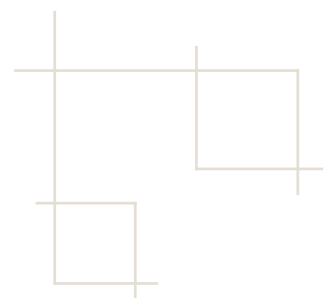


Leadership and Management Prospectus



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Introduction

Social care is a major industry employing 1.5 million people who enhance the quality of life for millions more.

The values of social care are the source of its strength and its great potential. Treating people with respect, enhancing their rights and dignity, and supporting people to live the lives they want is at the heart of what social care does.

So why is it that social care sometimes struggles to get recognition for the vital work that it does? Why do so many people fail to appreciate how many rewarding and fascinating careers can be built in the care sector?

There is a lot of excellent practice in care services. We know that it can be even better if the status of social care is improved and more people choose it as a positive career decision. Raising the status and changing the way in which work is organised and delivered requires excellent people and excellent leadership and management from front line to board room.

Where do we want to be?

The Skills Academy has been established to respond to the need for confident and skilled leadership throughout social care. Working with people who use services, employers who commission and provide services and with training providers who support staff development, we will transform the quality of leadership at all levels enabling the transformation of care.

How will we get there?

We have already undertaken consultation, research and development with key partners and this work has enabled us to set out our initial priorities.

- Development for aspiring Leaders across the whole sector
- Management and leadership development for First Time and First Line Managers including Personal Employers
- Leadership development opportunities for senior Leaders across the sector
- A clear framework for leadership development and progression

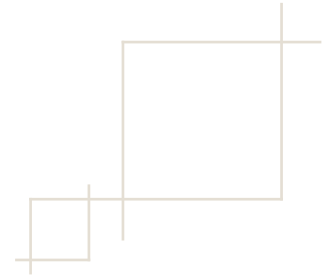
Employers and service users have also told us the way that we should provide leadership and management development. Consultation with people who use services, existing senior leaders and with employers has told us what is effective and suggested that the Academy should concentrate on:

- work-based and work-place learning,
- strengthening person centred learning based on experience and actual practice,
- ensuring that service users are integral to the planning and delivery of learning
- developing strong and accessible system-wide supports for leadership and management development.

The activity outlined in this brochure sets out how the Academy will meet these priorities.

“Social care workers need to have a level of competence, but there’s a lot of training in doing the wrong things. Users should set the standards.”

From *Developing Social Care Services; a service user’s vision for adult support* SCIE



The NSA Role and Approach

Social Care management and leadership

The social care sector has seen a great deal of progress with raising the qualification levels and training activity in management over recent years. Employers and their staff have worked hard to increase the numbers of managers achieving NVQ and other training awards. There is now the opportunity to consolidate this platform of learning with an increased emphasis on leadership development across the sector.

- develop a greater understanding of how each care worker can take the lead in providing the excellent support that people who use services demand
- develop a stronger understanding of how to work more effectively with others in teams and in partnerships, with service users and with communities
- develop a greater understanding of how they work under pressure and how this affects others

The Skills Academy's approach

Social Care at its best can positively transform the lives of people and communities and can provide a challenging and highly rewarding career. To deliver high quality care takes a mixture of skill, understanding and knowledge. Perhaps more importantly excellent social care also requires a high degree of personal commitment, personal ability and personal awareness. High quality social care depends on the attitudes, qualities and behaviour of the people that work within it – this applies as much to senior managers as it does to people who provide care directly.

We will work with employers to strengthen organisational learning and continued professional development. The Academy is committed to supporting the development of collaborative and organisational learning in social care. This means that we will provide on-going support for leaders and practitioners through peer support, coaching, mentoring and access to practical advice and good practice.

Individual and collective leadership behaviour is at the heart of the Skills Academy's learning model. In its leadership work the Academy will provide the opportunity for people to understand and learn about management and leadership as well as the chance to learn more about themselves and their impact on other people and on work systems. The Skills Academy's leadership development work will help practitioners, middle managers and senior leaders to:

Leadership behaviour

The Skills Academy's discussion paper sets out the kinds of leadership behaviour that will help create excellent social care. It sets out a model for leadership which applies as much to care assistants and personal assistants as it does to Directors and Chief Executives. The Academy will test and develop this model to demonstrate that greater emphasis on leadership across the sector can improve the quality of care, recruitment and retention and organisational performance. The full paper can be found on our website. Your thoughts and comments on the paper will be welcome.

