

**Young People's Workforce Leadership
and Management Development
Programmes**

Final Report

**Assessing the Impact of the investment
in Leadership and Management
development of the young people's
workforce**

**Prepared and undertaken by the Institute of Local Government
Studies, University of Birmingham 2010/11**

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Executive Summary

This report documents the independent external evaluation of the Young People's Workforce Leadership and Management Development Programmes, which were commissioned by the Children's Workforce Development Council (CWDC) in January 2009 on behalf of the then Department of Children Schools and Families. The programmes were a component of the Young People's Workforce Reform programme, led by CWDC. This evaluation contributes to a separate evaluation by ECORYS of the whole Young People's Workforce Reform programme.

The evaluators set out to provide a critical understanding of the impact of the investment in the training and development of key managers in the young people's workforce.

Four 10-day programmes were delivered between March 2009 and February 2011:

1. The **Leadership Enhancement Programme** for serving heads of Integrated Youth Support Services (IYSS) and a strategic voluntary sector partner; 267 people took part.
2. The **Leadership Development Programme** for 300 aspiring leaders drawn equally from managers in voluntary and public sector settings.
3. The **Management Development Programme** and **Management Development Programme Locality Teams** for 5,378 frontline managers from voluntary and public sector services for young people, working in 265 local cohorts.

The evaluation was conducted by the Institute of Local Government Studies (INLOGOV) at the University of Birmingham. It is based on **97** interviews undertaken throughout the latter part of 2010. Over **160** individuals were approached and **106** interviews took place. Nine interviews were not used. The sample includes 42 managers from the voluntary sector, covers managers on all three programmes and gives a reasonable regional spread across England.

It is noted that the policy that drove the programmes related to the previous government. The political and economic context in which services to young people are working has changed significantly since the project began. Far reaching change is taking place and the authors of this report wish to recognise that in all independent evaluations the context in which such work is undertaken significantly influences responses.

The research approach blended quantitative and qualitative approaches to enable trends to be drawn across three principal programme types, each with discrete target audiences.

An Interim Evaluation Report was produced in May 2010 and has been used as basis for designing the approach taken in the final evaluation. The interim report highlighted a number of key issues such as:

- The highest reported reason for participation was to improve inter-sectoral relations.
- The second highest reasons were : improving interdisciplinary relationships and improving resource allocation decision making.

- The lowest levels of expectation centred on improving service -based outcomes, quality of service to users and developing more coherent career paths for staff.

The interim evaluation suggested that participants understood and valued the opportunity provided by the programmes to explore and develop integrated approaches as demanded by the developing IYSS agenda. It also suggested that the leadership and management issues related to this were high on the agenda for key players in the wider Integrated Youth Support Services (IYSS) community.

Whilst the overall climate in IYSS changed markedly between the preparation of the interim report and the interviews conducted in preparation for the final report, many of the outcomes from the interim work informed the approach taken in the final report.

Main conclusions

1. The intention to enhance managers' capacity to provide integrated services for young people has been significantly reinforced through the introduction of these programmes.
2. Participation in the Management and Leadership Programmes had a significant, positive impact on the majority of participants in the programme at all levels.
 - Just under three quarters of candidates spoken to felt that participation had enabled them to take positive steps to improve their management and/or leadership of the integration of services for young people. This was the purpose of the programmes and on this basis the evaluators conclude that the programmes were successful.
 - Nine out of ten participants identified more specific positive changes to aspects of their leadership and management as a result of the programmes.
3. The biggest single impact was in building new relationships and improved understanding between the various managers and sectors providing services for young people. The programmes will leave a legacy of relationships and networks which can provide a stronger basis for joined up working in services for young people in the future .
4. The impact of the programmes was not reported evenly:
 - The greatest impact was reported by managers from voluntary organisations. There appears to be a greater appetite for management learning and development in the voluntary sector than in the public sector.
 - Female managers reported slightly higher levels of impact than males.
 - The least impact was on long-serving, male, public sector managers. This may reflect the existence of a group of managers which has become set in its ways.
 - The reported impact of the LDP was highest by some margin. This was the only programme that involved an open, national process of competitive application for places (compared to the other programmes in which places were allocated to those who wanted to take part). This appears to confirm that where participants make a more active personal choice to take part in a programme, their readiness to learn and consequent impact of the programme may be heightened.

- There were few apparent regional variations, though it must be pointed out that the sample size of 97 interviews may not be large enough to display significant regional variations.
5. Organisational support for the programmes was inconsistent.
 - Not all of the participating organisations and agencies appeared to have planned how best to use the investment in learning and development of their staff.
 - Support appeared less well developed in some local authorities where there were felt to be internal blocks and barriers to effective partnership and integrated working. The impression given by managers in these authorities was a sense of helplessness in the face of a perceived lack of coherence and lack of consistent support for their areas of work. These perceptions appeared to pre-date more recent pressures from cuts to budgets.
 6. Leadership development is a long-term process and the impacts of the programme are likely to continue to emerge over time.

There has been great benefit in sharing the development opportunity across sectors and between different professional and service groups. If service providers are to work effectively together in future, opportunities for managers to spend time together, learn, share practice and challenge will be vital. The evaluation suggests that the Leadership and Management Programmes created an environment for this to happen. The programmes have left a legacy of networks and relationships, shared knowledge and new behaviours which in the years to come is likely to have beneficial impact on services for young people.

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1. Introduction to the report

Purpose and scope

- 1.1. This evaluation aims to provide evidence of the impact of three short programmes of leadership and management training delivered across England on the development of both the strategic and operational integration of services for young people. The programmes were commissioned by the Children's Workforce Development Council (CWDC) and provided development and training for over 5,000 managers.
- 1.2. The Institute of Local Government Studies (INLOGOV) was engaged by the prime contractor FPM Training to undertake an independent study with the aim of raising both qualitative and quantitative data on the impact of leadership and management development across both the voluntary sector and statutory sector participants in the programmes provided. There was close liaison between FPM Training and CWDC during the commissioning and conduct of the evaluation. This final report is based upon an earlier interim study, conducted in May 2010, designed to inform the approach taken in raising data for the evaluation in this report.
- 1.3. The focus of the research is on impact – the evaluation has not sought to investigate the nature of the design, content or delivery of the programmes. These areas have been covered elsewhere in reporting from the prime contractor to CWDC. It is also outside the scope of this report to provide any extensive commentary on the wider policies at play driving the agenda for services for young people. However, it must be noted that the environment in which managers are operating has changed dramatically during the programme's lifetime, from its start in March 2009 to its completion in early 2011. This has had a significant effect on the context within which managers have been asked to apply their learning.
- 1.4. There has been close liaison between the prime contractor and the researchers on the overall design parameters for this work, but the actual research design and the undertaking of the field work has been the clear responsibility of INLOGOV and all required research ethics considerations have been met in this work.
- 1.5. This report will feed into separate, wider research on the impact of the whole Young People's Workforce Reform programme (see below) which has been commissioned by CWDC from ECORYS.

Background

- 1.6. The Children's Workforce Development Council (CWDC), on behalf of the Children's Workforce Network¹ was responsible to the then Department of Children Schools and Families for the development and implementation of the Young People's Workforce Reform programme. This aimed to enhance and develop the young people's workforce. The

¹ The Children's Workforce Network (CWN) was an alliance of twelve partners, including CWDC, who worked in partnership to create and support a world-class children's workforce in England. CWN decided at its board meeting 10 September 2009 to disband itself. More information can be found at www.cwdcouncil.org.uk/our-partners/cwn.

programme was announced as part of the Labour government's *Aiming High for Young People: a ten year strategy for positive activities*² and ran from April 2008 to March 2011. It aimed to develop a more skilled, confident workforce that works in an effective integrated way to deliver the best possible outcomes for young people.

1.7. The programme had three interlinked strands:

- leadership and management training and development for 5,378 leaders and managers;
- capacity building in the voluntary and community sector, including the provision of up to 25,000 training places through the Progress project;
- the development of a common platform of skills and competences to include:
 - a Skills Development Framework;
 - apprenticeship frameworks for integrated youth support at levels 2 and 3;
 - a Foundation Degree framework for integrated youth support;
 - funding integrated workforce development in nine areas.

1.8. In December 2008 CWDC contracted with a consortium led by FPM Training to deliver the Leadership and Management development programmes. These aimed to build the capacities of managers to deliver effective, integrated services for young people. The thinking behind the programmes drew on research for CWDC described in the report *Distinct and Connected* (2008), which made a case for investment in development of leaders and managers in services working with young people, who had not shared the same levels of investment as peers in other parts of the children's workforce.

The report presented a range of options that could be taken forward by CWDC in developing the integrated youth support sector³. CWDC used these options to develop a specification for three connected programmes of leadership and management learning and development. All three were focused on the specific demands of leading and managing effective integrated services for young people. The programmes were:

- **The Leadership Enhancement Programme (LEP):** a ten day development programme for the heads of Integrated Youth Support Services (IYSS) and their voluntary sector counterparts in each local authority. It used a bespoke 360 degree appraisal instrument, coaching, action learning and a dedicated online learning environment. 267 senior managers across 134 local authority areas took part (90 per cent of the relevant local authority workforce). The managers worked in 26 action learning sets from March to October 2009.
- **The Leadership Development Programme (LDP):** a ten day programme aimed at aspiring leaders of integrated services for young people. It included three two-day modules, 360 degree appraisal and coaching and an online virtual learning environment. 300 managers took part between January and June 2010 (150 from

² DCSF and HM Treasury (2007), *Aiming High for Young People: a ten year strategy for positive activities*

³ NYA and CWDC (2008), *Distinct and Connected*, Recommendations for Action, items 20-25

voluntary organisations, 150 from the public sector). The programme was accredited at level 6 through the Chartered Management Institute.

- **The Management Development Programme (MDP):** a ten day programme aimed at current frontline managers drawn from across the young people's workforce. It included three two day modules, pre- and post-course assessments, and was supported by an online virtual learning environment. Over one third of participants were from the voluntary sector, around 3 per cent from the private sector and the rest from a wide range of statutory providers. The programme was accredited at level 6 through the Chartered Management Institute. Each cohort was delivered in a local authority area and aimed to build relationships and understanding between managers from different services and professional backgrounds, as well as providing core knowledge and skills about managing integrated services. 5,054 frontline managers took part in the MDP between April 2009 and March 2011, working in 248 locality-based cohorts across England.
- 1.9. The **Management Development Programme – Locality Teams (MDP LT)** was a further course option which offered the MDP content with a more flexible focus. This programme, based on the MDP, was offered to managers in areas currently delivering or planning to deliver the youth offer through and alongside locality teams. 324 managers took part in MDP LT.
- 1.10. The programmes shared a focus on the development of leadership and management skills and behaviours specific to the improvement of integrated working, rather than the development of generic leadership or management skills. It was recognised that both the statutory and voluntary sectors had key roles to play and that integration and strategic co-operation were vital to ensure that services were joined up, economic and aimed directly at the needs of young people. A key mechanism for attaining this objective was the use of widely available, open access and financially supported leadership and management development for staff engaged in the delivery and strategic leadership of such services. In particular the programmes for frontline managers would bring together a wide range of different professions and organisations at a locality level, to work together on developing knowledge and behaviours to better integrate services.
- 1.11. It is important to note the significant and continuing changes that have occurred in the provision of services to young people throughout the duration of this independent evaluation. Field work commenced in the latter parts of 2009, leading up to the delivery of an interim report in mid 2010. There were already early indications of impending changes across the sector. In the latter parts of 2010 when the bulk of the fieldwork and data gathering occurred, significant changes to the environment (notably widespread cuts and restructuring of services, with accompanying uncertainty over the future) had a profound impact on the managers in the sample. This context presents a clear and strong potential source of bias and might be presumed to have had a negative influence on many of the responses we gathered. We have experienced some quite severe reactions to this change in policy towards IYSS in the responses of to this evaluation. It is therefore all the more important to note that our evidence strongly suggests that the programmes had a beneficial

impact on the capacities of managers to better lead and manage integrated services for young people.

Comparators from wider research

- 1.12. Evaluation of the impact of leadership and management development is a field of knowledge which is still in its infancy. Research by Burgoyne et al for the ESRC⁴ concluded that, 'there is no single form of management and leadership capability that enhances performance in the same way in all situations, and no single way in which management and leadership development creates this capability. Rather there are many different forms of management and leadership development that can generate many different forms of management and leadership capability, which in turn can increase performance in different ways'. Put more succinctly the impact of any development process is affected by many factors and is specific to the context within which it took place. Our research has sought to explore some of the contextual and other factors which relate to the impact of the programmes.
- 1.13. Research for the Chartered Management Institute⁵ suggests that training and development have greatest impact when:
1. there is a clear link to organisational strategy and priorities;
 2. employers take responsibility to support managers' development;
 3. interventions are designed to build relevant competence and behaviours;
 4. there is a focus on the long-term development of employees.

Our research suggests that the leadership and management development programmes were quite strong on points one and three with evidence of less strength in respect of two and four. This is understandable as it was beyond the scope of the programme to support the development of participants' managers and organisations. It is worth noting, however, as some of the comments made in interviews concerned participants' perceptions (particularly in local authorities) that they were not being given the long-term developmental support from their employers which might have further enhanced the impact of the programmes.

