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Final Evaluation of the Leadership and Management Wales (LMW) Centre for Excellence

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Centre for Excellence

Huw Bryer, Old Bell 3 Ltd.



Peer Reviewed by:

Gareth Williams, Old Bell 3 Ltd.

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

For further information please contact:

Siân Williams

Department: Knowledge and Analytical Services

Welsh Government

Cathays Park

Cardiff CF10 3NQ

Tel: 029 2082 3991

Fax: 029 2092 2765

Email: sian.williams50@wales.gsi.gov.uk

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Glossary of acronyms

Acronym	Explanation
BEO	Business Engagement Officer
CATI	Computer Assisted Telephone Interview
ELMS	Enhancing Leadership and Management Skills
EPS	Employer Perspectives Survey
ESF	European Social Fund
ESS	Employer Skills Survey
HPW	High Performance Working
liP	Investors in People
ILM	Institute of Leadership and Management
IOD	Institute of Directors
KPI	Key Performance Indicator
LMD	Leadership and Management Development
LMW	Leadership and Management Wales
RCE	Regional Competitiveness and Employment
RSP	Regional Skills Partnership
SLF	Sector Leadership Fund
SME	Small and Medium-Sized Enterprise
SSC	Sector Skills Council
UKCES	UK Commission for Employment and Skills
WDA	Workforce Development Advisor
WEFO	Welsh European Funding Office

Executive Summary

About LMW

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).

The ELMS programme consisted of a number of discrete leadership and management training interventions and was originally intended to run for six years between 2009 and 2015. However a decision was taken by the Welsh Government to withdraw it in 2014 more than a year earlier than planned.

LMW is a parallel service to ELMS delivered under contract by a consortium led by Cardiff University. It does not itself deliver training in leadership and management but acts as a central hub for businesses and individuals, providing up to date leadership and management research and signposting them to the most appropriate provision. LMW also provides expert advice and challenge to the delivery of leadership and management training in Wales.

LMW evaluation

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 ELMS and LMW. A stand-alone evaluation report of the impact and effectiveness of LMW was published in 2013 with the recommendation 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 delivery of ELMS'. Separate interim and update evaluation reports on ELMS have also been published.

This final evaluation of LMW has involved reviewing various documents to update the strategic context and evidence base for LMW as well as research material and performance monitoring information supplied by the Centre. It has also involved a series of qualitative interviews with various LMW

stakeholders as well as a telephone survey with LMW supported organisations and a web survey of the Centre's eNewsletter recipients.

Key findings

In terms of the policy context for LMW, the report finds that there is a more nuanced approach to leadership and management skills in recent Welsh Government policy statements than was the case when ELMS and LMW were originally conceived.

The 2013 Wales Employer Skills Survey shows that relatively little has changed in terms of the demand for, and supply of leadership and management skills compared to the situation reported in our 2013 evaluation.

In-line with its reduced emphasis on leadership and management skills, Welsh Government took a policy decision to withdraw ELMS early in 2014 as part of a phased transition into the priorities for the 2014-2020 EU Structural Fund Programmes. The policy decision to withdraw ELMS fundamentally altered the nature of LMW's service and meant that it became less focused on generating interest in ELMS.

The report finds that LMW has continued to discharge appropriate activity and has supported an appropriate customer base (focused mainly on Welsh SMEs) which has been in-line with its aims and objectives. Where quantifiable targets existed, the evidence shows that LMW has generally succeeded in meeting and in some cases has exceeded these. However, for several of the Centre's objectives, no quantifiable targets existed and little progress had been made in adding specificity to these since our earlier evaluation which also highlighted this issue. The result is that the extent to which LMW's cumulative performance and in particular the level of progression between LMW and other forms of leadership and management training (including ELMS) can be assessed is limited.

There continue to have been a wide range of reasons as to why organisations make contact with LMW. They are most likely to have done so because they

were looking to delegate more responsibility within their business and were actively looking for support in doing so. Organisations are most likely to have heard about LMW from proactive approaches by Centre staff including presentations, networking or correspondence.

In terms of the leadership and management events organised by LMW, these have evolved and have been refined since 2013 and the evaluation evidence shows positive feedback from attendees and stakeholders. The survey data shows that most organisations attend LMW events to generate more sales and to network with other businesses.

The majority (90 percent) of the LMW supported organisations that responded to our telephone survey said that they had visited LMW's website, considerably higher than for the previous evaluation. As with the previous evaluation, the main purpose for organisations visiting the website was to access information about forthcoming LMW events. The evaluation evidence shows positive feedback on the website itself.

Consistent with our earlier (2013) evaluation findings, while its reach has been positive (with a recipient database of over 5,000 contacts) the usage and impact of LMW's eNewsletter continues to be modest with this having been a means of keeping in touch rather than influencing behaviour.

In terms of direct advice and guidance services, the report shows evidence of LMW having deployed more of this on a one to one basis for a short period during 2014 (since the withdrawal of ELMS) and that these services had been well received by supported organisations. However, LMW was instructed by Welsh Government not to proactively promote this aspect of its service to avoid confusion with the role of other publicly funded business and skills advisory services. The evaluation report concludes that this reflected a lack of clarity in terms of what LMW's role needed to be post-ELMS.

The report also draws attention to the fact that there had been five different contract managers overseeing LMW's work during a four year period. This

contributed to a lack of continuity which has not been efficient for either party and should be a key learning point in terms of how external contracts of this nature are managed by Welsh Government in future.

Since the previous evaluation in 2013, LMW has produced four research papers three of which have been published and the report finds that feedback from stakeholders on these products has been positive. However, the report also finds that opportunities were missed by Welsh Government to involve internal social research colleagues more in setting the research agenda for LMW to help fill specific gaps in knowledge.

The report finds that LMW's work around quality assurance of leadership and management training has been well received by training providers and stakeholders. The Welsh Government could however have made more use of LMW as independent expert advisers on leadership and management, particularly in the early stages of implementing ELMS and approving its courses.

In terms of the effectiveness and impact of the Centre's work, the report finds that while a higher proportion of survey respondents claimed that LMW had affected the degree of importance they attach to leadership and management skills (than in our previous evaluation), the overall proportion was still relatively low at 44 percent.

Less than half (45 percent) of those organisations that progressed from LMW into ELMS attributed this to the Centre's work while 38 percent of the organisations that progressed from LMW into other leadership and management training attributed this to the Centre. This suggests that to a degree, LMW has been working with organisations that were already 'switched on' to leadership and management development rather than those who were arguably in real need of convincing.

In this context, the report concludes that there is little evidence at the macro level to suggest that there has been transformational change and that LMW

has been more effective in its work on enhancing awareness, access to and quality of the supply side than it has in terms of affecting attitudes and behaviours in relation to demand.

Finally, in terms of the future, employer evidence reviewed in this evaluation suggests that skills gaps remain around strategic management skills in Wales indicating that the problems and market failures that ELMS/LMW were conceived to address have not been solved. The report concludes that should the Welsh European Funding Office (WEFO) take forward leadership and management support in 2014-2020, then the constructive lessons learned from the LMW experience should be at the forefront of their minds in terms of packaging 'front of house' information, advice, research and quality assurance services that enhance the overall customer journey.

1 Introduction

ELMS and the Leadership and Management Wales (LMW) Centre for Excellence

- 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 was a flagship programme funded by the Welsh Government and the European Social Fund (ESF), through the Convergence and Regional Competitiveness and Employment (RCE) programmes, which involved:

‘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’¹.
- 1.3 The ELMS programme consisted of a number of discrete leadership and management training interventions and evaluations of these elements have been covered in separate formative and summative reports².
- 1.4 The ELMS programme was originally intended to run for six years between 2009 and 2015. The Welsh Government took a policy decision to withdraw ELMS during 2014 as part of a phased transition into the priorities for the 2014-2020 EU Structural Funds Programmes with all activity completing as of end of December 2015.

¹ ELMS Business Plan. (Convergence ESF). Page 5.

² <http://gov.wales/statistics-and-research/evaluation-enhancing-leadership-management-skills-programme/?lang=en>

1.5 The Leadership and Management Wales (LMW) Centre for Excellence is a parallel service delivered under contract by a consortium led by Cardiff University. LMW does not itself deliver leadership and management training. Rather its purpose is to ‘act as a central hub for businesses and individuals, providing up to date leadership and management research and signposting to the most appropriate leadership and management project, depending on need’. LMW also ‘provides expert advice and challenge to the delivery of leadership and management training in Wales’³.

1.6 A stand-alone evaluation of the impact and effectiveness of LMW was undertaken by Old Bell 3 and was published by the Welsh Government in 2013. The main recommendation of this report was that:

‘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’⁴.

1.7 Since that time, the Welsh Government took the decision to extend LMW’s contract to June 2015⁵. This report therefore represents a summative evaluation of the Centre’s work.

Evaluation aim and objective

1.8 The 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

³ ELMS Business Plan (Convergence ESF). Page 41.

⁴ An Evaluation of the Impact and Effectiveness of the Leadership and Management Wales (LMW) Centre for Excellence (2013). Old Bell 3 Ltd. Page 4.

⁵ Prior to the extension being granted, LMW’s contract was due to expire on 31st December 2014. No additional budget (to that available to LMW for the 2014/15 financial year) was made available for the extended delivery period.

and effectiveness of the Leadership & Management Wales (LMW) Centre for Excellence'⁶.

1.9 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'⁷.

Methodology

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

- reviewing relevant policy, strategy and research documents to update the strategic context and evidence base for LMW
- reviewing information provided by LMW including research reports, newsletters, performance data and progress reports
- preparing updated semi-structured discussion guides, taking account of the logic model evaluation framework for LMW and undertaking qualitative interviews with 22 stakeholders including Welsh Government officials, LMW staff, Workforce Development Advisers (WDAs⁸) and ELMS training providers (see Annex 1 for a full list)
- analysing, cleansing and de-duplicating various databases of LMW supported organisations and individuals⁹
- revising and updating the telephone survey questionnaire (used for the 2013 LMW evaluation) and completing telephone interviews with 175 LMW supported organisations

⁶ Evaluation Specification.

⁷ Ibid.

⁸ Formerly referred to as Human Resource Development Advisers (HRDAs).