- develop an authentic personal work style based upon their beliefs and values and the ethics of social care

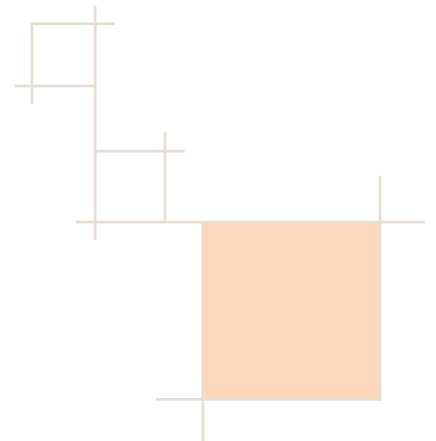
Partners and co-production

The Skills Academy is keen to develop new partnerships with organisations and individuals that are tackling key leadership and management issues or have new approaches to training and development. Our approach to leadership and management development is to work with employers, staff and service users to identify key issues and work in partnership to develop practical solutions.

Our role is to help others to get things done and where ever appropriate we will contract with learning providers and educational institutions to provide the expert contribution needed.

“...the service lacks confidence. As a result it is timid in its vision and ambition for how adult social care services can be delivered. The services call for imagination, excitement and enthusiasm. This requires leadership across the sector and at all levels within it – working closely with the people who rely on social care services to make their experience liberating and affirming.”

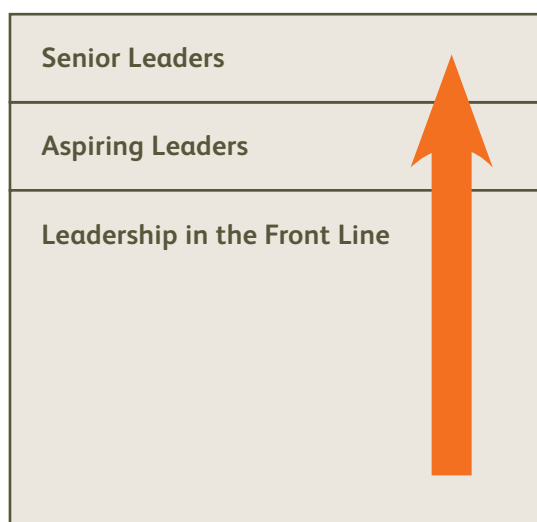
Dame Denise Platt, *Review of the Status of Social Care Service*, April 2007



Development programmes and learning support

Overview

The Skills Academy will develop a credible and recognised pathway for leaders and managers throughout their careers. We will commission and develop a range of leadership programmes and support activities that respond to both the specific and immediate needs of the sector and to identified longer term needs. Educational programmes and support materials developed as part of this programme will meet the Skills Academy's Excellence Standard in order to gain endorsement. More details about the endorsement programme can be found on our website: <http://www.skillsacademyforsocialcare.org.uk/>



1. Leadership of leadership

The Skills Academy will help to shape and strengthen the national voice of social care. The Skills Academy will provide opportunities for leading experts and practitioners to come together to explore new ideas, to strengthen understanding and learning and to raise the profile of social care as a significant contributor to the health and well-being of people across the country. The Academy will host a set of seminars, master-classes and events with contributions from national and international experts to support the development of excellent leadership across the sector.

Seminars and masterclasses

The Skills Academy will convene a regular series of national seminars and masterclasses drawing on national and international expertise. These seminars will be accessed widely through national media, on-line and through the dissemination of lessons learnt. The seminars and master-classes will cover key issues including leadership of care; joint working with housing, health and regeneration; commercial and business leadership; commissioning; personalisation; and the leadership of change.

Senior Leaders Network

The Skills Academy will support existing senior Leaders in the sector. We can provide the supports and development opportunities to existing senior leaders to enable them to pursue excellence for themselves and for their staff and service users.

2. Aspiring Leaders Programme

Objectives

The Aspiring Leaders Programme will provide a programme of learning for middle managers across the private, voluntary and public sector who wish to strengthen their leadership skills and prepare for senior management roles. The Care Sector needs a recognised national pathway for managers from all backgrounds to develop their career options. The Academy's programme will become the recognised route to excellent leadership.

Proposed elements

The programme will provide high level learning for experienced managers and will focus on personal style and influence, creating effective partnerships and teams, delivering care in communities, business and commercial success and latest approaches to leading for public value.