- 1.14. There is an unresolved debate about when evaluation and impact assessment of leadership and management development is best carried out. Boyne (2002)⁶ points to the deficiencies of undertaking short-term evaluations of leadership development, given the variable length of time required to see clear impact measures emerge from any perceptual and behavioural changes that are brought about through investment in leadership and management development. In Section two we set out the reasons why we have used the specific range of approaches taken in this evaluation.

⁴ John Burgoyne, Wendy Hirsh and Sadie Williams (2004), *The Development of Management and Leadership and its Contribution to Performance: the evidence, the prospects and the research needs*, ESRC Research Report for Department for Education and Skills

⁵ Chris Mabey (2005), *Management Development Works: the Evidence*, Chartered Management Institute

⁶ G A Boyne (2002), *Public Money and Management*, London: Routledge

2. Research approach, chosen methodologies and the mechanisms for choice of the research population

- 2.1. The programme of leadership and management development aimed at IVSS managers constitutes one of the largest investments in the development of public services in recent years. The gross population of staff engaged in the management and delivery of services to young people is estimated at over 100,000 (CWDC, 2009)⁷. Of these perhaps 10–12,000 are likely to be in management roles. The population reached across all programme types approaches 6,000 people, which represents a significant proportion of all the managers. Demographic data on all participants can be found in Appendix D.
- 2.2. Given the breadth of the demographics at play in this initiative, significant challenges are clearly evident in reaching what can be considered a representative population for research. Any extensive quantitative analysis would have required a level of investment beyond the resources available, so the parameters chosen became the subject of careful discussions and planning with FPM Training (as programme deliverers) and CWDC. It was agreed at an early stage to attain an appropriate balance of quantitative analysis, supported by clear qualitative assessment of the impact of the development provided. The agreed evaluation samples were:
- The Management Development Programme (MDP) and Management Development Programme Locality Teams (MDP LT) for 5,378 frontline managers. A minimum of 50 in depth interviews would be undertaken with a standard interview format applied.
 - The Leadership Development Programme (LDP) involved 300 aspiring senior leaders from both public and voluntary sectors. A sample of 10 per cent would be approached for interview.
 - The Leadership Enhancement Programme (LEP) involved 267 current heads of service and their voluntary sector counterparts. A 10 per cent population would be approached for interview.
- 2.3. The interim report gathered over 100 hours of interview data from a smaller sample of 14 organisations with around 2-3 individuals from each taking part in interviews. The interim data was used primarily to clarify areas for deeper questioning in the final evaluation. The interim report provided a set of early emerging issues and findings which provided the focus of the interview questions used for respondents in the main sample.
- 2.4. The discussions for the interim report concentrated upon what reasons for programme attendance were identified. Although a small sample of 14 organisations was included in this first round, a clear picture emerged of a desire to improve inter-sectoral relationships. Whilst the overwhelming majority of those contacted for the interim report came from the wider public sector, there was a definite expectation of improving the interplay between sectors.

⁷ CWDC (2009), *A Picture Worth Millions*

- 2.5. Within this sample there was less evidence of an intention to improve career paths for staff and less than might be expected for improvements to management processes. It must however be pointed out that in the early part of 2010 the overall picture for the future of the IYSS agenda was somewhat different to that pertaining in the latter part of the year when macro policy shifts were emerging.
- 2.6. Given the large total population of the programme and the variety of the professional and organisational backgrounds of participants, the evaluator faced challenges in establishing what an overall representative population might be. A target of 100 personalised interviews by telephone or face-to-face was agreed. The sample was constructed to include interviews with participants in all three programmes from the same local authority areas. The sample was developed to ensure it was representative by gender and by employer.
- 2.7. To attain a population close to the target of 100 nearly 160 individual contacts were made with programme participants. Of these a number were reluctant to respond, even with firm commitments to anonymity and non-attribution. A number of participants indicated a willingness to respond, but they were either facing significant work pressures or a small number were leaving their employment in the sector. Nine interviews consisting of eight MDP public sector participants and one voluntary participant were excluded from the evaluation on the grounds that they either breached confidentiality or they were unusable as the respondents themselves did not wish them to be included in the final analysis.
- 2.8. Of the 97 completed interviews 91 were conducted by telephone and six were completed electronically: four due to issues of disability and two as a result of difficulty in contact.
- 2.9. The intention was to include the 14 organisations contacted in the preparation of the interim report amongst the 97 interviews for the final report. This was largely successful though in a small number of cases the actual individuals varied due to career moves and other issues.
- 2.10. The sample includes a relatively higher proportion of participants on the LDP and LEP programmes. This reflects the process of gathering data from participants in the same area. In each area there might be three or four participants from LEP and LDP with 25–30 from MDP: a ratio of around 1:10. The evaluators had to speak to the senior managers, but took a sample of the larger number of MDP participants. We consider that the sample of 50 MDP participants overall provides a reasonable picture of the impact of this programme within the constraints of the scale of the evaluation. The sample also allowed us to focus upon those participants who were most likely to play key and active parts in the overall integration of their services.
- 2.11. Table 1 summarises the final sample population agreed with FPM Training and CWDC.

Table 1: Agreed population and aims of evaluation interviews

Programme	Participants each year	Number in sample	Key aims of the sample
MDP	Year 1 – 1,037 Year 2 – 2,325 Year 3 – 1,692 MDP LT - 324 Total = 5,378	Year 1 – 10 Year 2 – 46 Year 3 – 2 Total = 58	To ensure a fair spread between voluntary sector and the wider public sector. To ensure a spread across urban and rural settings as well as gender and length of service
LDP	Year 1 – 150 Year 2 – 150 Total = 300	Year 1 – 12 Year 2 – 8 Total = 19	As above
LEP	Year 1 – 267	20	As above
Total	5,945	97	

2.12. The sample was further broken down by:

Gender

Table 2: Breakdown of sample by gender

Programme	MDP	LDP	LEP	Total
Male sample size	31	10	10	51
Female sample size	27	9	10	46
Total	58	19	20	97

The global population of the participants was split 60:40 female to male. This varied between programmes with a near 50:50 split in LEP programmes; MDP 63 per cent female and the LDP 60 per cent. The sample in the evaluation interviews was split 47 per cent female to 53 per cent male. This was an artefact of the research relating to interviewees availability, but is taken into account in our analysis and conclusions.

Sector

Table 3: Breakdown of sample by sector

Programme	MDP	LDP	LEP	Total
Voluntary sector sample size	24	8	10	42
Public sector sample size	34	11	10	55
Total	58	19	20	97

Steps were taken to ensure that a representative population of respondents from the voluntary sector were drawn due to the strategic intent behind the investment in the programmes. It was harder to engage voluntary sector representatives, for various reasons.

Region

Table 4: Breakdown of sample by region

Programme	MDP	LDP	LEP	Total
North East	5	2	1	8
North West	8	5	8	21
South East	10	3	2	15
South West	5	1	1	7
East Midlands	4	0	1	5
West Midlands	7	4	5	16
London	7	3	2	12
York and Humber	8	1	0	9
East of England	4	0	0	4
Total	58	19	20	97

Data arising from the evaluation interviews was analysed by English regions. Further study of such regional variations may suggest further strategies for the longer-term integration of services.

Urban or rural location

Table 5: Breakdown of sample by rural and urban organisations

Programme	MDP	LDP	LEP	Total
Urban sample size	38	13	10	61
Rural sample size	20	6	10	36
Total	58	19	20	97

Many localities have features associated with both and many providers straddle both settings. Therefore an element of judgement has had to be applied to the overall data.

Respondent by length of service

Table 6: Breakdown of sample by length of time in service

Programme	MDP	LDP	LEP	Total
Under 3 years in service sample size	20	3	7	30
Over 3 years in service sample size	38	16	13	67
Total	58	19	20	97

The data on length of time in service must be viewed with a little caution as some participants appear to have responded with reference to time in their current post, or with current employer. We know from other data that many of the staff interviewed had been engaged in providing services to young people for many years. (Average age of the managers in the programmes was around 42.)

- 2.13. The above parameters, coupled to the intention to have a blended approach, with both qualitative and quantitative elements, led to the use of a standardised interview. To this end a simple set of easy to respond to questions was agreed, see Appendix A. All respondents would be invited to answer a question about their perception of whether as a result of participation in the programme there was a discernable impact upon leadership capacity, managerial capacity or positive steps taken towards service integration. Responses to the questions are explored further in Section 3. For each of the three principal questions a four point response was elicited:
- significant improvement;
 - moderate improvement;
 - some improvement;
 - not at all;
- 2.14. It is critical to note that a clear attempt was made in this evaluation to have a data set that represented exactly how participants on the programmes perceived higher degrees of integration and leadership capacity. This is achieved through the scaled responses to questions directly assessing the degree of improvement, please refer to Appendix A. Subsequent to this, all respondents were invited to respond to 12 questions, agreed between the researchers and the prime contractor, as commissioners of this work. The questions sought to contextualise their perceptions of how things were changing as a direct result of programme participation, these 12 further questions can be found in Appendix B. The questions were formulated following reflection on findings from the interim report of May 2010. It must be pointed out that significant high level policy changes in relation to services to young people emerged during the preparation for the final report and these

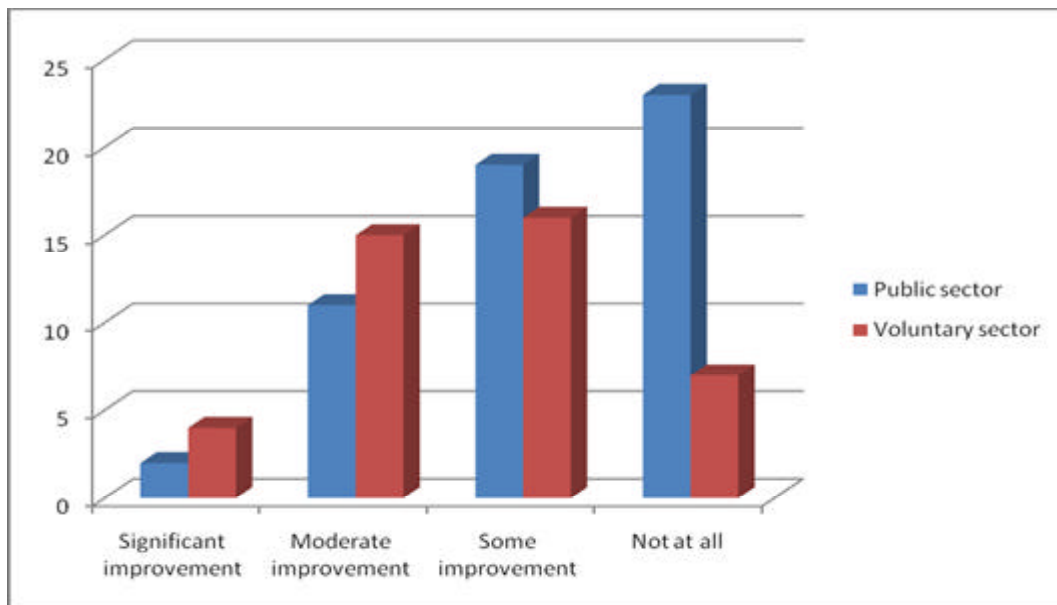
were highly influential in the responses of those contacted as the research population for the final report.

- 2.15. The responses to the 12 contextual questions were recorded by the interviewers and analysed using a key word software system: for each question a set of categories emerged indicating the most common responses. These responses were in turn investigated to determine whether any significant differences emerged when analysed by gender of respondent, their sector, length in service and location.

3. Headline data from the whole sample

- 3.1. In this section we look at the headline data from the three principal questions asked of the 97 respondents polled in this evaluation.
- 3.2. 106 interviews were carried out. Of these 97 interviews (55 with public sector managers, 42 with voluntary sector) satisfied the ethical and practical standards required by the University of Birmingham for the evaluation⁸. Nine interviews did not meet the standards and could not be used (eight public; one voluntary).
- 3.3. Overall 69 per cent reported that participation in the development programmes had led to them taking positive steps to improve their management and/or leadership. A slightly higher figure, 74 per cent of participants reported taking positive steps to improve integration of services. As the programme's intention was to place emphasis upon leadership and management capacity to aid integration this appears worthy of note.
- 3.4. The aggregated data drawn from all three programmes is set out in diagrams 1 to 3. These provide the headline data from the evaluation.

