

# Leadership and Management Programme for Youth Work in Wales

## Overview

This paper gives an overview of the purpose, target audience, outline content, philosophy and structure of the new Leadership and Management Programme for Youth Work in Wales.

## Purpose of the programme

The programme will develop the leadership and management skills and capacities of existing and aspiring leaders of youth work in Wales. This includes youth work managers and leaders in both the voluntary and statutory sectors.

By the end of the programme, participants will have:

- Explored different models of leadership, including system leadership, distributed leadership and leading by influence and be able to apply the models to their own leadership in practice
- Clarified how leadership differs from management
- Explored the rapidly changing context in which they are working – their organisational culture; the wider policy environment
- Developed strategic thinking skills and tools to be able to respond to challenges and change they face working in a rapidly changing environment
- Developed their skills to promote and advocate the value and impact of youth work
- Identified ways to improve their management of the delivery of high-quality youth work – including use of management data and information; quality assurance and managing inspections
- Developed their skills in managing finance – costing services, budget setting, bidding for funds
- Developed their capacity to lead and manage staff including setting goals, project management motivating staff, and managing conflict
- Improved their understanding of power and influence - mapping and analysing their stakeholders and exploring how to influence and work more strategically with them (including working with elected members and management committees).
- Understood how to position youth work and their organisation with key decision makers and influencers.
- Developed their skills and understanding of system leadership, leading in partnerships and multi-disciplinary teams
- Understood the difference between coaching and mentoring and have developed coaching skills
- Developed a better understanding of their skills and capacities as leaders and managers, and how to improve them
- Produced a personal leadership and management development action plan

The programme also has cross cutting themes which will be considered throughout:

- Leading for equality and diversity
- Ensuring young people are engaged and empowered

The content is based on feedback from the youth work sector in Wales

## The need for the programme

Leaders and managers of services providing youth work in Wales do not have any current, bespoke opportunities to develop their leadership and management skills. The last such programme, delivered successfully in Wales 13 years ago, was based on a course developed and delivered across England by the National Youth Agency (NYA) and FPM Training.

The National Academy for Education Leadership (the Leadership Academy) is developing leadership skills across the children and young people's workforce in Wales. It wishes to see youth work properly supported as well as connected to the wider workforce development.

At March 2019, there were 630 full-time equivalent (FTE) youth work delivery staff working across local authorities in Wales. 13 per cent of these FTE posts were management staff – approximately 80 FTE managers<sup>1</sup>. The voluntary youth work sector works with 250,000 young people aged 11-25 years, with roughly 30,000 volunteers and 3,000 paid staff involved. CWVYS currently has 90 member organisations - located across Wales and with a 50/50 split between national and local organisations.<sup>2</sup> This suggests that the voluntary youth sector may have 2-300 people engaged in managing youth work activities.

There is a pool of between 300 and 400 staff who manage youth work in Wales for whom there is no bespoke programme of training and development. There is good evidence that leadership development is most effective when it comprises a blend of methods and is focused on application of learning to the real work of the leader in his or her organisation – bespoke programmes are shown to have greater impact than more generic processes of learning.<sup>3</sup>

The managers have access to a range of generic management and leadership programmes, as well as some programmes aimed at the children and young people's work force as a whole.

The Leadership and Management Programme for Youth Work in Wales meets the need for a bespoke programme for this group of managers, with links to wider provision in Wales.

## Target audience

The programme is aimed at:

- Managers of youth work in both voluntary sector and statutory settings, who aspire to develop their leadership capacities further. This includes heads of services, heads of departments or functions, and managers who aspire to leadership roles in future
- Both managers who have not had any formal leadership and management development opportunities and those who have been on previous programmes of development.

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<sup>1</sup> Source Statistics for Wales. 2020

<sup>2</sup> Source CWVYS response to WA inquiry into youth work

<sup>3</sup> For example Peter Lewis and Roger Murphy (2008) Review of the Landscape: Leadership and Leadership Development: a review of what is known about effective leadership and leadership development. Nottingham, NCSL

Managers will not be required to be qualified youth workers, but must be responsible for the delivery of youth work as recognised within the youth work sector, and by the Interim Youth Work Board and Welsh Government.

