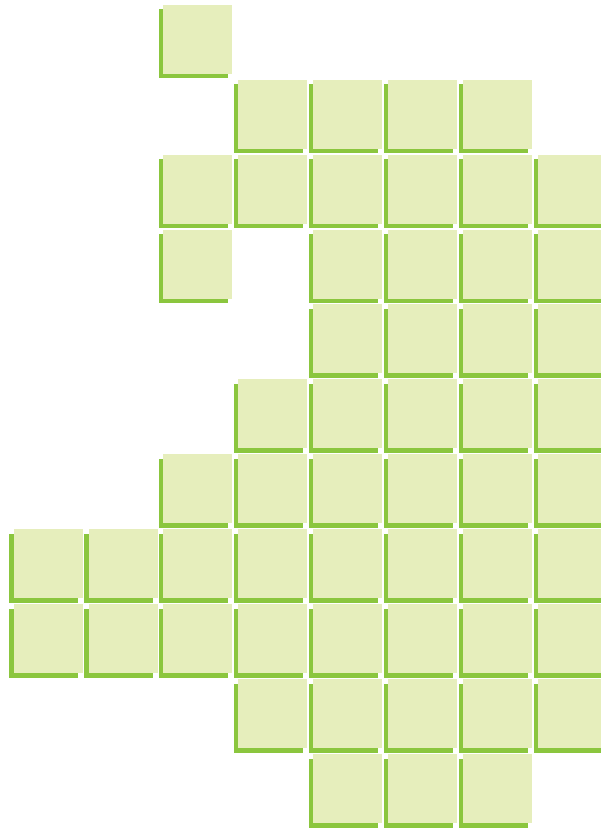


Annual Review



2004 - 2005

Leading Wales towards management excellence



Cyngor Rheolaeth Cymru
Wales Management Council





OUR VISION AND MISSION

The Wales Management Council is an employer-led body, funded by the Welsh Assembly Government to promote the development of managers in the private, public and voluntary sectors in Wales.

Our mission is:

To help managers in Wales lead and manage successfully.

We are

Leading Wales towards management excellence

and we aim

To inspire, motivate and drive change in the perception, delivery, take up and funding of management and leadership development in Wales.

by

- convincing all managers of the benefits of developing their skills and abilities
- identifying, by thorough research, the real development needs of managers in Wales
- ensuring that managers can obtain high quality and flexible training and development
- sharing best UK and international management practice amongst all businesses in Wales
- measuring progress against credible benchmarks.

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Welsh Assembly Government

For more information about the work of the Wales Management Council,
please visit our website:

www.walesmanagementcouncil.org.uk

WHAT A DIFFERENCE A YEAR MAKES

Ian Rees - *Chairman*

Looking back on my introduction to our last Annual Review for 2003 – 2004 I am struck and gladdened by the radical changes that have taken place at both a strategic and practical level since then.

The bulk of this Review is a summary by our Chief Executive, Christopher Ward, of the activities of the Wales Management Council in the last year. It makes impressive reading, though I say it myself as Chairman, and further confirms our assertion last year that we punch well above our weight, and really add value to the resources we are given.

But I would like to put all this in a broader context, and say that in my view the landscape of management and leadership development in Wales has changed, quite suddenly, and for the better.

Let me cite five examples:

- there is a new spirit of co-operative and collaborative action between ELWa and WDA, exemplified by the focus on skills development, in particular on management and leadership skills, now integrated into advice provided under the flagship General Business Advisory Service
- the recommendations in ELWa's Workplace Learning Review, which form an integral part of the new Skills and Employment Action Plan 2005, give a detailed emphasis to management and leadership development, incorporating, I am delighted to say, all our own recommendations and priorities
- the Workplace Learning Review also contains recommendations for a year on year increase in spending on direct higher level business skills development with employers from £6.5 million now to at least £30 million over five years.
- the Inside Welsh Industry programme has continued to help companies in Wales learn from each other, but in the last year we have also seen the publication of best practice case studies in our High Performance Wales report, and the personal examples of leadership excellence in the winners of the new Leading Wales Awards 2005.
- Cardiff University's mapping study of the supply-side of management and leadership development, and our own complementary research into the demand-side have for the first time provided base data against which future progress can be measured.

I believe that much has been achieved over the past 12 months. The challenge to government and its agencies is to sustain momentum in the coming year and deliver against the action plans that have been set. The development of high level business skills is now firmly on the agenda in Wales. The transition to a better integrated approach as the WDA and ELWa move into the Welsh Assembly Government gives a tremendous opportunity for clear policy making and the promotion of management and leadership as a cornerstone of economic development. I urge government to seize that opportunity and make sure that Wales enjoys the fruits of success that will be gained through management excellence.



