National Signposting Links

Leadership & Management

Product

4

Product 4   National Signposting Links

1   Government

Website	Description	Comments
www.dh.gov.uk	Department of Health website	Covers all adult services. There is policy and guidance available as well as access to national reports and examples of good practice in the sector. The site has an archive to support research and learning.
www.dfes.gov.uk	Department for Education and Skills website	Covers children's services with a strong educational focus. The site has policy, guidance, national reports and good practice examples. There is an archive to support research and learning
www.dti.gov.uk	Department of Trade and Industry website	The website offers nine tailored products carrying the DTI branding which are grouped into four themes reflecting the areas in which businesses are most likely to need help: innovation, best practice, raising finance and regional financial support.
www.businesslink.gov.uk	Government business support site	This site offers easy access to leadership and management information. As well as practical development support, specific programmes, online learning links and sources of funding that can be accessed. It is linked to a variety of relevant sites. The Business Support Directory is at: www.businesslink.gov.uk/support
www.odpm.gov.uk	Office of the Deputy Prime Minister website	ODPM was created as a central department in its own right in May 2002. It is responsible for policy on housing, planning, devolution, regional and local government and the fire service. It also takes responsibility for the Social Exclusion Unit, the Neighbourhood Renewal Unit and the government related information on other websites. The aim is to improve delivery and value for money of local services through implementing Comprehensive Performance Assessment (CPA) and engaging with authorities in improvement planning, negotiating and monitoring local PSA agreements, providing a package of freedoms and flexibilities, developing capacity building programmes and supporting the electronic delivery of services.
www.homeoffice.gov.uk	Home Office website	There is information on capacity building for the voluntary and community sector. The government's vision for active communities is of strong, active and empowered communities—increasingly capable of doing things for themselves, defining the problems they face and then tackling them together. It is a vision in which everyone – no matter their age, race or social background – has a sense of belonging and a stake in society.

1 Government (continued)		
Website	**Description**	**Comments**
www.ogc.gov.uk	Office of Government Commerce website	There is useful information on this website on skills for commissioning and project management. The Successful Delivery Skills programme has produced a Skills Framework and Skills Passport to provide a basis on which to build and put into action a capability improvement strategy. The Skills Framework is co-branded by the Cabinet Office since they have been closely involved with its production and it encompasses their views. The Skills Framework seeks to establish a shared vocabulary for delivery skills, identifying and describing in detail skill levels in programme and project management (PPM) and procurement in order to support the management, deployment, marketability and mobility of staff. The Skills Framework also acknowledges that expertise alone is not sufficient and that effective performance is also dependent on having good generic skills such as communication, teamwork and leadership. The Programme and Project Management specialism will concentrate on helping, advising and supporting those individuals who are experienced or qualified programme and project staff, to develop their skills and careers. A longer-term aim is to provide a central source of expertise and advice on programme and project management.

Reading this in hard copy? You can use the electronic edition of this document, on the CD-ROM in the pack or at www.topssengland.net, to access the web address URLs as clickable links.

2	Social Care	
Website	**Description**	**Comments**
www.csci.org.uk	New Commission for Social Care Inspection website	CSCI's aim is to promote improvements in social care. The site offers access to information about services and agencies as gained through inspection reports.
www.carelearningzone.org	Joint website between Topss England and Community Care.	Helpful material, particularly for first line managers on induction of new workers to meet Topss England induction standards.
www.scie.org.uk	Website of the Social Care Institute for Excellence	This is a key site for the professional development of leaders and managers, with resource guides, position papers, knowledge reviews and reports. Click on **electronic library** followed by **tutorials**, to gain access to online tutorials on internet and research skills. The search function can be used to find the latest research on leadership and management. SCIE is in partnership with **Research in Practice** and the **Centre for Evidence Based Social Services**. Links are readily available to these sites. SCIE is undertaking further development work on an e-learning strategy for social care. SCIE hosts the Social Care Leadership Development Initiative (SCLDI) on behalf of DH and the Modernisation Agency. SCLDI commissions the Black and Minority Ethnic Manager Programme at IDeA and is commissioning a social care leadership programme for January 2005.
www.gscc.org.uk	General Social Care Council website	The site covers the regulatory requirements of social workers with additional information on post-qualifying developments.