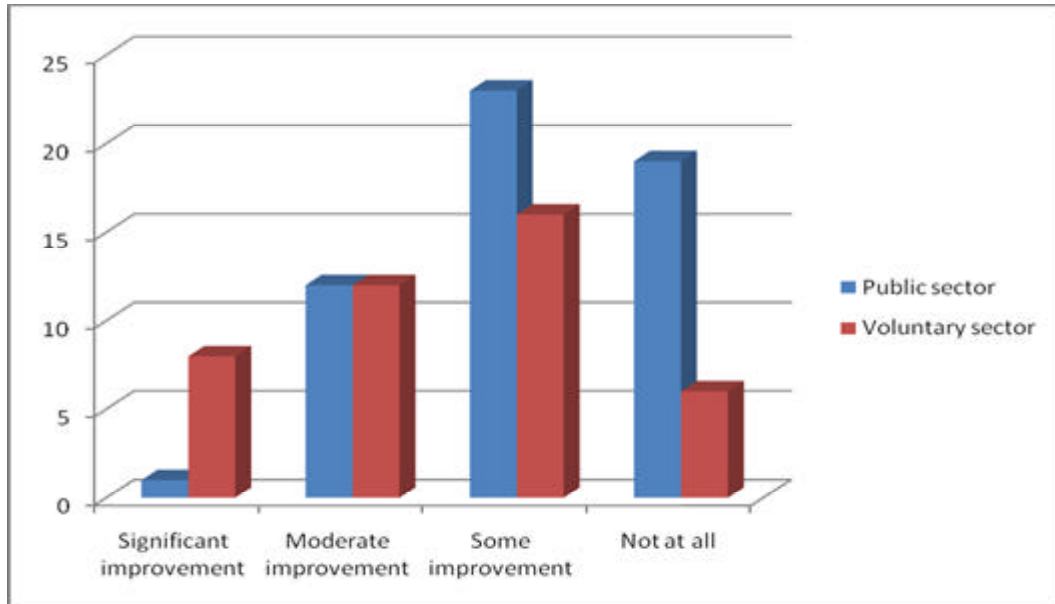
3.5. **Diagram 1 – Steps to enhance leadership**



- 3.6. 69 per cent of the participants reported that they felt there was a positive impact on leadership arising from programme attendance. This figure was significantly higher among voluntary sector managers with 35 out of the 42 managers reporting an impact compared to the 32 of the 55 public sector managers.

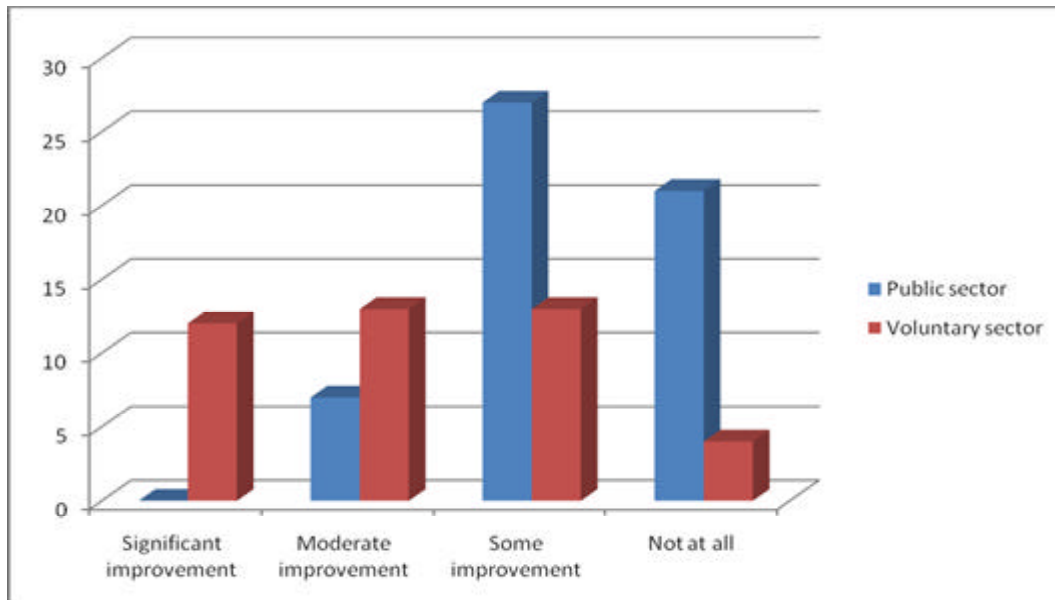
⁸ University of Birmingham follows the ethical guidelines set out by a number of research institutions including the ESRC, MRC, and NERC. All research is subject to ethical review.

Diagram 2 – Steps to enhance management



- 3.7. 74 per cent of participants reported that the programmes had led to steps to enhance their management. 36 of the 42 voluntary sector managers reported improvement compared to 36 of the 55 public sector managers.

Diagram 3 – Steps to enhance integration



- 3.8. 74 per cent of respondents reported improvements to their capacity to enhance integration as a result of the programmes.
- 3.9. 26 per cent of participants did not report benefit to their capacity to enhance integration. There are significantly more such reports from managers in local authority and other public

sector settings. There appear to be contradictions between some of this reporting set against specific examples of changed behaviour, new thinking or approaches described in the later stages of the interviews. We consider this complexity later in this report when we explore the qualitative reporting from the interviews.

Differences in responses between the public and voluntary sectors

- 3.10. Four out of five voluntary sector respondents reported steps to improve management and leadership. This compares to just under three out of five of their public sector colleagues.
- 3.11. The difference in reported impact is even greater in respect of improvement in capacity to integrate services. Three out of five respondents from the public sector reported steps taken to improve integration compared to nine out of ten managers in the voluntary sector. Three out of ten voluntary sector managers described this improvement as significant.

Differences by gender

- 3.12. The 46 women in the sample had a marked tendency to report higher levels of impact in response to all three core questions than males from across both sectors.
- 3.13. Male managers in the voluntary sector were more likely to report steps taken to improve their leadership and management than the men in the public sector population. This was repeated in their reporting of steps taken to improve integration.

Differences between populations served, rural versus urban

- 3.14. Overall only small differences emerged from the evaluation and we do not consider that these were significant. There was some evidence that participants who operate in more dispersed communities felt a slightly greater impact than those who operate in more urban settings. No meaningful difference can be seen overall with regard to positive changes in leadership and managerial capacity between rural and urban settings. Whilst slight differences emerge when analysed by programme type, the overall picture remains consistent.

Differences by length of service of respondent

- 3.15. Some small differences emerged from respondents when analysed by length of service. Those who had been in post longest tended to record the lowest level of impact from the programmes.

4. Summary of data from the MDP Programme

- 4.1. This section is based on responses from 58 participants on the Management Development Programme (MDP). The sample includes managers in both public and voluntary sector settings and was selected to give a reasonable regional spread. The sample is not representative of the gender split across the whole MDP programme with 46 per cent of females compared to 60 per cent across the whole programme. Researchers found it harder to access female respondents than male. The male managers in the sample reported longer periods in post than female managers.
- 4.2. The pattern of the responses from participants in the MDP was broadly similar to that of the whole sample, but with some interesting differences. Again the impact of the programme on those attending from the voluntary sector was noticeably greater than on those from the wider public sector.
- 4.3. The MDP participants from the public sector reported quite low impact on their leadership with only 13 out of the 34 frontline managers reporting positive steps to improve their leadership compared to 20 of the 24 voluntary sector frontline managers.
- 4.4. The public sector managers were less positive about the impact in relation to management, with 17 of the 34 frontline managers reporting improvement compared to 19 of the 24 voluntary sector managers.
- 4.5. The interviewers noted that public sector managers were, at the time of the interviews, caught up in a wave of cutbacks and redundancies. The climate of uncertainty about both jobs and services may have contributed to the more negative assessment of the programmes from managers in this sector. This point comes out strongly in comments quoted from the interviews later in this report.
- 4.6. Voluntary sector managers were, at the time of the interviews much less directly affected by the wider changes in public finances.
- 4.7. The MDP was explicitly aimed at developing the capacity of frontline managers to integrate services for young people. 20 out of 34 public sector managers and 19 out of 24 voluntary sector managers reported improvements in steps to enhance integration. This finding matches overwhelmingly strong reporting in the interviews of the value of cross sector networking, which was an explicit aim of the programme and a key part of its design.
- 4.8. No meaningful overall differences can be seen in the MDP population between regions. There is a marginally higher positive response in the perception of steps taken towards integration in more rural settings.

Diagram 4 – Steps to enhance leadership MDP

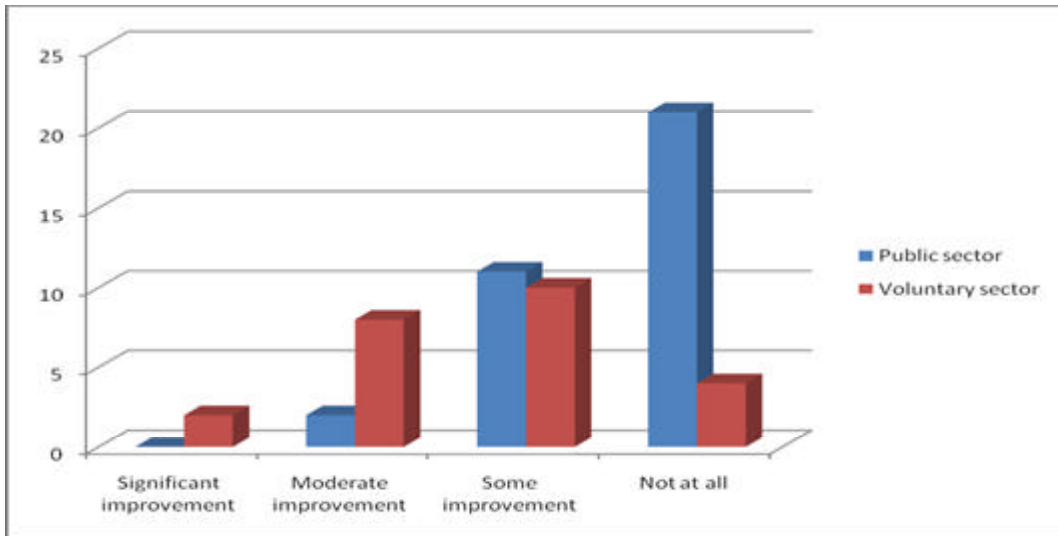


Diagram 5 – Steps to enhance management MDP

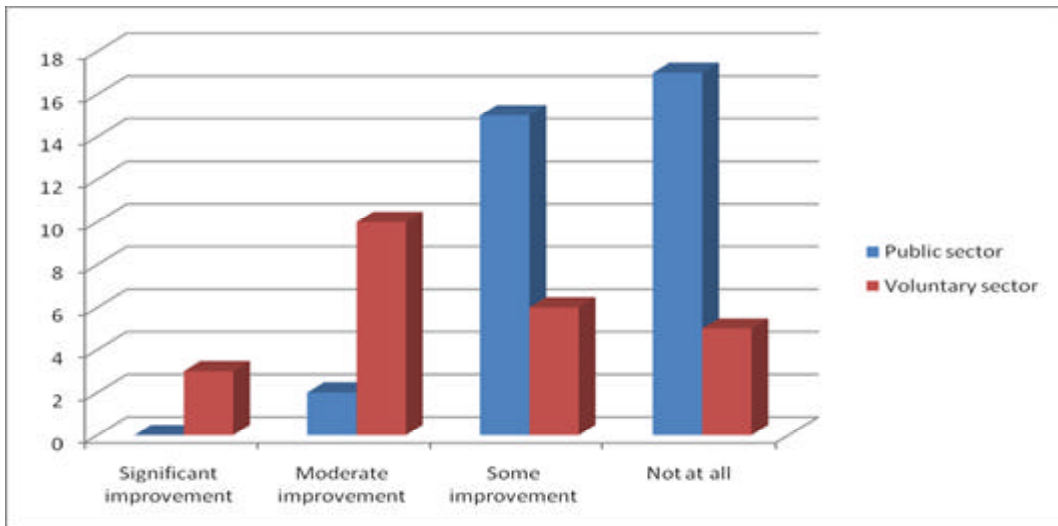
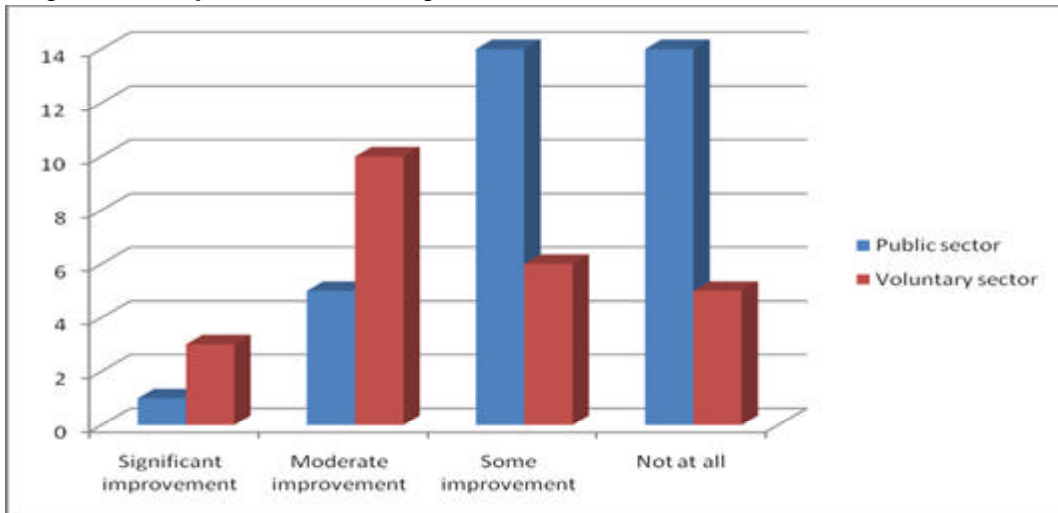


Diagram 6 – Steps to enhance integration MDP



5. Summary of data from the Leadership Development Programme

- 5.1. The Leadership Development Programme (LDP) had an overall population of attendees of 300 over three years with a 50:50 split between representatives from the voluntary sector and the wider public sector. A sample population of 19 was reached in this study. The population of 19 represented a national coverage and a nearly 50:50 split between female and male respondents. A slightly higher proportion of public sector respondents appear in this population, 11 as opposed to eight from the voluntary sector.
- 5.2. Responses from participants in the LDP were the most positive in the whole evaluation. All of the voluntary sector managers taking part reported that the programme had led to steps to improve their leadership, management and capacity to integrate services. Eight out of their nine public sector counterparts reported the same thing.
- 5.3. All bar one LDP respondent reported a positive impact on their capacity to integrate services. It was this issue that generated the most discussion with respondents in the exploration of the overall impact of the programmes.
- 5.4. The female respondents reported a higher level of impact than the male respondents and, in response to the contextual questions, the female respondents highlighted the benefits of networking more strongly than male respondents.
- 5.5. A significant minority of the LDP public sector managers reported challenges to integration internally as well as across sectors. It was not uncommon for respondents to refer to barriers to integration that existed *within* as opposed to *between* sectors. In one case there was a suggestion that greater integration could have been achieved if it were not for local political policy drivers standing in the way of better integration of services. One respondent spoke of the need for elected members to feel that they had to be in direct control of the IYSS agenda. They could only see voluntary sector actors having a place through direct grant aid and felt that the public sector had to be the pace setter. We will return to this point in the conclusions.
- 5.6. Respondents from both sectors commented on the benefits of training together with local colleagues. A number reported that this was likely to provide them with greater resilience, placing them in a better position to collaborate on the development of new ways of working in the face of the severe funding cuts facing the sector.
- 5.7. The diagrams below summarise the responses from participants.

