

The Youth Work Leadership and Management Programme



In association with:



Commercial Services Ltd



Academi Genedlaethol ar gyfer Arweinyddiaeth Addysgol Cymru
National Academy for Educational Leadership Wales



Cardiff Metropolitan University
Prifysgol Metropolitan Caerdydd

What is this programme?

This is a programme of leadership and management based on a previously successful model, which has now been co-designed with representatives from the youth work sector and contextualised to bring it up to date and to suit the needs of current youth work leaders and managers in Wales. It will take you on a journey of learning about yourself as a leader in the provision of services for young people.

The programme is co-ordinated by ETS Wales and supported by the WLGA, CWVYS, the Wales Principal Youth Officers Group, TAG Cymru (youth work training providers at HE and FE level) and funded by the National Academy for Educational Leadership (NAEL) and the Welsh Government.



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Is it for me?

The programme is intended for existing leaders and managers in the maintained and voluntary sectors who want to enhance their skills and confidence to lead youth work effectively at a time of significant complexity and change. Applicants for the programme will need to:

- Have responsibility for either leading / managing the youth work functions of their organisations or substantial parts of them
- Gain the approval of their line managers to enrol, and
- Commit to attending all three modules in their entirety.

What will it do?

The programme is a model of reflective learning, appropriate for youth work leaders as it applies the principles and practices of youth work. It has been designed to support the National Youth Work Strategy for Wales by ensuring that leaders of youth work have the opportunity to develop their strategic thinking skills and tools to be able to respond to challenges and change. If you are successful in joining the programme you will have the opportunity to:

- Explore different models of leadership and be able to apply the models to your own leadership practice
- Clarify how leadership differs from management
- Explore the context in which you are working: your organisational culture and the wider policy environment in Wales
- Develop your skills and confidence in promoting and advocating the value and impact of youth work
- Improve your capacity to manage the delivery of high-quality youth work – use of data and information and quality assurance
- Develop your skills in managing finance: costing services; budget setting; bidding for funds
- Develop your capacity to lead and manage staff – setting goals, motivating staff, and managing conflict
- Understand power and influence – mapping and analysing your stakeholders and exploring how to influence and work more strategically with them
- Understand how to position youth work and your organisation with key decision makers and influencers
- Develop your skills and understanding of systems leadership, leading in partnerships and multi-disciplinary teams
- Consider the difference between coaching and mentoring and develop your own coaching skills
- Explore your skills and capacities as a leader and how to improve them, with your own personal leadership and management development action plan.



Programme delivery

The programme comprises three modules, in which you will critically examine, explore and develop the capacities needed to lead and manage youth work in any organisational setting.

The modules take place on the following dates:

- **Module 1 – Wednesday and Thursday**
27-28 October 2021
- **Module 2 – Wednesday and Thursday**
24-25 November 2021
- **Module 3 – Thursday and Friday**
16-17 December 2021

All modules will take place at the University of South Wales Conference Centre on USW's Treforest Campus. The full address is: USW, Llantwit Road, Treforest, Pontypridd CF37 1DL. Car parking is available at the campus, which is also well served by public transport.

The programme will be delivered by a team of trainers with experience of leadership and management thinking, research and practice, and experience of leading and managing youth work in Wales. It is hosted by USW's Commercial Services Office.

Module 1: Leading modern youth work

By the end of this module you will have:

- Explored different models of leadership, including systems leadership, distributed leadership and leading by influence and be able to apply the models to your own leadership in practice
- Clarified how leadership differs from management
- Explored the rapidly changing context in which you are working
- Developed the strategic thinking and tools you require in order respond to the challenges and change you face working in a rapidly changing environment.

Module 2: Leading and managing the delivery of high quality youth work

By the end of this module you will have:

- Developed your skills in promoting and advocating the value and impact of youth work
- Identified ways to improve your management of high-quality youth work, including the use of management data and information, quality assurance, and managing inspections

- Enhanced your skills in managing finance – costing and commissioning services, budget setting, bidding for funds
- Developed your capacity to lead and manage your staff, including setting goals, motivating your team, and managing risk.

Module 3: Leading and managing youth work across the whole system

By the end of this module you will have:

- Improved your understanding of power and influence – mapping and analysing your 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 your organisation with key decision makers and influencers
- Developed your skills and understanding of system leadership, leading in partnerships and multi-disciplinary teams
- Explored the difference between coaching and mentoring and will have improved your own coaching skills.

Over the course of the programme you will also have:

- Considered the cross-cutting themes of leading for equality and diversity, and ensuring young people are engaged and empowered
- Developed a better understanding of your skills and capacity as a leader and how to improve them by means of a personal learning journal
- Produced your own leadership and management development action plan.



What else do I need to know?

This is the first bespoke leadership and management programme for the Welsh youth work sector in 15 years. Development of the programme was funded by the National Academy for Educational Leadership as part of its remit to develop the skills and capabilities of the leaders of educational services in Wales. The running costs of the pilot programme are being met by the Welsh Government which means that we are able to offer this programme at no cost to participants. Successful applicants will need to make their own arrangements for travelling to and from the programme venue.

Further opportunities for programme participants

Participants on the programme will have the opportunity to sign up for the Institute of Leadership and Management (ILM) level 7, which is being offered as an optional extra.

The programme structure

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

How much time is involved?

Participants may vary the amount of time they devote to preparation, reading and between module tasks so these figures are merely an indication of how much time you will need to set aside.

Pre-course preparation and reading: 10 hours

Attendance: 2 days per module - total approx: 40 hours

Activities and reading between modules: 5 hours

In addition to the study time, you will need to take account of travel time to and from the venue for the programme.

To apply
please
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