not undertake case-studies of LMW participants – see Section 5.1

Description	Indicator/Measure	Evidence Source								
		Document Review	Monitoring Data	Stakeholder Interviews	Survey data	Control Group <sup>133</sup>	Business Case-Studies <sup>134</sup>	ESF Leavers Survey	Other data sources	
Contacting employers yet to take up agreed funding	No. of employers contacted	X		X	X					
Research undertaken -Research reports -Case-studies	Research reports published and disseminated* No of case-studies uploaded to the website* (*Targets for LMW)	X	X	X						
Networking/CPD activities for providers	No. of events held No. of providers attending	X		X						
Monitoring Workshop providers	No. of sessions observed	X		X						
Co-ordination/Liaison with PSMW	Meetings held/events co-hosted			X						
<b>OUTPUTS/REACTION AND LEARNING</b>										
Business contacts added to database	No. of business cards collected* No. of businesses on database (*Target for LMW)	X	X	X						
Businesses opening/reading newsletter and satisfaction	Proportion of businesses opening email newsletter Satisfaction of recipients with newsletter content	X		X	X					

Description	Indicator/Measure	Evidence Source							
		Document Review	Monitoring Data	Stakeholder Interviews	Survey data	Control Group <sup>133</sup>	Business Case-Studies <sup>134</sup>	ESF Leavers Survey	Other data sources
Hits on website/new users and satisfaction	No. of hits on website No. of new visitors* Satisfaction of users with website content (*Target for LMW)	X	X	X	X				
Satisfaction of businesses/participants attending events	Proportion of participants reporting themselves satisfied with events		X	X	X				
Businesses act on onward referrals	Proportion of businesses acting on referrals				X				
Businesses accessing reports/case-studies and finding them useful	Proportion of website users reporting they find a) research reports and b) case-studies useful				X				
Providers accessing reports/case-studies and finding them useful	Proportion of providers reporting that they find a) research reports and b) case-studies useful			X					
Providers attending LMW sessions and finding them useful	Proportion of providers reporting that LMW sessions are useful			X					
Monitoring reports on providers submitted to ELMS management	No. of reports submitted ELMS management team find reports useful	X	X	X					

Description	Indicator/Measure	Evidence Source							
		Document Review	Monitoring Data	Stakeholder Interviews	Survey data	Control Group <sup>133</sup>	Business Case-Studies <sup>134</sup>	ESF Leavers Survey	Other data sources
<b>OUTCOMES/BEHAVIOUR</b>									
Businesses increasingly aware of importance of LMD	Proportion of businesses reporting involvement has increased importance they attach to LMD				X				X Future skills surveys
Businesses more aware of where/how they can access LMD support	Proportion of businesses reporting involvement has increased importance they attach to LMD				X				X Future skills/perspectives surveys
Businesses join programmes	Proportion of businesses referred from LMW joining provision	X	X	X	X				
Providers use research/case-studies/good practice to inform and market provision	Proportion of providers using LMW products in practice to inform provision and marketing			X					
ELMS uses information for performance management of providers	ELMS management team use LMW reports to manage providers			X					

Description	Indicator/Measure	Evidence Source							
		Document Review	Monitoring Data	Stakeholder Interviews	Survey data	Control Group <sup>133</sup>	Business Case-Studies <sup>134</sup>	ESF Leavers Survey	Other data sources
<b>IMPACTS/ORGANISATIONAL PERFORMANCE</b>									
Businesses invest in LMD (with or without ELMS support)	Proportion of businesses undertaking LMD training				X				X Future skills surveys
Quality of Provision available in Wales improves	Perceptions of stakeholders and businesses			X	X				X Future skills surveys

