Aspiring managers
development programme
Autumn 2016-17

Children’s Services
Durham County Council
Introducing the Children’s Services aspiring managers development programme Autumn 2016-17

From the Head of Children’s Services
Carole Payne

I am pleased to introduce the Children’s Services aspiring managers development programme Autumn 2016-17.

The roles of the social work team manager and social work consultant are pivotal to ensuring that children and families receive the support they need. As we continue to transform our services and respond to the feedback from the recent Ofsted inspection of Children’s Services, these roles continue to be a key factor in our success.

We are actively working towards a position where all our social work team managers and social work consultants are committed to a long term future in Durham, and have permanent contracts. To help us achieve this we want to develop the next generation of skilled and enthusiastic team managers and social work consultants for our Families First or Child Protection teams.

We know that as a talented and experienced social worker with the potential to become a team manager or social work consultant, you may be discouraged from taking this step because:

 ★ The role of the team manager/social work consultant can seem so different to that of a social worker, that stepping into a management role can seem like a huge leap;

 ★ It may be difficult for you to see how your existing experience, knowledge, and skills could help you to fill the role of team manager/social work consultant;

 ★ You may need extra time and new opportunities to enhance your skills and experience to help you feel ready for a team manager/social work consultant role.

The aspiring managers programme has been designed to help you understand the team manager/social work consultant role, to identify your strengths and weaknesses, and to support you to undertake a programme of development designed to meet your specific needs and make you ready for success in your first post as a team manager/social work consultant in our Families First or Child Protection teams.

I hope that you will actively consider making an application for the aspiring managers development programme.
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Why do we need the aspiring managers programme?

Children’s Services aim to reach a position where all our social work team managers and social work consultants are committed to a long term future in Durham, and have permanent contracts. We have no problems recruiting to permanent team manager posts in our Looked After Service, or in One Point, but have found it more difficult to recruit permanent team managers for our Families First and Child Protection teams. It has also been challenging to recruit the number of social work consultants needed for our Families First teams.

We also have a clear need to plan for the future. We will need new social work team managers, and new social work consultants as our existing managers and consultants retire or move into different posts in line with their career ambitions.

We have a huge number of skilled and experienced social workers with the potential to be team managers or social work consultants, and we want to encourage them actively consider moving into management in the future.

Those who participate in the aspiring managers programme will benefit from an extensive programme of training and support, designed to meet their individual needs, and to prepare them for a management role.
How did we develop the aspiring managers programme?

To find out what was stopping social workers from considering moving into management we held three focus groups in July 2016 to look at the issues. We were hugely appreciative of the honest and open feedback we received from social workers, and have developed the aspiring managers programme to respond to it.

As a result of the focus groups we now know that:

Social workers do want to become team managers or social work consultants......

Social workers were keen to consider becoming team managers or social work consultants, and saw the roles not only as opportunities for personal development, but also as a way to make a positive difference.

There were some barriers.......

The main barriers identified were:

★ Social workers don’t always have a full picture of the team manager/social work consultant role, or the skills and knowledge a manager/consultant needs, and as a result tend to see a substantial gap between their role and that of the team manager/consultant.

★ There has been no clear and structured progression pathway from social worker to team manager/consultant.

Aspiring managers should be able to benefit from an extensive programme of development.......

★ The programme of development be bespoke for each aspiring manager. It should fill gaps in knowledge, skills or experience, and not “one size fits all”.

★ The programme should include:
  ★ Training courses;
  ★ Shadowing;
  ★ “On the job” experience;
  ★ Mentoring from an experienced team manager/consultant;
  ★ Experience of practice in front line Families First and/or Child Protection teams for social workers who have worked in other services for a long period of time.

★ A reduction in caseload would be needed to allow aspiring managers the time to take full advantage of development opportunities.

★ The programme should have clear objectives and timescales – it should be clear to aspiring managers when they have finished and are ready to move on.

Support should not stop at appointment to a team manager/social work consultant post......

Enhanced support should continue into the first months in post in addition to access to the management development programme for existing managers.
A pilot programme, but a long term commitment…….

In Autumn 2016 the aspiring managers programme will be a pilot programme, however Children’s Services Senior Management team are committed to investing in the programme over the long term. The programme will be evaluated and reviewed, with the aim of recruiting new cohorts of aspiring managers in on a regular basis throughout each year.