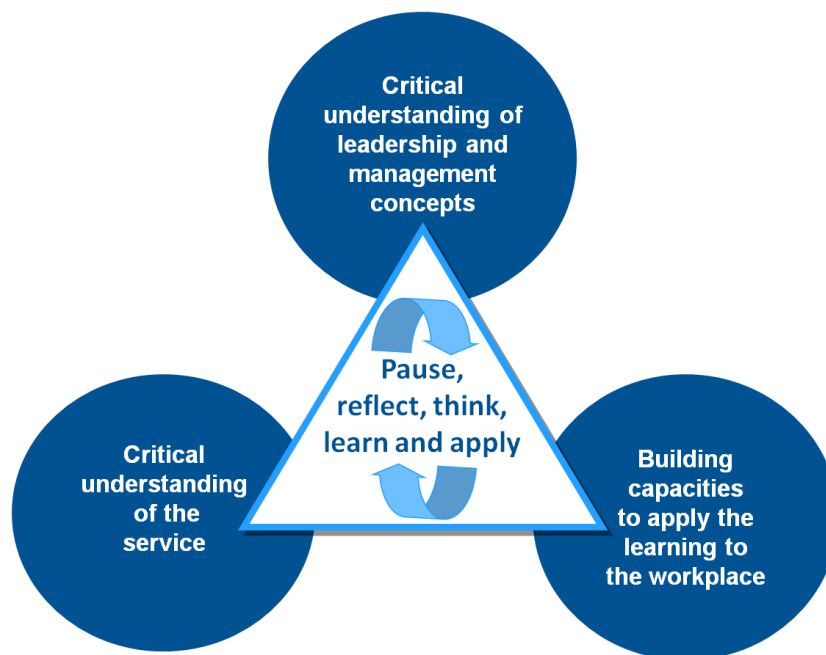
Participants will be recruited from the whole youth work sector with a balanced representation from both voluntary and statutory sectors.

Funding will be sought to enable the programme to be offered at low or no financial cost to participants.

## **Approach to learning**

The programme is contextualised to leading and managing youth work in Wales. Participants are expected to apply the thinking and learning directly to the work with young people that they manage.

The programme uses an experiential approach, with an emphasis on reflection, learning and application. Leadership capacities are developed in the context of the organisation and its wider environment. This approach reflects the core of youth work principles and values.

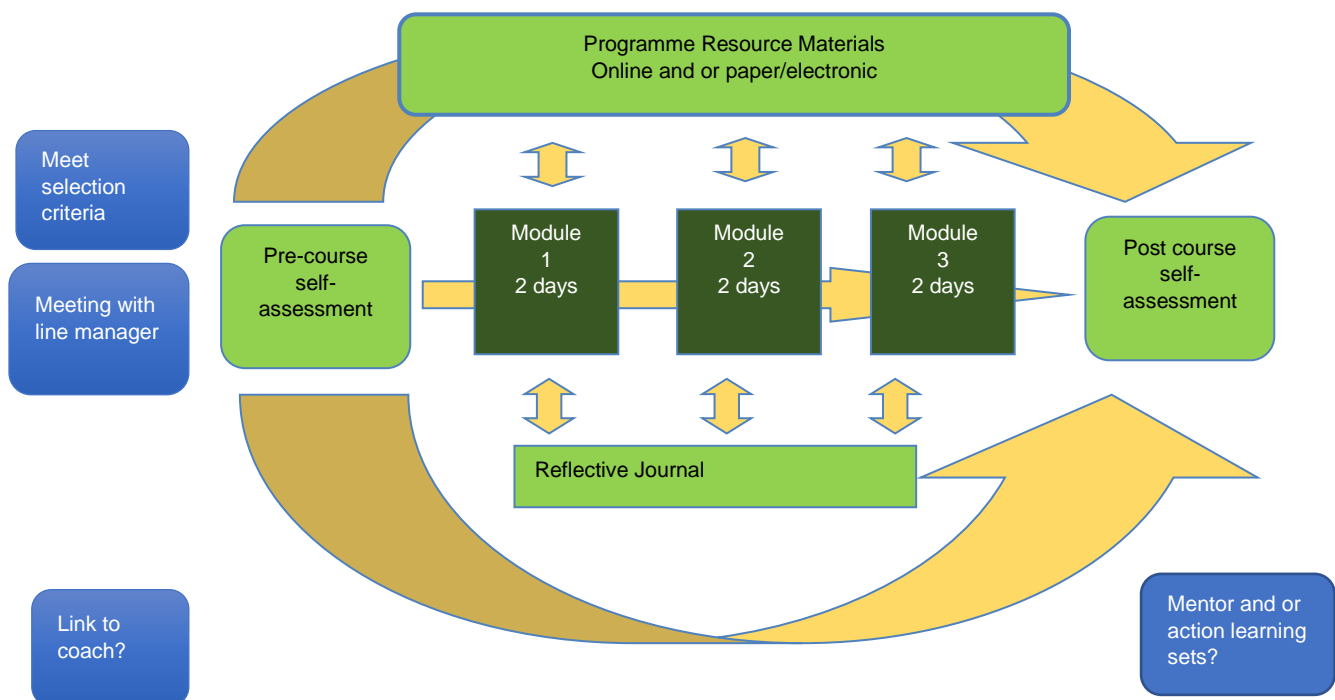


The participants in each programme will become a community of leadership practice, with a shared operating language and models for leadership appropriate to youth work. This will help to build leadership and management capacity as well as strengthening youth work networks.