⁹ Three databases were provided to us. One relating to recipients of 'one to one' advice and support by LMW (containing 64 entries), a second relating to LMW event attendees (containing 860 entries) and a third relating to recipients of LMW's electronic newsletter (containing 5,157 entries).

- designing a web survey questionnaire and deploying this to the readership of LMW's electronic newsletter via an embedded link in the November 2014 issue of the newsletter¹⁰. 19 responses were received from a database of 5,157.

Report structure

1.11 In the remainder of this report, we:

In the remainder of this report, we:

- consider the updated policy context and evidence base for LMW and leadership and management training more generally in Wales (Chapter 2)
- consider LMW's performance (Chapter 3)
- consider the profile of LMW's customer base and detail the survey approach (Chapter 4)
- consider the reasons for using LMW's services and customer feedback on those services (Chapter 5)
- consider the effectiveness and impact of LMW (Chapter 6)
- set out our conclusions (Chapter 7)

¹⁰ Only 19 responses were received from a database of 5,157 so findings have not been reported.

2 Updated Policy Context and Evidence Base

2.1 In this chapter, we examine a number of key policy developments of relevance to LMW and leadership and management training in Wales since the 2013 evaluation report was published. Our analysis in this chapter draws on a desk based review of key policy documents and evidence gathered as part of the qualitative stakeholder interviews. We also consider and update the evidence base in terms of labour market intelligence around leadership and management skills by looking at the 2013 Employer Skills Survey Report for Wales and the 2014 Employer Perspectives Survey.

Key findings outlined in this chapter:

- The emphasis on leadership and management skills is more subtle in recent Welsh Government policy statements than when ELMS was originally conceived with the focus more recently on high performance working (HPW) techniques and the incorporation of leadership and management development as part of broader skills strategy.
- The 2013 Wales Employer Skills Survey shows that relatively little has changed in terms of the demand for, and supply of leadership and management skills compared to the situation reported in our 2013 evaluation.
- The 2014 Employer Perspectives Survey shows that there has been a slight but steady increase in awareness of LMW.
- The Welsh Government took a policy decision to withdraw ELMS early in 2014 as part of a phased transition into the priorities for the 2014-2020 EU Structural Fund Programmes.
- The policy decision to withdraw ELMS fundamentally altered the nature of LMW's service and meant that it became less focused on generating interest in ELMS.

Relevant Policy Developments

- 2.2 Since undertaking our earlier evaluation of LMW, a number of important policy developments have occurred. In January 2014, the Welsh Government published a new policy statement on skills with the intention of ‘informing future action in relation to post-19 skills and employment policy’ and as a basis (over an envisaged 10 year period) to ‘support Wales to evolve into a highly-skilled nation and to create the conditions which allow businesses in Wales to grow and flourish’¹¹. One of the key themes in the policy statement was the intention to pursue ‘a stronger culture of co-investment between government, employers and individuals across all available funding sources’¹².
- 2.3 Specifically in relation to leadership and management skills, the statement outlined that ‘Wales, like the rest of the UK, is constrained by lower levels of management and leadership skills compared to our competitor regions’. Given this constraint, the statement set the challenge that the ‘skills system must go beyond supply issues to support employers to become better informed consumers who are capable of fully utilising the skills of their workforce by strengthening leadership and management capabilities by applying High Performance Working (HPW) practices’¹³.
- 2.4 Following the publication of this policy statement, the Welsh Government produced a Skills Implementation Plan¹⁴. Published in July 2014, the aim of the implementation plan is to ‘provide details of the actions to be undertaken by the Welsh Government working with employers, individuals, trade unions and delivery partners’¹⁵.
- 2.5 The implementation plan makes no direct references to either leadership or management skills, but does continue the HPW theme under the

¹¹ Policy Statement on Skills. Welsh Government. January 2014. Page 2.

¹² Ibid. Page 13.

¹³ Ibid. Page 13.

¹⁴ Skills implementation plan. Delivering the policy statement on skills. July 2014. Welsh Government.

¹⁵ Ibid. Page 2.

heading of 'skills that employers value'. In this context, the implementation plan sets out the aim of:

'Working with employers to develop adult vocational qualifications and apprenticeship frameworks and supporting them to fully utilise the skills of their workforce through developing a culture of high performance working and investment in skills alongside government'¹⁶.

- 2.6 Another key document of relevance to the policy agenda is the Department for Education and Skills' 'footprint' for European Social Fund (ESF) delivery in the 2014-2020 period¹⁷. The aim of the footprint document is to outline the Department's approach to ESF and to provide 'a map of youth and adult employment and skills provision across Wales', highlighting relevant links with the 2014-2020 ESF Programmes.
- 2.7 There are no specific references to leadership and management skills within the footprint document indicating that the Welsh Government itself does not plan to develop its own dedicated leadership and management project under the 2014-2020 Programmes. This footprint document does not however rule out the potential use of ESF funding to support leadership and management interventions in Wales under the 2014-2020 Programmes.
- 2.8 In November 2014, the Welsh Government elaborated on the co-investment policy, initially set out in the skills statement by publishing a framework for co-investment in skills¹⁸. Again, leadership and management skills are not mentioned specifically within this key document. It sets out three broad investment areas, which are:

¹⁶ Ibid. Page 4.

¹⁷ Update to DfES footprint for ESF delivery 2014-2020. September 2014. Welsh Government.

¹⁸ Framework for co-investment in skills. Taking collective responsibility for skills investment in Wales. November 2014. Welsh Government.

- government led, with a focus on ‘areas of economic and social return which support the focus on jobs, growth and tackling poverty’
- joint actions, with a focus on ‘delivering flexible and responsive solutions to skills needs where government resources can add value to the investment already being made by employers’
- employer led, with a focus on ‘skills priorities relevant to their business operations and future skills needs and complementing the action taken by government’¹⁹.

2.9 The lack of specific references to leadership and management in these recent policy documents suggests a more nuanced approach by Welsh Government compared to the finding in our 2013 LMW evaluation report 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’²⁰.

Evidence base update

Wales Employer Skills Survey 2013

2.10 In June 2014, the Welsh Government published a report for Wales drawn from the UK Commission for Employment and Skills’ (UKCES) 2013 Employer Skills Survey²¹ (ESS). We referred to the 2011 ESS in our previous evaluation.

2.11 The 2013 ESS Wales report found that 16 percent of establishments responding to the survey reported skills gaps (i.e. skills lacking among existing staff). Nineteen percent of skills gaps were due, at least in part, to their staff lacking strategic management skills²² (the figure was 22

¹⁹ Ibid. Page 9.

²⁰ An Evaluation of the Impact and Effectiveness of the Leadership and Management Wales (LMW) Centre for Excellence. 2013. Old Bell 3 Ltd. Page 14.

²¹ Employer Skills Survey 2013: Wales Report. IFF Research. 4th June 2014.

²² Ibid. Page 45. Base of 1,219 respondents in Wales reporting skills gaps.

percent in the 2011 ESS Wales Report)²³. The 2013 ESS Wales report also found that 72 percent of establishments cited a need for upskilling in the next 12 months, with a third (33 percent) of those establishments noting that there was a need for upskilling in the area of ‘strategic management’²⁴.

2.12 In terms of the skills gaps amongst specific occupational groups, the 2013 ESS Wales report found that employers in Wales identifying skills gaps on the part of their managers identified strategic management skills as one area where skills were lacking in 50 percent of skills gaps²⁵. Similarly, in relation to the ‘professionals’ occupation group, 48 percent²⁶ of skills gaps were due, at least in part to a lack of strategic management skills, with 41 percent²⁷ in respect of ‘associate professionals’.

2.13 Sixty-two percent of establishments in Wales provided training over the past 12 months. In terms of the type of training offered by employers who provided training, the 2013 ESS Wales report found that 37 percent of establishments in Wales had provided management training²⁸ and that this compared with 35 percent for the UK as a whole²⁹.

2.14 Following on from this, the 2013 ESS Wales report found that in terms of skills which need improving or updating in the next 12 months by occupation type, 40 percent of employers who believed upskilling of their managers was necessary over the next 12 months identified the need to improve the strategic management skills of their managers³⁰. The

²³ UK Commission’s Employer Skills Survey 2011: Base 1,354.

²⁴ Ibid. Page 55. Base of 2,227 respondents in Wales who anticipate a need to upskill staff in the next 12 months.

²⁵ Ibid. Table A.4.4: Skills lacking among staff with skills gaps followed up, by occupation. Base 228.

²⁶ Ibid. Base 71.

²⁷ Ibid. Base 71.

²⁸ Compared to 36 percent for Wales in the 2011 ESS. . Base 4,653 (unweighted).

²⁹ Ibid. Page 64. Base of 4,277 respondents in Wales saying that they provided their staff with training. See also Table A.5.5 on page 122.

³⁰ Ibid. Table A.4.8: Skills which need improving or updating in the next 12 months, by the single occupation most affected by upskilling need. Base 848.

equivalent figure for 'professionals' was 36 percent³¹ and for 'associate professionals' 27 percent³².

2.15 The 2013 ESS Wales report also commented on skill-shortage vacancies (i.e. skills lacking among applicants). Four percent of establishments in Wales had skill-shortage vacancies. In this context, 26 percent³³ of skill-shortage vacancies were due, at least in part to strategic management skills lacking among applicants (compared to 33 percent in the 2011 ESS)³⁴.

Employer Perspectives Survey 2014

2.16 The UKCES published the results of its 2014 Employer Perspectives Survey (EPS) in November 2014³⁵. In response to a question asking which initiatives or schemes employers had heard of, 17 percent of Welsh employers said that they had heard of LMW³⁶. Of those that had heard of it, 19 percent said that they had used it in the past 12 months³⁷. In the 2012 EPS, 14 percent were aware of LMW and of those 15 percent had used it. In the 2010 EPS, 13 percent were aware of it and of those 10 percent had used it. This shows a light but steady increase in awareness and usage (by those that were aware) of LMW since 2010.

The withdrawal of ELMS - stakeholder evidence

2.17 Welsh Government officials interviewed as part of this evaluation commented that leadership and management skills remained a key issue for the Welsh economy and a policy priority for Ministers but that recent policy announcements reflected the fact that (in the context of the co-investment strategy and on-going austerity) it no longer represented an area that Welsh Government would take a direct lead on in terms of

³¹ Ibid. Base 236.