## Annex 2. List of Qualitative Stakeholders Interviews

Individual	Organisation
Owen Evans	Welsh Government
Teresa Holdsworth	Welsh Government
John Jones	Welsh Government
Sion Meredith	Welsh Government
Natalie Sawkins	Welsh Government
Helen Tinsley	Welsh Government
Rhys Morris	Welsh Government
Richard Evans	Welsh Government
David Thornley	WEFO
Mark Watson	WEFO
Dr Barrie Kennard	LMW
Phil Swain	LMW
Dave John	LMW
Jemma Kinch	LMW
Sarah Pepper	LMW
Ceri Frayne	LMW
Rhian Kelly	LMW
Helen Baynham	LMW
Jo Riley	LMW
Andrew Gilbert	Worth Consulting
David Roberts	Wales Management Centre, Bangor University
Catrin Roberts	Wales Management Centre, Bangor University
Caroline Day	Coleg Gwent
Ceri Jones	Swansea University
Joanne Price	Centre for Business
Kathryn Jellings	Consult Capital
Mary Sisson	Awbery Management
Melanie Allsop	The Group
Mike Brown	EEF
Jo Lord	Learning to Inspire
Elaine Rodgers	Learning to Inspire
Sharon Mott	University of Glamorgan
Alison Jones	BPI Training
Matthew Channell	TSW Training
Helen Jones	Fix Training

## Annex 3. Telephone Survey Questionnaire

Private & Confidential      J5119 Date

ELMS LMW Telephone

Quota Targets			
Region	Business Card (Source=1)	Other (Source=2)	Total
(=1) South East	18	27	45
(=2) West	11	17	28
(=3) Mid	4	7	11
(=4) North	27	39	66
Total	60	90	150

### REASSURANCES TO USE IF NECESSARY

This research is being conducted on behalf of the Welsh Government, and is being carried out to assess the effectiveness of ELMS, the Enhancing Leadership and Management Skills Programme.

The interview should take around 15 minutes to complete.

IFF Research is an independent market research company. All of our work is carried out according to the strict Code of Conduct of the Market Research Society.

Everything you tell us will be treated in the strictest confidence and the Welsh Government will not know how named individuals or employers have responded.

To confirm the validity of survey or get more information about aims and objectives, you can call:

MRS: Market Research Society on 0500 396999

IFF: Sam Morris or Peter Hall: 020 7250 3035

Welsh Government: Sion Meredith: 03000 622400

Screener

ASK TELEPHONIST

S1      Good morning / afternoon. My name is <NAME> and I'm calling from IFF Research, on behalf of the Welsh Government. May I speak to <NAMED RESPONDENT>?

Continue - named person speaking		GO TO S3
----------------------------------	--	----------

Transferred		
Person left the organisation / never heard of person		ASK S2
Hard appointment		MAKE APPOINTMENT
Soft Appointment		
Refusal		CLOSE
Nobody at site able to answer questions		
Not available in deadline		
Engaged		
Fax Line		
No reply / Answer phone		
Residential Number		
Dead line		
Company closed		
Company moved		
Reassurances required		DISPLAY REASSURANCES

IF S1 = 3

S2 I'm calling on behalf of the Welsh Government to discuss your organisation's involvement with the Enhancing Leadership and Management Skills Programme, known as ELMS, specifically a component of the scheme called Leadership and Management Wales, or LMW, led by Cardiff University, but also involving Aberystwyth and Glyndwr Universities.

We had <NAMED RESPONDENT> as the contact for this. Is there someone else who would be able to answer about your organisation's involvement?

ADD IF NECESSARY: Perhaps the owner or a director?

Continue - correct person speaking		CONTINUE TO S3
Referred to someone else at establishment NAME_____		TRANSFER AND RE-INTRODUCE

JOB TITLE _____		
Hard appointment		MAKE APPOINTMENT
Soft appointment		
Refusal		THANK AND CLOSE
Not available in deadline		
Reassurances required		DISPLAY REASSURANCES

### ASK ALL

S3 Hello, my name is <NAME>, calling from IFF Research, and I'm part of the team which has been commissioned by the Welsh Government to assess the effectiveness of its Enhancing Leadership and Management Skills Programme and to find out how the Programme might be improved.

