

Youth Workforce Leadership and Management Development Programmes

New programmes for
leaders and managers of
services for young people



Delivering “Aiming High and the 2020 Children and Young People’s Workforce Strategy”

The Government’s “Aiming High for Young People: a ten year strategy for positive activities” and the 2020 Children and Young People’s Workforce Strategy made commitments to develop leaders and managers in the youth workforce in both the statutory and third sectors. This commitment is now being put into action. The Children’s Workforce Development Council (CWDC) has contracted a consortium led by FPM Training to design, develop and deliver a new range of **leadership and management** programmes which will build the capacities of managers to deliver effective, integrated services for young people.

The Children’s Workforce Development Council (CWDC)

CWDC was set up in 2005 to support the implementation of Every Child Matters, a new approach to the well-being of children and young people from birth to age 19. It is an employer-led organisation, with eight Board members and a wider Members’ Group who collectively represent the main children’s workforce employers across the public, private, voluntary and independent sectors. CWDC is implementing a Youth Workforce Reform Programme on behalf of a range of partners in the Children’s Workforce Network to develop a skilled and confident workforce who can work to deliver the best possible outcomes for young people. The leadership and management development programmes described in this brochure are part of this reform programme.

FPM Training

An award winning specialist provider of management and leadership training to managers of services for young people. FPM Training has worked with managers from every local authority in England as well as hundreds from voluntary and third sector youth organisations.

The consortium

The consortium brings together expertise and experience from both the statutory, third and independent sectors across the whole of the youth workforce. The consortium members are:

Catch 22	The Regional Youth Work Units
CfBT Education Trust	The Virtual Staff College of the Association of Directors of Children’s Services
Network for Black Professionals	Third Sector Leadership Centre
The National Youth Agency	
Aspect - the Association of Professionals in Education and Children’s Trusts	The Community and Youth Workers Union (CYWU - UNITE)
The Association of Principal Youth and Community Officers (APYCO)	Youth Access

The Youth Workforce Leadership and Management Development Programmes

These programmes are probably the biggest single investment ever made to develop the leadership and management skills of managers of services for young people. This includes services for young people provided by public, private, voluntary and independent organisations.

It is a once in a generation opportunity for leaders and managers across the whole of the youth workforce to work side by side to enhance their capacities so they can deliver distinctive and connected services which meet the needs of young people now.

What are the needs?

The focus and content of the programmes are based on extensive research carried out early in 2008 on the leadership and management development needs in the youth workforce and childrens' services overall. The research drew attention to the following needs:

- For leaders of integrated youth support services (in both statutory and voluntary sectors) to have dedicated space and time to explore the challenges they face in implementing Aiming High, and develop new ideas, skills and capacities to apply this thinking to their real daily work;
- For frontline managers to develop the distinctive skills, knowledge and behaviours needed to manage a range of frontline staff so that they are able to provide effective, connected, young-person-centred services.

Meeting those needs

As a result, FPM Training and its consortium partners are offering three brand new programmes. All three programmes are **fully funded** by CWDC:

- **The Leadership Enhancement Programme** is for the local authority leader charged with developing integrated youth support services and a third sector strategic partner;
- **The Leadership Development Programme** is for emerging leaders in all sectors;
- **The Management Development Programme** is for front-line managers in all sectors.

The programmes are tailored to the real world of services for young people across all disciplines and sectors. They are not general management programmes.

Further details of the Leadership Enhancement Programme and the Management Development Programme are given in this brochure. These two programmes will start in March 2009.

Details of the Leadership Development Programme are not included and will be provided later in 2009.



Don't miss your chance to take advantage of this unique, relevant and timely opportunity to enhance your capacities as a manager of services for young people.

The Leadership Enhancement Programme

Background

Strategic managers in local authorities along with their counterparts in voluntary organisations are already working to develop new approaches to services which:

- *Combine targeted with universal provision;*
- *Improve the processes for involving young people;*
- *Demonstrate impact and positive outcomes;*
- *Make the best use of their resources.*

Different approaches are underway all over England. There is no single, simple formula as services must reflect local circumstances, history and needs.

What is it?

The **Leadership Enhancement Programme** is a national initiative specifically designed to give **current strategic managers** who are creating **integrated youth support services** the opportunity to:

- *Explore, with similar managers, their plans and approaches to providing integrated services to young people in their area;*
- *Share ideas and examples;*
- *Challenge their thinking and identify new approaches;*
- *Reflect and learn about themselves as leaders in action;*
- *Apply the learning to their services.*

Aims of the programme

The programme is focused on real work. It will enable participating managers to:

- *Do their jobs more effectively and efficiently;*
- *Address specific issues and dilemmas they face.*

It is an opportunity not to be missed!

Who is this programme for?

The Leadership Enhancement Programme provides **two places** for each local authority area in England:

- *One place is for the person in the local authority who is charged with making Integrated Youth Support Services a reality. This could be the named Head of Integrated Youth Support Services, or it may be a manager who reports to the Head, but is actually doing the daily work of developing the service;*
- *The other place is for a strategic leader working in a third sector organisation which delivers significant services to young people in partnership with the local authority, and/or plays a strategic role in relation to services for young people.*

Participation in the programme will therefore involve one leader from the local authority and one leader from a partner third sector organisation, working and learning together as a pair.

The Leadership Enhancement Programme

Approach of the programme

The programme uses action learning to enable participants to focus on real work. It is not time away from work but high quality time focused on doing the job more effectively.

What is Action Learning?