³² Ibid. Base 92.

³³ Ibid. Figure 3.2. Page 35. Base 269.

³⁴ UK Commission's Employer Skills Survey 2011: Base 272.

³⁵ Employer Perspectives Survey 2014: UK Results. Evidence Report 88. November 2014.

³⁶ Base for Wales 2,007 respondents.

³⁷ Source: IFF Research. This data was not included in the published 2014 EPS report.

delivery. These officials saw the leadership and management agenda (and subsequent investment in related training interventions) as being the responsibility of regional skills partnerships to identify and prioritise as necessary in the context of any training projects that are developed under the 2014-2020 ESF Programmes.

‘We expect the regional skills partnerships to pick up this kind of work. There’s a strong HE [Higher Education] presence on these partnerships and we’re expecting them to want to take it forward’.
(Welsh Government Official)

2.18 Welsh Government officials argued that the decision to withdraw ELMS earlier than anticipated was, in large measure part of an internal transition plan from the priorities of the 2007-2013 ESF Programmes into the new 2014-2020 ESF Programmes.

2.19 It was also clear that Welsh Government officials felt the withdrawal of ELMS had resulted in there being ‘no clear role’ for LMW in terms of raising demand for leadership and management skills training despite the fact that the Centre itself was meant to operate impartially. Rather, these officials saw LMW’s role as having evolved into being primarily about ‘policing’ the quality of training provision.

2.20 Despite the policy decision to withdraw ELMS early and the clear intention not to design a Welsh Government led successor programme, officials argued that there was still a strategic need for a centre for excellence in leadership and management to focus in particular on improving quality (in terms of training provision) and strengthening the evidence base in relation to employer investment in leadership and management training.

3 LMW Performance

3.1 In this chapter, we examine the performance of LMW in the context of its aims, objectives and key performance indicators. The findings presented in this chapter draw on data and information supplied to us by LMW and Welsh Government and the evidence gathered from the stakeholder interviews conducted.

Key findings outlined in this chapter:

- LMW has continued to discharge appropriate activity, in-line with its aims and objectives.
- Where quantifiable targets exist, LMW has generally succeeded in meeting and in some cases exceeding these.
- For several of LMW's objectives no quantifiable targets existed and this limits the ability to assess and evaluate the strength of LMW's cumulative performance. Little progress has been made in adding specificity to these targets despite the recommendations of the earlier evaluation.
- Progress reports have been largely output focused and could have benefitted from more self-evaluation evidence, such as qualitative feedback from LMW service users.

LMW performance – findings of prior evaluation

3.2 Before examining LMW's performance since our last report was published in 2013, we first recall some of the key findings from that earlier evaluation.

3.3 In the 2013 evaluation it was noted that there had been some issues with regards to targets and key performance indicators (KPIs) in relation to measuring and assessing LMW's performance, in particular the absence of a set of measurable KPIs within the original specification set by the Welsh Government, which would in have 'assisted both LMW and

the Welsh Government by bringing additional clarity to and focus for the centre's activities³⁸. We also found that the lack of specificity within the brief for LMW resulted in a quarterly reporting structure that made it 'difficult to get a sense of LMW's cumulative performance'. However, in March 2012, we found that this situation had improved somewhat when LMW's objectives were reduced from ten to four and some quantifiable targets were introduced³⁹.

- 3.4 We concluded in our earlier evaluation that 'LMW's progress in the six months since the introduction of operational targets had been solid with most quantifiable deliverables on or ahead of target'⁴⁰.

Analysis of LMW performance 2013 – March 2014

- 3.5 Our analysis of LMW's performance against its aims, objectives and targets is based on a document entitled 'Performance Reporting. LMW Year 5'. This covers the period 1st April 2013 to 31st March 2014. This document is structured around LMW's four aims (which have remained constant since our last evaluation) and sets out under each aim:

- the agreed objectives for LMW
- expected outcomes
- expected activities
- expected measurables
- delivery timescales
- a narrative describing progress against targets.

- 3.6 We were also provided with a sample of monthly update reports prepared by LMW for submission to Welsh Government, though the content within these monthly reports is less clearly structured around LMW's four aims. LMW explained that they were asked by Welsh

³⁸ An Evaluation of the Impact and Effectiveness of the Leadership and Management Wales (LMW) Centre for Excellence. 2013. Old Bell 3 Ltd. Page 30.

³⁹ Ibid.

⁴⁰ Ibid.

Government to alter the format of the update reports (moving from quarterly to monthly and then back to quarterly again) so that the content was more in-line with Welsh Government and WEFO requirements.

3.7 In the following sub-sections, we analyse LMW’s performance against each of its four aims.

Progress - Aim 1

Aim 1: Raising awareness of the benefits of Leadership and Management Development (LMD), explaining and promoting LMD in ways which are appropriate and meaningful to businesses of all sizes and in all sectors

<p>Objective:</p> <p>To develop and implement a fully integrated marketing strategy⁴¹</p>	<p>Performance overview:</p> <p>Activity in relation to this objective has included a marketing and communications strategy, additional material (e.g. on the return on investment to employers from LMD) posted on the LMW website, a dissemination event and various activities grouped under a ‘hearts and minds campaign’. This latter activity led to the creation of 10 video case studies uploaded to the LMW website, though the report notes that activity on the ‘hearts and minds’ campaign was halted since ‘LMW viewed this activity as not value for money at the current time’ in view of the withdrawal of the wider ELMS programme by Welsh Government⁴² despite the existence of other (on-going) LMD training provision in Wales. This underlines the primary purpose of LMW as having been to support ELMS.</p>
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⁴¹ Performance Reporting LMW Year 5. 1st April 2013-31st March 2014. Produced by LMW. Page 2.

⁴² Ibid. Page 2.

<p>Objective:</p> <p>To provide access to and promotion of a programme of engagement events for businesses⁴³</p>	<p>Performance overview:</p> <p>Activity in relation to this objective has included the hosting of three ‘master-classes’ against a target of four with an average of 30 delegates attending compared to a target of 50 attendees attending per event. Feedback from the three events showed that an average of 58 percent of participants said that they were ‘more likely to take up LMD’ after attending the event. LMW explained the under-performance against the event target, saying that this was down to a delay in agreeing LMW’s work programme, lower attendance in north Wales (where one of the three events was held) and limited capacity at the venues used (on business premises).</p> <p>Other activity relating to the engagement objective included two events to promote and disseminate findings from research work conducted by LMW into the return on investment for employers from LMD training. LMW also sponsored the Institute of Directors (IoD) ‘Director of the Year Awards’ as well as a number of other events during the period. The performance report indicates that press articles were issued for events.</p> <p>The progress report noted that LMW had ‘with Welsh Government approval’ removed from their website information relating to ‘other pan Wales’ (i.e. non LMW) LMD events. The reason for this was that ‘Google analytics evidenced low traffic’ to this page on the LMW website and that it was ‘resource intensive for a nil return’⁴⁴.</p>
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⁴³ Ibid. Pages 3 and 4.

⁴⁴ Ibid. Page 4.

<p>Objective:</p> <p>To meet and engage with businesses pan Wales</p>	<p>Performance overview:</p> <p>Activity in relation to this objective included training Business Engagement Officers (BEOs) to prepare them for undertaking one to one advisory sessions with 'potential learners/ELMS applicants'. It also included attendance at 154 network events, an average of 'two-three per week' against a target of one per week. However, an average of three business cards was collected at these network events against a target of 'at least four at each network'. Reported activity also included a total of 45 one to one meetings and a mix of referral activities. The report also stated that LMW had reached 'saturation point' in terms of existing networks and that BEO activity would 'focus on one to one meetings' as network attendance 'was no longer seen as value for money'⁴⁵.</p>
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Progress - Aim 2

Aim 2: Positioning LMW as Wales' one-stop-shop for all LMD information and resource

<p>Objective:</p> <p>Provide a comprehensive online portal for all LMD related information for Welsh businesses⁴⁶</p>	<p>Performance overview:</p> <p>The main activity recorded against this objective was the return on investment research produced by LMW. Visits to the return on investment page on LMW's website were recorded as being 554 (there was no specific target for this). The report also stated that there had been an increase in the number of visitors to the 'tools and training' pages of the LMW website since the return on investment launch events were held.</p>
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⁴⁵ Ibid. Page 5.

⁴⁶ Ibid. Page 7.

<p>Objective:</p> <p>To produce and disseminate news and information via appropriate channels⁴⁷</p>	<p>Performance overview:</p> <p>Activity against this objective included an updated and amended eNewsletter. 723 new 'sign ups' to the eNewsletter were reported (no target for this) while an 11 percent click-through rate⁴⁸ was reported from the eNewsletter against a target of 5 percent. Data was also provided on followers for various LMW Twitter accounts though this data was not presented in a way that could be analysed against the stated target of 'social media shares increased by 10 percent'.</p> <p>A final target under this objective related to producing content in print format to drive increased visitors to the website (the target was to generate a five percent increase in traffic). The report noted that 'completing this target would not be value for money' and that budget would be 'reallocated to cover other target areas including one to one support'⁴⁹.</p>
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⁴⁷ Ibid. Page 7.

⁴⁸ A 'click-through' rate is defined as 'the process of a visitor clicking on a web advertisement and going to the advertiser's website. Also called ad clicks or requests. The click rate measures the amount of times an advert is clicked versus the amount of times it's viewed'. Source: webopedia.

⁴⁹ Performance Reporting LMW Year 5. 1st April 2013-31st March 2014. Produced by LMW. Page 7.

Progress - Aim 3

Aim 3: Providing evidence of the impact of LMD on individual businesses and the economy more widely.

Objective: To develop a research programme that is concerned with a contemporary issue within LMW in Wales ⁵⁰	Performance overview: Activity under this objective included the production of a report ‘An evaluation of the “L&M3” in-house leadership and management development programme’ at the Principality Building Society. This was part of the wider research to establish return on investment in relation to LMD training. Other activity reported under this objective included work on the return on investment research, the related dissemination event, case studies and additions to the LMW website – all of which were also reported either under aim 1 or aim 2.
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Progress - Aim 4

Aim 4: Making the LMD in Wales the best it can be.