Diagram 7 – Steps to enhance leadership LDP

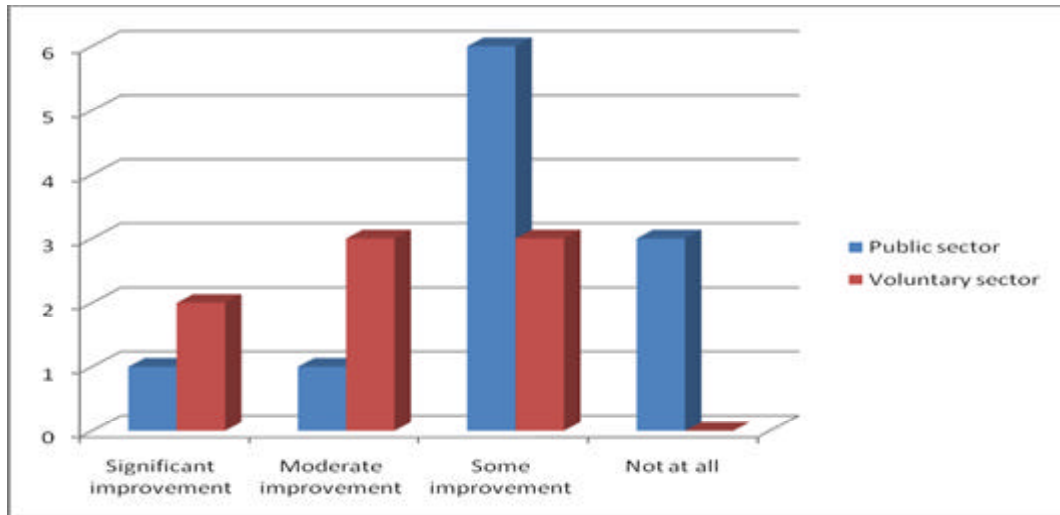


Diagram 8 – Steps to enhance management LDP

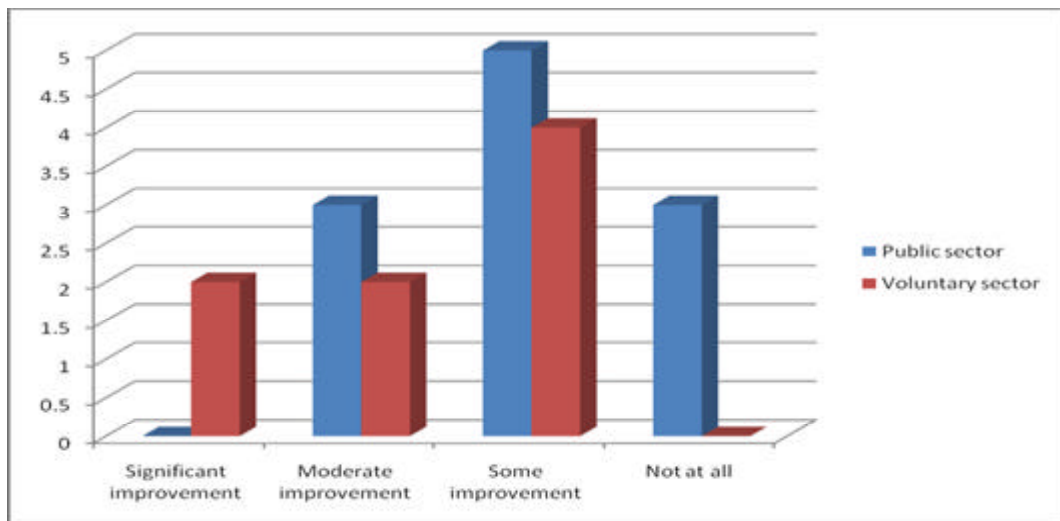
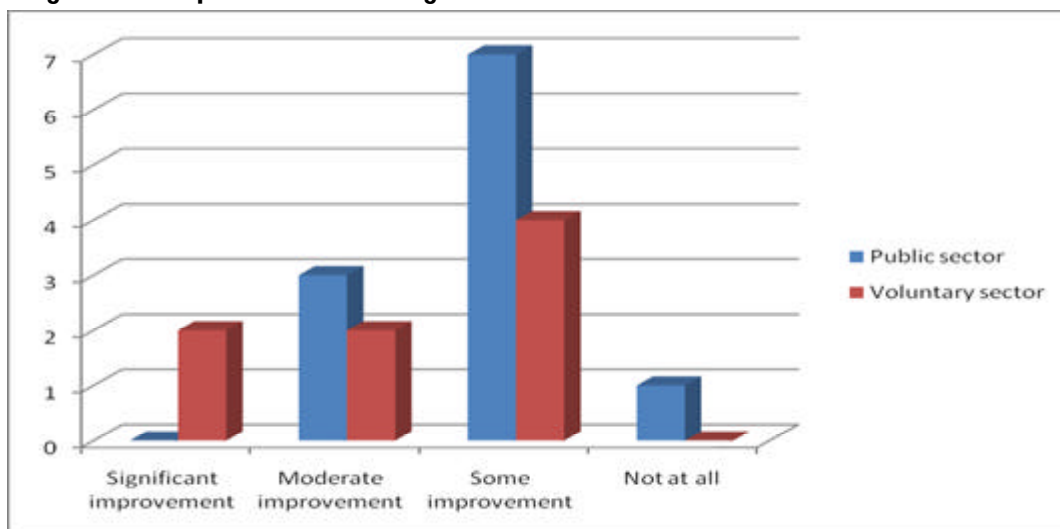


Diagram 9 – Steps to enhance integration LDP



6. Summary of data from the Leadership Enhancement Programme

- 6.1. The Leadership Enhancement Programme (LEP) involved over 260 participants. We interviewed a sample of 20, equally split between male and female.
- 6.2. Within the limitations of this small sample we observed no meaningful regional differences in the responses, nor any differentiation between urban or rural populations.
- 6.3. Responses suggest a higher level of impact than for the whole evaluation sample, with around 80 per cent of managers reporting they had taken steps to improve their leadership, management and capacity to integrate services.
- 6.4. A minority of respondents felt their participation was as much about legitimising attendance for others and less about impact for themselves. A small proportion of this sample felt that immediate impact was hard to quantify. Some who reported no overall positive impact pointed out that they started from a high baseline of existing good relations and positive leadership and management capacity.
- 6.5. Again there is a slightly more positive response from the women in this sample than the men. The respondents who felt that there was a 'significant impact' upon leadership and management capacity were all female.
- 6.6. In the discourse with representatives of the LEP programme there are numerous examples of people describing internal blockages to a truly integrated approach to services for young people. One respondent saw integration being hindered by continual internal reorganisations of the service and having a succession of corporate senior leaders to report to. This had in turn disturbed any sense of continuity in the service and also thrown into sharp relief this individual's relationship with a voluntary sector counterpart. As the service lead was expected to represent their organisation on a variety of partnership boards they felt they failed to carry a consistent message for the youth service and that this had led to tensions between them and their counterpart. The respondent reported that programme participation had helped resolve certain of these tensions.
- 6.7. The diagrams below summarise the responses from participants.

Diagram 10 – Steps to enhance leadership LEP

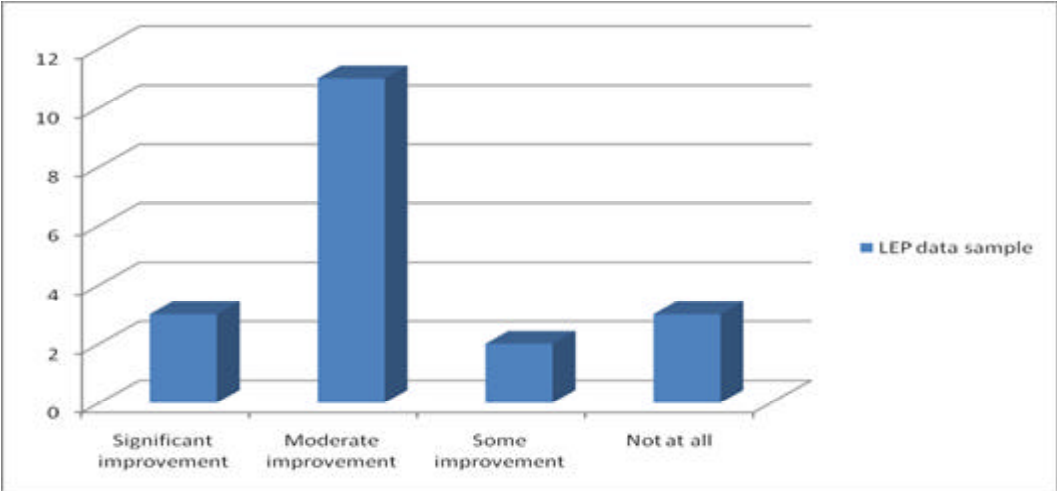


Diagram 11 – Steps to enhance management LEP

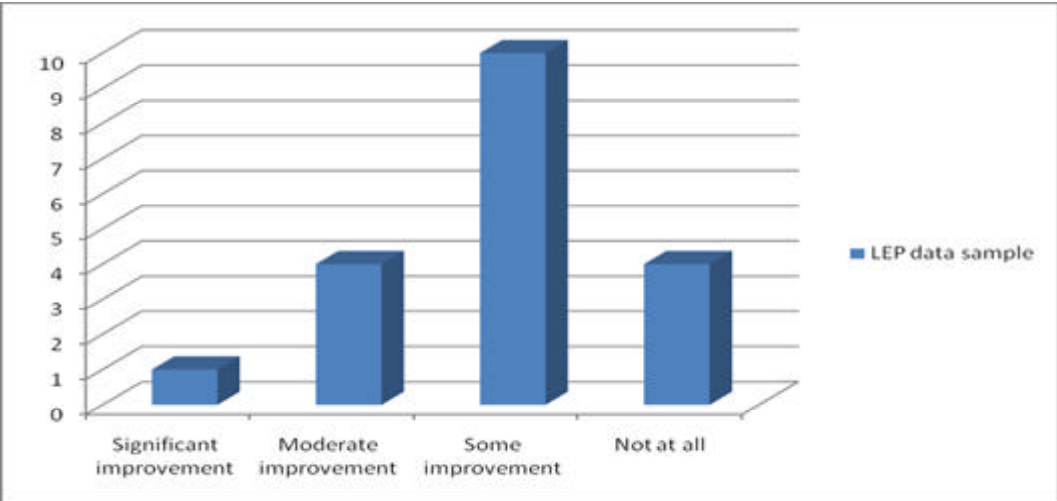
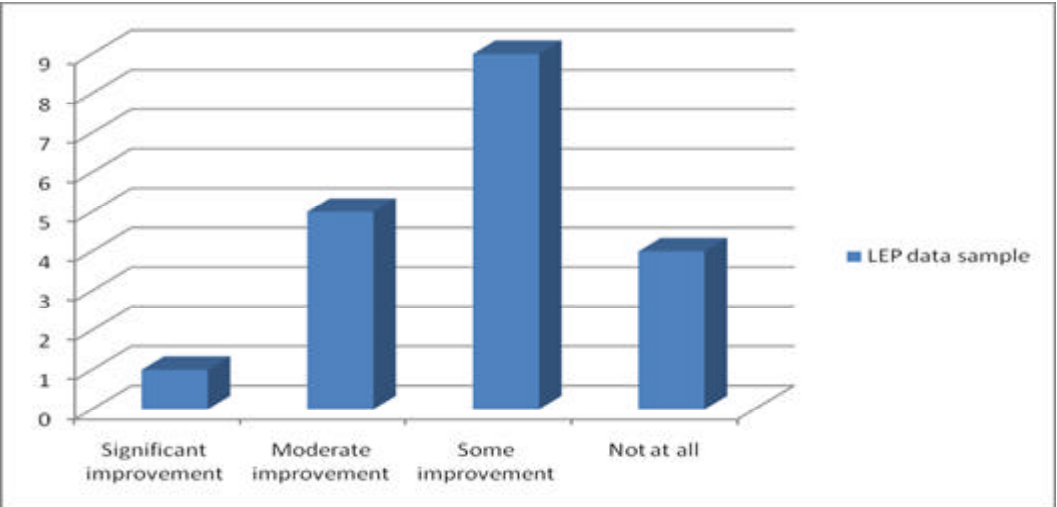


