**Teams Meeting: Leadership and Management pilot steering group: Thursday 23rd July 2020**

**Notes**

Present: Steve Drowley (SD); Emma Chivers (EC) ; David Williams (DW);

Tim Opie (TO); Gareth Newton (GN)

Apologies: Paul Glaze (PG); (post meeting note: Paul was unable to join the meeting because of technical difficulties. Subsequent to the meeting he sent comments on the agenda items and KF’s email to the Chair, SD. Those comments appear in this draft in edited form, but they are in italics to differentiate them from the comments of those present).

**Agenda Items**

1. *Welcome and Introductions*

In his welcoming comments SD mentioned that he had written in his capacity as Chair of ETS to HEIs in Wales encouraging them to do all they could to access youth and community work students to campuses when the new term begins in September. He informed the meeting that the Interim Youth Work Board (IYWB) and the Welsh Government (WG) had been working on new guidance on youth work in the pandemic. He wondered whether anyone in the meeting had seen it. DW mentioned he was a member of the working group and that he had received a draft of the guidance earlier this morning. TO told the meeting that the guidance document would be aimed at stakeholders rather than the youth work sector itself and would be going to members of the working group for comment before being released more widely: the working group consisted of representatives from the Welsh regions, the IYWB, both maintained and voluntary sectors, and WG. GN queried the status of the document. DW said that at this stage it was in draft only and out to members of the working group for comment. Comments had been requested for the following day (24th July) so publication appeared to be imminent.

It was TO’s view that the guidance would be informative but not prescriptive. It would be up to individual organisations to take such steps as they considered reasonable in light of the document and the ongoing restrictions caused by the pandemic. DW thought that there were particular issues with open access youth work and he felt there might well be a consequential increase in detached youth work as a result. He hoped there would be increased recognition of the value of detached youth work.

EC pointed out that recent media evidence had shown that young people were congregating informally in any case, and it might be safer were young people to meet in the controlled environment of the youth centre.

1. *Notes of previous meeting and matters arising*

The notes of the previous meeting were approved.

*Matters arising*. (The paragraph numbers refer to the corresponding paragraphs in the notes of the previous meeting)

1. TO had received no update on progress towards the well-being survey to be conducted by the Leadership Academy. He was aware there had been difficulties in recruiting a secondee to undertake the work on the survey for the youth work / post-16 sectors and that the opportunity had been circulated again for expressions of interest.
2. SD had sent the June update on progress to Tegwen Ellis of the Leadership Academy and had copied that update to members of the L & M group. He had received a positive response from her, but she had made no comment about the possibility of extending the planning timescale for the pilot.
3. Kevin Ford (KF) had been in contact with SD to discuss the separate conversations he intended to hold with Hayden Llewellyn, Keith Towler and Paul Glaze.
4. **It was agreed** that SD would send the June updater report for potential inclusion in the Youth Work Newsletter. TO thought this would be helpful since the theme for the August newsletter was workforce development.
5. SD had heard nothing about re-starting the work of the Workforce Development Participation Group. TO agreed that there had been no updates and no date set for the resumption of the IYWB’s strategy participation groups. The issue remained that some members of the groups had been furloughed and that some participants may well feel excluded were the groups to start up again in their absence.

GN asked whether progress had been made in setting up a password-protected area of the ETS website where documents associated with the work of the L & M group could be stored securely. **SD would check with Liz Rose.**

1. *Discussion on matters raised by Kevin Ford*
* Defining the target audience

TO thought that targeting the leadership programme too tightly ran the risk that insufficient numbers of applications would be made, given the size of the sector. EC agreed with this: it was her view that it would be beneficial for several individuals from the same organisation to participate. They would be able to support each other in the workplace and would be able to create a dynamic for spreading the thinking more widely throughout the organisation. *PG said that leaders and managers in the voluntary sector are not only service delivery managers, but often business and organisational leaders as well. They don’t have access to the resources pf a LA, such as HR or business-related departments.*

There was some discussion about whether the programme would be beneficial for young people. DW urged a note of caution: participants would need to be in a role which encompassed some form of leadership activity. It was certainly possible for a young person to be in a role with aspects of responsibility and accountability, but it was the role that was the important factor in relation to the programme, rather than the age of the applicant. EC pointed out that the course was a challenging one, requiring extensive background reading, working to deadlines, and a willingness to provide reports and assignments.