Objective: To assess and enhance the quality of current provision ⁵¹	Performance overview: Activity against this objective included that all 12 of the ELMS training providers ⁵² had been ‘quality marked’ by October 2013. 29 training providers in total were quality marked against a target of 12. Certificates were issued to approved providers in November 2013.
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⁵⁰ Ibid. Page 8.

⁵¹ Ibid. Page 9.

⁵² Originally procured by Welsh Government to deliver the open access workshop element.

<p>Objective:</p> <p>To understand and address the gaps in provision by piloting new interventions</p>	<p>Performance overview:</p> <p>Activity against this objective included contacting other LMD providers and including them on the LMW website. Six in all were added⁵³. This was against a target of contacting ‘at least one other LMD provider per quarter’⁵⁴. In addition, meetings were held with Regional Skills Partnerships (RSPs) and Sector Skills Councils (SSCs) though the number of meetings was not specified.</p>
<p>Objective:</p> <p>To facilitate learning networks</p>	<p>Performance overview:</p> <p>Activity against this objective included two pilot workshops with an average of five attendees each. A further eight sessions (referred to as bite sized workshops) were held on specific coaching tools and techniques with an average of four attendees per session. Two of these were cancelled due to low interest. This was against a target of ‘six workshops with a minimum of four attendees at each meeting’⁵⁵.</p>
<p>Objective:</p> <p>Engage with partners who can support development of quality LMD in Wales</p>	<p>Performance overview:</p> <p>Reported activity against this objective included on-going dialogue with SSCs delivering the Sector Leadership Fund (SLF) element and ensuring up-to-date information on SLF projects was on the LMW website to promote awareness.</p> <p>Other activity included meetings with Welsh Government officials from DfES as well as Assembly Members (AMs).</p>

⁵³ The six were GO Wales, Lead Wales, 20Twenty, Elevate Cymru, Welsh Government Skills and Training and the Ascent Programme.

⁵⁴ Performance Reporting LMW Year 5. 1st April 2013-31st March 2014. Produced by LMW. Page 9.

⁵⁵ Ibid. Page 9.

Analysis of LMW performance – Post March 2014

3.8 In terms of LMW's performance post March 2014, we were provided with some further information (a 'year six target progress' summary report) prepared by Centre staff. This report⁵⁶, which covered activity discharged by LMW in the period after the withdrawal of ELMS (but in practice also covered some activity prior to this date) was structured under the following sub-headings (which broadly but do not exactly fit with the four agreed aims for LMW).

Business Engagement

3.9 The year six report showed that for business engagement activity, there was an increased emphasis on conducting one to one advisory meetings. Indeed the progress report showed a target of completing 200 one to one advisory sessions. Between January and July 2014, the progress report recorded a total of 52 one to one advisory sessions before the promotion of this activity by LMW was halted. The progress report noted the reason for halting promotion of the one to one advisory sessions as being 'as directed by Welsh Government and in line with the Business Skills Gateway, LMW did not promote this service, hence the drop in numbers'⁵⁷. Both LMW staff and Welsh Government officials confirmed that this had been the case (i.e. that LMW had been asked not to proactively promote one to one advisory sessions).

'What they did [i.e. one to one advisory sessions delivered by LMW] was good, but it was never able to be that proactive. It encroached onto the role of others'. (Welsh Government official)

⁵⁶ Year Six Targets Progress. Internal document supplied by LMW for analysis.

⁵⁷ Ibid. Page 1.

Events

3.10 In terms of events, the year six progress report noted that LMW had arranged a series of events at the Royal Welsh show in collaboration with Lantra. It also recorded the two dissemination events around the return on investment research conducted (one session in Cardiff and a second in Mold).

Stakeholder Engagement

3.11 Progress under this heading outlined that ‘early in 2014, Welsh Government commissioned LMW to produce a proposal for the delivery of “world class” leadership for business in Wales. We were able to draw upon our expertise together with the experience gained from the past five years to produce this strategy document’⁵⁸. The progress report went on to say that ‘the resulting strategy “Raising our game – a strategy for the world class leadership for businesses in Wales” sets out how the ambition of “world class” leadership can be achieved and a framework to make it happen. This was submitted in September 2014 (by LMW to Welsh Government)⁵⁹ but we were not made aware of any plans for it to be published more widely.

Budget and expenditure

3.12 The budget for LMW was £743,000 per annum⁶⁰. Figure 3.1 shows the actual expenditure incurred by LMW since its inception.

⁵⁸ Ibid. Page 2.

⁵⁹ Ibid. Page 2.

⁶⁰ Source: A proposal for A Centre for Excellence for Leadership and Management Skills in Wales. Cardiff University. Page 23.

Figure 3.1: Overview of LMW Expenditure

Financial year	Amount Paid by Welsh Government £
09/10	440,702
10/11	549,398
11/12	841,503
12/13	867,189
13/14	767,513
Total	3,466,305

Source: Financial data provided by Welsh Government.

3.13 This shows that LMW underspent against its available budget in the first two financial years of operation, though claimed more than was envisaged under the original budget in years three and four on the basis that Welsh Government agreed the under-spend could be carried forward. For the financial years 09/10 through to 13/14, the Centre spent £3,466,305 against a budget of £3,650,000 (95 per cent of its budget).

3.14 The actual budget made available by Welsh Government to LMW for the financial year 14/15 was £557,250 with activity being extended from a planned end date of December 2014 to June 2015 at no extra cost.

Analysis of LMW performance – Overall assessment

3.15 Our overall assessment is that LMW has continued to discharge appropriate activity which has been in-line with its aims and objectives. Where quantifiable targets exist, LMW has clearly made reasonable attempts to meet these and has generally succeeded in doing so (and in some cases exceeded them). Where targets have not been met, this has been due to lower than anticipated up-take or due to changes in the focus of activity delivered instigated by different Welsh Government managers that have overseen the LMW contract since the Centre was appointed.

- 3.16 For several of LMW's objectives, no quantifiable targets existed and this clearly limits the ability to assess and evaluate the strength of LMW's cumulative performance. This was also the case when we undertook our previous evaluation and very little progress seems to have been made in 'sharpening up' the specific objectives and targets for LMW in response to our findings⁶¹.
- 3.17 The progress reporting material prepared by LMW has continued to be largely focused on the delivery of outputs (which itself is driven by the nature of the objectives). In our view, this kind of information would be enhanced by including more self-evaluation evidence, such as qualitative feedback from participants on LMW events. We are also of the view that the monthly reporting structure for LMW is not particularly well aligned with the four aims for the Centre itself and would have benefitted from having a dedicated sub-section to report activity directly against each aim.
- 3.18 We also note that the same (or what appears to be very similar) activity has been repeated under different aims and objectives within LMW's progress reporting structures. While it is understandable to some extent that a degree of LMW's work cuts across several of its aims, a more clearly defined and more logical monitoring and reporting structure would have helped avoid this repetition in the way activity was presented.

⁶¹ Recommendation 2 of the previous evaluation was: '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'.

4 The LMW Customer Base and Survey Approach

4.1 In this chapter, we analyse LMW's customer base by looking at its various databases. We also detail the approach taken to our survey work as part of this final evaluation.

Key findings outlined in this chapter:

- LMW has continued to work with an appropriate customer base, focused mainly on Welsh SMEs.
- No progress has been made in terms of analysing (through monitoring information) the progression between LMW and other forms of leadership and management training, specifically ELMS while it was still in existence.

LMW Customer Base

4.2 LMW supplied three separate databases for analysis. The first database related to contacts that had attended LMW events between June 2012⁶² and August 2014. The second database related to contacts that had received a one to one advisory session with an LMW BEO (during the latter part of 2013 and early part of 2014, prior to this activity being scaled back) and the third database contained contact details for eNewsletter recipients (built up over the duration of LMW's existence).

Customer Profile - Events

4.3 There were 860 entries on the events database of which 77 percent were private sector, 18 percent were public sector and 5 percent were third sector. 66 percent of the entries had actually attended an event, while 18 percent were 'no shows', 15 percent had cancelled and 1 percent were un-categorised. 79 percent of the 564 businesses that had actually attended an LMW event were from the private sector.

⁶² We selected this time-series to coincide with the time-frame for the sample used for our prior evaluation of LMW which was published in 2013.

- 4.4 Of the 445 private sector event attendees, 51 percent were micro businesses with between 0 and 9 employees. 23 percent had between 10 and 49 employees, while 18 percent had between 50 to 249 employees. 7 percent had more than 250 employees and the remaining 1 percent were not classified in a comparable way with these standard categories.
- 4.5 More than half (56 percent) of the 445 private sector event attendees were classified as belonging to the financial and professional services sector.

Customer Profile – One to One Advisories

- 4.6 There were 64 entries on this database of which 48 (75 percent) were private sector, six (nine percent) were public sector and 10 (16 percent) were third sector organisations.
- 4.7 In terms of referral sources for the one to one advisory sessions, the largest proportion of these (22 referrals or 34 percent) had come from the LMW website – specifically an on-line course enquiry form. 16 referrals (25 percent) had come via a direct telephone or e-mail enquiry to LMW while nine referrals (14 percent) had been generated from LMW organised events. The remaining 17 referrals were a mix of ‘business referrals’, referrals generated from exhibition stands at events and other networking events attended by LMW staff.

Customer Profile – eNewsletter

- 4.8 There were 5,157 entries on LMW’s eNewsletter database. 73 percent of these were private sector, 22 percent were public sector, 5 percent were third sector and 0.4 percent (19 entries) were uncategorised.
- 4.9 County based data was available for 3,806 of the entries on the database. Of these, we were able to identify that 41 percent had

addresses in the Convergence⁶³ area, while 36 percent had addresses in the Regional Competitiveness and Employment (RCE) area⁶⁴, suggesting slightly higher penetration of the RCE than the Convergence area⁶⁵. 10 percent of the database entries with county data had addresses in England. For the remaining 13 per cent (500 entries) with county data, these were Wales addresses but it was not clear whether they fell into the Convergence or the RCE territories⁶⁶.