Diagram 12 – Steps to enhance integration LEP



7. Detailed analysis of interview responses

- 7.1. **Question 1: To what extent, if any have the original reasons for sponsoring and participation in the programmes either changed or remained the same?**
- 7.2. In almost every case respondents found this to be an engaging question. It was noted that irrespective of the level of programme participant, the programmes were clearly welcomed although the reported reasons for sponsoring participants varied. Although not quantifiable, many were aware that managerial and leadership capacity was not strong in the sector and that the programmes were a clear attempt to recognise this issue. Nearly all respondents remarked upon the extent of change and strategic direction services delivered to young people were facing. 61 of the interviewees specifically mentioned the changes that had been brought about through service withdrawal and 55 quoted changes brought about through rationalisation and budget reductions.
- 7.3. The stark differences between conditions in late 2009 and the end of 2010 were commented upon by nearly all respondents, irrespective of programme, position or sector. Respondents from both the public and the voluntary sectors expressed concern about both their personal futures and those of the services they work for, 'We are being prepared for the council making a decision about the total withdrawal of the Youth Service – there have already been a number of reports that have indicated that the entire service is being sold down the river...' **(LEP, Head of Service, Public sector)** The circumstances touched on by this respondent demonstrate how changes occurring within organisations would have had an impact on the reasons for sponsoring a programme. Participants were being prepared for entry onto the programmes by their employers; the preparation may have centred upon the intended outcomes of increased leadership and managerial capacity rather than the original main outcome around integration. However reasons for participating in the programmes seemed to be unchanged with respondents reporting that a product of the programme was that they were exploring the wider policy context of IYSS in relation to their personal futures.
- 7.4. Many respondents made negative comments about the suddenness of the change of approach towards young people's services, one interviewee commented, '...what do you mean, "have the reasons for going on the programmes changed?" Everything has changed – there will be no youth service in *****...' **(LDP, Locality Co-ordinator, Public sector)** A number said that participation in the programmes, especially their strong networking elements, had made a significant impact upon their feelings of self-worth and their perception of the importance of a level of professionalism when working in youth and young people's services. Some respondents thought that the investment in training and development had come too late in the history of IYSS, 'Why did they let us go on the programme when they were going to reduce the service to next to nothing?' **(LEP, Centre Manager, Voluntary)**
- 7.5. Especially prominent in some of the remarks from the more senior attendees was the consequent lack of preparedness by organisations for the changes that IYSS was going to face in the corporate agenda. There were some significant remarks from the voluntary

sector representatives, especially the larger, nationally focused charities that many in the voluntary sector were potentially ill prepared for the extra demands that were going to be placed upon them as the public sector contracts in size. Many respondents, especially voluntary sector participants, commented on how participation on the programme had helped them give early thought to the reduction in funding from the public sector and prepare for such changes, '...the programme we did has helped us think through a number of issues around our budget ...' **(LEP, Development Manager CPD, Public sector)**

- 7.6. Perhaps a minor point with regard to this question is the lack of preparedness some participants had prior to attendance on the programmes – a small minority pointed out that they were last minute substitutes for others who were originally nominated to attend the programmes. This featured more strongly with the MDP programme than the others.

'A few of us were told we had to go on the course, but would have jumped to go on the course anyway because any external training like that I think is interesting, I normally find that it is quite cutting edge stuff from FPM and CWDC, so I get to find out stuff that's happening and I try and apply that to the work that I am doing now.' **(MDP, Performance Improvement & Quality Co-ordinator, Public Sector)**

- 7.7. **Question 2: What, if any are the visible signs of impact upon the nature of integrated youth services as a result of programme sponsorship and participation?**

- 7.8. More of the voluntary sector participants responded positively to this question, whilst many of the responses from the public sector respondents appeared more defensive and negative. What is common to both sectors and all programme types is the vital importance attached to the networking opportunities offered through programme participation. Positive reference to networking occurred in 76 responses of all those who responded to this question. Many also referred to continuing networking taking place and others referred to new networks developing, especially networks forming outside of established regional ones already in existence, '...the support I get from networking with others is perhaps the best thing that the programme did for me...' **(MDP, Project Co-ordinator, Voluntary)**

Similarly, one public sector respondent commented,

'The programme got the managers and team leaders together across the youth services, we all learnt about each other and more integration happened as a result where staff were sent across to each other, to use each other's services and do more referrals between the services.' **(MDP, Senior Youth Worker, Public sector)**

- 7.9. 38 respondents cited examples of reviewing established strategies and developing new strategies to meet changing resource patterns and budget cuts. A smaller category of response centred on a growing personal awareness of the issues of the loss of corporate knowledge that will take place as a direct result of service retrenchment and reduction.
- 7.10. A substantial minority of respondents from the public sector expressed the view that the voluntary sector would ultimately gain from the outflow of leadership and management talent from local authorities and other public sector agencies resulting from redundancies and staff cut backs.

- 7.11. A small group of responses centred on the belief that this is the end of integration and that the public sector is irreparably damaged with little opportunity for future recovery. 'Why bother thinking about integration when it's only going to be volunteers around here?' **(LEP, HR Manager, Public sector)**
- 7.12. There appeared to be a difference in the perception of integration between those respondents that operated in urban settings and those in rural areas. Those who operate in more rurality-based localities found greater benefit from exploring issues around the mechanisms for integration around IYSS than those in urban settings. Many of those in urban settings reported that integration was a natural evolution and that relationships between the voluntary sector and the wider public, and across the disparate agencies in the public sector, were generally good in the first place. Reference to co-location of interdependent agencies seemed to be more usual in urban settings. For those respondents in major urban settings such as London and the north-west conurbations there was a history of co-operation and in some instances resource sharing.
- 7.13. Respondents from the South-West and the East Midlands, in both sectors, reported that the process of integrating services for young people was challenging given the issues of travel and communications over more dispersed populations. 'Here in ***** it can take three hours to get out and see people and what's going on, on the ground...that's what makes any sense of integration difficult...!' **(LEP, Centre Manager, Voluntary)**
- 7.14. The response to this question shows no discernable difference if it is explored by respondents' length of service.
- 7.15. There were identifiable differences in tone in between the voluntary and public sectors in relation to approaches to responding to change, especially from those who had been on the LDP and LEP programmes. Some of the public sector managers used strong, directive-managerial language (emphasising command and control), whilst those from the voluntary sector referred more extensively to flexibility and speed of response to dynamic change. 'Here we are like many others – most of our staff work remotely and for limited contracted hours – getting them to talk through what we are doing, why we are doing it is not easy but it has paid off...(as a result of the programme..)' **(LEP, Senior Development Worker, Voluntary)**
- 7.16. One respondent reported the implementation of a sophisticated approach to strategic commissioning which resulted in a joint strategic approach to shared outcomes. This outcome was influenced by the participant's exploration of commissioning during the programme; primarily through the structured sharing of ideas and space to plan how they might be applied in practice. As noted elsewhere, given the broad experience of commissioning in Children's Services few respondents appeared to be actively engaged in commissioning processes, but in this case integrated working appears to have been enhanced through strategic commissioning.
- 7.17. **Question 3: What if any have been the impact measures you have seen emerge as a direct result of sponsorship and participation in the programme?**
- 7.18. 49 of the 97 respondents were unable to offer an answer and as a result the question yielded little of value. It may be that the respondents found the question, with its focus on

impact measures, difficult to understand. Time pressures in the interviews led to researchers moving on if no productive responses were forthcoming. Answers were also affected by the prevailing climate, 'How can the programme have a positive impact when we are being made redundant?' **(MDP, Mentoring Project Co-ordinator, Public sector)**

- 7.19. When pressed 20 respondents did refer to issues around the maintenance of morale and some impact upon self and staff motivation. There is evidence from a number of respondents that participation in the programme has had some impact on their leadership and confidence,

'I understand a bit better how my leadership affects others motivation...' **(LDP, Youth Work Development Manager, Public sector)**

Another respondent also comments;

'The programme made me realise that I might be a better leader than I thought I was...' **(LDP, Middle Manager - Youth service, Voluntary)**

- 7.20. **Question 4: What if any new impact measures have you identified as a direct product of sponsorship and participation in the programmes?**

- 7.21. 66 of the 97 respondents were unable to offer an answer. As a result the question yielded little of value. It may be that, as for the previous question, the respondents found this question, with its focus on impact measures, difficult to understand. Time pressures in the interviews led to researchers moving on if no productive responses were forthcoming. It would be important to highlight however, that although participants were not able to directly identify new impact in response to this question, responses from other questions within the interview clearly demonstrate that participants were impacted in some way by attending the programmes.

- 7.22. Of those who did respond most talked about their personal career employment prospects. A small number, all from the public sector, felt that programme attendance had made them rethink their commitment to the service, and they were taking active steps to take early retirement or seek employment outside the sector.

- 7.23. Whilst there were clearly certain challenges in identifying specific impact measures in the interviews, this is not an indication that the programmes did not have impact. Significant and extensive research into leadership development initiatives does suggest that it can take time for real impact measures to be identified, but in this case we feel that the responses to questions 3 and 4 were affected by the high levels of uncertainty and general levels of stress being experienced by those participating. The fact that 20 participants felt that morale had improved as a direct result of programme participation should be noted as a success factor.

- 7.24. **Question 5: What if any changes have you made as a direct or indirect result of participation in the programmes?**

- 7.25. The vast majority of participants reported, after a gap of several months, that they had made specific changes to their work as a result of the programme. Given that this was a short course and that the environment in which managers were working has changed dramatically since the programmes started, this proportion appears to be very positive.

- 7.26. One of the most prominent benefits reported across all programmes arose from the opportunity to develop new and deeper networks, with 51 respondents specifically touching on this change. One interviewee commented, '...it came to me in a flash that there is an awful lot I could learn from others if I took the time to network with them better...' **(MDP, Connexions Team Leader, Public Sector)** A major positive message is that a large proportion of those attending all types of programmes, irrespective of position or experience in the wider IYSS sector, felt very strongly and positively about the benefits of open discussion and perspective sharing with others who were engaged in the delivery of services to young people.
- 7.27. A majority of the more senior managers spoke of increased levels of confidence to deal head on with challenging issues and press the case for IYSS with higher levels of strategic leadership. Some said they had increased confidence to approach elected members to press the case for youth services, whereas in the past they would not have done so. 'When I did the programme I went back to the board and asked them for some time to review our strategy...' **(LDP, Assistant Director, Voluntary)**
- 7.28. Over a third offered the view that programme participation had directly resulted in urgent reviews of organisational or departmental strategy. This appears to be a striking impact from a short programme. 'The strategy we have is not suitable for what we are about to face...on the programme I began to think about how good we are managing the change process and decided that we need to rethink where we were going and how we were going to get there. In the action learning set I began to realise that some others are much better at this than us and although I am unsure of exactly where to start I know that I have to do something...' **(LEP, Head of Youth, Public sector)**
- 7.29. This was common to both the public and voluntary sectors. Budget pressures were seen as the central driver to these reviews and from the voluntary sector they were partly driven by the threat of grant reduction or removal. For others in the voluntary sector, especially those respondents who came from the larger, nationally-based providers, the programme seems to have offered the opportunity for them to assess the 'gaps in the market' and how best they can reallocate their resources to cope.
- 7.30. A small group of respondents spoke of the need to restructure and reorientate internal human resources. One respondent discussed how they had refocused teams to be more effective in dealing with the demands of strategic change, 'I knew we had a problem with some staff who had been around for a long time but I realised that I would have to change the structure of the department if I were to allow some of the less experienced but more adaptive people to come to the front...' **(LEP, Head of IYSS, Public sector)**
- 7.31. A small number of managers (10) chose this question to offer personal thoughts on their own career aspirations. In most cases they referred to the intention to leave or to seek employment outside the sector. Nearly all of these responses were from the public sector. The driver appeared mainly to be concerns and dissatisfaction with the turmoil in the sector.