GN thought it would be useful to target the course towards existing leaders who wanted to develop and extend their leadership skills. At the same time, the programme would be beneficial for aspiring leaders who would be looking to acquire the skills, knowledge, and behaviours required to advance in their organisations. TO said it was also a matter of succession planning for organisations, both in the maintained and voluntary sectors. SD added to this: he hoped the programme would give attendees the confidence and skills to act as advocates for the sector by taking strategic roles on national groups. It would also be beneficial for those hoping to move into leadership and management roles. He agreed that applicants would need to have leadership / management responsibilities and be absolutely committed to completing the programme.

* Programme options and progression opportunities

In his email of 17th July KF raised the point that some potential participants may have completed other leadership programmes, or had attended the previous FPM programme run in Wales some years ago. Would there need to be opportunities for these individuals to access coaching / mentoring / action learning opportunities rather than following the structured programme? Three members of the group had attended FPM programmes in the past – but a long time ago. The feeling was that previous attendees might well welcome the opportunity to refresh their learning: the youth work sector had changed significantly over the years and the need for positive leadership was arguably greater than ever. *PG pointed out that only an elite few had the luxury of time, capacity and resources to attend the excellent Academi leadership programmes. It was his view that there was a real prospect, though, of future and current leaders and managers taking the ILM (Institute of Leadership and Management) route to leadership development. ILM programmes offered a range of transferable skills as opposed to youth work specific functions.*

The meeting concluded that there was likely to be sufficient interest to run the pilot programme as a stand-alone and structured programme, rather than seeking to provide a range of options as an alternative to the full programme. *PG made the point that coaching / mentoring and action learning could perhaps be offered on a longer term basis.*

TO argued that **supervision** was a leadership and management competence of equal importance with coaching and mentoring. It would be helpful to ask KF to include the opportunity to develop supervision skills as part of the programme. DW agreed with this. Changes to youth work and the fact that youth workers were engaging with more vulnerable and challenging young people had strengthened the need for high quality supervision.

* Recruitment

TO thought there may not be the need to maintain a 50% / 50% split in recruitment between the maintained and voluntary sectors. It might also be possible – if there was sufficient interest – to run the programme on a regional basis. To do so would also assist with regional working and facilitate regional communications. *PG took an opposing view: he felt that it would be vital to maintain equality between the sectors in regard to recruitment to the programme. He also thought that a national, rather than regional, approach would be imperative.*

DW asked whether it would be possible to structure recruitment to the pilot programme. Limiting it to participants from the maintained and voluntary sectors ran the risk of excluding others who could potentially benefit from the programme: he had in mind training agency staff and representatives of HEIs. **He offered to give some thought to the possible make-up of the first cohort and to circulate to other members for comment**.

TO suggested that it would be useful for prospective participants to complete a proforma giving information about their roles and their reasons for wishing to undertake the programme. This would help in gaining a better understanding about the nature of leadership in the youth work sector. The information contained in the proformas would also be helpful to trainers in that it would assist in planning the programme to make it both appropriate and meaningful.

* Coaching and mentoring networks

SD asked whether anyone at the meeting had experience of coaching and mentoring networks, particularly the Academi network. EC had accessed coaches from the Academi network in the past, but she was the only one at the meeting with any personal knowledge of such networks. It was her view that the Leadership and Management programme – in that it was primarily aimed at the youth work sector – had the potential to create a bespoke youth work coaching and mentoring network. Such a network would have a resonance with action learning sets: a powerful combination. **SD asked whether EC would be prepared to write a short paper on this topic for discussion at a future meeting. EC confirmed that she would do so.**

* Connections with the Professional Learning Passport

DW thought that it would be helpful for students to be able to access the PLP. As a stand-alone developmental tool it was very good. *PG felt that the EWC needed to do more in promoting the benefits of the PLP to the sector. Use of the PLP was restricted to those on the EWC Register, meaning that some leaders and managers in the voluntary sector could not access it.*