When will the pilot programme start?

Recruitment to the pilot programme will start in September 2016.

How long will the development programme last?

Development programmes will be tailored to meet each successful applicants needs, the length of each programme will be determined by need.

How many places will be available?

It is anticipated that up to 5 places will be available on the pilot programme. This will be reviewed for future cohorts.

What will participants on the programme benefit from?

Successful applicants will benefit from a protected caseload and time to undertake a tailored programme of mentoring, training, and “on the job” experience. Further details can be found on pages 12-14 of this document.

What will happen to applicants who do not get places on the pilot programme?

If you apply for the aspiring managers programme, but are not successful in your application for this particular cohort we don’t want to discourage you.

You will have a development meeting, and an individual development programme to put you in the strongest position possible when applying for the programme in a future cohort.
Programme overview

The flowchart below outlines the main elements of the programme with estimated timescales. Further detail of each element can be found on pages 8 to 17.

De-mystifying management

Application for the programme

Development feedback

Development programme

Evidencing competence

Application for a Manager/Consultant post

Support after appointment to post

Briefing session and shadowing days
September/October 2016

Closing date for applications 17 October 2016
Development interviews week commencing 31 October 2016

Feedback interviews weeks commencing 7 November 2016 and 14 November 2016

To commence on completion of development interview. Programmes will last between 6 and 12 months
Review meetings every 2 months

Final review meeting at end of programme (timescale dependent on length of bespoke programme)

Within 2 months of completion of development programme (subject to availability of posts)

Enhanced support for 6 months following appointment
Feedback showed that social workers …..

★ Don’t have a clear picture of the role/tasks of the team manager/social work consultant;
★ Don’t fully know what skills, knowledge and experience they would need to become a team manager/social work consultant;
★ See a wide gap between their role and that of the team manager/consultant social worker, and are not sure what they can do to fill it.

What do we hope to achieve?

The aim of this element of the programme is help you to develop a clear understanding of the role of the team manager/social work consultant. We hope that this will help you to:

★ Make an informed decision about whether the role is right for you and you wish to progress to apply to join the programme;
★ Make a strong, well informed application for a team manager/social work consultant post (if you feel ready immediately), or for the aspiring managers programme (if you feel you need some support before making an application).

What opportunities will you benefit from?

1 Briefing session

A short briefing session will focus on the roles of the team manager and social work consultant, including responsibilities, rewards and challenges. There will also be an opportunity to ask questions about the aspiring managers programme. The briefing will be introduced by Carole Payne, Head of Children’s Services, with the support of key managers from the Service.

Date: 14 September 2016
Time: 1:00pm – 3:00pm
Venue: Committee Room 2, County Hall, Durham

To book a place contact Rochelle Hutchinson in Workforce Development:

Tel: 03000 267 974
E-mail: Rochelle.Hutchinson@durham.gov.uk

2 Shadowing

You will undertake 2 days of shadowing in September/early October 2016. You will shadow both a team manager and a social work consultant for 1 day each. The shadowing opportunities will take place outside of your current team.

Workforce Development will arrange your shadowing opportunities after you book your place on the briefing session.
The application process

What do we hope to achieve?

This element of the programme is designed to ensure that as an aspiring manager, you can demonstrate:

- A strong understanding of the role of the team manager/social work consultant as appropriate;
- An ambition to be a team manager or social work consultant in a Families First or Child Protection team;
- Insight into your strengths and areas of weakness;
- The support of your team manager and operations manager to undertake the programme.

It will also help us to develop a programme of training and support to meet your individual needs.

What will you need to do?

1 Complete and submit an application form

The application form will ask you to:

- Make a personal commitment to completing the aspiring managers programme, and to applying for a team manager/social work consultant post in a Families First or Child Protection team on completion of the programme;
- Explain your understanding of the roles of the team manager and social work consultant, your career ambitions, the challenges you expect to face during the programme, and the strategies you will use to overcome these;
- Reflect on your strengths and areas for development against a knowledge and skills template;
- Collect statements from your team manager and operations manager which support you to engage in the programme, and confirm that you are ready to progress.

