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## **Ushering in the next generation of leaders of young people's services**



## Services for young people

- What are they?
- How will they
- develop?
- Who are they for?
- Who owns them?
- Who runs them?
- What sort of leaders do we need?



## What does it look like now?

### Local authority youth services

- 28% young people in contact
- 17% participating
- £119 per head - £488m (£316m gross)

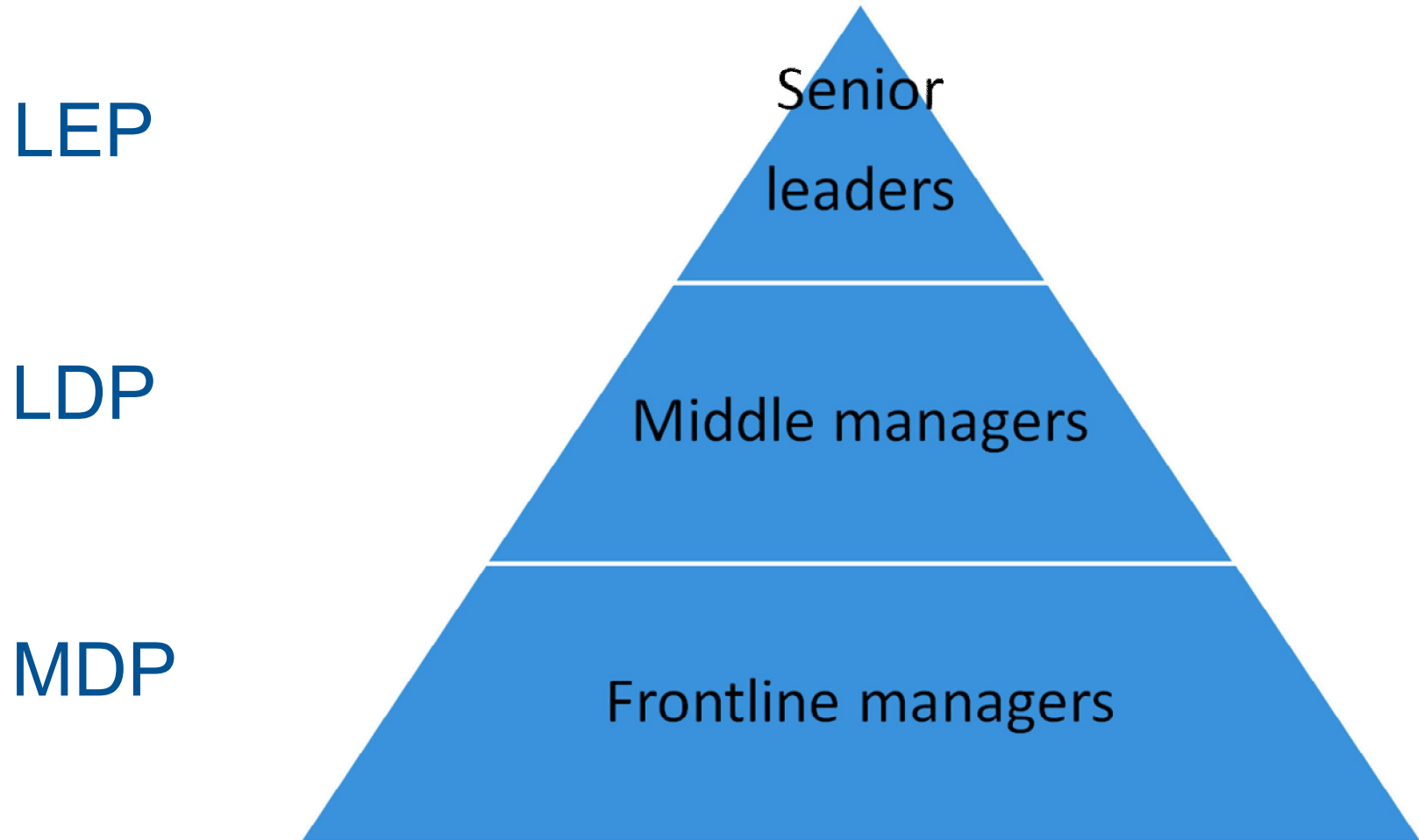
### Third Sector

- 50-100,000 third sector organisations
- 500,000 – 2 million volunteers
- ?? Young people taking part