- 7.32. A number of respondents made reference to detailed changes that have taken place: for example, relocating offices, negotiating new agreements with other providers, or sharing strategic documents.
- 7.33. Other respondents spoke of improved engagement with agencies outside the formal boundary of IYSS, such as institutions and organisations in criminal justice, schools and safeguarding children. Many of these examples are specific to locations and relate to the networking benefits of programme participation. It was through the discourse with other participants that some have extended their patterns of understanding, contacts and influence. This builds capacity for joint and integrated working.
- 7.34. A small number of managers from more dispersed, rural localities, said they had invested more in making the time to meet and share approaches with others in a regional or sub-regional capacity. This was most evident in the South West of England and the East Midlands where previously, in paragraph 7.13, respondents had referred to their issues with travel and distance. It reinforces points made at other points within the report about the challenges of integrating services in dispersed rural areas. A general observation would be that in rural communities a more independent approach has to be taken given the investment in time required for face to face meetings. In contrast, within urban areas leaders and managers may have more immediate contact with service delivery creating the impression that leaders and managers spend more direct time with those who deliver services. Whilst not quantified from data from the interviews there is a clear impression that managers and leaders in rural areas find it a challenge to invest in direct contact given the cost and time required so to do. This is explored further in the conclusions.
- 7.35. **Question 6: What, if any, are the direct developments in relation to the style of leadership as a result of programme sponsorship and participation?**
- 7.36. This was one of the most productive and engaging parts of the interviews with the vast majority of respondents suggesting that they had been encouraged through programme participation to rethink their approach to leadership. Again many areas were discussed within the interviews, but a select number of themes were prominent. The majority of respondents (80) had aspirations to devolve leadership down hierarchies and just over half of respondents were looking to seek greater collaborative approaches to leadership. One respondent acknowledged how attending the programme had made her re-evaluate her leadership,

'It was crazy when you think about it – so much of what we do is to encourage young people to lead and be effective but we don't put some of that into practice ourselves, I have made quite a few changes since that thought struck me...some of them are quite simple but I don't think I would have done it if I did not have my manager's support and she was on the programme too...' **(MDP, Area Youth & Community Learning Worker, Public sector)**

Another participant also commented on how attending the programmes had allowed her to develop her leadership skills,

'I think the key thing for me is I really do understand situational leadership and it is clear that as circumstances change, leadership and management style needs to change, with changes in the economic and political climate and changes in internal things in the culture of the organisation. I've learnt that there are times when one needs to be commanding and

authoritative, and other times when someone needs to be far more persuasive and present a case rather than be dogmatic, and that is good as it gets you to operate in a variety of ways instead of one tried and tested formula and having a view of one-self which is skewed, the course helps you to shed light on that, that maybe your style isn't necessary appropriate at that moment in time.' **(LDP, Clubs Support Manager, Voluntary)**

- 7.37. A number of people who, in earlier answers, reported low levels of impact from the programme overall, gave positive responses to this question. This suggests that participants drew a distinction between generalised development of leadership or management and more specific changes which they could more readily identify.
- 7.38. Irrespective of sector, gender or programme level the vast majority of participants identified a pressing need to develop greater levels of devolved (distributed) leadership and were applying themselves to this task. One respondent particularly mentioned how attending the programme has helped develop tools to improve his leadership and share these with his colleagues, 'Others in my team have not been on the programme but I have been able to use a lot of stuff that has helped them to lead better...I would not have done that if I had not been on the programme...' **(MDP, NEET Co-ordinator, Public sector)**
- 7.39. This programme sponsor also commented on how attending the programme had enabled their staff to reflect on their leadership practice and develop their skills further and for the better,
- 'I put on five members of my team, and it has been really beneficial for them. Three went on to do the certificate, the two that really needed it it's boosted their confidence and understanding of the wider issues surrounding working with other people, it's improved their own confidence and leadership ability and the same for those who didn't do the certificate. Changed the way they work with their own volunteering teams and how they engage with them and a better understanding of working with people and I'm impressed with the improvements in them, as an organisation it's one of the best things I've sent the guys on. A couple of them really helped them to look at things in a different way and understand where people are coming from and the nature of working with others, implementing changes and being less direct and autocratic.' **(MDP, Programme Sponsor, Voluntary)**
- 7.40. The public sector responses were characterised by two groupings around the need for co-operative leadership. Three quarters spoke of the need to apply leadership skills to improving inter-sector leadership capacity – i.e. between the voluntary and public sectors. Respondents from the public sector who participated in the LEP and the LDP gave examples of needing to increase internal co-operative leadership. This they saw as the hardest leadership challenge. Many of them coupled this issue to the need to apply increased leadership capacity to working effectively with political leadership.
- 7.41. In contrast, the voluntary sector saw benefits in thinking through how to devolve leadership and increase leadership capacity closer to the frontline. 15 voluntary sector managers reported examples of how rethinking their approach to performance management was directly related to programme attendance. 'If there is one thing that I have done that is a

positive change is I am going to try through better leadership to work with those that are underperforming now...' (LDP, Team Leader, Voluntary)

- 7.42. Nine managers (all but one from the public sector) spoke of applying their skills to the challenge of dealing with poor performance in staff. They saw tolerance of poor performance as a significant leadership issue that had emerged for them as a product of programme participation. All the responses in this group were from men.
- 7.43. In comparison with the paucity of responses to questions three and four, many of the responses to this question hinted at managers developing new impact measures in respect of their leadership. 'The problem is we are not seen as professional or as important as schools and the like and we have a huge leadership challenge to be seen as important. They want us to have an impact on so many things but don't give us any recognition, perhaps if we can lead better and work better internally and recognise leadership in each other we might have a fighting chance.' (MDP, Frontline Manager – Connexions, Public sector)
- 7.44. Respondents from both voluntary and public organisations in rural settings mentioned impact in relation to the challenge of balancing the need for leadership with day-to-day administration and management. Some spoke of the excessive time needed to engage with staff, volunteers and partners in outside agencies when travel is taken into account.
- 7.45. Some respondents referred to reframing their thinking around their personal leadership approach, based in part upon the multi-rater (360 degree) feedback component in the programme.
- 7.46. A small number of managers spoke about pressure to conform to a particular style and approach to leadership that is encouraged corporately, that may not always be (in their perception) in the interests of services for young people. For example, where an authority adopted a very top down style of leadership, it was felt to contradict some of the work to engage young people in developing and providing services for themselves, one participant quoted, 'The problem is we work in a place that is so bureaucratic no matter how good you are at leading nobody will recognise it...' (MDP, Young Persons Substance Misuse Co-ordinator, Public sector)
- 7.47. A small minority of respondents were anxious to point out that whilst the programme may have only had limited impact upon their style and approach to leadership, this was less a reflection of the need to increase leadership capacity in their settings, but more a reflection of the high levels of leadership capacity that already existed.
- 7.48. **Question 7: What specific skills of managers and leaders have visibly changed as a result of sponsorship and participation in the programmes?**
- 7.49. Seventy-eight responses to this question again highlight the significant benefit gained by participants from structured interaction with their colleagues, leading to enhanced networking and understanding between sectors and different services. This was the overarching purpose of the programmes.
- 7.50. A handful of public sector respondents offered examples of barriers to integrated working, such as staff being discouraged from networking because it was seen as a potential threat to senior strategic leaders' networks. Some reported that through programme attendance they

were more willing and confident to take this up with their corporate leaders as demonstrated in the following response,

'One thing that has made me really angry in the past is my boss keeps telling me my job is to keep on top of things here whilst he spends half the week charging around the Borough. I thought he did it just to get his mileage allowance – now I realise I cannot do my job properly if I don't talk to others and find out what they are doing. It's costing me and I'm doing it without permission but I am now going out and sharing operational plans with partners and we are making more progress. He will go mad when he finds out what I'm doing but getting a better personal relationship with these people (partners) is such a vital aspect of the job, others were doing this on the programme and I realise I have the skills to do this too.' **(MDP, Frontline Manager – Youth, Public sector)**

- 7.51. Ten people identified development of skills in business planning and setting priorities. This was particularly prevalent in responses from voluntary sector participants on the MDP, where programme participation had alerted them to weaknesses in their fundamental managerial capacity in this area. One respondent particularly focused on the changes to goal setting in their organisation, 'we are really poor at setting goals. The ones we have set are totally mad and meaningless ...now it is fewer and better...' **(LEP, Senior Manager, Voluntary)**

Another respondent also commented,

'It's clear now that we are going to be much smaller and to get the things we want done will require much better planning and better relationships with others, especially if we are going to get more volunteers in to deliver, planning skills are better and we are going to have to use them better too...' **(LEP, Managing Director, Voluntary)**

- 7.52. A handful of respondents had identified the need to develop skills in the use and application of IT, as well as in general human resource management. Although there are too few responses in these categories to see any pattern by sector, it may be judged that one programme outcome is an increased awareness for some people of where they are deficient in certain functional management skills. Five public sector respondents expressed dissatisfaction with their performance appraisal systems, and the setting of targets that did not reflect either leadership issues or how steps were to be taken to improve integration.

This respondent demonstrates how tools gained from the programme have assisted them in their line management and enabled them to improve on the systems already in place, 'I have been able to take some of the tools and apply them to various situations and projects we are working on, we have introduced a much more robust line management system, that has had an impact and improvements have been made to individual performance as well as team performance, and again I can directly attribute that to the course.' **(MDP, Youth Worker, Public Sector)**

There were half a dozen reports of new skills being developed as a result of programme attendance in: communication, conducting supervision and appraisals, and a small number of references, especially from women, to improved skills in 'work-life balance'.

'If there is one thing that has made a big difference it is in appraisals. Historically we have adopted some of the practices of social work and talked too much about supportive supervision. When we have tried to do proper appraisals they have turned into counselling sessions, sometimes this is good but we need to see appraisals as different...' (MDP, **Frontline Manager, Voluntary**)

- 7.53. **Question 8: What, if any specific changes have occurred to the nature of partnership and joint working as a direct result of participation and sponsorship of the programmes?**
- 7.54. It would appear that 'networking' was an issue that was almost universally explored on every programme, given the preponderance of the mentions that it had in this evaluation. What is of interest is that for a large proportion of participants the issues of wider integration and partnership working are seen as one and the same thing. This interconnectivity is most apparent in the responses from the MDP participants. LEP and LDP participants were also at times unclear as to where the distinction was to be made, but for a small minority there was a question about the overall value of formal partnership and joint working. Many respondents gave examples of areas of service which were poorly connected, with drug action teams (DATs) being mentioned most often.
- 7.55. Visible in the responses from the LEP programme, but also from the MDP programme, were reports that the programme had made participants rethink and review their approaches to the way that formal partnership business was conducted. A substantial minority of respondents had negative feelings about how partnership working is conducted in practice. For some of this minority some aspects of partnership working were seen as bureaucratic and time consuming. As a result of the programme some people said they would be reflecting upon their partnership commitments and rethinking their whole approach towards it. A small number of respondents thought that real strategic partnerships were conducted at a level above them and felt they were not always fully engaged in this by their strategic leaders, 'Here partnerships are just a game for senior managers to play, I don't see any papers, no one tells me what is on the agenda, I don't even know when meetings have taken place but yet through some form of telepathy I am expected to manage this service in line with what some of these partnerships expect. I am now networking with the area managers in Chief Execs better to find out what going on but I am not seen as senior enough to be told directly what's going on in these partnerships...' (LEP, **Neighbourhood Manager, Public sector**)
- 7.56. The second largest group of comments (from around a quarter of the participants) centred upon the challenges of sharing resources. Whilst most saw this as a key imperative, and part of moving towards a greater level of integration across the wider young people's agenda, a substantial minority felt there were some practical challenges in achieving this. 'We have placed a lot of emphasis on partnership working here and I think some case studies have been done because we are seen as being really good at it. I know other London Boroughs come to see what we do but I know other Boroughs' IYSS leads better than some for the people here do and although there is a lot of talk of sharing of resources...' (LDP, **Youth and Community Officer, Public sector**)
- 7.57. Looking at the regional pattern of responses to this issue it would appear that partnership working and resource sharing (although this term was not fully defined) is better established

in the more urban settings. There were positive examples of programme attendance leading to new approaches to resource sharing. 'They want us to give up some of our resources but other (partners) will not give theirs up for us. We could make some big savings if we could get access to some venues that are closed at weekends and in the evenings.... I have some really good examples from others on the programme that I am using to change this here.'

(MDP, Senior Youth Officer, Public sector)

7.58. There were further comments on the issue of 'internal' partnership working from a minority of public sector participants. Clearly a number of the more senior leaders in IYSS face considerable internal pressures within their organisations. The general picture is one of less than clear internal reporting lines, lack of effective engagement with corporate strategies and in some cases poor personal relationships as demonstrated by one interviewee, 'It is enough of a challenge to have good working relationships with my external partners but many of my so called internal partners are not working with me. When we talked this through I realised that I had to make a bigger effort to see many of the people who I work with in other departments as my partners....' **(LEP, Head of Division, Public sector)** Again, we need to be aware that a significant proportion of the LEP, LDP and MDP populations from the public sector were critically aware of the resourcing pressures felt by the public sector and the uncertainty this causes.

7.59. There were no marked differences in responses by either gender or length of service.

7.60. **Question 9: Have any expected or unintended benefits occurred as a result of participation and sponsorship of the programmes?**

Across all programmes 30 participants had used the programme as a mechanism to rethink personal career goals. This was especially evident for those in the public sector, across all programme levels, though it was present in the representatives from the voluntary sector as well. The breakdown of responses by programme is marked though – eight from the LDP and six from the LEP reported that they were taking steps to review where their careers were going. Of the MDP participants a smaller number thought that future career issues were raised for them as a product of programme participation, mostly from the public sector again and nearly all with more than three years in their current positions. 'Like so many others I came into this work almost by accident – years ago it was sufficient to be motivated to work with young people and that was enough for most just to get a job, it's late in the day but youth work is really become a profession in its own right and I can now see that I have real transferable skills, if I had been a bit younger I might have thought of seeking another career but I am now encouraging some of the younger people here to think about how they can use their skills in other places though jobs are getting much harder to find.' **(MDP, Team Manager, Public sector)** Of these 16 MDP participants reporting rethinking of personal career goals, again nearly all (15) were from the public sector. In no reported case did any respondent from the public sector voluntarily suggest that they may extend their careers into the voluntary sector.