The Enhancing Leadership and Management Skills Programme, which you might know better as ELMS, is designed to help businesses develop the capacity of staff to lead and manage more effectively. A key component of the Scheme is Leadership and Management Wales, or LMW, led by Cardiff University, but also involving Aberystwyth and Glyndwr Universities.

I understand that you came into contact with LMW at some stage over the last couple of years. Is this right?

Yes		GO TO S6
No		THANK AND CLOSE
Not sure		
Hard appointment		MAKE APPOINTMENT
Soft appointment		
Refusal		THANK AND CLOSE
Refusal – company policy		
Refusal – taken part in recent survey		
Not available in deadline		
Reassurances required		DISPLAY REASSURANCES

IF S3 = 2 OR 3

Unfortunately, we're only looking to interview people who took part in an LMW activity, so we'll have to stop there. Thank you very much for your time.

CLOSE SURVEY

READ OUT FOR ALL

I'd like to ask you some questions about your experience of LMW and what difference your contact with it made to your organisation. All responses will be treated in strict confidence. The survey should take around 15 minutes, depending on your answers.

ASK ALL

S5 First can I check, would you prefer to conduct the interview in English or Welsh?

Welsh		ASK S6
English		GO TO A1

IF S5 = 1 (WELSH)

S6 I'm not a Welsh speaker myself, but could a colleague who is give you a call within the next week or so?

Hard appointment in Welsh		MAKE APPOINTMENT IN WELSH INTERVIEWER QUEUE
Soft appointment in Welsh		
Continue in English		CONTINUE

READ OUT FOR ALL

Please note, this call may be recorded for quality or training purposes.

Organisation's Details

ASK ALL

A1 Before we start I'd like to check one or two things about your organisation. How would you describe the main business activity of your organisation?

PROBE FULLY:

What exactly is made or done by the organisation?

WRITE IN - MUST CODE TO 4-DIGIT SIC 2007.

--

ASK ALL

A2 How long has your organisation been in operation?

INTERVIEWER NOTE: This refers to the company as a whole

PROMPT IF NECESSARY. SINGLE CODE.

Less than 2 years	
2 to 5 years	
More than 5 and up to 10 years	
More than 10 years	
Don't know	

ASK ALL

A3 Are there other establishments or sites in your organisation?

PROMPT IF NECESSARY. SINGLE CODE.

Yes	
No	
Don't know	

IF A3 = 1 OR DON'T KNOW

A4 Is the Head Office located...READ OUT SINGLE CODE.

In Wales	
----------	--

Elsewhere in the UK	
Elsewhere in Europe	
Outside Europe	
(DO NOT READ OUT) Don't know	

ASK ALL

A5 How many people does your organisation employ [IF A3 = 1 OR 3: at the site where you work]? Please include both full time and part time employees on your payroll and any working proprietors or owners, but exclude any self-employed and outside contractors or agency staff.

PROMPT IF NECESSARY. SINGLE CODE.

Less than 10 employees	
10 to 49 employees	
50 to 249 employees	
250+ employees	
Don't know	

ASK ALL

A6 How does this compare to the number of people employed [IF A3 = 1 OR 3: at the site] 12 months ago?

PROMPT IF NECESSARY. SINGLE CODE.

More now than 12 months ago	
Same	
Fewer now than 12 months ago	
Don't know	

A7 What is your job title and role within the organisation?

WRITE IN - MUST CODE TO SOC 2010 MAJOR GROUPS.

--

## Organisation's Training Behaviours

READ OUT FOR ALL

Before I talk to you about the involvement you have had with Leadership and Management Wales (LMW), I'd like to ask you a few questions about your organisation's approach to business planning and training.

ASK ALL

B1 Does the organisation have a formal business plan which sets out the business' objectives for the coming year?

SINGLE CODE.

Yes	
No	
Don't know	

B2 Would you say that the business' ambitions over the coming three years or so are: READ OUT. SINGLE CODE.