The three two-day modules are highly interactive, with short sessions to explore key leadership and management topics, using a range of training techniques. Participants will work as a whole group, in syndicate groups (for the whole programme), in smaller ad hoc groups, threes and pairs. This maximises communication, sharing and challenge between participants.

## Programme Architecture

The programme is comprised of a number of elements which combine as shown in the diagram below.



The main elements of the programme include:

Element	Process	Who by
<b>Recruitment and selection</b>	Through Welsh youth work networks. Applicants will be asked to make a case for their own leadership development along with endorsement from their organisations with a commitment to supporting the applicant's leadership development during and after the programme.	Course administrator or leader Participants and their line managers
<b>Online repository for materials</b>	Participants will have access to an online repository of all course materials, including links to other online resources.	Host organisation Administrator

<b>Online networking</b>	Participants will be encouraged to set up new, or used existing online networking forums (e.g. WhatsApp) for discussion and sharing during and after the programme	Participants
<b>Pre-course self assessment</b>	Participants will be provided with a proforma self assessment which provides a structured way for them to reflect on their approach to leadership and their perceived strengths and weaknesses, and their leadership learning priorities for the programme. The pre course self-assessment includes a meeting with their line manager to discuss these priorities.	Participants
<b>Possible link to a coach or mentor</b>	Leadership development can be greatly enhanced through linking participants to a coach and or mentor. This would need resourcing and should be tied in with other coaching and mentoring initiatives in the public and voluntary sectors in Wales. A network of people with coaching and mentoring skills would be a long-term asset to the development of improved leadership and management of youth work in Wales.	Participants; coaching mentoring network, course leader/administrator
<b>Pre-course reading</b>	Participants will be provided with a Leadership and management reader which covers all of the content for the programme, and provides links to further reading and resources. Participants also receive a policy supplement which provides an up to date summary of the policy environment in which leaders of youth work are operating.	Participants
<b>Personal development journal</b>	Structured reflection on course content and its application to the participants' work as leaders and managers	Participants
<b>Module 1</b>	2 day taught event	Course leader; co-trainer; Participants; Guest speakers
Between module tasks	To apply learning to the workplace	Participants
<b>Module 2</b>	2 day taught event	Course leader; co-trainer; Participants; Guest speakers
Between module tasks	To apply learning to the workplace	Participants
<b>Module 3</b>	2 day taught event	Course leader; co-trainer; Participants; Guest speakers
Post course self-assessment	Structured reflection and self-assessment which forms the basis for an action plan to take the participants' leadership and management development forward	Participants

Meeting with line manager	One to one meeting to review the programme and the action plan. Agree process of continuing leadership and management development.	Participants and their line managers
Progression	The programme is designed to stand alone. The Steering Group will look at ways in which participants could progress on to further learning – with the potential to accredit the learning from the programme via recognition as CATS points in agreement with relevant Universities. Participants might also explore progression to accredited generic learning on leadership and management – for example Institute of Leadership and Management, Chartered Management Institute, Open University	Steering Group Participants

## Programme delivery

The programme is based on an established and successful model which is delivered by two trainers to a group of 18-24 participants.

The trainers between them bring:

- Expertise in leadership and management (this could be from a variety of different backgrounds) and how it applies to youth work
- Experience and expertise in the actual leadership and management of youth work in both statutory and voluntary sector settings.

A typical combination might be a trainer from an HEI background with experience of leadership and management as well as a sound knowledge and understanding of youth work, together with an experienced youth work manager who has a high level of training skills and is conversant with the key leadership and management knowledge covered in the programme.

One trainer takes the lead role for the whole programme.

This approach helps to create a dynamic process of individual and group interaction in a safe, rich learning environment. The two trainers provide two different voices and perspectives, creating extra interest and stimulus.

Within this structure it is possible to bring in guest speakers/resource people to provide “expert sessions”. This is particularly useful when the programme has access to people who have successfully applied leadership or management thinking to a difficult problem in their workplace, and are willing to share their experience and learning.