### Connexions

- C £450m; mix of provision
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# Developing leaders & managers



## Three programmes

1. Leadership Enhancement (LEP)  
300 places (2009)
2. Leadership Development (LDP)  
150 places (2009 - 10)
3. Management Development (MDP)  
5000 places (2009-2011)

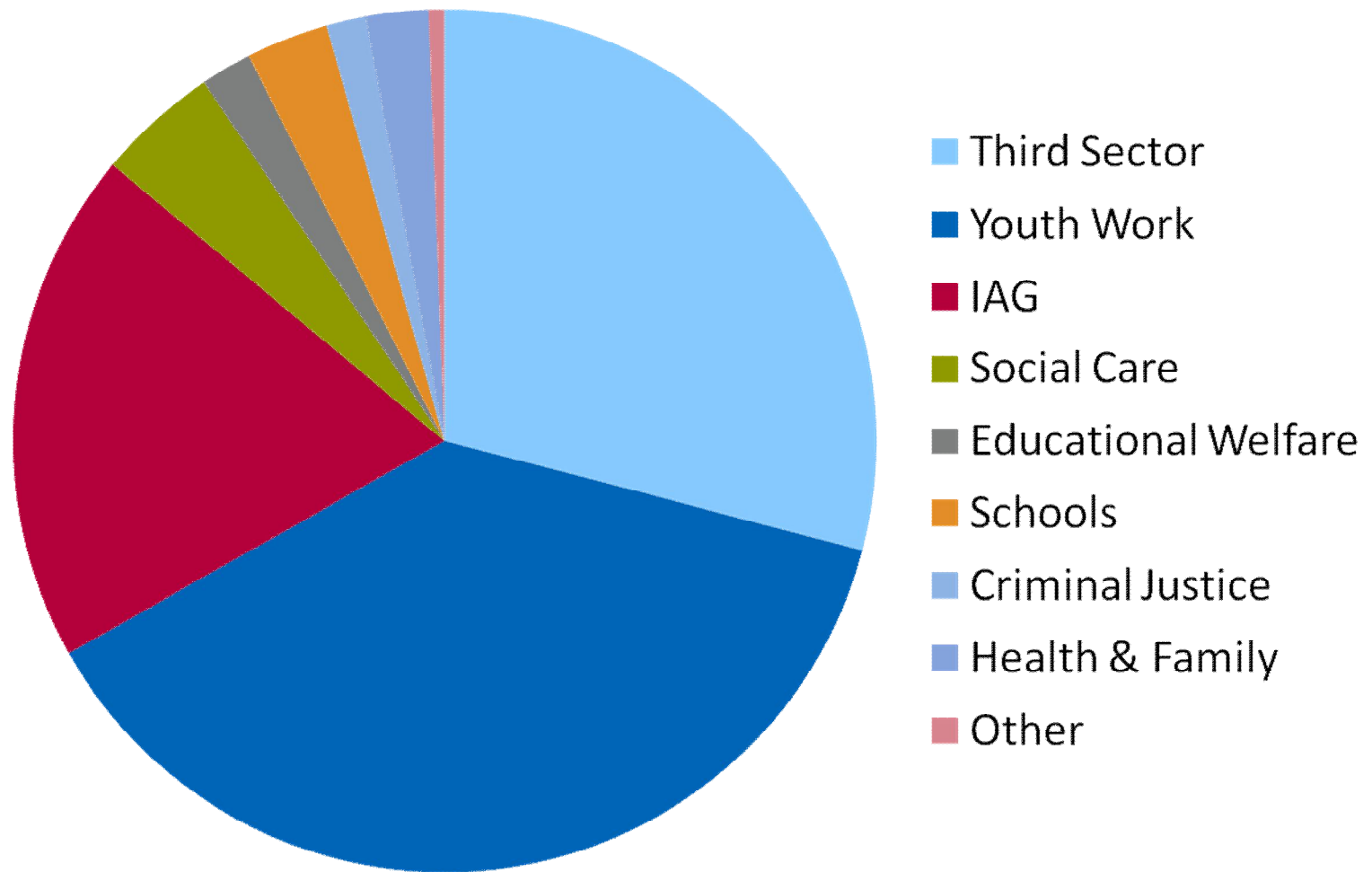
Each 10 days of learning at NQF level 6

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## The leaders now

- Average age of head of service for young people (all sectors) = 48 (LA 50; TS 46)
  - Average age first line manager (all sectors) = 42
  - Mainly women (but men dominate at service head level)
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## Diverse services and disciplines



## **L & M Programme – a success story**

- High levels of involvement
  - Feedback very strong
  - Huge list of actions and impact
