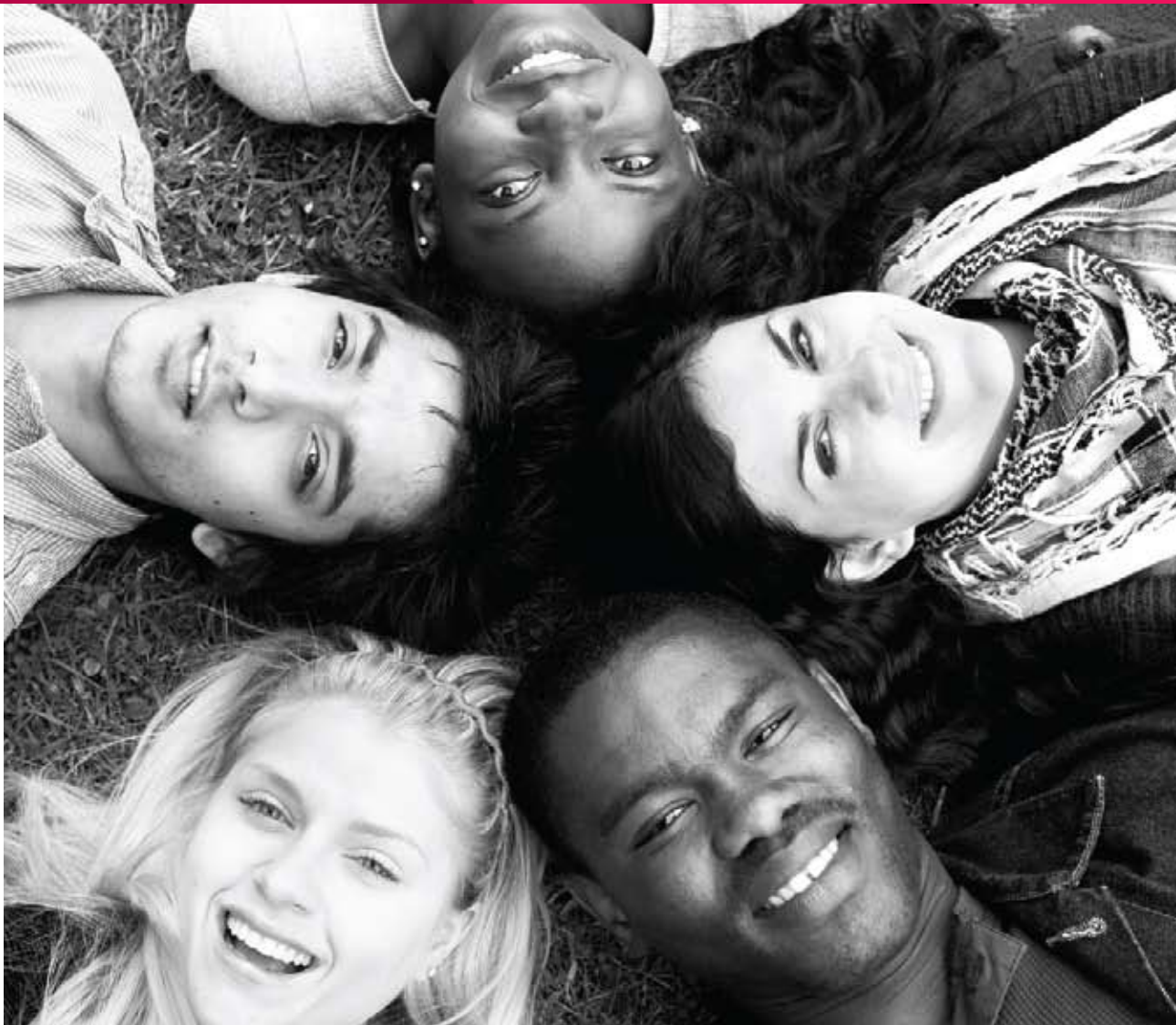


Youth Workforce Leadership and Management Development Programmes

Management Development Programme

For front line managers



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 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.

This brochure provides details of the Management Development Programme.



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.

Management Development Programme

Background

Young people experience services provided by front line 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 front line more integrated and responsive. This in turn makes the role of the front line 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 front line;*
- *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 front line.*

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 front line 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 front line 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 front line staff and motivate them;*
- *Manage change and improvement in front line 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.

We are also setting up open courses. If you would like to apply for a place on one of these courses or require more information on the above please **contact FPM Training on 0116 249 5000** or alternatively visit us at **www.fpmonline.co.uk**



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

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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**Children's
Workforce Network**
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