Customer Base – Overall Assessment

- 4.10 The analysis in the preceding paragraphs shows that, appropriately the majority of the organisations that LMW has worked with are from the private sector and are located in Wales⁶⁷.
- 4.11 The events database contained some ELMS training providers and what might be described as business support intermediaries. This is understandable since it might be expected that training providers and intermediaries would attend LMW events to keep abreast of developments and to cultivate new contacts. In our earlier evaluation report, we recommended however that LMW should ideally keep a separate database to identify intermediary contacts. This recommendation does not seem to have been implemented.
- 4.12 We also recommended in our earlier evaluation that the Welsh Government should request that it is provided with the LMW database as a matter of course to accompany update reports and should ‘look into the feasibility of cross-referencing this data with its own internal

⁶³ West Wales and the Valleys.

⁶⁴ East Wales. Two thirds of these (907 or 66 percent) were located in Cardiff.

⁶⁵ ONS figures for enterprises/local units of enterprises by local authority district in 2013 suggest some 60% of all businesses (242,290 of 406,840) are located in the Convergence area and 40% (164,550 of 406,840) are located in the RCE area.

⁶⁶ For example they were coded as Clwyd or Gwent.

⁶⁷ During the course of our analysis, we did identify a small number of inaccuracies with, for instance Neath Port Talbot Council for Voluntary Service, the BBC, the Wales Audit Office and the Energy Saving Trust all having been incorrectly categorised as private sector, though we do not believe that these have distorted the overall picture.

databases' so that 'officials could generate a broad feel for the extent to which those affected by LMW's work are also undertaking ELMS funded leadership and management provision'⁶⁸. We understand from our stakeholder interviews that this has not happened. Welsh Government stakeholders acknowledged that this limited the extent to which both LMW and the Welsh Government have been able to monitor the Centre's effectiveness in terms of progression from information and advice into training.

Survey approach

- 4.13 In terms of the approach taken to surveying LMW contacts, we de-duplicated the events and one to one databases and combined these, which left 507 unique and usable records. We agreed with Welsh Government that for this survey, we would not exclude public and third sector contacts from the survey sample⁶⁹ but that we would exhaust the private sector sample in the first instance. As such 21 records that were in the 'Local Authority' and 'Public admin, Government, Defence' sectors were held back giving a final starting sample of 486 contacts.
- 4.14 Fieldwork was conducted via Computer Assisted Telephone Interviews (CATI) and ran from 24th September 2014 to the 10th October 2014. We achieved the target of 175 interviews. The survey response rate was 47 percent⁷⁰.
- 4.15 Our qualitative stakeholder interviews with ELMS training providers revealed that three providers had been included in the database for the telephone survey having appeared on the 'events' database. These three respondents were retrospectively removed from the survey data

⁶⁸ An Evaluation of the Impact and Effectiveness of the Leadership and Management Wales (LMW) Centre for Excellence. 2013. Old Bell 3 Ltd. Pages 48 and 49.

⁶⁹ This was done for our earlier evaluation on the basis that the primary focus of the Centre's work was on supporting the private sector.

⁷⁰ The response rate at end of fieldwork was 47%.

tables reducing our overall base for analysis to 172 completed interviews.

Profile of surveyed organisations

Size, sector and maturity

4.16 In terms of the size of the organisations surveyed, Figure 4.1 below explains this.

Figure 4.1: How many people does your organisation employ?

	Percentages
Less than 10 employees	52
10 to 49 employees	25
50 to 249 employees	15
250+ employees	8
Don't know	1

Source: IFF 2014 Survey Data. Base 172

4.17 This demonstrates that the majority 91 percent of the LMW supported organisations in our survey sample were within the SME size category i.e. 250 employees or less with a third of those organisations (33 percent) falling into the category of micro enterprise size i.e. less than 10 employees. This is broadly in-line with the employment size profile on the LMW databases where 81 percent of newsletter recipients fell into the SME size category (of which 36 percent were micro enterprises) and 82 percent of entries on the LMW event database were in the SME size category (of which 41 percent were micro enterprises).

Figure 4.2: Industrial classification of surveyed businesses

	Percentages
Financial and professional services	47
Creative industries	11
Education	8
Human, health, social	8
Tourism and Leisure	6
Technology	4
Food and farming	2
Electricity, gas, water	2
Manufacturing	2
Construction	1
Wholesale retail	1
Transport, storage communication	1
Engineering	1

Source: IFF 2014 Survey Data. Base 172

4.18 Consistent with the findings of our previous evaluation the survey results in Figure 4.2 show that LMW has continued to reach organisations across a fairly broad mix of sectors, albeit with the financial and professional services sector dominating and retail being under-represented in terms of the sectoral composition of the broader Welsh economy.

4.19 In terms of how long organisations had been in operation, 78 percent had been in operation for more than five years, with the remaining 22 percent having been in operation for five years or less⁷¹. This is consistent with the findings of our earlier evaluation and shows that LMW has continued, in the main to work with more established organisations.

4.20 Over half (57 percent) of the individuals responding to our survey described their role as being a manager, director or senior official. This is a notable reduction compared to our last evaluation of LMW when the

⁷¹ Base 172.

equivalent figure was 93 percent⁷². Just under a quarter of the responding individuals (24 percent) said that they fell into the associate professional and technical occupation category⁷³.

Growth aspirations, training and business planning

- 4.21 More than three quarters (78 percent) said that they had a formal business plan in place which set out the objectives for the coming year and this was more likely to be the case the larger the organisation in terms of employee numbers⁷⁴. This compares with 59 percent of establishments who said that they had a business plan in place in the 2013 ESS Survey for Wales⁷⁵.
- 4.22 Just under two thirds (63 percent) said that they had a training plan in place that specified in advance the type of training employees would need during the coming year⁷⁶. This is higher than the equivalent figure for our previous evaluation (at 53 percent)⁷⁷ and compares with a figure of 42 percent in the ESS Wales Report 2013⁷⁸. A majority of organisations (98 percent)⁷⁹ who said that they had a training plan also said that this plan linked to the objectives of their overall business plan.
- 4.23 In terms of growth plans, 76 percent said that they planned to grow over the coming three years or so, with 34 percent saying that they planned to grow significantly⁸⁰. This is slightly lower than the equivalent data from our previous evaluation where an overall proportion of 82 percent had growth intentions and 48 percent said that they planned to grow significantly⁸¹.

⁷² Base 150.

⁷³ Base 172.

⁷⁴ Base 172.

⁷⁵ ESS 2013: Wales Report. Figure 7.2, Page 91.

⁷⁶ Base 172.

⁷⁷ Base 150.

⁷⁸ ESS 2013: Wales Report. Figure 7.2, Page 91.

⁷⁹ Base 101.

⁸⁰ Base 172.

⁸¹ Base 150.

4.24 Exactly half (50 percent)⁸² of the responding organisations said that they spent less than £5,000 with outside organisations on leadership and management training before getting involved with LMW. 21 percent said that they spent nothing on leadership and management training with outside organisations, while 14 percent said that they spent £5,000 or more. Consistent with the findings of our previous evaluation, (and unsurprisingly) smaller organisations were more likely to say that they spent nothing or less than £5,000, with the size of training budgets typically increasing with the size of the organisation.

4.25 Just over a third (35 percent) who participated in our survey said that they were Investors in People (IiP) accredited with the highest proportion⁸³ of those accredited belonging to the 50-249 employee category in terms of size. The IiP accreditation figure was slightly higher than in our previous evaluation, where the proportion of those accredited was 27 percent⁸⁴. In comparison, 19 percent of establishments responding to the ESS Wales Report 2013 said that they held IiP accreditation.

⁸² Base 141.

⁸³ 64 percent or 16 organisations of 25 organisations.

⁸⁴ 41 organisations. Base 150.

5 Reasons for using LMW and feedback on services

5.1 In this chapter, we consider the reasons customers use LMW and their feedback on the Centre's services. This draws on our survey data and evidence gathered via the stakeholder interviews.

Key findings outlined in this chapter include that:

- LMW customers are most likely to have heard of the Centre from presentations by or correspondence received from its staff.
- There are a wide range of reasons as to why organisations make contact with LMW. Organisations are most likely to have turned to LMW because they were looking to delegate more responsibility within their business and were actively looking for support in doing so.
- LMW's events were reported to have evolved and were refined during 2013. Most of those that attend LMW events did so to generate more sales and to network with other businesses. Overall feedback on LMW events (concerning format, content and speakers) from both attendees and stakeholders was positive.
- 90 percent of our evaluation survey respondents had visited LMW's website. This is considerably higher than for our previous evaluation. Most respondents said they used the LMW website to find out about forthcoming events. Feedback on the LMW website (on its user friendliness and content) from users and stakeholders was positive.
- More than three quarters of the survey respondents said that they received the LMW eNewsletter. However, its usage and impact has been modest.
- There was an increase in the proportion of LMW customers that had received one to one advice and guidance. Feedback from those that received one to one advice from LMW was positive in that the service was appropriate and matched what businesses were looking for.
- LMW produced four research papers/reports since our previous evaluation, three of which have been published. Feedback on LMW's research reports was positive particularly in respect of the work exploring the return on investment to employers and a proposed forward strategy

for ‘world class’ leadership and management development provision in Wales.

- The Welsh Government could have provided LMW with a clearer steer in terms of what research it required. A lack of continuity in terms of Welsh Government contract managers hindered this process.
- LMW’s quality assurance work has been well received by training providers and stakeholders. There is some evidence to suggest that LMW’s work has helped raise the quality of LMD training provision in Wales, particularly in relation to pre and post training activities aimed at improving skills utilisation.
- The Welsh Government could have made more use of LMW as independent expert advisers on leadership and management, particularly in the early stages of implementing ELMS especially around the approval process for courses.

Routes into LMW and motivation for engagement

Routes into LMW

5.2 Firstly, we look at how organisations became aware of LMW.

Figure 5.1: How did your organisation first hear about LMW?

	Percentages
Presentations given by LMW staff at business events or networking meetings	31
Correspondence received from LMW, including e-mail correspondence	27
Word of mouth	11
A Workforce Development Adviser	5
A learning provider	5
Business Wales website	2
A Business Wales adviser	3
The LMW website	2
Other/Don’t know/Can’t remember	12

Source: IFF 2014 Survey Data. Base 172

5.3 This shows that proactive work by LMW to cultivate leads, either via presentations given by its staff at events or by sending out correspondence was the most likely way organisations got to know about the Centre. This is entirely consistent with the findings of our

previous evaluation of LMW. Also in-line with our previous findings, the 2014 survey data shows that few find out about the Centre's activity via the LMW website.