To grow significantly	
To grow a little	
To maintain its current position	
To survive	
Other (PLEASE SPECIFY)	
(DO NOT READ OUT) Don't know	

B3 Does the organisation have a training plan that specifies in advance the level and type of training your employees will need in the coming year?

SINGLE CODE.

Yes	
No	
Don't know	

IF B1 = 1 AND B3 = 1 (BUSINESS PLAN AND TRAINING PLAN)

B4 Does this plan link to the objectives set in the organisation's business plan?

SINGLE CODE.

Yes	
No	
Don't know	

ASK ALL

B5 Before getting involved with LMW, roughly how much did the organisation spend with outside companies on training each year [IF A3 = 1 OR 3: at this site]? Was it...

READ OUT. SINGLE CODE.

Nothing	
Less than £5,000	
£5,000 to £10,000	
£10,001 to £20,000	
£20,001 to £50,000	
£50,001 to £100,000	
More than £100,000	
DO NOT READ OUT: Don't know / refused	

IF B5 = NOT 1 (ALL EXCEPT THOSE SPENDING NOTHING)

B6 Before getting involved with LMW, roughly how much did the organisation spend with outside companies on training in leadership and management skills each year [IF A3 = 1 OR 3: at this site]? Was it...READ OUT. SINGLE CODE.

Nothing	
Less than £5,000	
£5,000 to £10,000	

£10,001 to £20,000	
£20,001 to £50,000	
£50,001 to £100,000	
More than £100,000	
DO NOT READ OUT: Don't know / refused	

ASK ALL

B7 Which of the following applies regarding your organisation or site's Investors in People (IIP) status...READ OUT?

SINGLE CODE.

Are you currently IIP accredited	
Did you used to be IIP accredited but are not currently	
Or has your organisation or site never been IIP accredited	
(DO NOT READ OUT) Don't know	

IF B7 = 1

B8 Roughly how long has it held the award? PROMPT IF NECESSARY.

SINGLE CODE.

Less than 12 months	
1 to 2 years	
More than 2 years	
Don't know	

Route into ELMS

READ OUT FOR ALL

Turning now to your involvement with Leadership and Management Wales (or LMW).

ASK ALL

C1 Which of the following LMW services did you or your organisation use?

READ OUT. MULTICODE.

Visited the website	
Received LMW newsletter	
Asked LMW staff for advice by phone or email	
Participated in LMW events such as “Bring your Brain to Breakfast” or “The Challenge”	
DO NOT READ OUT: None of the above	

IF ‘NONE OF THE ABOVE AT C1’

C1A Can you tell me what LMW services your organisation used?

DON'T KNOW / CAN'T REMEMBER.....X

ASK ALL. ROTATE CODES.

C2 How did you or your organisation first hear about LMW, was it via...READ OUT. SINGLE CODE.

ROTATE START

A human resource development adviser	
Business.Wales.gov.uk website	
A regional service centre	
A learning provider	
The LAW website	
Presentations given by LMW staff at business events or networking meetings	
Correspondence received from LMW, including email correspondence	
Other (PLEASE SPECIFY)	
DO NOT READ OUT: Don't know / Can't remember	

Motivation

IF C1 = 1 OR C1 = 3 (WEBSITE OR ASKED STAFF FOR ADVICE)

D1 What made you or your organisation decide to turn to LMW for information and/or advice? Were you...

READ OUT. SINGLE CODE PER ITEM.

	Yes	No	Don't know
Aware of specific problems with leadership and management in the business and actively looking for support?	1	2	3
Looking to delegate more responsibility within the business and actively looking for support?	1	2	3
Contacting them for information or advice for some other reason? (SPECIFY IF YES)	1	2	3

IF C1 = 4 (EVENTS)

D2 What made you or your organisation decide to participate in the LMW event or events? Were you consciously looking to do any of the following:

READ OUT. SINGLE CODE PER ITEM.