*Ian Rees,
Chairman,
Wales Management Council*



THE WHEELS OF CHANGE

Christopher Ward – Chief Executive



Christopher Ward,
Chief Executive,
Wales Management Council

Looking back on the last year we have a real sense that the wheels of management and leadership development in Wales are beginning to turn in a way that we have advocated, but not seen, for many years. This gives even more focus and importance to our role, so I thought it would be helpful to begin with an overview of how we see that role, and then explore the wide-range of activities in which we have been involved during 2004 – 2005.

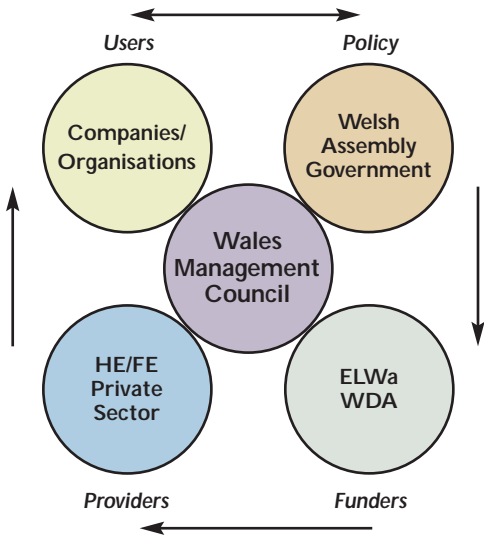
The Wales Management Council was reconstituted in 1998 to use its influence, on both the supply and the demand side, to

- spearhead the drive for improvements in the quality and quantity of management and leadership development opportunities in Wales
- encourage managers and leaders in all sectors of the economy to improve their skills.

Since then the Wales Management Council has made a significant contribution to these objectives through

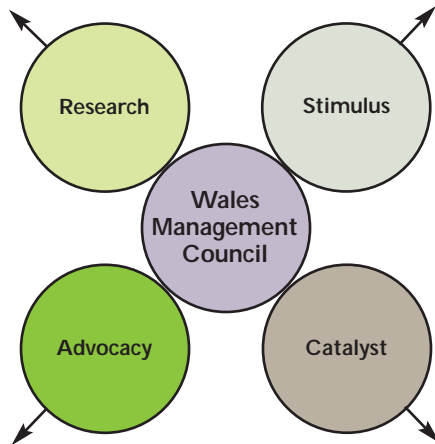
- the development of a key strategy for management and leadership development in Wales
- robust and informative research
- sharing best practice
- high-impact advocacy.

The Wales Management Council operates in a complex environment in which our influence has to impact on government policy, the funding provided by key agencies, delivery by HE, FE and private sector providers, and managers themselves in companies and organisations across all sectors.

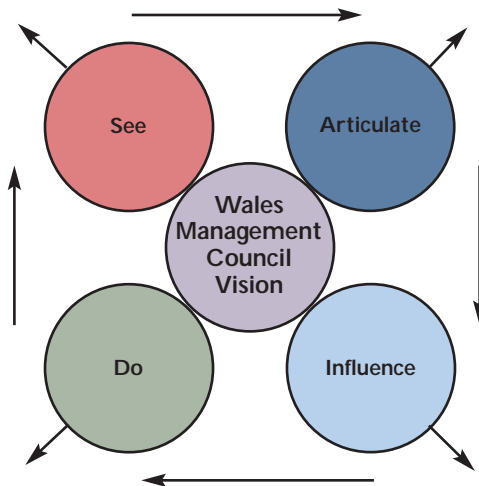




We aim to raise the quality of managers and leaders in Wales by thorough research of market issues, acting as a stimulus for change, a catalyst for improvement through collaboration, and by being passionate advocates for the importance of management and leadership development in all sectors and in organisations of all sizes.