Motivation for engaging with LMW

- 5.4 The highest proportion at 30 percent said that they were looking to delegate more responsibility within the business and were actively looking for support to do so⁸⁵. This is slightly higher than the equivalent finding in our prior evaluation where less than a quarter (23 percent) said that they contacted LMW because they were looking to delegate more responsibility⁸⁶.
- 5.5 In response to the question on what made them contact LMW, 125 respondents gave 'other' reasons, of which the most notable were:
- Interested in staff training and development (30 percent or 37 organisations)
 - Interest in LMW events/talks advertised (24 percent or 30 organisations)
 - Networking opportunities (17 percent or 21 organisations)
 - General interest/curiosity (14 percent or 17 organisations)
 - Looking for funding (7 percent or 9 organisations)⁸⁷
- 5.6 This continues to suggest (in-line with the findings of our previous evaluation of LMW) that there are quite a wide range of reasons as to why organisations contact LMW.

LMW Events

- 5.7 Since our last evaluation report, LMW staff explained that the Centre's events strategy had changed. Specifically, LMW staff explained that their events had evolved to become 'more targeted and more focused on

⁸⁵ Base 158. The question asked was: What made you or your organisation decide to turn to LMW for information and/or advice?

⁸⁶ Base 106

⁸⁷ Base 125. There were a number of other reasons which a small minority of respondents cited in response to this question.

people with training budgets'. Centre staff also explained that as a result of feedback, their events were now designed to be 'more participative and engaging', whereas previously the 'Bring your Brain' and 'Challenge' events had been more about lining up keynote speakers.

5.8 Monitoring information supplied by LMW shows that the Centre organised 21 events between September 2012 and July 2014. Eight of these were Bring your Brain events and 12 were Challenge events. The Challenge events in particular involved interactive, facilitated discussions with Welsh business leaders including the Chief Executives of Bluestone, Cardiff Wales Airport, The Principality Building Society and Bwydydd Castell Howell Foods.

5.9 Three-quarters (74 percent or 128 organisations) of the respondents to our survey said that they had attended an LMW event⁸⁸.

Reasons for attending

5.10 In terms of reasons for attending LMW events, Figure 5.2 below provides an overview of responses from our survey to this.

Figure 5.2: What made you or your organisation decide to participate in the LMW event or events?

	Percentages
Generate additional sales for your business through networking with other businesses	73
Improve senior managers' leadership skills	55
Improve products or processes	48
Improve staff relations and morale	43
Bring on more junior managers	30
Allow staff to gain management qualifications	28
Put in place a succession strategy for the business	25

Source: IFF 2014 Survey Data. Base 128

⁸⁸ Base 172.

- 5.11 This shows that (in-line with the findings of our previous evaluation), generating additional sales was the main reason why organisations decided to participate in LMW events.
- 5.12 In response to a separate question 84 percent said that they were attracted to LMW events because they were free and 82 percent said that they were attracted to the LMW event(s) by the relevance of that specific event to their business⁸⁹.
- 5.13 Most of the respondents to our survey that had attended an LMW event (59 percent) said that they had attended alone. 19 percent said that they went along with one other person, while 22 percent said that they took two or more people with them⁹⁰.

Event feedback

- 5.14 The majority of survey respondents that had attended an LMW event (90 percent) thought that the content of the event they had attended was pitched at the right level for the individuals who attended⁹¹.
- 5.15 Feedback from event participants on how well organised the LMW events were was positive. On a scale of 1 to 5 (where 1 is 'not at all well' and 5 is 'very well'), 91 percent⁹² rated the organisation of the LMW event they had attended as a 4 or 5.

⁸⁹ Base 128. The questions asked were 'when you decided to attend the LMW event, were you attracted by the fact the event was free?' and 'when you decided to attend the LMW event, were you attracted by the relevance of the specific event to your business?'

⁹⁰ Base 128. 2 percent (2 organisations) said that they could not remember. The question asked was 'other than yourself, how many people from your organisation participated in the LMW event?'

⁹¹ Base 128. The question asked was 'was the content of the event pitched at the right level for the individuals who attended?'

⁹² Base 128. The question asked was 'thinking about the most recent LMW event you attended, on a scale of 1 to 5, where 1 is not at all well and 5 is very well, how well organised was the event?'

5.16 Survey respondents were also positive about:

- how engaging speakers at LMW events were: 89 percent rated this as a 4 or 5⁹³
- the pace of delivery at LMW events, 90 percent rated this as a 4 or 5⁹⁴

5.17 Respondents were less positive about the appropriateness of learning materials issued at LMW events, with less than half (45 percent) rating this as a 4 or 5⁹⁵.

5.18 Feedback from stakeholders, including Welsh Government officials, ELMS training providers and WDAs was generally positive about LMW's events. Most felt that the events attracted an appropriate mix of attendees, though one or two stakeholders felt that on occasion attendance could be overly weighted towards training providers and business support intermediaries.

'The events were good and the speakers were very good. Turnout was good, though sometimes there were a lot of training providers'.
(Welsh Government official)

5.19 One training provider was critical that the events attracted 'middle managers' when their preference would be to have the opportunity to network more with business owners and Directors (and this view is arguably substantiated by the make-up of survey respondents as reported at para. 4.2).

⁹³ Base 128. The question asked was '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, how engaging was the speaker or speakers?'

⁹⁴ Base 128. The question asked was '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, how appropriate was the pace of delivery of the event?'

⁹⁵ Base 128. The question asked was '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, how appropriate were the learning materials issued at the event?'

5.20 One WDA, commenting on indirect feedback received from a client who had attended an LMW event thought that they were ‘OK, but they [LMW] haven’t totally cracked it’.

5.21 Overall, this feedback is very much in-line with the findings of our earlier evaluation and shows that LMW events have, on the whole continued to be well received by participants and stakeholders albeit that there was still some room for improvement.

Website

Utility

5.22 The majority of our survey respondents (90 percent) said that they had visited LMW’s website⁹⁶. This compares with a figure of 69 percent in our previous evaluation⁹⁷ suggesting that usage of the website has increased. In terms of information accessed on the website, **Figure 5.3** provides an overview.

Figure 5.3: What kinds of information did you access via the website?

	Percentages
Information about forthcoming events	85
Information about potential sources of funding	56
Case studies, articles or research reports on leadership and management issues	56
Information about learning providers	53
Links to external organisations such as ACAS or the ILM	40
Links to skills development resources	34
Contact details/networking	3
Other/don’t know	6

Source: IFF 2014 Survey Data. Base 154

5.23 In line with our previous evaluation, use of the LMW website was most popular for finding information about forthcoming events. There were no notable differences in terms of what information had been accessed, though in ranked terms, information on learning providers had dropped

⁹⁶ Base 172.

⁹⁷ Base 150.

from second in our earlier evaluation to fourth, perhaps tying in with the withdrawal of ELMS.

Feedback

- 5.24 Feedback from website users on how easy it was to find the information they required on the LMW website was generally positive. On a scale of 1 to 5 (where 1 is not at all easy and 5 is very easy), 77 percent rated the LMW website as a 4 or 5⁹⁸. This is an increase from the equivalent finding from our earlier evaluation where 68 percent⁹⁹ had provided a 4 or 5 rating for ease of finding information.
- 5.25 In terms of the usefulness of information on the LMW site, (and using the same scale), 72 percent gave a 4 or 5 rating¹⁰⁰. Again, this is an increase from the previous evaluation where the equivalent figure was 63 percent (64 organisations).
- 5.26 As for overall satisfaction with the content on LMW's website, 78 percent gave a 4 or 5 rating¹⁰¹. This compares with 60 percent (or 62 organisations) in our previous evaluation.
- 5.27 Overall then, from a service user perspective, feedback on LMW's website has remained strong and has actually improved despite the withdrawal of ELMS.
- 5.28 The training providers interviewed were all aware of the LMW website. However, only one said that they regularly used it and this person felt that it was 'a useful and easily navigable source of information'. Another training provider, based on Google analytics was able to say that between 10 and 20 percent of incoming traffic to their website came via the LMW website. However, this did not translate into 10-20 percent of

⁹⁸ Base 154. The question asked was 'on a scale of 1 to 5 where 1 is not at all and 5 is very, how easy was it to find the information you were looking for on the LMW website?'

⁹⁹ Base 150.

¹⁰⁰ Base 154. The question asked was 'on a scale of 1 to 5 where 1 is not at all and 5 is very, how useful was the information on the website?'

¹⁰¹ Base 152. The question asked was 'on a scale of 1 to 5 where 1 is not at all and 5 is very, how satisfied overall were you with the content of the website?'

that provider's business, with their own direct marketing activity being responsible for the vast majority of their clients.

5.29 One of the WDAs we spoke to said that the LMW website had improved gradually over time. Initially, this WDA said that employers had been critical of 'too much information on the home page'. Welsh Government stakeholders agreed that the LMW website had 'improved a lot' since the early days, saying that the case studies in particular were very helpful and that there were clearer and better links with the Welsh Government's Business Skills Hotline service.

5.30 Since the withdrawal of ELMS, LMW staff explained that the website had assumed a different role, with information about available funding (via the different ELMS strands) having been removed. 'It's just ticking over now. There's no real referral stuff going on via the website any more'.

eNewsletter

5.31 More than three-quarters of respondents to our telephone survey (79 percent or 136 organisations) said that they received the LMW eNewsletter. In our earlier evaluation, the equivalent figure was 10 percentage points lower.

In terms of the usefulness of information contained within the eNewsletter, 60 percent of these respondents¹⁰² rated this as either a 4 or 5, where 5 is 'very' useful. In our previous evaluation the equivalent finding was 48 percent¹⁰³.

¹⁰² Base 136. The question asked was 'on a scale of 1 to 5, where 1 is not at all and 5 is very, how useful was the information in the LMW newsletter?'

¹⁰³ Base 102.