3	Local Government and Related	
Website	**Description**	**Comments**
www.idea.gov.uk	Improvement and Development Agency website	A wealth of information for the development of local government leaders and managers. Click on quickfind to give information an **advanced leadership programme** for senior managers or a **career development programme for black and minority ethnic managers**. Clicking on **IDEA Knowledge** gives access to a wide range of relevant information, but it is necessary to register for this service.
www.lg-employers.gov.uk	Employers' Organisation website	Helpful source of information on leadership and leadership development. Click on the A to Z index to find information on **leadership**, **leadership development strategy** and **leadership competences**. Under leadership there is a national management development programme. There is also an email newsletter and information about relevant events. The site is useful for research and information updating providing access to policy, guidance and good practice case examples from the sector.
www.info4local.gov.uk	Web-based information source for local government	This site provides the first one-stop portal for local authorities to get quick and easy access to information they need on the web sites of central government departments, agencies and public bodies. Use the **search** button to find information on leadership and management. Information can be classified by department, by date or by type of document. You can register with the site to receive email alerts when new information is added.
www.audit-commission.gov.uk	Audit Commission website	This site has extensive information about public sector agencies' performance. It covers health, local government, housing and criminal justice. It is possible to access reports, findings about individual authorities as well as national findings and expectations. It is useful for research, policy, information gathering and guidance relevant to managers. For information specific to social services, look under local government and click on the appropriate menu item.
www.lga.gov.uk	Local Government Association website	The LGA exists to promote better local government, working with and for member authorities to realise a shared vision of local government that enables local people to shape a distinctive and better future for their locality and its communities.

4   Health and Related

Website	Description	Comments
www.nhsu.nhs.uk	NHSU website (NHS University)	There is a button for **managers** on the top toolbar. The site enables access to learning information and offers advice and information to help individuals plan their career and learning. There is information about programmes and courses, e-learning and links to relevant sites such as universities and national libraries. The site encourages managers to take an active role in supporting lifelong learning.
www.mhsc.org.uk	Site for health and social care modular open learning framework, hosted by NHSU	Managing Health and Social Care is a modular open learning framework of learning materials designed to support individual and organisational learning and development in the management of health and social care. Click on **materials** on the sidebar. There are four e-learning elements covering managing change and conflict, mentoring and planning and recruitment.
www.chai.org.uk	Commission for Healthcare Audit and Inspection website	Covers mental health services. Provides access to information about the quality, performance and improvement of specific local health services from its reports as well as national findings. Useful for research and links to other NHS sites.
www.nhsleadershipqualities.nhs.uk	Access to NHS Leadership Qualities Framework	NHS Leadership Qualities Framework is evidence-based and sets the standard for outstanding leadership in the NHS. The framework can be used by organisations and individuals with online access to assessment tools and guidance for application. This site is linked to number of key development sites in the health sector.
www.nks.nhs.uk	NHS National Knowledge Service	The Department of Health and the NHS already produce, procure and commission knowledge for patients and staff based on research, data and experience. This knowledge, however, is unconnected and difficult to find for the busy clinician or anxious patient. The mission of the National Knowledge Service is to ensure that all these sources of knowledge are brought together to let patients and professionals base their decisions on best current knowledge. To do this the National Knowledge Service has three strategies: • developing common standards for the production and procurement of knowledge • mobilising the knowledge so that there is a common core of knowledge integrated in every patient record and care pathway • developing and implementing the technical standards and solutions to make these objectives possible.