Call for partners

The Skills Academy is now embarking on the commissioning process for this new programme and with the intention of starting the programme in January 2010. Consultations and design work are now underway. The development of the programme will be shaped by an advisory group and a formal tendering process will commence in November 2009. Providers who may be interested in running the proposed programme and employers and senior managers who might be interested involvement in the advisory group or in participating in the programme itself are encouraged to contact us.

3. First Time Manager – Leadership in the Front Line

Objectives

This programme will develop ways in which front line managers can develop leadership as well as management skills. This programme is in development and the Academy is seeking a small number of employers with whom to build this programme. The programme will demonstrate how a focus on leadership behaviours in first line management can improve the quality of care, improve recruitment and retention and help build rewarding careers.

Proposed activity

The Skills Academy will provide a programme to help new managers understand the significance of leadership and develop effective ways to practice as a new manager. The Skills Academy will provide employers with the support of selected training providers to develop a programme of leadership development which fits with their organisation's values and processes and which builds on existing management training.

Call for partners

The Skills Academy is seeking employers who wish to participate in the programme and who are willing to work with external training providers to develop new approaches and to evaluate the impact on the quality of care. If you are interested in learning more please contact the Academy.

4. Coaching and mentoring

Objectives

Coaching and mentoring in the workplace are effective ways of increasing effectiveness and enhancing learning and understanding. The Skills Academy has consulted with employers and existing Senior Leaders who have emphasised the importance of coaching and mentoring in developing leadership attributes in individuals and a leadership culture in organisations.

The Skills Academy will support the growth of coaching and mentoring in the social care sector and work with employers and staff to spread their use. As our learning and development programmes take shape there will be an increased opportunity to use coaching as part of our leadership development work. We are particularly interested in working with staff and employers to use mentoring by service users, peer support and workplace coaching as part of their routine approach to learning and development.

Planned activity

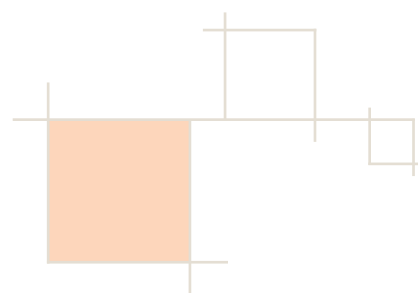
Coaching; The Academy will develop a national register of coaches and a set of advisory materials for people in social care who are seeking a coach. The Skills Academy will seek to grow the numbers of people using coaches and the number of coaches who have specific social care knowledge and experience. The Skills Academy will also launch a programme of development to support service users and personal employers to train as coaches and mentors.

Mentoring; we shall also develop ways in which mentors and people seeking a mentor can be put in touch with each other. We will work with mentors to extend mentoring within the sector. We are particularly interested in ways in which greater reciprocity in mentoring and coaching might be developed.

Call for partners

If you are a coach or a coaching organisation you may wish to visit our website and view the proposals we have for registering coaches with the Academy. If you are interested in receiving the support of a coach you can use the advice on our website to clarify what you might need and to select a coach that meets your requirements from our register.

If you are an experienced mentor or would like to share your experience of being mentored yourself we would be keen to hear from you. The Skills Academy wishes to foster the use of mentoring more widely in the care sector and is keen to talk to you if you have ideas and experience that can help.



Summary – call for partners – how can we get involved?

This prospectus has set out a number of areas where we are looking for partners, contractors and contributors.

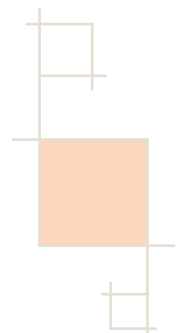
To summarise we are:

1. keen to hear comments and suggestions about this programme of work
2. interested to register coaches and hear from coaching organisations
3. Keen to hear from mentors and mentees about their experiences and thoughts on how mentoring can be advanced in social care
4. looking for employers who wish to partner our programme – First Time Manager, Leadership in the Front Line
5. providing information for training providers and educational institutions who may wish to tender for the Aspiring Leaders programme.

If you are interested in learning more about any of the above please get in contact:

National Skills Academy for Social Care
2nd Floor
Goldings House
2 Hay's Lane
London SE1 2HB

Email: leadership@nsasocialcare.co.uk
Telephone: 0207 397 5629
Fax: 0207 397 5621
www.nsasocialcare.co.uk





Contact us

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Charity number: 1131969
Company registration: 6996828

This prospectus will be available
in easi-read format and will be
downloadable from our website