- 5.32 In terms of overall satisfaction with the eNewsletter content, 65 percent of respondents to the telephone survey rated this as either a 4 or a 5¹⁰⁴. In our previous evaluation the equivalent finding was 47 percent.
- 5.33 Only one of the ELMS training providers commented on the LMW newsletter saying that they were aware that they received it, but never read it.
- 5.34 None of the WDAs interviewed received the eNewsletter and Welsh Government officials were also largely unsighted and felt unable to comment on the quality and usefulness of it.
- 5.35 Information provided in LMW's monthly reports to Welsh Government suggested that around 20 percent of those who receive the eNewsletter open the e-mail. LMW staff stressed their view that the eNewsletter was a complementary tool to the Centre's other services and was principally a means of 'keeping in touch'.

Advice and guidance provided by LMW staff

- 5.36 Next, we consider feedback on the direct, advice and guidance provided by LMW staff to their clients. 45 percent (77 organisations) of those responding to our survey said that they had received advice or guidance from LMW staff by phone, e-mail or via meetings. This compares to 17 percent (25 organisations) that had received this service in our previous evaluation. The increase here is not surprising given that for a period (at the end of 2013 through to the first few months of 2014) LMW staff focused their efforts on providing one to one advisory sessions.
- 5.37 In terms of feedback on the extent to which LMW staff had understood what respondents were looking for, this was positive with 84 percent (64

¹⁰⁴ Base 136. The question asked was 'on a scale of 1 to 5, where 1 is not at all and 5 is very, how satisfied overall were you with the content in the LMW newsletter?'

organisations) having rated this as either a 4 or 5¹⁰⁵. A similar proportion of respondents (85 percent or 66 organisations) gave a 4 or 5 rating in relation to how appropriate they felt the advice they were given by LMW was¹⁰⁶.

5.38 Overall satisfaction levels with the advice and guidance received from LMW staff were positive, with 81 percent (62 organisations) giving this a 4 or 5 rating¹⁰⁷.

5.39 The sample base for our earlier evaluation was too small - only 25 respondents to the survey undertaken for that evaluation had received one to one advice from LMW – to enable direct comparisons to be made.

LMW Research Products

5.40 Since our previous evaluation, LMW has prepared and published the following research papers and reports:

- Why would anybody want to be led by you? The case for Emotional Competence amongst Leaders
- Coaching for Impact: Making leadership and management development more effective
- Leadership and management development – is it worth it? An investigation into how businesses in Wales assess the return on investment of leadership and management training¹⁰⁸.

5.41 In addition, LMW was asked by Welsh Government to prepare a strategy for leadership and management skills development in Wales. As a result, they produced 'Raising our game. A strategy for the delivery of

¹⁰⁵ Base 77. The question asked was 'on a scale of 1 to 5 where 1 is not at all and 5 is very, how well do you feel LMW understood what you were looking for?'

¹⁰⁶ Base 77. The question asked was 'on a scale of 1 to 5 where 1 is not at all and 5 is very, how appropriate was the advice or guidance you were given?'

¹⁰⁷ Base 77. The question asked was 'on a scale of 1 to 5 where 1 is not at all and 5 is very, how satisfied overall were you with the advice and guidance from LMW staff?'

¹⁰⁸ Source: LMW website. Research reports page.

world class leadership for businesses in Wales', which was at the time of authoring this evaluation report, unpublished. The report set out a series of 12 suggested recommendations to improve the delivery and impact of leadership and management training and skills in Wales.

5.42 Feedback from Welsh Government officials regarding LMW's research outputs was positive, particularly in relation to the Raising our Game report: 'It's a good piece of work'.

5.43 More broadly however, stakeholders, including LMW staff felt that a more co-ordinated and strategic approach to agreeing a research programme for LMW would have been beneficial. In particular, Welsh Government officials felt that an opportunity had perhaps been missed by not involving social research colleagues more in helping to set the research agenda for LMW so that it linked more closely with the Welsh Government's wider activities and potentially filled any specific gaps in knowledge.

'I'm not sure that we [Welsh Government] gave them [LMW] enough of a steer on the research side. I think if we'd have involved social research colleagues, then maybe we could have been clearer in advance about what we wanted from them'. (Welsh Government Official)

5.44 LMW staff added that the turnover in contract managers within Welsh Government (six different Welsh Government contract managers since the Centre was appointed) had not particularly helped in terms of agreeing a consistent forward research plan, with different contract managers having brought different priorities.

5.45 Approximately half the training providers interviewed said they had read some of LMW's research products and found them useful. One provider commented they were useful as they 'help us to keep up to date'.

Another provider felt the research that LMW had undertaken (particularly the return on investment work) had been useful as it provided evidence for the messages that they were trying to convey when trying to persuade organisations they needed to invest in training.

5.46 One training provider noted that some providers that are not involved in the delivery of mainstream, apprenticeship-type training programmes, do not have a representative body - they are not members of the National Training Federation Wales, for example. This provider thought that LMW had gone some way to performing this coordinating function via its research and quality assurance work, but could possibly do more to share good practice (including from other countries) and to bring providers of leadership and management training in Wales together on a fairly regular basis.

5.47 The WDAs interviewed were aware of LMW's research work and on the whole thought that it was 'good stuff', in particular the return on investment work which was helpful in convincing employers of the value of training. One WDA felt that LMW could have usefully 'done more to gather information about what employers want' in relation to leadership and management development support. LMW staff explained that for more recent research reports (such as the work on return on investment to employers), they had 'firmed up' recommendations (e.g. about how businesses can maximise the value of LMD training¹⁰⁹) which they felt had been well received by LMW's various stakeholders.

Quality Assurance

5.48 Welsh Government officials saw LMW's quality assurance work as being of key importance specifically in terms of 'raising the overall quality' of leadership and management training in Wales. They were particularly supportive of the Centre's work to assess and evaluate providers and

¹⁰⁹ For example, see the recommendations outlined on page 14 of 'Leadership and Management Development – Is it worth it?'

recognise excellence via the Quality Award developed by LMW. LMW staff also saw this as being a very important part of their role in providing employers 'added value' in what was essentially seen as an 'unregulated market place'.

'This part of their role was conceptually sound. It gave the providers who got the quality Award some kudos, made them stand out'. (Welsh Government official)

5.49 LMW staff emphasised that their role in assessing the quality of leadership and management providers focused on the 'before and after' of how providers supported employers – rather than the actual quality of the training content itself which they saw clearly as being the responsibility of others, such as the Institute of Leadership and Management (ILM). In that sense, LMW focused their assessment on the way providers worked with employers pre-intervention to focus on how they planned for the training and in particular how the training (and new skills gained) would be implemented and utilised post-intervention in order to maximise value. One of the WDAs interviewed was particularly supportive of LMW's work in this respect.

'They [LMW] were absolutely right to think that pre and post training activity needed improving. Has LMW raised the quality of leadership and management raining in Wales? Yes, I'd say it probably has'.
(WDA)

5.50 The majority of the ELMS training providers interviewed had direct experience of LMW's quality assurance work, with all agreeing a quality assurance scheme was 'good to have' and 'always useful'.

5.51 Some training providers were more enthusiastic about LMW's quality assurance remit than others. One training provider felt the LMW quality assurance mark was a relatively new award, and thus it was hard to

judge if it would be an influential factor or bring any added value to their business. Another provider felt that 'there could be more clarity about the robustness of the research behind it'. In contrast, another provider thought the quality assurance process and mark was a great endorsement to use when promoting the training itself, and participation in the process had also helped to improve the company's own standards.

5.52 Several of the Welsh Government stakeholders interviewed felt that on reflection, they could have used LMW more in their 'quality assurance' capacity to advise impartially on the design and implementation of ELMS, in particular with regard to the approval process of courses ensuring that they were clearly linked to the leadership and management agenda. LMW staff agreed with this assessment saying that 'we could have been used in that way, as Welsh Government's independent expert advisers on leadership and management much more effectively earlier on'.

6 Effectiveness and Impact

6.1 In this chapter, we consider the effects and impacts of LMW's work drawing once again on our survey data and qualitative evidence gathered via stakeholder interviews.

Key findings outlined in this chapter include that:

- A higher proportion of survey respondents claimed that LMW had affected the degree of importance they attach to leadership and management skills than in our previous evaluation. However, the overall proportion was less than half (44 percent).
- More than three quarters of survey respondents said that they were clearer about where and how they could access support. In-line with our previous evaluation findings, this shows that LMW has been more effective in raising awareness about the supply side than it has in terms of affecting attitudes in relation to the demand side.
- A higher proportion of survey respondents progressed from LMW onto ELMS training than was the case in our previous evaluation. However, the overall proportion was still less than half (45 percent). A quarter of these said that their progression could be attributed in full or in part to LMW.
- A higher proportion of survey respondents (55 percent) progressed to other (non-ELMS) training than was the case in our previous evaluation. Just over a third of these (38 percent) said that their progression could be attributed in full or in part to LMW.
- A third (34 percent) of survey respondents said that they had increased their investment in leadership and management skills. This is slightly higher than our previous evaluation finding.
- A slightly smaller proportion of survey respondents (at 56 percent) than was the case in our previous evaluation said that they intended to increase their investment in leadership and management skills in the future.

Attitude and awareness

- 6.2 We asked respondents to comment on whether their involvement with LMW had affected the degree of importance they attached to leadership and management skills within their business. Less than half (44 percent or 75 organisations) said that their involvement with LMW had altered the degree of importance they attached to it. This compares with an equivalent figure of 31 percent (or 46 businesses) in our previous evaluation.
- 6.3 Of these 75 respondents, 20 percent (15 organisations) said that the importance they attached to leadership and management skills had substantially increased, while 77 percent (58 organisations)¹¹⁰ said that the importance they attach to it had slightly increased. These findings are very similar to the data presented in our previous evaluation report. In the context of the broader sample of 172 respondents, this suggests that LMW had a positive influence on 44 percent of the organisations¹¹¹ with which it came into contact in terms of increasing the importance they attach to leadership and management skills. This compares with 29 percent (44 organisations)¹¹² in our earlier evaluation.
- 6.4 We noted in our earlier evaluation that ‘these findings seem disappointing’ but that they also need to be considered against the backdrop of supported organisations that might have been starting from a relatively high baseline position¹¹³. The more recent survey suggests that LMW has succeeded in positively influencing a greater proportion of respondents that are less convinced of the merits of LMD training.
- 6.5 Just over three quarters (76 percent or 131 organisations) said that their involvement with LMW had helped them become more aware of where or how they could access support to develop leadership and

¹¹⁰ The remaining two percent (three organisations) said that they did not know.