	Yes	No	Don't know
Improve senior managers' leadership skills?	1	2	3
Bring on more junior managers?	1	2	3
Allow staff to gain management qualifications?	1	2	3
Put in place a succession strategy for the business?	1	2	3
Improve staff relations and morale?	1	2	3
Improve products or processes?	1	2	3
Generate additional sales for your business through networking with other businesses?	1	2	3
Did you decide to participate in the LMW event or events for any other reason (SPECIFY IF YES)	1	2	3

IF C1 = 4 (EVENTS)

D3 When you decided to attend the LMW event or events, were you...

READ OUT

SINGLE CODE PER ITEM.

	Yes	No	Don't know
Looking to address specific leadership and management problems that you'd identified within the business	1	2	3
Attracted by the relevance of the specific event to your business	1	2	3
Attracted by the fact the event was free	1	2	3

Participation

IF C1 = 1 (WEBSITE)

E1 What kinds of information did you access via the website? Was it...

READ OUT. MULTICODE.

Case studies, articles or reports on leadership and management issues	
Links to skill development resources (e.g. MindTools or video clips)	
Links to external organisations such as ACAS or the ILM	
Information about learning providers	
Information about potential sources of funding	
Information about forthcoming events	
or was it any other sort of information (PLEASE SPECIFY)	
DO NOT READ OUT: Don't know	

IF C1 = 3 (ASKED STAFF FOR ADVICE)

E2 When asking LMW staff for advice, which office did you contact?

PROMPT AS NECESSARY. MULTICODE.

Cardiff	
Wrexham	
Aberystwyth	
DO NOT READ OUT: Don't know / Can't remember	

IF C1 = 4 (EVENTS)

E3 Other than yourself, how many people from your organisation participated in the LMW event?  
ENTER NUMBER OR CODE.

ENTER NUMBER, ALLOW 0 - 99,999	
Don't know / Can't remember	

Reaction

IF C1 = 1 (VISITED THE WEBSITE)

F1 On a scale of 1 to 5, where 1 is not at all and 5 is very...

SINGLE CODE EACH ROW

	Not at all				Very	Don't know / not applicable
A) how easy was it to find the information you required on the LMW website?	1	2	3	4	5	6
B) how useful was the information on the website	1	2	3	4	5	6
C) how satisfied overall were you with the content on the website?	1	2	3	4	5	6

IF C1 = 2 (RECEIVED NEWSLETTERS)

F2 On a scale of 1 to 5, where 1 is not at all and 5 is very...

SINGLE CODE EACH ROW

	Not at all				Very	Don't know / not applicable
A) how useful was the information in the LMW newsletter?	1	2	3	4	5	6
B) how satisfied overall were you with the content in the newsletter?	1	2	3	4	5	6

IF C1 = 3 (CALLED OR E-MAILED LMW OFFICES FOR ADVICE)

F3 On a scale of 1 to 5, where 1 is not at all and 5 is very...

SINGLE CODE EACH ROW

	Not at all				Very	Don't know / not applicable

A) how well did you feel LMW understood what you were looking for?	1	2	3	4	5	6
B) how appropriate was the information or advice you were given?	1	2	3	4	5	6
C) how satisfied overall were you with the service you received when asking LMW staff for information or advice?	1	2	3	4	5	6

IF C1 = 4 (EVENTS)

F4 Thinking about the most recent LMW event you attended, on a scale of 1 to 5, where 1 is not at all and 5 is very...

SINGLE CODE EACH ROW

	Not at all				Very	Don't know / not applicable
A) how well organised was the event?	1	2	3	4	5	6
B) how engaging was the speaker or speakers?	1	2	3	4	5	6
C) how appropriate was the pace of delivery of the speeches at the event	1	2	3	4	5	6
D) how appropriate were the learning materials issued at the event?	1	2	3	4	5	6

IF C1 = 4 (EVENTS)

F5 Was the content of the event pitched at the right level for the individuals who attended?

SINGLE CODE.

Yes	
No	
Don't know	

IF C1 = 4 (EVENTS)

F5 How relevant was the content of the event to your job? Was it...READ OUT. SINGLE CODE.

