

## Application of PPM techniques to a consultation process



Moorhouse's PPM expertise was key to managing the development of the National Standards for School Leadership. Their creativity and application of PPM techniques ensured the production of a set of professional standards fit for purpose in the 21st Century. ”

*Jane Doughty, Operational Director  
Leadership Programmes, National  
College for School Leadership*

### The challenge

The National College for School Leadership (NCSL) is a Non Departmental Public Body funded by the Department for Children Schools and Families (DCSF) and is charged with transforming children's achievement and well-being by developing excellent school leadership.

NCSL was responsible for drafting the National Standards for School Leadership. These have been developed through consultation with stakeholders representing a wide range of the education sector, including professional associations and DCSF.

Moorhouse applied PPM techniques, using the College's own PPM methodology and our wider experience of stakeholder management, to manage this high profile area of work.

### Our approach

In providing project and stakeholder management expertise to produce the new National Standards for School Leadership, Moorhouse supported the process of consultation with external stakeholders to reach consensus on the content of the Standards. The role included:

- Advice and guidance to the NCSL subject matter experts on how best to manage the risks associated with the consultation, in particular addressing the fact that direct control of the consultation process did not rest with NCSL;
- Production of project documentation and plans;
- Application of the NCSL PPM process, methodology and toolset to manage the programme;
- Running workshops with key NCSL and external staff to define further the specific requirements of the Standards.

### How did this deliver value to the client?

The application of PPM techniques provided a tried and tested framework within which the external consultation process could be kept on track. The discipline of documenting scope, timelines, resources and dependencies using classic PPM methods clarified a number of imperatives while lessening the impact of external events beyond the direct control of NCSL.

NCSL staff have confirmed the following benefits:

- Clear understanding of the scope, dependencies and plans for deriving the standards;
- Greater co-ordination between professional disciplines within NCSL, ensuring coherence with standards in other subject areas such as Bursar and Teacher Standards;
- A disciplined and rigorous approach to dependency management;
- Separation of process management from subject matter expertise;
- Clear communication through greater use of PPM techniques to report progress to corporate management;
- Appropriate monitoring, reporting and management of impact of the work on NCSL's strategic objectives.

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