In Action Learning, participants working in groups, supported by a facilitator, learn with and from each other. The process involves working on real problems and engaging the group in questioning each problem. Participants identify actions to resolve the problems, try them out, and bring back to the group their reflections on progress. Discussions focus on: what worked and what did not; the divergence between actual and expected results; participants' own development, attitudes and actions. New resources such as theories, models, and examples can be introduced where these will help the groups to resolve their issues.

Programme structure

The **Leadership Enhancement Programme** will comprise:

- **Pre-course reading, reflection and self assessment;**
- **Five one day meetings in an action learning group** of about 12 people. The learning groups will meet at approximately five week intervals;
- **Application of learning to real work issues** between each group meeting;
- **360 degree appraisal** and one to one feedback;
- **Peer Learning** – visit to a different service; talk to stake-holders; identify lessons for own service and how to apply them;

- **Electronic learning environment** providing access to contextualized learning resources, produced in response to the participant needs, and online forums for sharing examples of practice.

This programme will be delivered regionally through 26 cohorts of approximately 12 people.

The allocations will mix participants from adjacent regions to maximise exchange of practice and build new connections.

What participants will gain from the programme

Participants will have the opportunity to:

- *Become an effective leader of integrated services for young people and explore relevant models of leadership;*
- *Plan how to build effective relationships with the Director of Children's Services, elected members and develop appropriate political skills;*
- *Form effective partnerships between the third and statutory sectors;*
- *Plan for young people's participation; participatory and devolved budgeting.*

Participants will have the opportunity to gain a better understanding of:

- *Leading an integrated culture – examples of what works: the leader's role; distributed leadership; supervision of staff; support for frontline managers;*
- *Matrix management;*
- *Outcome focused planning, delivery and commissioning;*
- *Meeting Local Area Agreement targets; performance management; making services more efficient.*



How to apply

We are inviting two strategic managers (one statutory, one third sector) from each local authority area to participate in this **fully funded** programme. The process will be mediated through the current head of the Integrated Youth Support Service (who may be one of the participants). If you are a strategic third sector manager and want to take part you should either contact: **the Head of the IYSS locally or FPM Training on 0116 249 5000**

Management Development Programme

Background

Young people experience services provided by frontline staff – full-time, part-time and volunteers. Aiming High and the 2020 Children and Young People's Workforce Strategy seek to make services at the frontline more integrated and responsive. This in turn makes the role of the frontline service manager more demanding.

What is it?

The **Management Development Programme (MDP)** will help to build relevant knowledge, skills and behaviours among front-line managers of services for young people. The programme will ensure staff can provide a distinctive, high quality service which leads to positive outcomes for young people. This will be achieved by working with examples of real, day-to-day challenges and opportunities in services for young people.

The **fully funded** programme is contextualised to work with young people. It has been designed and developed by specialists from across the whole of the youth workforce and is not a generic management development programme.

The learning in the programme will link to the latest developments including the National Professional Development Framework for leaders and managers of services for children and young people and will draw from the Championing Children framework.

Aims of the programme

This programme will enable managers to:

- *Lead service improvement at the frontline;*
- *Involve young people in meaningful ways in the planning, delivery and review of their services;*
- *Develop a core of management skills, behaviours and knowledge geared to the delivery of integrated youth support services at the frontline.*

Who is this programme for?

The programme is for front-line managers in organisations in the public, independent and third sectors providing services mainly for young people.

The managers will be responsible for front-line staff, including personal advisers, youth workers, drugs and alcohol workers, learning mentors, youth justice staff, education welfare officers, health workers, housing workers and those working with care leavers.

Front-line managers directly manage paid staff (full and part-time) and/or volunteers who work directly with young people. They may also manage resources and/or do face to face work with young people.

Management Development Programme

Programme structure

The **Management Development Programme** consists of:

- *Online **self assessment** and identification of priority learning and development needs;*
- **Pre-course reading;**
- **3 two-day face to face modules** delivered locally to groups of frontline managers from services in a single local authority area or in a cluster of smaller authorities. Participants will be in cohorts of 20. Each local cohort can focus on the prevailing imperatives of their area, connecting to the Children and Young People's Plan; Local Area Agreement targets and third sector priorities;
- **Activities** between each module to apply learning to the work place;
- **Ten units of distance learning materials** accessed through an online **Virtual Learning Environment (VLE)**. There will be interactive exploration of each module through online self-assessment. The materials support the face to face work in the three modules;
- **Final self assessment.**

What participants will gain from the programme

On completing this programme, participants will be able to:

- *Describe the role of the frontline manager in integrated services for young people;*
- *Identify the main outcomes for young people that staff are responsible for delivering and how to evidence them;*
- *Set up and run appropriate management systems and processes for managing staff and report on their work with young people;*
- *Promote equality and diversity in all aspects;*
- *Identify and use appropriate management styles;*
- *Ensure safe and healthy practice in delivering integrated services to young people;*
- *Provide management feedback and professional supervision;*
- *Use effective systems for recording evidence of work with young people and demonstrating outcomes;*
- *Engage young people in the service and organisation;*
- *Recruit part time staff and volunteers safely and effectively;*
- *Build a team of frontline staff and motivate them;*
- *Manage change and improvement in frontline services.*



How to apply

We are approaching Heads of Integrated Youth Support Services and training leads with a view to setting up local cohorts. These Cohorts will be made up of both statutory, private, voluntary and independent service managers. If you would like more information, please **contact FPM Training on 0116 249 5000.**



Don't miss your chance to take advantage of this unique, relevant and timely opportunity to enhance your capacities as a leader or manager of services for young people. For further details on these **fully funded** programmes please call us on **0116 249 5000**.

Policy to Performance

FPM Training, leaders in the research, design, delivery and evaluation of workforce development programmes for public service providers.



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