

# National Middle Manager Development Programme

## Strategic and Operational Leadership in Social Care

The Institute of Public Care (IPC), at Oxford Brookes University, has been commissioned by SSIA, on behalf of the National Programmes Management Committee, to deliver a development programme for social care middle managers across Wales. The transformation of social care set out by the Social Services and Well-being (Wales) Act 2014 requires everyone working in social care to think and behave differently in terms of the commissioning and delivery of services. Middle managers play a key role in this as local leaders within their own organisations and across local partnerships.

This national programme is designed specifically to help you improve your strategic and operational leadership within the context of the requirements of the Act. The programme aims to:

- Help middle managers in social care develop capacity to address policy and practice challenges
- Help middle managers develop leadership and management skills to lead social care services into the future
- Build a cohort across Wales with developed skills, qualities and awareness - set within a common and shared framework

On completion of the programme you will have a better understanding of the characteristics of effective leadership and have improved your own capacity and capability in your role. You will be more aware of the opportunities for transformational change, and have the skills and tools to implement change locally. The programme will also develop your transferable personal skills such as project management, evaluation and critical thinking.

## Programme Information

The programme has three modules and is studied over a fifteen month period. It starts with detailed set-up and engagement activities, including a seminar for you and your programme sponsor. Following the seminar, you will be asked to complete a 360 degree assessment, which will help you to produce a personal development plan. The 360 assessment is a questionnaire based tool which you, your line manager and a selection of colleagues will be asked to complete electronically.

You will then attend highly stimulating group taught sessions that combine theoretical

input with case studies and practical application exercises, as well as providing the opportunity for you to reflect on your learning via facilitated action learning sets.

You will have four individual, face-to-face developmental coaching sessions during the course of the programme to support you to be able to apply your learning effectively in your workplace. You will also have the support of an Academic Adviser to help you meet the academic requirements of the programme.

You will undertake an assessment for each module, which contributes to the final grade for the qualification. On successful completion of the programme, you will gain a **Postgraduate Certificate in Strategic and Operational Leadership in Social Care** - 60 CATS credits at postgraduate level 7 - from Oxford Brookes University (subject to validation).

The three modules cover:

### **Developing as a Leader**

This module considers the role of a leader within the local and national context, both in terms of leading within an organisation, and across organisational boundaries. It provides tools and approaches to enable you to develop your own leadership capabilities set against an assessment of your own strengths and weaknesses:

- The role and characteristics of leadership in social care
- How to influence others and collaborate effectively across boundaries
- Understanding the impact of your local and national political context on your role

### **Shaping social care**

This module provides you with a sound knowledge base and grounding in three key elements in a transformed social care system: strategic commissioning, integrated working, citizen engagement. It will provide the opportunity to research innovative practice in these areas and consider the case for change locally.

- Shaping the market to deliver transformed services for our citizens
- What matters in effective joint working between health and social care as a way of delivering better outcomes
- Engaging positively with our local communities

### **Delivering better outcomes**

This module considers the implementation of major strategic or operational projects and the key contributing factors in successful delivery: effective leadership, delivering cultural change, robust performance management.

- Leading and supporting development and change
- Implementing cultural change in a transforming environment
- Enhancing and managing performance within teams, across organisational boundaries, and with a range of stakeholders

A diagrammatic representation of the programme activities is shown below:

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### Programme Set up and Start

- Half day seminar for participants and their programme sponsors, and a half day study skills session for participants (on the same day)
- Completion of 360 degree assessment
- Matching with coach

#### Module 1 - Developing as a Leader

- The role and characteristics of leadership in social care
- How to influence others and collaborate effectively across boundaries
- Understanding the impact of local and national political context on your role

2 taught days including:

- Input sessions and exercises
- Coaching session

Followed by:

- Virtual 1:1 support from Academic Advisor
- 3 more developmental coaching sessions

#### Assessment:

An assessed personal development plan, analysis and reflection

#### Module 2 - Shaping Social Care

- Shaping the market to deliver transformed services for our citizens
- What matters in effective joint working between health and social care as a way of delivering better outcomes
- Engaging positively with our local communities

3 taught days including:

- Input sessions and exercises
- Action learning
- Presentation

Followed by:

- Virtual 1:1 support from Academic Advisor
- Self study including case study research

#### Assessment:

An assessed case study and presentation

#### Module 3 - Delivering Better Outcomes

- Leading and supporting development and change
- Implementing cultural change in a transforming environment
- Enhancing and managing performance within teams, across organisational boundaries, and with a range of stakeholders

2 taught days including:

- Input sessions and exercises
- Action learning

Followed by:

- Virtual 1:1 support from Academic Advisor
- Self study

#### Assessment:

An assessed work-based project

The first programme will start in autumn 2016: dates and location of the seminar and taught sessions are given below.

Programme seminar	8 September 2016	Aberystwyth
Module 1 taught sessions	5 and 6 October 2016	Aberystwyth
Module 2 taught sessions	1 February 2017 4 April 2017 15 June 2017	Llandrindod Wells
Module 3 taught sessions	21 September 2017 23 November 2017	To be confirmed

The cost of the programme is £4,000 per person. SSIA will provide a subsidy of £2,500 towards the first year's individual participant programme costs. The cost for participants for this programme will therefore be £1,500.

### Entry Requirements

The programme is aimed at middle managers in social care settings i.e. Service Managers, Principal Officers, Operational, Locality or Group Managers, or Heads of Service. Whatever your job title you must have a brief beyond that of a manager of a single team, including a mixed portfolio of responsibilities, and a role in the strategic development of your organisation, often in relation to other agencies.

The entry criteria for the programme are that participants will need to:

- Have a first degree and/or recognised professional qualification in social work (or similar for non-social work staff) or equivalent professional experience.
- Occupy a middle management position in social care in Wales (as defined above).
- Have the support of their employing organisation.
- Have the ability to study at postgraduate level. Participants, and employing organisations, need to feel confident that they have the ability to complete assignments at this level, or can be supported to do so by employers.

### Further Information

The [Institute of Public Care](#) works for better outcomes through well run evidence-based public care; offering applied research, consultancy, skills development and system design. IPC's clients include care and support providers, central and local government, and NHS organisations. The Institute also delivers the [Team Manager Development Programme](#) for front line social care managers across Wales, along with the Strategic Manager Development Programme.

This national programme has been commissioned by the Social Services Improvement Agency (SSIA) on behalf of the National Programmes Management Committee. For further information or to book a place please contact [enquiries@ssiacyrn.org.uk](mailto:enquiries@ssiacyrn.org.uk).