7.61. One word came up repeatedly from responses to this question – 'confidence'. This may reflect a prevailing lack of confidence in actors within IYSS and that through participation confidence has been increased. There is a slight bias to women referring to confidence

- issues. 'I have more confidence to go to the boss and tell him what I really think rather than what he wants to hear...' **(MDP, Youth Volunteer Co-ordinator, Voluntary)**
- 7.62. Ten respondents described increased awareness of the need to challenge and deal with underperforming staff as indicated by one interview, 'I am much tougher with underperforming staff now than I used to be...' **(MDP, Project Manager, Voluntary)** Of the ten, eight were from the MDP, two from the LDP, all from the public sector.
- 7.63. Other examples of unintended benefits ranged from a small population of participants who sought to make changes to working patterns to a few to achieving a better work-life balance.
- 7.64. Six people offered examples of other lifestyle changes: one made a personal commitment to stopping smoking as a product of the programmes and a few others were thinking through other lifestyle issues, such as gym membership and healthy eating. All but one of these responses came from public sector participants, and they were equally divided by gender. They are relevant as the programmes encouraged the view that leaders need to be proactive in ensuring that they are physically and mentally up to the job. 'I have started to go to gym and taken up more Church work since the programme – for me being a good leader is about having a better work-life balance...' **(LDP, Children's Service Team Manager, Public sector)**
- 7.65. **Question 10: What, if any, new agenda items have jointly arisen as a direct result of participation in the programmes?**
- 7.66. There were just 10 mixed responses to this question varying from increased awareness of the need to work with local politicians (from both sectors) and career orientation. The responses again focused on the importance of the networking opportunities that arose as part of the programme and some participants new outlook on multi-agency working, 'I've met some new people; I'm working closely with youth justice on training programmes for young people, so it has reinforced the importance of close working and sharing work with agencies who are better placed to do that. That's our multi agency working. We support each other's agencies.' **(MDP, Youth Inclusion Programme Manager, Public sector)**
- 7.67. The low response rate may reflect the depth of immersion that all participants had in the broader agenda around IYSS as a result of the programmes.
- 7.68. There were changes in the overall landscape for IYSS in England emerging throughout the period of this evaluation. Respondents were aware that the genesis of the programmes was rooted in a period of somewhat greater optimism for IYSS and the youth and young people agenda as a whole. There was evidence that programme participation had contributed to a significant number of participants being able to cope with and make sense of the unfolding changes. This is apparent in quotes identified throughout this report but especially evident in this response "the strategy we have is not suitable for what we are about to face... on the programme I began to think about how good we are managing the change process and decided that we needed to rethink where we were going and how we are going to get there. In the action learning set I began to realise that some others are much better at this than us and although I am unsure of exactly where to start I know that I have to do something different" **LEP, Manager, Public sector**. In the latter part of 2010 as the unfolding challenge

of resourcing became more apparent it was clear that for many respondents they were finding the climate highly uncertain. Indeed, for some respondents there were early visible signs of stress and a general sense of anxiety about personal futures. The actual immersion in high quality, valued development and learning suggests certain ameliorating effects when participants are faced with significant changes of circumstance. Therefore it may be safe to infer that an unintended benefit of the programmes has been to potentially reduce stress and increase access to support mechanisms such as networking and peer reflection.

7.69. **Question 11: What changes, if any have occurred to future direction and strategy for IYSS as a direct result of participation and sponsorship of the programmes?**

7.70. There is a clear and near universal picture of impending uncertainty underpinning most responses to this evaluation. From the points above it can be deduced that both voluntary and public sector respondents feel that in the near future youth services are going to have a much increased dependence upon the voluntary sector. One respondent had the view that the current climate offered an interesting opportunity for the private sector to play a key role in the delivery of youth services.

'We spent a lot of time talking about vision and strategic direction in my group and how it is now impossible to see where the agenda is going for young people – what is clear to me though is that they want all the benefits without any money to support it. We heard Cameron talking about the "Big Society" and for us it seems that it will only be the third sector who are to do anything. I think they are going to have a bigger problem as much of what they do is dependent upon grant aid here. The City is in a spiral of decline with new problems coming up all the time – the only place to be in the future is in the voluntary sector – we have no resources anymore....' (LEP, Head of Service – Probation, Public sector)

7.71. Thirty-five of the respondents who were either unable or unwilling to offer a clear response to this question were men.

7.72. **Question 12: Any other relevant comments to the participation and sponsorship of the programmes?**

7.73. Given the diverse nature of responses to this question no attribution to any specific sector or grouping or programme can be made. Whilst it is outside of the scope of this work to make any reference or analysis of the programme content many were keen to express their views. Comments were made around the following themes:

- poor internal nominations mechanism for programme attendance;
- no internal follow up to attendance;
- no linkages to appraisal and performance management;
- lack of appreciation prior to attending the training of the wider IYSS policy framework;
- poor understanding of the structure and nature of the public sector;
- lack of clear accountabilities for outcomes;
- did not realise how specialised the language was around IYSS;

- lack of awareness of the pathways to accreditation;
- poor involvement of health stakeholders;
- have training that aimed at councillors (elected members);
- the opportunity to have feedback from others on the programme was welcome ;
- felt some sense that the youth agenda was valued through having a dedicated programme ;
- mixing public and voluntary sector representatives was useful;

8. Discussion of findings

Higher impact on voluntary sector managers

- 8.1. The responses from managers in voluntary sector organisations are significantly more positive than those from managers in the public sector. This was most apparent among front line managers.
- 8.2. This may reflect a number of factors:
- Managers in voluntary organisations may have had less exposure to training and development opportunities as their organisations may be less likely to commit resources.
 - Managers in the public sector did appear to have been more directly affected by changes in the wider context – cuts, redundancies and restructuring – all of which may have reduced their sense of purpose and agency – both vital components of confident leadership. This was reflected in the interview discourse.
 - The managers in the voluntary sector are slightly younger on average than their statutory sector counterparts. The impact was lower among the longer serving voluntary sector managers. This may suggest that the programmes had greatest impact on those managers who were still forming their ideas and practice regarding leadership and management.

Female managers report slightly greater impact

- 8.3. Female managers at all three programmes in the voluntary sector report the highest levels of impact from the programmes on their management and leadership capacities and their capacity to integrate services. It is important to note that the differences in reporting were slight.

Longer serving male managers reported lowest impact

- 8.4. The lowest level of positive responses came from male managers in the public sector. The longer in post, the less likely they were to report positive benefit from participation in the programmes.

Regional differences not marked

- 8.5. It is only within the MDP population that any clear differentiation can be seen by regional breakdown and then it is only two regions, the North East and London where there is any marked difference. In these two localities a slightly less positive impact on management capacity was reported from the public sector.
- 8.6. Responses were slightly more positive from managers from rural areas, but given the size of the sample and the overlaps in coverage of areas this should be treated with caution.

The critical issue of integration

- 8.7. There was a marked change in overall climate between the first phase field work leading to the interim report of May 2010 and the interviews undertaken for the final report. The backcloth of the reforms to public services in the latter 1990s and the early part of the last decade concentrated much on developing seamless service delivery across the entire public service. Comments from the first phase and the interviews for the final report suggest that the idea of integration was reasonably well established. At an operational level it is evident that for many, especially the MDP participants, that close working between the public and the voluntary sectors is an established norm.
- 8.8. For senior leaders in the public sector there are however certain barriers to integration present. We would evidence this in the number of the more experienced and senior leaders in the local authority sector offering clear and unambiguous evidence that, however good their personal leadership is, they are part of a complex network of partnerships where there are multiple agendas and competing priorities. These do not always support integration of services.
- 8.9. The interim report suggested that where staff from one agency are working towards an integrated seamless delivery mode, they may experience real tensions if working side by side with staff from contrasting organisational climates and systems, that do not share the same approach to integration. This is evidenced by the interim fieldwork highlighting differing appraisal systems for staff, contrasting employment conditions and differing career paths between the wider public sector and voluntary sector. Whilst it is easy to dismiss these issues they do present significant leadership challenges for the senior leaders in the sector.
- 8.10. The responses from the voluntary sector suggest that their managers often have a good appreciation of the complexity of delivering public services. Their comments suggest that through sharing learning and development they have become better prepared to respond to this complexity.

9. Conclusions

- 9.1. Participation in the Management and Leadership Programmes had a significant, positive effect on the majority of participants at all levels.
- 9.2. Nine out of ten participants reported specific positive changes to aspects of their leadership and management as a result of the programmes.
- 9.3. The biggest single impact, reported almost universally, concerned the huge value attached to the programmes in relation to building new relationships with others working in services for young people. The programmes set out to create interaction between the public and voluntary sectors and between the many different professionals and service groups which exist in this field. It is clear from the responses that this aspect of the programmes succeeded. We can conclude that the programmes will leave a legacy of relationships and networks which can provide in the future a stronger basis at all levels for integrated working in services for young people.
- 9.4. When responding to questions on the more general impact of the programme, almost three quarters of the participants felt that participation had enabled them to take positive steps to improve their management and leadership of the integration of services for young people.
- 9.5. When looking at the actual processes involved in integration the evidence from services operating in rural and dispersed population areas suggests that this presents differing challenges to more concentrated, urban populations. Quite simply the consumption of resources to cover large dispersed populations carries with it greater costs in time and resources than that reported in urban settings.
- 9.6. The biggest impact overall related to change concerned with improved capacity to lead or manage integrated services for young people. This was the purpose of the programmes and on this basis the evaluators must conclude that the programmes were successful.
- 9.7. The evaluation took place in a climate of increasing financial austerity and political change which directly affected many of the participants – drastically reducing budgets, job losses and uncertainty over the future. The impact of the programmes has been affected by this new austerity. It is clear that many managers – particularly in the public sector – were having to completely rethink their approach to providing services for young people. Many of the underlying assumptions about the structure and delivery of services had, by January 2011, been questioned or overturned. Also, the backcloth of significant change is known to have negative impact measures related to stress and demotivation – programme participation may have in certain cases provided a support mechanism that has contributed to reducing these negative aspects.
- 9.8. We highlight below some of the more detailed conclusions we have drawn from the findings.

Differential impact on participants

- 9.9. The impact of the programmes was not reported evenly:
 - The greatest impact was reported by managers from voluntary organisations.
 - Female managers reported slightly higher levels of impact than men.

- The least impact was on long-serving, male, public sector managers.
 - The reported impact of the LDP was highest by some margin. This was the only programme that involved competitive application for places.
 - There were few significant regional variations.
- 9.10. The voluntary sector managers are likely to have had less access to training and development than their public sector counterparts and this may be the main reason for some of the differences.
- 9.11. The lower impact among long-serving, male managers in the public sector may reflect the existence of a significant number of people who have been in their posts for a long time. There may be a risk that this group of managers has become set in its ways and some may be facing burn out. This conclusion is supported by the significant number of managers from the public sector who were prompted by the programmes to reflect on their careers and futures in services for young people.
- 9.12. We can also reach a tentative conclusion that there is a greater appetite for management learning and development in the voluntary sector than in the public sector.
- 9.13. The evidence from the LDP confirms that where participants make an active choice to take part in a programme, their readiness to learn and consequent impact of the programme are significantly heightened.

Inconsistent organisational support

- 9.14. The programmes were provided to managers and their organisations. Research suggests impact is greatest where there is consistent organisational support for managers' development. In this respect many of the managers report the opposite and this is likely to have had a less than helpful effect on the impact of the programmes.
- 9.15. There were numerous references in the public sector to internal blocks and barriers to effective partnership and integrated working. Many managers reported a sense of helplessness in the face of their authorities' behaviour, lack of coherence and lack of consistent support for their areas of work. There were references to organisational complexities and opaque power distributions that stand in the way of integration. There is not much point in developing enhanced leadership skills, if you are not given the space and support to practise them. These factors may be reflected in the lower impact accorded to aspects of the programme by public sector managers.

Value of effective commissioning to integration

- 9.16. It is interesting to note, in the context of an increased focus in the commissioning of services, that within this sample we picked two localities that have more advanced approaches to strategic commissioning. Outcome-based approaches to commissioning services appeared to assist the strategic approaches towards integration. This is set against a backdrop of increased emphasis being placed by central government upon alternative forms of service delivery in all sections of the public sector and may indicate that where strategic

commissioning is more advanced there is a greater capacity to explore a wider range of alternatives to the way that IYSS services are delivered.

- 9.17. As indicated in the interim report certain approaches to integration could be impacted upon through the strategic management approach taken in the wider local authority. Where strategic commissioning is in practice it may be easier to focus on outcomes and then determine the best mechanism for provision at a local level. Although specific instances of commissioning were not sought in the interview sample it is suggested that outcome-based approaches to commissioning do have certain positive implications for integration.

Leadership development is a long-term process

- 9.18. Development of leadership capacity is a 'slow burn' issue; it can take time for individuals to implement and operationalise their new perspectives on leadership. The impact of the programmes will manifest itself differently in differing localities and organisations and will change over time. Indeed, evaluation of leadership and managerial interventions demands a longitudinal approach to have any meaning. If all those we have engaged with in this work were to be approached again in the future we have no doubt that the pattern of responses would change. It takes time for learning and development to be absorbed and translated into action on the ground, but the indications are there that this capacity has been created.

