

Young People's Workforce Leadership and Management Development Programmes

# Leadership Development Programme: Phase 2

For aspiring senior leaders



# 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 young people’s 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 Young People’s 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:

<b>Catch 22</b>	<b>The Regional Youth Work Units</b>
<b>CfBT Education Trust</b>	<b>The National Youth Agency</b>
<b>Network for Black Professionals</b>	<b>Youth Access</b>
<b>Aspect - the Association of Professionals in Education and Children’s Trusts</b>	<b>The Virtual Staff College of the Association of Directors of Children’s Services</b>
<b>Confederation of Heads of Young People’s Services (CHYPS)</b>	<b>The Community and Youth Workers Union (CYWU - UNITE)</b>

# The Young People's 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 young people's 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 young people's workforce and children's 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 front line managers to develop the distinctive skills, knowledge and behaviours needed to manage a range of front line 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. Programme delivery is supported by a multi-agency reference group of workforce specialists, including the National College for Leadership of Schools and Children's Services.

**This brochure provides details of the Leadership Development Programme.**



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**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.**

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## Leadership Development Programme: Phase 2

### Background

The **Leadership Development Programme** is part of a series of programmes for managers and leaders in the young people's workforce. It is specifically for **middle managers** in third sector and local authority services who are ready to become the service leaders of the future. Successful participants will play a crucial role as champions for the wider reform programme within the young people's workforce.

There are two other programmes in the series. The **Leadership Enhancement Programme** was for **current leaders of services** and the **Management Development Programme** is for **front-line managers**.

### Who is it for?

This programme is designed to develop leaders of the future. It is aimed at managers in third sector organisations and local authority services for young people who are ready to take the next step up into formal positions of leadership. The programme aims to build capacity in the sector. It is therefore less relevant to managers who are in the later stages of their careers or those that have already completed leadership development programmes.

There are only 150 places available in Phase 2 of the programme, allocated to statutory and third sector organisations. Delivery will be through 6 regional cohorts. We expect demand for this programme to be very high. If you are interested, we suggest you apply immediately. **Courses will run between April and June 2010.**

### How to apply

Please visit [www.fpmonline.co.uk](http://www.fpmonline.co.uk)

- Please read the **Application Form** which will offer you guidance on selection criteria and the ways in which you can apply
- Should you wish to apply please download this form, complete and then submit it to FPM Training

If you require further information or have any other enquiries please **contact FPM Training on 0116 249 5000.**



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# Leadership Development Programme: Phase 2

## Structure

The structure of the programme is as follows:

- **360 degree feedback** from participants' staff, colleagues, partners and managers
- **One-to-one coaching session** to review the 360 feedback and identify a leadership development action plan
- **Three 2-day taught modules**, one month apart, with work-based actions to be initiated between modules
- **Reflective leadership development journal** to record participant's learning development journey
- **Final review meeting** with line manager to plan further leadership development in the workplace

## What participants will gain from the programme

### Module One - The context for leading services for young people

After this module participants will be able to:

- See clearly what makes effective leadership of integrated services for young people
- Understand the role leaders play in developing effective and dynamic organisational cultures
- Analyse the impact of the external context on the delivery of integrated services
- Develop appropriate leadership responses to deliver positive outcomes in the current and projected climate for public finances
- Assess the risks associated with providing services to young people and select appropriate strategies for managing these risks

### Module Two - Self as a leader

After this module participants will be able to:

- Understand the nature of strategic thinking and be able to apply strategic thinking to their context
- Evaluate the impact of leadership style on the emotional climate and culture of their organisations
- Identify and use the sources of power and influence available to them
- Understand the relationship between complexity, risk and creativity and identify appropriate leadership responses

### Module Three - Leading for positive outcomes

After this module participants will be able to:

- Identify the components of effective delivery of integrated services for young people and the data and evidence needed to ensure that delivery leads to positive outcomes
- Recognise and use techniques to advocate effectively with and on behalf of young people including involving young people as advocates
- Understand the importance of reputation in a commissioning environment and identify strategies to build and maintain it
- Evaluate the degree to which the involvement of young people represents the diversity of local communities and identify strategies for rectifying any under-representation

## Leading change will be a major theme running throughout the programme



CWDC and FPM Training are committed to promoting equality and diversity in the programmes we deliver. The Leadership Development Programme will support this in taking a positive approach to equality because it will have a direct impact on the quality of the training delivered to the children's workforce. To demonstrate our commitment we would particularly encourage and welcome applications for the Leadership Development Programme from applicants who are protected by equality legislation with regards to Gender, Ethnicity, Religion/Belief, Age or Sexual Orientation.



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** or alternatively visit us at [www.fpmonline.co.uk](http://www.fpmonline.co.uk)

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### 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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Workforce Network**  
delivering together