Very relevant	
Fairly relevant	
Mixed	
Largely irrelevant	
Totally irrelevant	
DO NOT READ OUT: Don't know	

IF C1 = 4 (EVENTS)

F6 How closely did the event meet your expectations? Did it...READ OUT.  
SINGLE CODE.

Far exceed expectations	
Exceed expectations	
Met expectations but did not exceed them	
Didn't quite live up to expectations	
Didn't live up to expectations at all	
DO NOT READ OUT: Don't know	

Behaviour

READ OUT FOR ALL

I'd now like to turn to the effects of your dealings with LMW on your work.

ASK ALL

G1 Has your involvement with LMW affected the degree of importance you attach to leadership and management skills within your business?

SINGLE CODE.

Yes	
No	
Don't know	

If G1 = 1

G2 Has it...READ OUT. SINGLE CODE.

Substantially increased the importance you attach to leadership and management skills	
Slightly increased the importance you attach to leadership and management skills	
Slightly reduced the importance you attach to leadership and management skills	
Substantially reduced the importance you attach to leadership and management skills	
DO NOT READ OUT: Don't know	

ASK ALL

G3 Do you feel that your involvement with LMW has helped you become more aware of where or how you can access support to develop leadership and management skills?

SINGLE CODE.

Yes	
No	
Don't know	

G4 Having been involved with LMW, have you or has your organisation gone on to become involved with any of the following other strands of the Enhancing Leadership and Management Skills Programme?

READ OUT. MULTICODE.

Leadership and Management Workshops	
Discretionary Support through the Workforce Development Programme	
Training in Coaching and Mentoring Skills	
Sector Skills Council (SSC) led activities	
DO NOT READ OUT: None of the above	
DO NOT READ OUT: Don't know	

IF G4 = ANY OF 1 - 4

G5 To what extent was your or your organisation's subsequent involvement in [IF SINGLE CODE AT G4: this activity] [IF MULTICODE AT

G4: these activities] attributable to information you accessed via LMW?  
 READ OUT. SINGLE CODE.

Totally	
To a great extent	
To some extent	
Hardly at all	
Not at all	
DO NOT READ OUT: Don't know	

ASK ALL

G6 Since being involved with LMW, has your organisation been involved in any other leadership and management training outside the Enhancing Leadership and Management Skills Programme?  
 SINGLE CODE.

Yes	
No	
Don't know	

IF G6 = 1

G7 To what extent was your or your organisation's subsequent involvement in this further leadership and management training attributable to information you accessed via LMW?  
 READ OUT. SINGLE CODE.

Totally	
To a great extent	
To some extent	
Hardly at all	
Not at all	
DO NOT READ OUT: Don't know	

Impact

READ OUT FOR ALL

Finally, I'd like to ask you some questions about the impact which participation in LMW's events has had upon various aspects of business performance.

ASK ALL

H1 Having used LMW's services, has your organisation increased its investment in developing leadership and management skills?

SINGLE CODE.

Yes	
No	
Don't know	

IF H1 = 1

H2 What is the approximate percentage increase in the investment made in developing leadership and management skills? Is it...

READ OUT. SINGLE CODE.

Less than 5 per cent	
Between 5 and 10 per cent	
More than 10 per cent up to 20 per cent	
More than 20 per cent	
DO NOT READ OUT: Don't know	

ASK ALL

H3 Is your organisation planning to increase its investment in developing leadership and management skills in the future?

SINGLE CODE.

Yes	
No	
Don't know	

Future Studies

ASK ALL

I1 This study will involve undertaking follow-up interviews with organisations in order to assess the longer-term effects of leadership and management development activities supported by the Welsh Government. Would you be prepared to be contacted again in a year or so's time?

SINGLE CODE.

Yes	
No	
Don't know	

THANK AND CLOSE SURVEY

I declare that this survey has been carried out under IFF instructions and within the rules of the MRS Code of Conduct.	
Interviewer signature:	Date:
Finish time:	Interview Length (mins):