For an application form please contact Carole Brown or Jayne Garthwaite in Workforce Development:
Tel: 03000 267 362 or 03000 267 363
E-mail: Carole.Brown@durham.gov.uk and/or Jayne.Garthwaite@durham.gov.uk

Completed application forms should be scanned and returned to Carole.Brown@durham.gov.uk and/or Jayne.Garthwaite@durham.gov.uk in Workforce Development.

Forms must be received by Workforce Development by 7pm on 16 October 2016. Applications submitted after the closing date will not be considered.
2 Development interview

★ Everyone who submits an application for the aspiring managers programme will be invited to attend a Development interview.

★ The interview is designed to:

★ Determine whether you are ready for the aspiring managers programme now, or would benefit from further development before applying for a place on the programme in the following year.

★ Help us to understand your needs to inform your bespoke development programme.

★ A panel of 3 people (Julie Scurfield, Strategic Manager, Children’s Services Reform, Helen Fergusson, Strategic Manager, First Contact and Intervention and Hazel Ostle, Workforce Development Manager, will review your application and ask you a small number of questions.

★ Development interviews are expected to take place in the week commencing 31 October 2016, but this may be extended if the level of demand is higher than expected.
Development feedback

Feedback showed that social workers wanted a development programme which…….

★ Was designed to meet their individual needs, not a “one size fits all” programme
★ Outlined clear objectives and timescales.

What do we hope to achieve?

This element of the programme is designed to ensure that you:

★ Receive open and honest feedback about your application;
★ Have a clear development programme to meet your individual needs and to support you to meet your career objectives.

What will you benefit from?

★ Everyone who submits an application for the aspiring managers programme will be invited to attend a meeting to provide development feedback.

★ This will be an informal 3 way meeting between you, Julie Scurfield, Strategic Manager, Children’s Services Reform and Hazel Ostle, Workforce Development Manager.

★ The meeting will focus on developing a bespoke programme of training and support to meet your development needs and help you to meet your career ambitions.

★ If you are accepted onto the aspiring managers programme your programme of development will be agreed at the meeting.

★ If you are not accepted onto the aspiring managers programme, you will need to discuss and agree the programme of development with your team manager. It may not be possible for your team manager to agree all aspects of the suggested programme.

★ Development interviews are expected to take place in the week commencing 7 November 2016 and 14 November 2016, but this may be extended if the level of demand is higher than expected.
Feedback showed that social workers wanted a development programme which......

* Was designed to meet their individual needs, not a “one size fits all” programme
* Allowed them to access a wide range of activities including training courses, shadowing; “on the job” experience; mentoring from an experienced team manager/social work consultant (as appropriate); and experience of practice in front line services for social workers who have worked in other services for a long period of time.
* Was supported by a reduction in caseload to allow aspiring managers the time to take full advantage of development opportunities.

What do we hope to achieve?

This element of the programme is designed to ensure that you have the opportunities for development you need, and the time to use them effectively.

What will you benefit from?

1. Protected time for development
   * If you remain in your post you will be entitled to a 20% reduction in caseload, and 20% of your time (approximately 1 day per week) should be used for development activities. How this time is allocated will be clearly outlined in your bespoke development plan.
   * If you have not worked in frontline Families First or Child Protection team either recently or at all, you may need to undertake a period of work in one of these teams prior to joining the programme. The length of time will be determined as part of your development plan. You will continue to hold your substantive post during this time.

2. Mentoring
   * You will have an existing team manager/social work consultant/operations manager as a mentor throughout the programme. You will meet regularly with your mentor who will provide you with support, shadowing opportunities, and access to “on-the-job” experience.
3 Training opportunities

Your bespoke development plan will include all the training opportunities identified to meet your needs.

