

Pathway 1 curriculum

Three-month programme for practice supervisors

Use of self as a leader

Leaders will be supported to develop effective use of self as a leader through:

- Understanding how personal values inform approaches to leadership
- Developing knowledge of how intersectionality, power and oppression operate in children's social care and how to become more inclusive as a leader
- Ensuring the voice of children and families are central to practice and decision making
- Understanding how to use networks to increase impact as a leader.

Effective team leadership

Leaders will examine their role in setting and establishing effective team culture and systems through:

- Principles of effective supervisory practice
- Establishing a feedback culture and how this can be used to improve individual and team performance
- Improving team ways of working to become less bureaucratic so that practitioners can spend more time with children and families

Leading impact with wider systems

Leaders will consider how they can positively influence the wider social care system through:

- Drawing on best available evidence to develop the quality of practice
- Influencing strategies and their application to working with external partners
- Effectively managing risk through consideration of multiple perspectives and highest leverage intervention opportunities

Three individual coaching sessions in which leaders are supported to progress against personal leadership development goals

All teaching supports leaders to develop in line with the **4C leadership capabilities**: maintaining **curiosity**, providing **clarity**, managing **complexity** and expanding **capacity**

Pathway 1 curriculum

Three-month programme for practice supervisors

Residential	Self-study	Online workshop
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Use of self as a leader

Effective team leadership

Leading impact with wider systems

Leadership and values

Understand how personal values inform approach to leadership

Inclusive leadership – social graces and beyond

Develop understanding of intersectionality, power and oppression as a leader

Listening to children and families

Ensure the voice of children and families are central to your work and that of your supervisees

Building networks to lead change

Understand how to use networks to increase impact as a leader.

The what, why and how of effective supervision

Examine and apply key principles for effective supervision as a leader in social care

The what, why and how of effective feedback

Understand how establishing a feedback culture can positively impact team and individual performance

Reducing bureaucracy

Support social workers to do their best work by tackling bureaucracy as a leader

Research and evidence in practice

Identify evidence you draw upon when making decisions and understand what's needed to evidence impact

Risk management and decision making – a systemic approach

Examine how to consider multiple perspectives when assessing risk and making decisions as a leader

Influencing others and extending impact

Examine influencing strategies and how they can be applied to working with external partners

Upon successful completion of the programme, leaders will have access to continued opportunities through the **Practice Supervisor network**

Three individual coaching sessions in which leaders are supported to progress against personal leadership development goals

All teaching supports leaders to develop in line with the **4C leadership capabilities**: maintaining **curiosity**, providing **clarity**, managing **complexity** and expanding **capacity**

Leaders will have access to a range of additional self-study resources to complement their learning on the programme.

Pathway 2 curriculum

Ten-month programme for middle managers (and aspirant middle managers)

Use of self as a leader

Leaders will be supported to develop effective use of self as a leader through:

- Understanding how personal values inform approaches to leadership
- Strategies to challenge racism and create more inclusive practices
- Integrating and championing the lived experience perspective within social work practice
- Understanding how to use networks to increase impact as a leader.
- Applying a public narrative approach to aid effective communication as a leader
- Examining ways in which the 4C leadership capability framework can be used on the programme and beyond

Effective team leadership

Leaders will examine their role in setting and establishing effective team culture and systems through:

- Exploring frameworks that build understanding of wellbeing and support healthy team functioning
- Understanding how establishing a feedback culture can positively impact team and individual performance
- Examining how to create and implement an effective strategic vision
- Expanding knowledge of and practice skills in structured group supervision
- Understanding frameworks to support effective change management

Leading impact with wider systems

Leaders will consider how they can positively influence the wider social care system through:

- Exploring effective communication and positioning with multi-agency partners
- Identifying evidence to draw upon when making strategic decisions and understanding what's needed to evidence impact
- Reflecting on individual skills of good judgement and identify how to develop them further.

Three individual coaching sessions in which leaders are supported to progress against personal leadership development goals

All teaching supports leaders to develop in line with the **4C leadership capabilities**: maintaining **curiosity**, providing **clarity**, managing **complexity** and expanding **capacity**

Pathway 2 curriculum

Ten-month programme for middle managers (and aspirant middle managers)

Residential
1

Residential
2

Self-study

Deliberate
practice
session

Online
workshop

Use of self as a leader

Leadership and values

Identify personal values and how to move them from professing words to practising behaviours

Let's talk about race

To learn about and reflect on strategies to challenge racism and create more inclusive practices

Unlocking the power of lived experience

To explore how leaders integrate the lived experience perspective into their work

Building networks to lead change

Understand how to use networks to increase impact as a leader.