  - Building communities of integrated practice across England
  - Momentum gathering
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## Emerging issues

- All support idea of joining up services
  - Development focus on **how** to:
    - integrate provision
    - use commissioning
    - work effectively in partnerships
  - Huge churn in system
    - Restructuring, redundancy
  - Pressure on time and capacity
  - **Integration not about structures**
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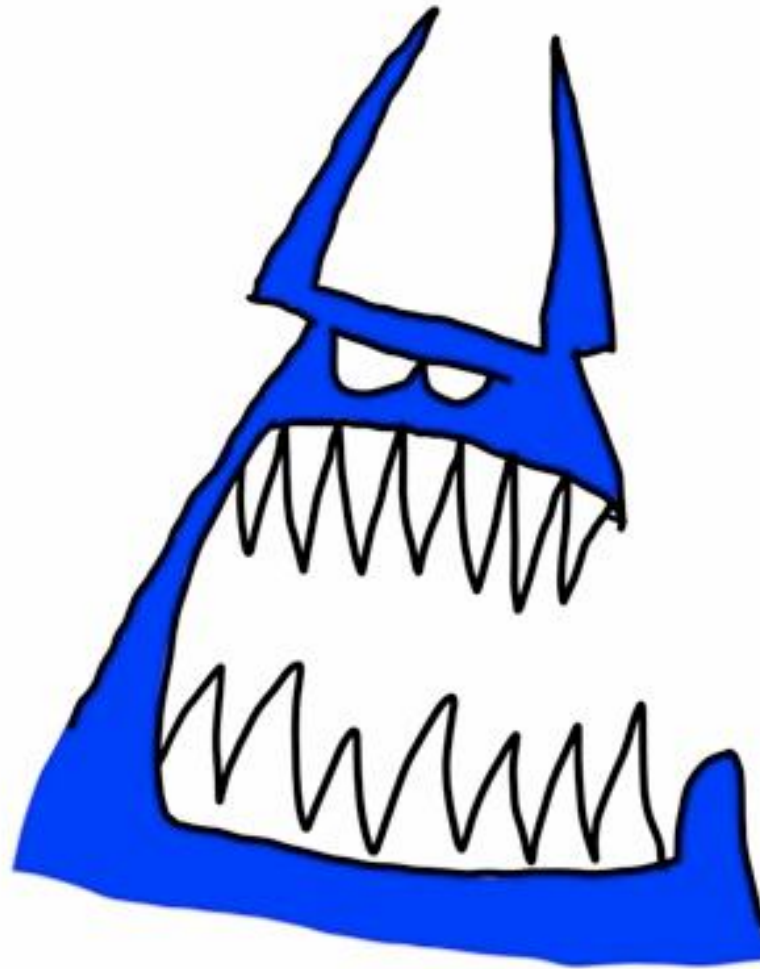
## The leaders

- Strong and knowledgeable advocates for young people
  - Strong individuals – personal qualities rated highest
  - Room to improve in leading their teams through change, providing clear expectations, providing effective feedback and challenge
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## **Where next? Aiming High and 2020**