¹¹¹ 75 organisations expressed as a percentage of the complete sample of 172.

¹¹² Based on an overall sample base of 150.

¹¹³ An Evaluation of the Impact and Effectiveness of the Leadership and Management Wales (LMW) Centre for Excellence. 2013. Old Bell 3. Page 75.

management skills. Organisations with between 10 and 49 employees were most likely to have said this.

6.6 In-line with the finding of our earlier evaluation, this suggests that LMW has continued to be more effective in raising awareness about the (supply side) availability of leadership and management training provision, than it has in terms of affecting attitudes in relation to the importance attached to leadership and management skills (demand side).

6.7 This view was reflected by senior Welsh Government officials, one of whom reflected that while LMW had done a good job of raising awareness, particularly of the supply side during ELMS's existence, there had 'not been a real, transformational change in demand for leadership and management development in Wales'.

Up-take of Leadership and Management Provision: ELMS Strands

6.8 In terms of progression from LMW onto other strands of ELMS (prior to its withdrawal) 45 percent said that having been involved with LMW, they had gone on to become involved with other strands of ELMS¹¹⁴. This compares with 32 percent¹¹⁵ that had gone on to participate in other strands of ELMS in our previous evaluation report.

6.9 Of the 77 organisations that had progressed to other ELMS strands:

- 28 percent (49 organisations) had participated in the Coaching and Mentoring strand
- 23 percent (39 organisations) had participated in open access workshops
- 16 percent (27 organisations) had undertaken training with the support of discretionary funding

¹¹⁴ Base 172. The question asked was '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?'

¹¹⁵ Base

- 11 percent (19 organisations) had participated in Sector Skills Council led activities¹¹⁶.

6.10 This suggests that on average, each LMW supported organisation that progressed onto ELMS used 1.7 of the four strands available to them¹¹⁷. This is exactly in-line with the finding in our previous evaluation.

6.11 We then asked the 77 respondents that had progressed to other ELMS strands to comment on the extent to which their subsequent involvement could be attributed to the information they accessed via LMW. A quarter (24 percent, 18 organisations or 10 percent of our overall sample) said that it could be attributed 'totally' or 'to a great extent'. This compares with 33 percent (16 organisations or 11 percent of the overall sample) in our previous evaluation report.

6.12 The largest grouping (55 percent or 42 organisations) said that they could 'to some extent' attribute their subsequent involvement to information accessed via LMW.

Uptake of L&M Provision: Non-ELMS

6.13 We asked respondent organisations to tell us whether they had progressed from LMW onto other non-ELMS leadership and management training¹¹⁸. 55 percent (94 organisations) said that they had, 43 percent (74 organisations) said that they had not while 2 percent (4 organisations) did not know. In our previous evaluation of LMW, we found that 32 percent (48 organisations)¹¹⁹ had progressed from LMW into other non-ELMS training. It is perhaps, unsurprising that there has

¹¹⁶ Note that these do not sum to 100% since respondents could select multiple response options.

¹¹⁷ Based on 77 organisations having used the available ELMS services 134 times between them.

¹¹⁸ Base 172. The question asked was '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?'

¹¹⁹ Base 150.

been an increase in the proportion of those progressing onto other (non-ELMS) training since ELMS itself was withdrawn early.

6.14 In terms of attribution amongst the 94 organisations that had progressed onto other non-ELMS training, 8 percent (8 organisations) said that this could be attributed totally or to a great extent¹²⁰ to the involvement with LMW. 30 percent (28 organisations) said that it could be attributed to some extent. 60 percent (57 organisations) said that their progression to other non-ELMS training could hardly at all or not at all be attributed to LMW. The extent of attribution is slightly higher than in our previous evaluation where 31 percent of respondent organisations (15 organisations)¹²¹ were able to identify some level of attribution to LMW.

Behaviour and Impact

6.15 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. A third (34 percent or 58 organisations) said that they had increased their investment, while 63 percent (108 organisations) said that they had not¹²². This is a slight improvement over our previous evaluation finding where a quarter of respondents said that they had increased the amount they invested in leadership and management skills.

6.16 Of the 58 organisations that said they had increased investment in leadership and management development, a third (the largest grouping, 19 organisations) said that they had increased it by between 5 and 10 percent. 31 percent (18 organisations) said that they had increased it by

¹²⁰ Base 94. The question asked was '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?'

¹²¹ Base 48.

¹²² Base 172. The question asked was 'having used LMW's services, has your organisation increased its investment in developing leadership and management skills?'

more than 20 percent, while 21 percent (12 organisations) had increased investment by more than 10 percent and up to 20 percent¹²³.

6.17 In terms of whether respondent organisations intended to increase their investment in leadership and management skills in the future, 56 percent (96 organisations) said that they did, 33 percent (56 organisations) said that they did not and 12 percent (20 organisations) said that they did not know¹²⁴. This was down slightly on the previous evaluation where 60 percent (or 90 organisations) said that they planned to increase future investment in leadership and management skills¹²⁵.

¹²³ Base 58. The question asked was 'What is the approximate percentage increase in the investment made in developing leadership and management skills?'

¹²⁴ Base 172. The question asked was 'is your organisation planning to increase its investment in developing leadership and management skills in the future?'

¹²⁵ Base 150.

7 Conclusions

- 7.1 Based on the evidence gathered as part of this and our earlier evaluation, we conclude that overall, the Leadership and Management Wales Centre for Excellence has been effective in meeting most of the requirements set for it in the original specification designed by Welsh Government.
- 7.2 LMW has made a positive contribution to enhancing the provision of information and signposting services for leadership and management training, both to ELMS (while it was in existence) and to other, non-ELMS provision. In this regard, the LMW website and its events programme have been fit for purpose and have been well received, though the impact of its eNewsletter has been limited.
- 7.3 The research function has added value to the overall package offered by LMW. The Centre's research outputs have been perceived as of a good quality, have been used by stakeholders and have proven useful in terms of sharing good practice and helping to convince employers of the potential return on investment from leadership and management development.
- 7.4 There is evidence to show that LMW's work has improved the overall quality of leadership and management training provision in Wales. The quality award has been well received and LMW's focus on assessing and evaluating pre and post intervention support by training providers was appropriate and helped raise standards.
- 7.5 Since the withdrawal of ELMS, LMW's role has been less clearly defined in terms of raising awareness of available provision. Despite this, the Centre has clearly done its best to focus on appropriate activities against what has been a rather poorly defined set of operational aims, objectives and targets. This has not been straightforward however and the move to

promote enhanced one to one advisory services (which were well received by customers) only for this to be withdrawn shortly afterwards reflects the lack of clarity in terms of what LMW's role needed to be post-ELMS.

- 7.6 Moreover, LMW staff have dealt with five different contract managers from Welsh Government over a four year period. This has created a lack of continuity which has not been efficient for either LMW or Welsh Government and should be a key learning point in terms of how external contracts such as this one are managed by officials in future.
- 7.7 The extent to which LMW's work has led to progression into other forms of learning could have been monitored more thoroughly and in more sophisticated ways by the Centre itself and by Welsh Government which would ultimately have resulted in a deeper and 'real time' understanding of where and how the Centre was adding value to the customer journey.
- 7.8 The Welsh Government could have drawn even greater value from LMW's knowledge and expertise by involving the Centre more intrinsically in an advisory capacity in the design and implementation of ELMS. Specifically, their expertise would have assisted relatively inexperienced Welsh Government officials to define and select appropriate provision under the open access workshop element.
- 7.9 LMW's work has helped contribute to strategic discussions around future requirements for leadership and management development training provision in Wales. However, a greater impact could have been achieved had a clearer and more strategically planned research programme been set for LMW by Welsh Government. In this context, opportunities have been missed to maximise the research capacity and capability available to Welsh Government via LMW and how this might have linked to its broader social research priorities.

7.10 While LMW has done a good job in promoting awareness and improving the quality of leadership and management training in Wales, the question of whether it has succeeded in driving up demand is less clear cut. The most recent UKCES research shows that employer perspectives on leadership and management skills in Wales have not changed to any great degree over the past few years. Less than half (45 per cent) of those organisations that progressed from LMW into ELMS attributed this to the Centre's work while 38 percent of the organisations that progressed from LMW into other LMD training attributed this to the Centre. This suggests that to a degree, LMW has been working with organisations that were already 'switched on' to LMD rather than those who were arguably in real need of convincing. So there is little evidence at the macro level to suggest that there has been transformational change and our conclusion is that LMW has been most effective in its work on enhancing awareness, access to and quality of the supply side.

7.11 Looking to the future, it is clear from recent Welsh Government policy statements that it does not intend to invest in its own dedicated leadership and management project during the 2014-2020 EU Structural Funds Programming period. Rather, the Welsh Government sees leadership and management development as being an agenda for Regional Skills Partnerships to take forward based on their own assessments and priorities. Employer evidence suggests that skills gaps remain around strategic management skills in Wales, so the problems and market failures that existed when ELMS and LMW were conceived do not appear to have been solved.

7.12 Should WEFO or individual organisations decide to take forward LMD support interventions under the 2014-2020 EU Programmes, then the constructive lessons learned from the LMW experience should be at the forefront of their minds in terms of packaging 'front of house' information, advice, research and quality assurance services that enhance the overall customer journey.

Annex 1: Stakeholders Interviewed

Individual	Organisation
Nigel Arnold	Welsh Government
Richard Harris	Welsh Government
Hazel Hancock	Welsh Government
Sion Meredith	Welsh Government
Natalie Sawkins	Welsh Government
Helen Howells	Welsh Government
Leah Hawkins	Welsh Government
Mark Watson	WEFO
Dr Barrie Kennard	LMW
Phil Swan	LMW
Ceri Frayne	LMW
Helen Baynham	LMW
Jo Riley	LMW
Ken Jones	BPI Training
Helen Jones	Fix Training
Jo Lord	Learning to Inspire
Joanne Price	Centre for Business
Sharon Mott	University of South Wales
Mary Sisson	Awbery Management
Mike Brown	EEF