**GN would send an email to KF following the meeting, updating him on members’ views on the issues raised in his email. He would suggest that KF raise the matter of the PLP in his planned discussion with Hayden Llewellyn. GN would copy the email to members of the steering group to add comments and views if they wished to do so.**

1. *Marketing the programme / relationships with other leadership programmes available in Wales*

SD mentioned that there had been some discussion relative to this item earlier in the meeting. In regard to marketing, SD commented that the course materials used in previous FPM programmes had been of high quality. GN said that potential participants would make an assessment of the likely quality of the programme from the quality of the marketing used to promote it. He felt that it would be beneficial to refer this to the Marketing Group, one of the IYWB sub-groups. **The meeting agreed with this.**

EC felt it would be beneficial to make use of existing avenues to advertise the availability of the programme: she had in mind the Leadership Academy and the EWC. This would also serve to tie the programme in strategically to the wider education sector. SD agreed: one of the requirements for the pilot programme set by the Leadership Academy was that it be submitted to them for endorsement. The Academy’s endorsement of the programme would be helpful in marketing it to the field. **SD would discuss with Liz Rose whether it would be possible for ETS to formally approve the pilot programme.** This would strengthen the attractiveness of the programme to potential participants.

As far as the relationship between the pilot programme and other leadership development opportunities was concerned, TO felt that the programme could feed into the ongoing work of the Leadership Academy, linking it more generally with other Academy-endorsed leadership programmes. Despite the fact that the programme was bespoke to youth work, TO felt it might prove attractive to others who had already completed other leadership development. DW agreed – in the longer term, widening the scope of participants could help to strengthen the relationship between the youth work sector and other players in the field of education.

1. *Mapping the supply side*

SD told the meeting that KF had agreed to act as the trainer for the pilot programme. SD liked the idea of two additional trainers working with KF on the pilot programme so that there would be continuity for future programmes. TO agreed and DW said that it was certainly possible that some participants on the programme may well wish to put themselves forward for taking a delivery role on future programmes. SD reminded the meeting that there were four HEIs in Wales delivering youth and community work programmes, including matters of leadership and management development. There may well be lecturers who would be interested in working on the programme. **EC volunteered to give some additional thought to this and to report back to a future meeting with her views.**

1. *Matters relating to programme approval / accreditation*

Dealt with under agenda item 4 above

1. *Links to HE programmes*

Nothing additional to add to the discussions which took place at the previous meeting

1. *Funding the programme / sustainability*

SD reminded the meeting that the IYWB would be producing its advisory report to the Welsh Ministers in due course. It would be important to ensure that the report contained information about the new leadership and development programme so that funding could be secured. EC hoped it would be possible to recruit more than one cohort for the programme each year, but this would depend upon the funding available (post meeting note: at the moment, the steering group has not established an annual cost for the programme). DW said that the longer term sustainability of the programme could be enhanced by marketing it as part of the wider education family: bringing in participants from allied professional spheres could serve to strengthen its funding base. He did not want to see the programme fail because of lack of funding. The meeting concluded that in the short and medium term the focus should be on recruiting from the youth work sector, but that longer-term sustainability may well be enhanced by recruiting interested workers from allied sectors.

1. *Other matters raised by members*

TO told the meeting that he had attended recently an ADEW (Association of Directors of Education in Wales) Accelerated Learning Group which had considered the additional funding of £29 million made available by the Minister of Education to support children and young people affected adversely by coronavirus. The impact of the pandemic on the well-being of children and young people was of significant national concern and TO felt that now was an ideal opportunity to get youth workers and teachers working together in support of our young people. **It was agreed that DW would include this in his email to Kevin Palmer** (WG’s Deputy Director of Pedagogy, Leadership andProfessional Learning)**.** DW’s email would remind Mr. Palmer that there was a skilled and adaptable youth work sector waiting to be asked to help in securing young people’s well-being. This was a matter for the education sector as a whole rather than solely a matter for schools.

1. *Date(s) of next meeting(s):*

Thursday 20th August: 11 am – 1 pm (with Kevin Ford)

Thursday 1st October; 11 am - 1 pm