- 10 year strategy
  - Link to wider children's workforce
  - Role of the National College: connect to DCS and aspiring DCS training and middle manager development
  - 25% spending influenced by young people
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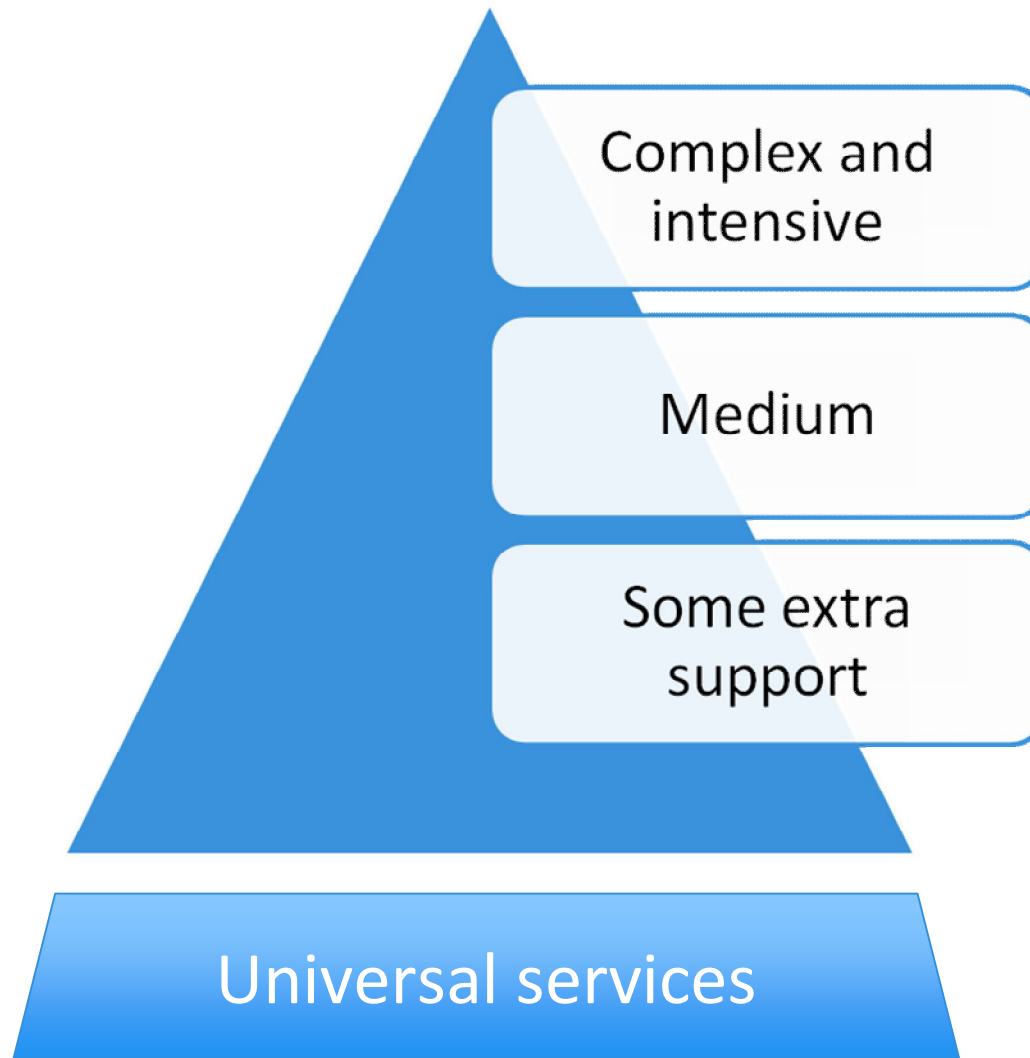
# What's that coming over the hill?