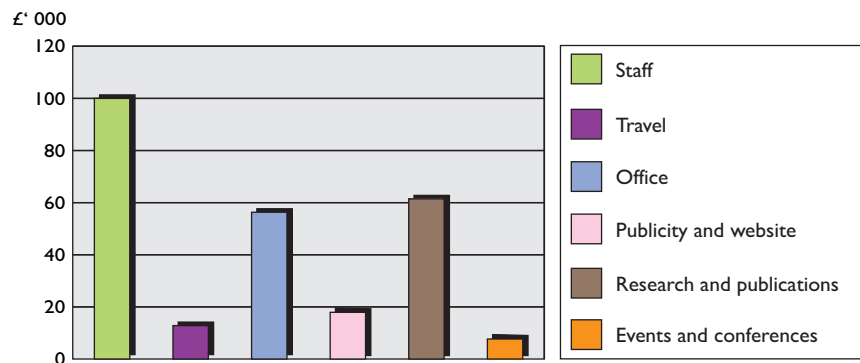


Presented in a more personal and pragmatic way, our role is to have an overall vision for management and leadership development in Wales, and then to see what is happening and what the market wants, articulate this clearly to all those who need to know, influence change to meet market needs, and within our limited resources do whatever we can to contribute to policy making, planning, delivery and evaluation.



In the last year we received a total of £258,000 from the Welsh Assembly Government to fund our activities, which has been used in the following way:

Staff:	39%
Travel:	5%
Office:	22%
Publicity and website:	7%
Research and publications:	24%
Events and conferences:	3%



We use a variety of means to achieve our aims and “spread our message”:

- ◆ market research
- ◆ publications
- ◆ website
- ◆ newsletter
- ◆ committee work
- ◆ presentations
- ◆ media and public relations
- ◆ conferences and seminars
- ◆ sharing best practice
- ◆ information resource
- ◆ network development
- ◆ monitoring and evaluation
- ◆ collaboration outside Wales

Here is a summary of our activities in the last year under each of the above headings:

Market research

In the last twelve months we have directly influenced and been involved in two pieces of research being funded by ELWa:

- Mapping of management and leadership development provision
Leadership, Entrepreneurship and Economic Development Unit, Cardiff Business School.
Published in April 2004.
- Diagnostic tools for SME managers
CRG. Published in July 2004.

Both of these research reports are available on our website.

We also directly funded two pieces of research work ourselves:

- High Performance Wales – real experience, real success: high performance working in practice.
John Stevens and David Ashton. Published in January 2005.
- Management Development in Wales – a survey of current practice 2004 - 2005
Strategic Marketing. Published in February 2005.



Publications

Publications in 2004 – 2005 were:

- Annual Review 2003 – 2004
- Pressing the Right Buttons: marketing management and leadership development
- Mentoring in Wales
- High Performance Wales: high performance working case studies
- Management Development in Wales: a survey of current practice

Website

Our website was completely redesigned and its content expanded during 2004.

Newsletter

We have introduced a new Management – Think About It newsletter, published every two months on our website to stimulate thinking about management and leadership development.

Committee work

We sit on the following committees:

- Objective 1 Thematic Advisory Group 4
- Partnership at Work steering group
- Management Standards marketing group
- Future Skills Wales Employers Group
- ELWa Management Development Group
- ELWa /WDA Shared Investment Fund competencies project steering group
- Skillset: Management development project steering group
- Asset Skills: Management development strategy steering group
- Leading Wales Awards steering group
- IOD Wales Management Board
- Voluntary Arts Wales Management Committee.

Presentations

In the last year we have given a total of 17 presentations to:

- SSC Network in Wales
- SSDA Management and Leadership Group
- Institute of Leadership and Management: Wales Advisory Board
- Cartrefi Cymru: Annual Conference
- Coleg Gwent: Business Seminar
- Church in Wales: Bishops Conference
- University of Glamorgan: Michael Porter Conference
- WAG Office of the Chief Technology Officer: Development Day
- WAG: Women in Management Seminar
- Leading Wales Awards: Launch
- UK Business Incubation: National Conference



Christopher Ward and Robin Williams, Halo Foods, look through the High Performance Wales report



Prof. Michael Porter, Prof. Michael Quayle and Christopher Ward at the plenary session of the Michael Porter conference at St David's Hall, Cardiff



Christopher Ward, David Clutterbuck and Gary Ince, Chief Executive of the Institute of Leadership and Management (ILM) at the Mentoring Conference, Miskin Manor

Jacqui Royall, Operations Director, PerkinElmer, speaking at the Inside Welsh Industry dinner in June 2004



Leading Wales Awards sponsors and winners (from left to right) Gareth Bray, Ian Hopkins (winner), Charles Middleton, Alistair Neill (winner), Derek Morgan, John Bath (winner), Christopher Ward, Lottie Miller (winner), Lynne Sheehy.



Wales Management Council's Consultants' Group meet to formulate a response to the Welsh Assembly Government's consultation document "Making the Connections"

- WMC: Development Day
- University of Aberystwyth: 3rd Year MBA Students
- Business Schools joint meeting
- Mentor Learning Network
- N Wales Associates Group: IIP Management and Leadership Model
- North Wales Launch of Investors in Excellence Model

Media and Public Relations

We have a regular column in Business in Wales and we have been successful in getting excellent coverage of articles and press releases in the Western Mail and Daily Post.