Public narrative self-study and DP session

Understand and apply public narrative approach to aid effective communication as a leader

Models of effective leadership and 4C framework

Explore ways in which you can use the leadership capability framework on the programme and beyond

Effective team leadership

Building individual and team wellbeing

Explore frameworks that build understanding of wellbeing and support team functioning

The what, why and how of effective feedback

Understand how establishing a feedback culture can positively impact team and individual performance

The art of strategic leadership

Examine how to set a strategic vision and bring your team along with you in implementation

Effective group supervision

Expand knowledge of and practice skills in structured group supervision

Leading through change

Understand frameworks to support effective change management

Choice of self-study units

- Individual supervision
- Surviving and thriving as a leader
- Leading with Pride
- Reducing bureaucracy

2x further deliberate practice sessions with coaches

Leading impact with wider systems

Maximising relationships with multi-agency partners

Explore effective communication and positioning with other agencies

Self-study and workshop - Research and evidence in practice

Identify evidence you draw upon when making strategic decisions and understand what's needed to evidence impact

Self-study and workshop - Approaches to judgements and decision making

Reflect on your own individual skills of good judgement and identify how you can develop them even further.

Choice of self-study units

- Neurodiversity, disability and social work
- Food inequality and poverty aware practice
 - Listening to children and families

Your leadership development journey

Final presentations at the end of the programme

Four individual coaching sessions in which leaders are supported to progress against personal leadership development goals

Pathway 3 curriculum

Twelve-month programme for heads of service (and aspirant heads of service)

Use of self as a leader

Leaders will be supported to develop effective use of self as a leader through:

- Understanding how values and beliefs show up in leadership and inform vision for practice
- Critically examining how the voices of children and families are integrated in decision making and service design
- Maintaining emotional wellbeing as a leader, in teams and in organisations
- Understanding how to use networks to increase impact as a leader.
- Applying public narrative approach to aid effective communication

Effective team and organisational leadership

Leaders will examine their role in setting and establishing effective team culture and systems through:

- Understanding the organisational, societal and individual cost of race inequality and the tools to support inclusive leadership
- Supporting teams to manage risk effectively, working towards a position of safe uncertainty
- Creating an environment in which people feel able to raise issues of discrimination and feel confident that these will be addressed
- Leading personal and organisational change effectively and inclusively
- Supporting team wellbeing through change processes

Leading impact with wider systems

Leaders will consider how they can positively influence the wider social care system through:

- Influencing and inspiring in a multi-agency context
- Identifying and applying evidence that can be drawn upon when making strategic decisions and understanding what's needed to evidence impact in the wider sector
- Navigating the political context of leadership as a head of service
- Engaging with examples of innovative practice in sector-aligned organisations

Experiential visits and peer-led practice groups

- Choice of experiential visit – an immersive experience for leaders to explore and observe innovative practice in a partner agency
- Peer led practice groups – structured peer-led sessions to reflect and problem solve with other leaders on the programme

Six individual coaching sessions plus two coaching triads (with line manager and coach) in which leaders are supported to progress in line with the **4C leadership capabilities**: maintaining **curiosity**, providing **clarity**, managing **complexity** and expanding **capacity**

Pathway 3 curriculum

Twelve-month programme for heads of service (and aspirant heads of service)

Residential 1

Residential 2

Self-study

Experiential visit

Online workshop

Use of self as a leader

Effective team and organisational leadership

Leading impact with wider systems

Leadership and values

Understand how values and beliefs show up in leadership and inform vision for practice

Listening to children and families

Critically examine how the voices of children and families are integrated in decision making

The emotionally healthy leader

Reflect how we can become more emotionally healthy as individuals, in teams and in organisations

Creating meaningful connections

Understand how to use networks to increase impact as a leader.

Public narrative

Understand and apply public narrative approach to aid effective communication as a leader

Choice of self-study unit

- Surviving and thriving as a leader
- Leading high-quality supervisory practice
- Models of effective leadership

Leading personal and organisational change

Understanding responses to change and how to develop and implement an effective change management processes

Anti-racist leadership

Understand the organisational, societal and individual cost of race inequality and develop tools to support inclusive leadership

Influencing and inspiring in a multi-agency context

Understand and utilise your powers of influence to work towards positive outcomes for children and families.

Modelling inclusive leadership: an organisational perspective

Create an environment in which people feel able to raise issues of discrimination and feel confident that these will be addressed.

Choice of self-study unit

- Leading with Pride
- Neurodiversity, disability and social work
- Food inequality and poverty aware practice

Supporting team wellbeing through change processes

Understand how to support and maintain staff wellbeing in the context of organisational change

Leading change inclusively

Develop skills in championing and supporting diversity as a key enabler of effective change management

Towards a position of safe uncertainty

Support teams and multi-agency partners to manage risk, adopting a position of safe uncertainty

Self-study and workshop - Research and evidence in practice

Identify evidence you draw upon when making strategic decisions and understand what's needed to evidence impact

Choice of self-study unit

- Leading improvement at scale
 - Innovating as a leader
 - Reducing bureaucracy

The political context of leadership

Working effectively with key stakeholders to navigate the local and national political context

Using evidence to inform strategy

Identify evidence you draw upon when making decisions and understand what's needed to evidence impact

Experiential visits

immersive experience for leaders to observe and explore innovative practice

Your leadership development journey

Final presentations at the end of the programme

Six individual coaching sessions plus two coaching triads (with line manager and coach) in which leaders are supported to progress against personal leadership development goals