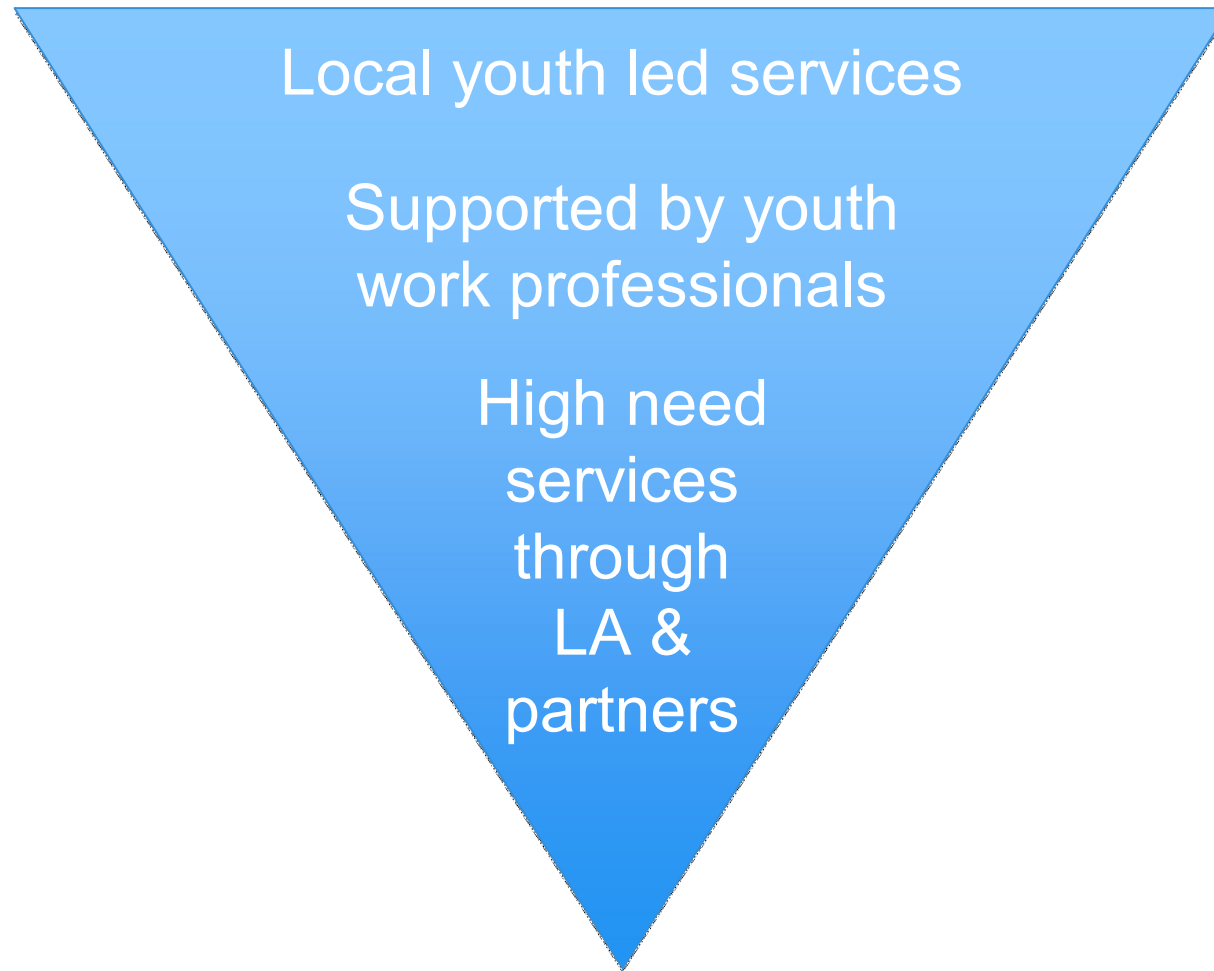
## **Austerity and self help**

- 175 billion annual public debt
  - Imminent cuts
  - Scale not equal across all services
  - Work with young people not well protected
  - Universal most at risk
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# Needs & wants



# A new joint leadership









Policy to Performance



# Thank you

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