Conferences and seminars

We held a very successful Mentoring in Wales conference, led by David Clutterbuck, in collaboration with ILM, and we are working closely with CMI, CIPD, ILM, IOD, and CIM to hold a joint conference at Wales Millennium Centre in November 2005.

Sharing best practice

- Inside Welsh Industry

Throughout 2004 – 2005 we have managed the Inside Welsh Industry programme on behalf of the Welsh Assembly Government, working through Wales Quality Centre.

The Inside Welsh Industry visits are designed to help managers learn from other organisations. We complement this via case studies on our website that share these best practice lessons with a wider audience.

- North Wales Networks

The North Wales Executive is playing a key role in developing and contributing to management and leadership development networks in North Wales.

- Management Awards

We are a key member of the consortium that managed the Leading Wales Awards that were held for the first time, with considerable success, in February 2005, and will be repeated in 2006.

Network development

We have built up increasingly productive links with existing networks - IOD, CMI, ILM, CIPD, CIM, Church in Wales, and FE colleges - and have established new networks of Business Schools and training and development consultants.

Monitoring and evaluation

Monitoring and evaluation of management and leadership development activity is of vital importance to:

- find what is happening and where
- assess the quality of the provision
- evaluate the benefits
- make recommendations for future improvements.

Cardiff Business School's mapping exercise, and our own Management Development in Wales and High Performance Wales research, have all made a contribution in this area. And we have initiated more work with Cardiff Business School to develop a tool to help SMEs evaluate the impact of their management and leadership development activities.

Collaboration outside Wales

We continue our productive collaboration with the Management and Leadership Network (MLN), our equivalent body in Northern Ireland, via shared website resources, exchange of reports, and regular dialogue and meetings.

The collective impact of this programme of activity, and the recommendations relating to management and leadership development in the Skills and Employment Action Plan 2005 and ELW's Workplace Learning review, mean that very significant progress has been made in the last year to implement the objectives in our Agenda for Action, published in 2003, and there is now an even greater impetus to put management and leadership development at the top of the national agenda.

Early in 2005 we will be publishing a new strategic document, Leaders and Managers in Wales - Agenda for Growth, which will build on these recommendations and action to date to give a new focus for management and leadership development in Wales.

And finally in December 2004 we moved into new offices at 25 Cathedral Road, Cardiff.

We now have more space ourselves, and a meeting room of our own – a luxury we have never enjoyed before – so that we can now invite you to come and see us.

We hope you will.



The launch of the new Management Standards (from left to right) Dave Hall, director of corporate services, Learndirect Scotland; Mary Chapman, chief executive, Chartered Management Institute; Bill Manson, chief executive, Management and Leadership Network, Northern Ireland; Christopher Ward, chief executive, Wales Management Council



Wales Management Council's new office at 25 Cathedral Road, Cardiff

COUNCIL MEMBERS AND STAFF



Council Members at the February 2005 Council Meeting

Council Members

- Members who served throughout 2004 – 2005

Ian Rees (Chairman)	Riverside Water Technologies
Laurence James (Secretary)	Bond Pearce
Eileen Murphy	Advisor to Voluntary Sector
Nonna Woodward	IOD and North Wales Newspapers
Prof. Michael Quayle	University of Glamorgan Business School
Chris Young	Welsh Electronics Forum
Jacqueline Royall	Perkin Elmer
Peter Hurley	Orange Box
Gary Mawer	UPL
Rob Farnham	Quality Plus
Andrew Wilkinson	HSBC

- Members who left the Council in 2004 – 2005

Allan Martin	Welsh Electronics Forum and Careers Wales
Carl Hadley	Rockwood Ltd and UWS Ventures
Prof. Dylan Jones-Evans	NEWI
Pauline Kotschy	Pauline Kotschy Associates
David Willcox	Nu-Aire Group

- Members who joined the Council in 2004 – 2005

Roger Evans	Ina Bearing
David Finch	Ystrad Mynach College

Observers

Robert Macey	Welsh Assembly Government
Richard Rossington	Welsh Assembly Government
John V Williams	ACCAC

Staff

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Gwyneth Stroud	Marketing Executive	gwyneth.stroud@crc-wmc.org.uk
Tina Stephens	North Wales Executive	tinastephens@btopenworld.com



Christopher Ward, Gwyneth Stroud and Tina Stephens