Pathway 4 curriculum

Twelve-month programme for practice leaders (and aspirant practice leaders)

Use of self as a leader

Leaders will be supported to develop effective use of self as a leader through:

- Examining different leadership models and how these can be applied in practice
- Understanding the organisational, societal and individual cost of race inequality and tools to support inclusive leadership
- Understanding how values and beliefs show up in leadership practice and inform vision for practice
- Developing a deep understanding of how work impacts individual and organisational wellbeing
- Critically examining how the voices of children and families are integrated in decision making

Effective team and organisational leadership

Leaders will examine their role in setting and establishing effective team culture and systems through:

- Building a culture of learning that celebrates success and uses mistakes as opportunities for development and growth
- Prioritising the allocation of time and resources based on greatest impact for children and families
- Effective approaches to change management
- Understanding the ingredients for a successful Ofsted inspection
- Ensuring that diverse and inclusive team cultures are developed and supported through change processes

Leading impact with wider systems

Leaders will consider how they can positively influence the wider social care system through:

- Drawing on best available evidence to develop the quality of practice
- Identify evidence they draw upon when making strategic decisions and understand what's needed to evidence impact
- Navigating the complexity of social work accountability and local government priorities
- Understanding the impact and influence of senior leadership during an inspection
- Developing an innovative approach to service design
- Navigating the political and corporate context of social work leadership

Shadowing opportunities

- Ofsted ILACS inspections (in-role only) – shadow a HMI completing an inspection of another service
- Coach shadowing – a leader's allocated coach will observe them in practice on a chosen date to inform leadership development work together
- Senior leader shadowing – shadow a leader from a different LA to gain insight into their practice

Six individual coaching sessions in which leaders are supported to progress against personal leadership development goals in line with the **4C leadership capabilities**: maintaining **curiosity**, providing **clarity**, managing **complexity** and expanding **capacity**

Pathway 4 curriculum

Twelve-month programme for practice leaders (and aspirant practice leaders)

Residential
1

Residential
2

Self-study

Shadowing

Online
workshop

Use of self as a leader

Leadership models for social work
Explore different models of leadership and how these apply in context

Anti-racist leadership
Understand the organisational, societal and individual cost of race inequality and develop tools to support inclusive leadership

Leadership and values
Understand how values and beliefs show up in leadership and inform vision for practice

The emotional labour of leadership
Gain a deeper understanding of how the work impacts individual and organisational wellbeing

Self-study and workshop – Moral and ethical dilemmas and decision making
Draw on experience and knowledge to lead through complex situations,

Listening to children and families
Critically examine how the voices of children and families are integrated in decision making

Shadowing opportunities

- Ofsted ILACS inspections (in-role only)
 - Coach shadowing
 - Senior leader shadowing

Effective team and organisational leadership

Building a culture of feedback and learning
Build a culture of learning that celebrates success and uses mistakes as opportunities for development and growth

Self-study and workshop - Effective prioritisation
Prioritising the allocation of time and resources based on greatest impact for children and families.

Change management and effective implementation
Understanding responses to change and how to develop and implement an effective change management processes

Supporting organisational wellbeing and stability through change processes
Understand how to support and maintain staff wellbeing in the context of organisational change

Choice of self-study unit

- Leading improvement at scale
 - Preparing for Ofsted
 - Innovating as a leader
- Models of effective leadership

Ofsted workshop (aspirants only)
Understanding the ingredients for a successful Ofsted inspection

Leading impact with wider systems

Self-study and workshop - Research and evidence in practice
Identify evidence you draw upon when making strategic decisions and understand what's needed to evidence impact

Using evidence to inform strategy
Identify evidence you draw upon when making decisions and understand what's needed to evidence impact

Leadership and innovation
Developing an innovative approach to service design

Working in a political and corporate context
Working effectively with key stakeholders to navigate the local and national political context

Choice of self-study unit

- Leading with Pride
- Neurodiversity, disability and social work
- Food inequality and poverty aware practice
 - Surviving and thriving as a leader
- Leading high-quality supervisory practice

Your leadership development journey
Final presentations at the end of the programme

Six individual coaching sessions in which leaders are supported to progress against personal leadership development goals



The Pathways programme supports leaders to develop knowledge and skills in line with the **4C leadership capability framework**, which draws from:

- Seven Features of Practice and Seven Outcomes
- PQS for Practice Supervisors
- KSS for Practice Leaders
- Frontline research.

Core leadership concepts are revisited multiple times across the course of the four pathways. This reflects Frontline's **spiral curriculum approach**, in which concepts are taught iteratively, with each iteration reinforcing and moving beyond the last.

Core concepts include:

- Value based leadership
- Listening to children & families
- Equity, diversity and inclusion
- Effective Prioritisation
- High quality supervision
- Wellbeing
- Risk Management & Decision Making
- Research & Best Practice
- Influencing & Inspiring
- Effective Feedback
- Change Management