## Academic level of the programme

The programme is pitched at post graduate, professional (M) level. It assumes that participating youth work managers will have one or more of the following:

- A relevant degree
- A professional youth work qualification
- Another relevant professional qualification
- At least three years' experience of leading/managing the delivery of youth work

## Host agency

The programme will need to be hosted by a suitable organisation or agency to act as a central point of contact and manage the course administration. This includes:

- Named course administrator with email, phone contact details
- Access to materials online
- Holding participants' data

## Administration

Administration of the programme will need to include:

- Marketing the programme
- Over-seeing the application and booking process.
- Booking people on to the programme
- Booking venues, booking AV equipment, arranging refreshments and lunch
- Liaising with trainers
- Sending trainers programme materials plus trainers' notes and all relevant training materials
- Booking trainer(s) accommodation (if needed)
- Liaising with any guest speakers.
- Sending participants all programme materials – usually through four e-mailings
  1. Pre-course – before module 1
  2. Before Module 2
  3. Before Module 3
  4. Follow up/evaluation (if required)
- Responding to any enquiries/problems from participants and trainers

## Cost of the programme

The programme will incur the following costs:

1. Administration and management of the programme (broken down above)
2. Hosting a web page/portal
3. Venue hire
4. Refreshments, meals at venues
5. A/v equipment hire
6. Trainers fees, travel, accommodation and subsistence costs
7. Guest speakers' fees, travel, accommodation and subsistence costs

It is assumed that the Steering Group will do a detailed costing of the programme as a precursor to seeking funding for it.

An indicative figure for managing and delivering a similar three module programme in Wales with two trainers to groups of 18 participants was c £25,000 per programme in 2010. This

was delivered by an independent company and includes their margin. This translates to around £1390 per person. Some costs will have increased since then.

In the current phase of the Sars-Cov2 pandemic face to face training programmes are largely on hold. It is assumed that the pandemic will pass and that the programme which is designed around interactive group work, will be able to operate as planned.

If this is not the case, the programme would need to be completely redesigned to work online.

## Content of the programme

The learning objectives set out earlier are grouped below in respect of their leadership or management focus, and where they fit in to the programme.

Participants are expected to complete the essential reading for the programme before module 1. Whilst the trainer will introduce each topic the focus is on the application of the content to the workplace and leadership practice of the participants.

Topic	Leadership/ Management	Module	Notes
Explored different models of leadership, including system leadership, distributed leadership and leading by influence and be able to apply the models to their own leadership in practice	L	1	Core understanding of leadership and its application to leading youth work. Systems thinking and leading across complex systems; identifying appropriate leader behaviours and strategies in the different domains in which leaders work
Clarified how leadership differs from management	L/M	1	
Explored the rapidly changing context in which they are working – their organisational culture; the wider policy environment	L	1 Course reading	Critical thinking skills for leading in a volatile, unpredictable, complex and ambiguous environment
Developed strategic thinking skills and tools to be able to respond to challenges and change they face working in a rapidly changing environment	L	1	Understand how to lead and manage change in a rapidly evolving environment
Developed their skills to promote and advocate the value and impact of youth work	L/M	2	Building the reputation of youth work and their organisation
Identified ways to improve their management of the delivery of high-quality youth work – including use of management data and	M	2	Understanding different performance management systems and their implications for leaders and how to win



information; quality assurance and managing inspections			hearts and minds of staff and stakeholders Leading to deliver value to and with young people
Developed their skills in managing finance – costing services, budget setting, bidding for funds	M	2	
Developed their capacity to lead and manage staff including setting goals, project management motivating staff, and managing risk	M	2	Includes risks associated with providing services to young people and appropriate strategies for managing these risks.
Improved their understanding of power and influence - mapping and analysing their stakeholders and exploring how to influence and work more strategically with them (including working with elected members and management committees).	L	3	This includes developing awareness of the levers of power and influence which are open to leaders; exercising power legitimately and in keeping with your values and those of your organisation
Understood how to position youth work and their organisation with key decision makers and influencers.	L	3	Confident as advocates of youth work
Developed their skills and understanding of system leadership, leading in partnerships and multi-disciplinary teams	L	3	System leadership
Understood the difference between coaching and mentoring and have developed coaching skills	L	3	Building coaching and mentoring capacity in the sector
Reviewed their role as leader of equality and diversity and young people's engagement in their services	L	Cross cutting	
Developed a better understanding of their own skills and capacities as leaders and managers, and how to improve them	L/M	Pre- and post course self analysis	Essential process of reflection and analysis
Produced a personal leadership and management development action plan	L/M	Whole course	Essential process of reflection and analysis

## **Programme materials**

The details of the content, structure, learning processes, presentations and trainers' notes are contained in the programme materials:

1. Whole programme purpose and contents
2. Module outlines
3. Criteria for access to the programme and application process
4. Pre-course reading, reading list and activities and self-assessment
5. Personal Learning Journal
6. Trainers' notes modules 1-3
7. Module materials (1-3) – additional handouts, presentations and links to reading or additional resources
8. Post course self-assessment
9. Module evaluation forms (1-3)