**Induction training**

You will need to ensure that you have completed all the training every member of staff in the Service is required to complete to meet requirements set out by the Service or Council. These include:

★ Awareness of child abuse and neglect (core)
★ Safeguarding children and young people from abuse by sexual exploitation
★ Safeguarding processes
★ Practice framework for assessment and intervention
★ Neglect – the challenge for inter-agency working
★ Information sharing in Durham
★ Case recording and record keeping
★ Data protection
★ Information security
★ Prevent awareness

**Mandatory development opportunities**

You will need to ensure you complete the training every manager in Children’s Services is required to complete to meet requirements set out by the Service or Council. These include:

★ Social Services Information Database (SSID)
★ Attendance management
★ Recognising and managing stress in the workplace
★ Financial awareness and responsibilities/expectations of a budget manager
★ Developing a health and safety culture
★ Disciplinary policy
★ Recruitment and selection
★ Safer workforce
★ Performance appraisal

**Core development opportunities**

You will be able to access development opportunities which have been developed to meet the needs of managers in Children’s Services. In addition to benefiting from the content of the training, participating will provide you with additional opportunities to talk to existing managers, and other aspiring managers about key issues. These include:

★ Towards a common understanding of good (audit and benchmarking)
★ Setting standards
★ Peer support programme
★ Strengthening managers programme
★ Reflective supervision
★ Effective complaint handling
★ Managing poor performance
4  “On the job” experience

★ One of the most important elements of the aspiring managers programme is the opportunities you will have to gain “on the job” experience where you can put your learning from shadowing or training into practice.
★ Some opportunities will be identified as part of your bespoke development plan, but others will be identified during meetings with your mentor, or during/after you attend training.

5  Regular reviews of your progress

★ Regular reviews of progress will take place through an informal 4 way meeting between you, your mentor, Julie Scurfield, Strategic Manager, Children’s Services Reform, and Hazel Ostle, Workforce Development Manager.
★ This meeting will review your progress and identify opportunities to meet any new development needs.
Feedback showed that social workers wanted a development programme which......

- Had clear objectives and timescales.
- Made it clear to aspiring managers when they have finished and are ready to move on.

What do we hope to achieve?

This element of the programme is designed to ensure that you:

- Have reflected on your progress;
- Have a clear picture of your strengths;
- Are well prepared to apply for a team manager/social work consultant role.

What will you benefit from?

1 A process of reflection on your progress and strengths

- You will complete a form which will support you to:
  - Explain how your understanding of the role of the team manager/social work consultant has changed over the course of the programme, the challenges you faced during the programme, and the strategies you used to overcome these; and how you plan to apply the learning from the programme in your career.
  - Reflect on your strengths and any remaining areas for development against the knowledge and skills template

2 Final review meeting

- You will attend a final review meeting with Julie Scurfield, Strategic Manager, Children’s Services Reform, and Hazel Ostle, Workforce Development Manager to:
  - Review your progress;
  - Consider current team manager/social work consultant vacancies in the Service;
  - In the case of a team manager/social work consultant vacancy not being available, consider other opportunities to continue to develop your career.
Feedback showed that social workers wanted a development programme which......

★ Led to appointment as a team manager/social work consultant, following an application process.

What do we hope to achieve?

This element of the programme is designed to ensure that you:

★ Are aware of the vacancies available;
★ Are encouraged to apply.

How will you benefit?

★ Where there are existing team manager/social work consultant vacancies, and there is no open advert, an internal vacancy will be advertised.
★ You will be directly invited to apply.
Feedback showed that social workers wanted a development programme which......

★ Did not end on appointment to a team manager/social work consultant post, and continued to provide enhanced support during the first months in post.

What do we hope to achieve?

This element of the programme is designed to ensure that you:

★ Are well supported during your first 6 months in a team manager/social work consultant post.

What will you benefit from?

1. Mentoring

★ You will have an experienced team manager/social work consultant as a mentor to support you as you become comfortable in your new role.

2. Support

★ You will regularly attend team manager meetings and events.

3. Training

★ You will be able to access the full development programme for existing managers.
A pilot programme, but a long term commitment…….

In 2016-17 the aspiring managers programme will be a pilot programme, however Children’s Services Senior Management team are committed to investing in the programme over the long term.

The programme will be evaluated and reviewed, with the aim of recruiting a new cohort of aspiring managers in Autumn each year. We plan to evaluate the programme by collecting feedback from you:

★ At the end of the initial briefing session;
★ After your initial shadowing experience;
★ At the end of the application process;
★ At the end of the programme;
★ After your first 6 months in post as a team manager/social work consultant.

We hope that you will share your views with us openly and honestly so that we can continue to improve the programme.
Questions or comments?

If you have any questions or comments about the programme please contact Hazel Ostle, Workforce Development Manager:
E-mail: Hazel.Ostle@durham.gov.uk
Telephone: 03000 262 306