



Leadership  
for change

# Future Directors Programme

**A single National Programme for those who aspire to director-level roles in the provision of public services**

The Future Directors Programme is a leadership development programme for senior leaders who are ambitious both for themselves and for the people that they serve. The programme has been constructed around two, three-day residential seminars, designed to introduce participants to a way of thinking about leadership which acknowledges that, when dealing with the most challenging decisions, there is no manual to hand that offers a straightforward set of instructions about what to do next. By the end of the programme, participants will be better able to exert influence, gain consent for pragmatic solutions based on a strong sense of public value, determined by inclusive dialogue and deliberation and informed by evidence and democratic values.

**“Excellent programme without which I don’t think I would have been able to secure my DPH post”**

**- Cohort 3 participant**

## About the Programme

The Future Directors Programme, which is part of the 'Leadership for Change' suite of programmes, is an ongoing collaboration between the Staff College and Public Health England. The programme has evolved from other senior leadership programmes offered to aspiring directors across the public sector and provides an opportunity for senior officers, who specifically aspire to director level roles in children's services (however configured) and public health, to learn from each other and together prepare for the next phase of their careers.

The programme content is rooted in the notion of there being 'a single public pound' and aims to prepare participants for director level roles, which arguably have broader remits, reflecting the changing context of public services in general and local government in particular. Participants will work both within and outside their professional 'group', with technical content pertinent to their current role delivered outside of the core programme by their individual leadership development agencies.

## Objectives of the Programme

Public services, and people involved in their provision, are facing unprecedented challenges. Roles are becoming more wide-ranging, and people working in senior roles are increasingly finding themselves responsible for services outside their historical area of expertise. At the same time, the relationship between the citizen and the state is increasingly unsettled while there is increasing fluidity between the public, private and not-for-profit sectors, as integrated delivery becomes more established and new alliances take shape.

The step up to a director level role requires a willingness to embrace and handle volatility, uncertainty, complexity, and ambiguity which, are now the characteristics of senior leadership challenges in the public sector. This programme is about finding ways of working successfully in a difficult and unpredictable space, where you may be alone, but you can't operate in isolation, where you may have to take risks, but your first concern has to be for the welfare of others.

The objectives of the programme are:

- ✓ To introduce participants to a number of 'core concepts' about leadership in the public sector, including 'adaptive' leadership, public value and systems thinking
- ✓ To share thinking about the contribution and value of citizen and community capital in delivering improved public welfare outcomes
- ✓ To help participants explore their own potential for leadership at the most senior level and develop the resilience needed to cope with the demands that it will make on them
- ✓ To provide a safe learning environment for participants to review their practice and work in depth with others on a personal 'leadership challenge'
- ✓ To prepare for the challenge of operating at director level, as a leader, as a member of an executive team, and as a key player in the wider system.

## Who should apply?

Priority will be given to applications from individuals who are able to demonstrate their aspiration and readiness to step up to a director level role in Public Health or Children, Young People and Family Services, as well as 2nd tier officers with extended remits (i.e. people services roles).

We will also accept applications from individuals who work at 2nd tier or equivalent roles and come from, but are not limited to, the following:

- ✓ Adults Services
- ✓ CCGs
- ✓ Commissioning
- ✓ Education professionals
- ✓ Other Local Authority disciplines such as Housing, Community Services etc.
- ✓ Voluntary and Community Sector (where there is direct involvement in the provision of public services)
- ✓ Private Sector (where there is direct involvement in the provision of public services)
- ✓ Housing Associations.

## Eligibility Criteria

The programme is intended for those who:

1. Are interested and able to step up to a director level role in the next 1 - 3 years
2. Are committed to continued professional development and the ongoing review of their professional skills and competences
3. Are committed to deepening personal learning about leadership and making behavioural changes that impact positively on those around them
4. Will actively share learning from the programme with colleagues through their leadership approach
5. Are applicants from Public Health, with a requirement that they be registered with the General Medical Council or other regulatory body (where appropriate)
6. Are applicants from Children's Services, who will be required to demonstrate significant experience and expertise in the field.

Participants will be asked to confirm they meet these eligibility criteria during the online application process.

Programme participants will be highly committed, with the ability to dedicate the time to complete the programme in full. They will require sponsorship from their Director, their line manager or other appropriate senior colleague.

Those who feel they meet these criteria will be required to commit the time to complete the programme (10 days overall, over approximately 6 months) in full. Potential participants can find more information about the programme and the application process on the Leadership for Change Website: [www.leadershipforchange.org.uk/futuredirectors](http://www.leadershipforchange.org.uk/futuredirectors)

## Assessment Process

Prospective applicants will need to complete the application process with the support of a sponsor. This process will identify and establish whether a potential applicant meets the eligibility criteria. Those individuals, who are deemed through the assessment process to have development needs that cannot be met by the programme, will receive constructive feedback and will be signposted to other development opportunities to support their future professional growth. The application and assessment process comprises a number of steps. These are:

- ✓ Sponsor conversation
- ✓ Completion and submission of the application process and sponsor nomination
- ✓ Independent review and benchmarking of application forms
- ✓ Identification of approx. 34 participants.

## Duration

Programme duration is 6 months, which allows flexibility for individual participants. Participants are expected to commit to attending each of the face-to-face elements of the programme for the duration in order to successfully complete the programme.

## Cost

Places for aspiring Directors of Public Health will be fully subsidised by Public Health England/Department of Health. The cost for those participants not from Public Health is **£1500 + VAT per participant.**

**"The thought, planning, creativity and delivery of the programme has been exceptional!"**

- Cohort 1 participant

**"I feel privileged to be part of a professional development opportunity of such high calibre."**

- Cohort 2 participant

**"So well constructed, thought provoking and challenging but ultimately beneficial for me personally and my organisation."**

- Cohort 2 participant

## Development Centre

The programme will commence with a Development Centre at which the successful applicants will determine their learning pathway and meet their Learning Coordinator, who will support them throughout the programme. The Development Centre will be the first opportunity for the cohort to meet as a group.

## Future Directors Programme Timeline Cohort 4

**Total time commitment**  
Minimum 10 days.

The full eligibility criteria can be found at:  
[www.leadershipforchange.org.uk/futuredirectors](http://www.leadershipforchange.org.uk/futuredirectors)

If you're unsure about your eligibility for the programme or for any other information please contact:  
[futuredirectors@leadershipforchange.org.uk](mailto:futuredirectors@leadershipforchange.org.uk) or call Tony Watton on **0115 7484124**  
Visit the dedicated website at  
[www.leadershipforchange.org.uk/futuredirectors](http://www.leadershipforchange.org.uk/futuredirectors)

**Applications for Cohort 4 will open on Monday 24th October 2016 and will close at midnight on Sunday 11th December 2016.**



Before applying, please check that you can attend each of the key programme elements for the duration.