Integrated working comes about through discourse and interaction

- 9.19. Overall, it is certain that there has been great benefit in sharing the development opportunity across sectors; the evidence clearly endorses the original strategic intention that through sharing a common development agenda, joint benefits will arise. Although higher levels of immediate impact were reported from the voluntary sector, this may be a reflection of differing organisational cultures, differing participant values attached to learning and development, or differing resource availability for learning and development.
- 9.20. We can conclude that, if service providers are to work effectively together in future, opportunities for managers to spend time together, learn, share practice and challenge will be vital. Our research shows that the Leadership and Management Programmes created an environment for this to happen. The evidence from the evaluation is that the programmes have left a legacy of networks and relationships, shared knowledge and new behaviours that is likely to have beneficial impact on services for young people in the years to come.

A final note

- 9.21. Returning to issue of the problematic nature of evaluating the impact of leadership and management development interventions, a number of issues may emerge over the future that have not appeared in this final report. For many of the participants of this significant and bold intervention new impact measures may emerge over time. It is clear that many of the people who have so willingly contributed to this evaluation are experiencing unprecedented change – the reported high value of networking and sharing experiences

across the differing contexts within IYSS may pay much longer term benefits than are evident at this time.

Appendix A: Interview questions

Sponsors: Seek supplementary responses to all answers to contextualise

Programme ref.

Programme level

- a) To what extent have positive steps been taken to: enhance leadership of the service?

1 = Not at all
2 = Some improvement
3 = Moderate improvement
4 = Significant improvement

- b) : enhance the management of the service

1 = Not at all
2 = Some improvement
3 = Moderate improvement
4 = Significant improvement

- c) : enhance integration of the Youth Service(s)

1 = Not at all
2 = Some improvement
3 = Moderate improvement
4 = Significant improvement

Participants Seek supplementary responses to all answers to contextualise

Programme ref.

Programme level

d) To what extent have positive steps been taken to: enhance leadership of the service?

- 1 = Not at all
- 2 = Some improvement
- 3 = Moderate improvement
- 4 = Significant improvement

e) : enhance the management of the service

- 1 = Not at all
- 2 = Some improvement
- 3 = Moderate improvement
- 4 = Significant improvement

f) : enhance integration of the Youth Service(s)

- 1 = Not at all
- 2 = Some improvement
- 3 = Moderate improvement
- 4 = Significant improvement

Appendix B: the research questions

1. To what extent, if any have the original reasons for sponsoring and participation in the programmes either changed or remained the same?
2. What, if any are the visible signs of impact upon the nature of integrated youth services as a result of programme sponsorship and participation?
3. What if any have been the impact measures you have seen emerge as a direct result of programme sponsorship and participation?
4. What if any new impact measures have you identified as a direct product of sponsorship and participation in the programmes?
5. What if any changes have you made as direct or indirect result of participation in the programmes?
6. What if any are the direct developments in relation to the style of leadership as a result of programme sponsorship and participation?
7. What specific skills of managers and leaders have visibly changed as a result of sponsorship and participation in the programmes?
8. What, if any specific changes have occurred to the nature of partnership and joint working as a direct result of participation and sponsorship of the programmes?
9. Have any expected or unintended benefits occurred as a result of participation and sponsorship of the programmes?
10. What, if any new agenda issues have jointly arisen as a direct result of participation in the programmes?
11. What changes, if any have occurred to future direction and strategy for IYSS as a direct result of participation and sponsorship of the programmes?
12. Any other relevant comments to the participation and sponsorship of the programmes?

Appendix C: Overall programme population breakdown

Total sample size

- Total sample size = 97
- Number of public sector respondents = 55
- Number of voluntary sector respondents = 42

	Male	Female	Urban	Rural	>3 years in post	<3 years in post
Public sector	34	21	32	23	12	43
Voluntary sector	17	25	29	13	18	24

Management Development Programme sample size

- Total sample size = 58 (including 4 Management Development Programme Locality Team participants)
- Number of public sector respondents = 34
- Number of voluntary sector respondents = 24

	Male	Female	Urban	Rural	>3 years in post	<3 years in post
Public sector	21	13	22	12	10	24
Voluntary sector	10	14	16	8	10	14

Leadership Enhancement Programme sample size

- Total sample size = 20
- Number of public sector respondents = 10
- Number of voluntary sector respondents = 10

	Male	Female	Urban	Rural	>3 years in post	<3 years in post
Public sector	6	4	5	5	1	9
Voluntary sector	4	6	5	5	6	4

Leadership Development Programme sample size

- Total sample size = 19
- Number of Public sector respondents = 11
- Number of voluntary sector respondents = 8

	Male	Female	Urban	Rural	>3 years in post	<3 years in post
Public sector	7	4	6	5	1	10
Voluntary sector	3	5	7	1	2	6

Appendix D: Leadership and Management programme demographic data

Management Development Programme

Total number of candidates = 5,054

Year 1 = 1,037

Year 2 = 2,325

Year 3 = 1,692

Sector	Year 1	Year 2	Year 3	Totals
Youth Work	41%	32%	27%	32%
Voluntary and Community	32%	35%	41%	36%
Connexions	14%	11%	11%	12%
Youth Justice	3%	4%	3%	3%
Learning Mentor and Educational Welfare	3%	6%	6%	6%
Health & Social Care	4%	6%	8%	6%
Extended Services	3%	6%	4%	5%

Gender	Year 1	Year 2	Year 3	Totals
Female	57%	66%	63%	63%
Male	43%	34%	37%	37%

Qualifications	Year 1	Year 2	Year 3	Totals
Foundation Degree	7%	10%	9%	9%
Honours Degree	52%	50%	40%	48%
Postgraduate Degree	19%	19%	15%	18%
Professional Qualification	63%	61%	43%	56%
Management Qualification	1%	2%	0%	1%
Other	3%	13%	9%	10%

Age	Year 1	Year 2	Year 3	Totals
Under 25	2%	3%	4%	3%
25 - 34	24%	28%	32%	28%
35 - 44	32%	29%	32%	32%
45 - 54	32%	31%	25%	29%
Over 55	10%	9%	7%	8%
Average Age	42.30	40.50	38.76	40.15

Disability	Year 1	Year 2	Year 3	Totals
Yes	4%	4%	8%	5%
No	73%	71%	58%	67%
Prefer Not To Say	23%	25%	34%	26%

Ethnicity	Year 1	Year 2	Year 3	Totals
British	79%	71%	75%	74%
Irish	3%	3%	2%	3%
Other White	2%	4%	4%	3%
African	3%	4%	3%	4%
Indian	2%	3%	2%	2%
Caribbean	8%	10%	7%	9%
Other Asian	1%	3%	2%	2%
Other black*	0%	1%	1%	1%
Pakistani	2%	1%	4%	2%

Management Development Programme – Locality Teams

Total number of candidates = 324

Sector	Year 1
Youth Work	24%
Voluntary and Community	22%
Connexions	10%
Youth Justice	4%
Learning Mentor and Educational Welfare	12%
Health & Social Care	14%
Extended Services	14%

Gender	Year 1
Female	64%
Male	36%

Qualifications	Year 1
Foundation Degree	7%
Honours Degree	44%
Postgraduate Degree	21%
Professional Qualification	52%
Management Qualification	3%
Other	10%

Age	Year 1
Under 25	3%
25 - 34	20%
35 - 44	32%
45 - 54	36%
Over 55	9%
Average Age	42.84

Disability	Year 1
Yes	2%
No	60%
Prefer Not To Say	38%

Ethnicity	Year 1
British	81%
Irish	1%
Other White	2%
African	1%
Indian	3%
Caribbean	5%
Other Asian	4%
Other black*	0%
Pakistani	3%

Leadership Development Programme

Total number of candidates = 300

Year 1 = 150

Year 2 = 150

Sector	Year 1	Year 2	Totals
Youth Work	37%	22%	30%
Voluntary and Community	50%	49%	50%
Connexions	4%	6%	5%
Youth Justice	0%	3%	1%
Learning Mentor and Educational Welfare	7%	9%	8%
Health & Social Care	0%	6%	3%
Extended Services	2%	5%	3%

Gender	Year 1	Year 2	Totals
Female	60%	60%	60%
Male	40%	40%	40%

Qualifications	Year 1	Year 2	Totals
Foundation Degree	11%	10%	10%
Honours Degree	58%	57%	57%
Postgraduate Degree	29%	32%	31%
Professional Qualification	56%	48%	52%
Management Qualification	2%	4%	3%
Other	11%	16%	13%

Age	Year 1	Year 2	Totals
Under 25	1%	1%	1%
25 - 34	33%	30%	31%
35 - 44	33%	38%	36%
45 - 54	28%	26%	27%
Over 55	5%	5%	5%
Average Age	40.33	40.40	40.36

Disability	Year 1	Year 2	Totals
Yes	8%	7%	7%
No	72%	77%	75%
Prefer Not To Say	20%	16%	18%

Ethnicity	Year 1	Year 2	Totals
British	79%	73%	76%
Irish	3%	4%	4%
Other White	6%	5%	5%
African	3%	4%	3%
Indian	1%	2%	2%
Caribbean	3%	5%	4%
Other Asian	3%	5%	4%
Pakistani	2%	2%	2%

Leadership Enhancement programme

Total number of candidates = 267

Gender	Year 1
Female	49%
Male	51%

Qualifications	Year 1
Foundation Degree	7%
Honours Degree	51%
Postgraduate Degree	37%
Professional Qualification	70%
Management Qualification	8%
Other	9%

Age	Year 1
Under 25	0%
25 - 34	7%
35 - 44	31%
45 - 54	40%
Over 55	22%
Average Age	48.00

Disability	Year 1
Yes	2%
No	83%
Prefer Not To Say	15%

Ethnicity	Year 1
British	89%
Irish	3%
Other White	2%
African	1%
Indian	1%
Caribbean	2%
Other Asian	2%
Pakistani	0%

Appendix E: Reasons for sponsoring table – drawn from the Interim report, May 2010

Reason	Lowest expectation level	No reported preference	Highest expectation level
Improving inter-sectoral relationships (across CY&F)			12/14
Improving interdisciplinary relationships		9/14	
Improving resource allocation processes		9/14	
Improving service delivery in relation to outcomes	6/14		10/14
Offering more coherent career paths to staff	3/14 5/14		
Improving joined up internal working		9/14	
Improving contracting mechanisms and approaches	1/14		
Improving overall business management	6/14		
Improving overall partnership working			10/14 12/14
Improving decision making processes		8/14	
Other Recognising/rewarding talent	7/14		
Taking advantage of a "one-off" opportunity			

Appendix F: Detailed analysis of interview responses

Question 1: To what extent, if any have the original reasons for sponsoring and participation in the programmes either changed or remained the same?

Change identified	No of people
Significant change brought about through service withdrawal	61
Significant change brought about through service rationalisation	55
Significant change brought about through budget reductions	55
Some change brought about through change of strategy	10
Personal responses – career advancement	10
Personal responses – increased awareness for better management and leadership	19

Question 2: What, if any are the visible signs of impact upon the nature of integrated youth services as a result of programme sponsorship and participation?

Change identified	No of people
Significant improvement brought about through networking amongst others in IYSS	76
Significant change to organisational strategy	38

Question 3: What if any have been the impact measures you have seen emerge as a direct result of sponsorship and participation in the programme?

Change identified	No of people
Unable to offer an answer	49
Significant improvement to staff morale	20

Questions 4: What if any new impact measures have you identified as a direct product of sponsorship and participation in the programmes?

Change identified	No of people
Unable to offer an answer	66

Question 5: What if any changes have you made as a direct or indirect result of participation in the programmes?

Change identified	No of people
Invested more in networking especially across the sectors	51
Rethought overall business strategy especially in light of severe funding changes	36

Reconsidered personal career trajectory	10
Reviewed internal relationships	10
Restructured internal teams	10

Question 6: What, if any, are the direct developments in relation to the style of leadership as a result of programme sponsorship and participation?

Change identified	No of people
Aspiration to devolve leadership down hierarchies	80
Seek greater collaborative approaches to leadership	60
Increase awareness of political leadership	56
Introduce more performance based approaches to leadership	23
Seek to deal with poor performance of others through better leadership	8

Question 7: What specific skills of managers and leaders have visibly changed as a result of sponsorship and participation in the programmes?

Change identified	No of people
Networking skills	78
Business planning skills	10
Performance management	10

Question 8: What, if any specific changes have occurred to the nature of partnership and joint working as a direct result of participation and sponsorship of the programmes?

- Responses varied

Question 9: Have any expected or unintended benefits occurred as a result of participation and sponsorship of the programmes?

Change identified	No of people
Review personal career goals	30
Refocusing effort on underperforming staff	9

Question 10: What, if any, new agenda items have jointly arisen as a direct result of participation in the programmes?

- Responses varied

Question 11: What changes, if any have occurred to future direction and strategy for IVSS as a direct result of participation and sponsorship of the programmes?

Change identified	No of people
Significant increase in role for the voluntary sector	55

Have no idea/could not offer a response	40
Have clearer idea of who provides	1
Increased private sector provision	1

Acknowledgements

Overall, the willingness, clarity of response and enthusiasm to add to this evaluation by respondents is to be noted and commended and reflects well on the quality of experience that participants had across all programme types.

Thanks are also due for the guidance and support of the FPM staff and for their assistance in gaining access to programme participants and others who have been involved in such a large and complex undertaking.