

3

# Management



Halton's Social Work Academy

## Pre-requisites before this stage

The management stage 3 is for all current managers. This stage will provide you with the opportunity to develop your current skills as a manager and enhance your knowledge to develop your career to the next stage.

You will have experience of leading students, Newly Qualified and Qualified Social Workers throughout all stages of their career.

You will be able to demonstrate good practice in all areas and have a passion for developing others. Your line managers will be confident in your practice and support your next stage of your career.

## Overview of where your career is currently at

At this stage of your career you will be an experienced manager who is looking to expand your knowledge and skills to improve practice within our teams and develop your leadership skills.

You will be looking to attend these courses to strengthen your current practice or to enhance opportunities in your career progression to a higher level of management.

The training opportunities listed below are available through application as listed and each have set requirements to attend which will be reviewed by the facilitators on application.

## Pathways Programme Level 2 – middle managers

For middle managers who are leading and supervising a team of social workers including managing practice supervisors.

Pathways Programme 2 will give you evidence-informed tips, tools and approaches to:

- Set and communicate a vision for your team
  - Embed anti-racist, anti-discriminatory and anti-oppressive practices
  - Build a culture of effective feedback within your team
  - Support the mental health and wellbeing of your team
  - Draw on and critique research to develop the quality of practice
  - Work effectively with key stakeholders to lead positive change
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## How to evidence you have completed this stage

On completing the Pathways 2 programme you will receive a certificate of completion and CPD record. The CPD record provides details of your learning and supports you to log your CPD for professional registration.

You can enjoy exclusive access to leadership networks, including joining the Frontline Fellowship, a growing community of social workers trained by Frontline. In the Fellowship you can continue to develop your skills, share excellent practice and turn your insight into innovations, with continued support from Frontline.

Completion of the aspirant pathway prepares you for promotion to middle manager roles and completion of the in-role stage prepares you for accessing further learning through Pathways courses available to heads of service and above.

## ILM Level 5

The ILM Level 5 Certificate and Diploma in Leadership and Management are designed for practising middle managers, helping them to develop their skills and experience, improve performance and prepare for senior management responsibilities.

The courses are delivered through a combination of online and work based learning to develop a range of leadership and management skills, both formally and through work based learning. Programmes are split into modules, each with a blend of online learning and practical activities. Students submit an assignment for each module, from which they receive regular feedback, and these also form the basis of their assessment. In addition, each student has a monthly coaching session (by Skype or phone) with their own dedicated management coach.

## ILM 7

The ILM Level 7 Certificate and Diploma in Leadership and Management are ILM's most senior qualifications.

They are designed for practising and aspirant senior managers and leaders who are seeking to develop their professional capability and personal brand, at the same time recognising that they must satisfy various stakeholders. These managers will be looking to make the best use of resources, understand the need to innovate and optimise performance, within the strategic context of the organisation. They may also have to present arguments for change, construct business cases, lead change implementation and evaluate the impact of that change. Each course is delivered through a unique blend of learning, centred on executive coaching, that is tailored to the needs of each student. They are demanding courses, but the rewards can be very high.

The Level 7 Certificate and Diploma are most prestigious qualifications in their own right and are the Institute of Leadership and Management's most senior awards. They can provide students with up to 60 credits at Level 7. These credits are equivalent to a PG Certificate and one third of a Masters in most University business schools. They can be used as a stepping stone into advanced entry into Masters level qualifications. The Academy of Leadership and Management has developed strong links with a number of Universities and can facilitate advanced entry to MSc and MBA qualifications. For more details, contact us directly.

Successful completion of these qualifications also provides eligibility for ILM Fellowship.

Pathway 2 is a 10 month programme with a time commitment of approximately seven days, including two residentials (two days/two nights).

The programme is fully funded by the Department of Education, so there is no charge to you or your employer. However, it's vital that you attend all sessions and are given sufficient time to complete the self-study modules to ensure you can gain the full benefit of the programme.

**In-role applicants:** Confirmation of your line manager support will need to be provided in the application form to ensure full engagement and participation in all elements of the programme.

## ILM 5

The Certificate consists of six modules (detailed below), which provide a broad coverage of the key skills required by a practising middle manager. This provides a solid foundation for personal development and provides valuable insights into the skills required to manage a variety of situations.

	<b>Certificate</b>	<b>Diploma</b>
Duration	<b>6 months</b>	<b>12 months</b>
Online delivery with coaching support	<b>x</b>	<b>x</b>
Structure	<b>6 modules</b>	<b>7 modules</b>
<ul style="list-style-type: none"> <li>Module 1 - Becoming an effective leader</li> </ul>	<b>x</b>	<b>x</b>
<ul style="list-style-type: none"> <li>Module 2 - Managing projects in the organisation</li> </ul>	<b>x</b>	<b>x</b>
<ul style="list-style-type: none"> <li>Module 3 - Understanding financial management</li> </ul>	<b>x</b>	<b>x</b>
<ul style="list-style-type: none"> <li>Module 4 - Management coaching and mentoring</li> </ul>	<b>x</b>	<b>x</b>
<ul style="list-style-type: none"> <li>Module 5 - Leading innovation and change</li> </ul>	<b>x</b>	<b>x</b>
<ul style="list-style-type: none"> <li>Module 6 - Developing critical thinking</li> </ul>	<b>x</b>	<b>x</b>
<ul style="list-style-type: none"> <li>Module 7 - Managing own continuing professional development</li> </ul>	<b>Or, Module 7 only</b>	<b>x</b>
Assignments	<b>6</b>	<b>7 including CPD plan</b>

ILM 7	Certificate	Diploma
Duration	4 months	12 months
Blended delivery including executive coaching structure	x	x
Structure	1 module	3 modules
<ul style="list-style-type: none"> <li>Module 1 - Developing leadership and management capability through enquiry</li> </ul>	x	x
<ul style="list-style-type: none"> <li>Module 2 - Developing a high-level business case</li> </ul>		x
<ul style="list-style-type: none"> <li>Module 3 - Developing and maintaining a high-performance culture and optimising resources</li> </ul>		x
Journal and portfolio assessment	x	x
<p><b>Entry requirements:</b></p> <p>There are no specific entry requirements but participants will normally be either practising or aspirant senior managers with the opportunity to meet the assessment demands. They will normally be expected to be able to demonstrate this through holding some form of leadership and/or qualification at level 5 or above.</p>	x	x

### **How to evidence in practice**

Your training will be evident within the support you provide to your team and wider service. This will be observed through completion of the documents required to pass each of the courses which are governed by the providers.

Your line manager will include your learning within your supervisions whilst discussing your personal development.

### **PCF**

Professional development is a key aspect of Social Work, and the Professional Capabilities Framework (PCF) provides a framework for Social Workers to review their capabilities throughout their career. As a manager you will meet standards set in the below.

### **Progression requirements**

If you are looking to progress to the next stage in your career please speak with your manager to consider additional opportunities to enhance your experiences and learning in order to apply any new roles.

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**Links to resources** - Click or scan the QR codes to explore more



**BASW -**  
Strategic Social Worker



**Frontline -**  
Pathway 2



**ILM -**  
Level 5 Certificate



**ILM -**  
Level 7 Certificate



**Research in Practice**



**CPD Spreadsheet**  
for partners



**Training Internally -**  
Halton Adult Learning Course List