5	Leadership and Management Development and Related	
Website	**Description**	**Comments**
www.i-l-m.com	Institute of Leadership and Management website	ILM is based at City & Guilds. It offers support to organisations and individuals in building leadership and management capability through membership, offering qualifications and accreditation with links to a network of local providers. This site links to a number of other relevant sites such as City & Guilds and the Association of Colleges.
www.managers.org.uk	Chartered Management Institute website	CMI provides access to a lot of relevant information on current courses, seminars, books, resources and management programmes. CMI is a membership body for managers.
www.managers.org.uk /msu2001	Management Standards Centre website	This offers easy access the latest version of the revised national leadership and management standards.
www.learndirect.co.uk	A network of online learning and information services, linked to over 2000 centres.	This is a government-sponsored initiative in flexible learning, intended to make possible the vision of a 'learning society' where everyone can learn and upgrade their skills throughout life. There is also a Learn Direct helpline on 0800 101 901. There is a specific area for business learning which links the searcher to online generic leadership and management development. The site enables access to local and regional information and providers. It delivers the University for Industry's learning services (see www.ufi.com).
www.waytolearn.co.uk	Information site for adult learners	This site brings together information to help adult learners when making decisions to take up a wide range of learning. There are links to BBC Learning, Hot Courses and Learn Direct.
www.inspirelearning.or g.uk	Centre for Excellence in Leadership website	The centre supports leaders and managers within the learning and skills sector. Useful for access to development and for research. Provides access to policy and guidance. There is a virtual learning resource centre under development for which registration is needed. Programmes being developed include: senior leaders, art of leadership, coaching and mentoring, and modular management and top teams.
www.nwlink.com/~don clark/leader/leader.ht ml	Big dog's leadership page	Don Clark's online leadership guide. A useful resource for new managers and leaders, although US-oriented.
www.managementand leadershipcouncil.org. uk	Council for Excellence in Management and Leadership (CEML) website	The council has initiated a number of reports about the state of leadership and management in the UK. It has developed a business improvement tool for entrepreneurs, which is available online. There is also a good practice guide interactive toolkit.

6   Research

Website	Description	Comments
www.bl.uk	British Library website	This website gives access to a vast range of resources for research. There is an area tailored to business needs. Journals on leadership and management can be accessed on line.

7   Voluntary Sector

Website	Description	Comments
www.ncvo-vol.org.uk	National Council of Voluntary Organisations website	NCVO focuses on issues that are generic to the majority of voluntary organisations and, through research and consultation with the sector, produces policy briefings on these areas. These areas include funding, public service delivery, charity law and regulation, partnerships and social exclusion, and wider organisational issues such as employment, financial management, sustainability and ICT. Use the search function on the site to find information on leadership and management.
www.acevo.org.uk	Association of Chief Executives in Voluntary Organisations	ACEVO has an extensive professional development programme covering a range of topics and diverse speakers. It has published a report called *Leadership, Leadership, Leadership*.

8   Other Useful Links

Website	Description	Comments
www.lsc.gov.uk	National Learning and Skills Council website	The Learning and Skills Council (LSC) is responsible for funding and planning education and training for over 16-year-olds in England. Click on the **employers** button to access an area, which can help with staff development. As well as links, the site offers access to training and development and Learn Direct.
www.iipuk.co.uk	Investors in People website	IiP supports organisational development. It is possible to access information for research, cases studies from a variety of organisations and useful publications. It offers a model for leadership and extensive links to sites that support business development. It publishes and promotes the good practice standard for investment in learning and development.
www.edexcel.org.uk	Edexcel (London Qualifications) – awarding body	Edexcel offers a wide range of management qualifications. Click under the letter 'm' in the subject index to find the list of them.
www.city-and-guilds.org.uk	City & Guilds – awarding body	Information on the centres that offer a wide range of management qualifications.
www.open.ac.uk	The Open University	Information on a wide range of management qualifications, including management NVQs.
www.qca.org.uk	The Qualifications and Curriculum Authority	QCA has a searchable qualifications database. This allows you to search for specific qualifications and find out the full range of awarding bodies offering management NVQs and related vocational qualifications.

Leadership & Management
– a strategy for the social care workforce

This publication is one of a comprehensive set of 'products' from Topss England's leadership and management project. They have been developed to enable managers across the sector to implement the recommendations in the main report.

The products are:

1. *What leaders and managers in social care do* – a statement on leadership and management in social care
2. The 'whole systems' model, including a 'person management specification'
3. Mapping of leadership and management standards
4. National signposting links
5. Continuing Professional Development
6. A unit of competence for conducting supervision (this product is not included here, as it will be further consulted upon before publication)
7. A guide to evaluation.

These products are commended to all managers and leaders in social care – both adults' and children's services – including service users who are employers under direct payments schemes. Together the products make for a very thorough piece of work that will reward well time spent working through them and applying them to particular settings.

The products are distributed in a pack with the main report, and are repeated on a CD-ROM in the pack so copies can be made as required. They can also be downloaded from www.topssengland.net   Further copies of the pack are available on request, as are stocks of product 1 (the statement) for organisations to distribute more widely.

Product 4