

Inspiring leaders to
improve children's lives



National College
for Leadership of Schools
and Children's Services

Students of Today - Leaders of Tomorrow Programme:

Building capacity for leadership with young people

Resource



Foreword

Over the last seven years, the National College has supported the development of the Students of Today – Leaders of Tomorrow Programme. In this time, the programme has gone from strength to strength with over 5,000 young people actively engaged in thinking about their personal goals and ambitions and how these might also bring value to their wider school and local community. This has enabled schools to focus on capacity building across the entire school.

Young people need to feel confident about themselves and the contribution they can make. Often they need sensitive support to help them recognise their own abilities and strengths. One of the key aims of the programme is to help young people experience high self-esteem and from this develop an 'I can' attitude towards all aspects of their lives. Enabling young people to aspire to and realise this potential lies at the heart of the Every Child Matters agenda and is of central importance to sustainable school improvement.

Investment in building leadership capacity with young people demonstrates a belief in positive outcomes for all young people grounded in strong principles of youth participation that emphasise the rights of young people to be involved in making decisions that affect them and the accountability that such decisions may bring.

This strong sense of empowerment generates the aspiration necessary to make a positive and sustained difference to individual groups, schools and the community beyond the school gate.

We hope this booklet will encourage you to reflect on the inherent potential of student leadership to move whole organisations as well as individuals forward. By tapping into the aspirations and goals of young people and channelling such collective energies, opportunities for achieving school excellence are enhanced and the challenging task of leading for positive change becomes a joint endeavour. However, the greatest impact of a commitment to student leadership must be in giving young people the motivation and confidence to believe that no option is closed to them and the future holds many exciting possibilities.

Sue Egersdorff

Operational Director, National College for Leadership of Schools and Children's Services
Extended and Integrated Leadership Development

Introduction

Students of Today – Leaders of Tomorrow has been co-designed and co-developed alongside young people. This is an enjoyable, active, and challenging programme that inspires other young people to become leaders and enables school leaders to build capacity across their organisations. The programme has been developed in partnership with the National College, the University of the First Age (UFA), Community Service Volunteers (CSV) and young people and schools across the UK over the past seven years. The main features of the programme are:

- two-and three-day versions of the course for all students aged 10-19 (for further details see below)
- flexible models of delivery designed to build student leadership capacity in your organisation
- a successful track record of making a positive difference to the lives of young people

Many of the young people who have experienced the course have said that it has made a lasting and life-changing difference to them. The long-term aim of the programme is to raise aspirations, develop and enhance leadership skills in young people, build their self-esteem and foster their capacity to find their voice. New-found confidence enables them to adopt positive roles in their schools and communities, building the foundations for responsible adult citizenship. The programme supports school leadership in building capacity and embracing community cohesion.

Personally I feel I am discovering things about myself I never knew. The activities we do challenge me mentally and I am improving 'me', it's great.

Participant

Meeting the needs of young people, schools and communities

Schools that take part in the programme will not only give their students an excellent educational experience, but also find the programme an extremely helpful and positive way to meet their commitments. The course supports the objectives of:

— **Every Child Matters:**

- Enjoy and achieve
- Achieve economic wellbeing
- Make a positive contribution
- Be healthy
- Stay safe

— **social and emotional aspects of learning (SEAL):**

- develop social skills
- develop emotional skills

— **national curriculum:**

- responsible citizens making a positive contribution
- successful learners who enjoy learning
- confident individuals

— **citizenship education:**

- rights and responsibilities
- critical thinking and enquiry
- taking informed and responsible action
- advocacy and representation

— **sustainable schools:**

- accountability and sustainability
- developing environmental projects

— **volunteering:**

- leads to v programmes (v is the national youth volunteering charity) and other community service placements
- community leadership

— **community cohesion:**

- working in teams with different people
- managing diversity

— **personal, social and health education**

- personal well-being
- economic well-being
- integrate as part of work experience

For young people, by young people: how the course was developed

It was important that as the programme was for young people it must be developed by young people. The aim was to send a message to all young people that the programme is not about adults teaching young people about leadership, but about young people developing leadership skills themselves.

The developers worked with over 700 young people to write, design, pilot, re-write and re-design the initial programme. The students' ideas, creativity and voice were at the heart of this three-year development process. The structure and content of the programme and the supporting materials have been faithfully developed based on the suggestions of these young people. It has been reviewed and refined using their experience.

A course for all young people

Primary programme

The primary course is suitable for pupils who are at Key Stage 2 and is most suited to those in year 6. This version of the programme would also be suitable for a mixed group of primary and secondary pupils as a transition project.

Key Stage 3 programme

This is the longest running version of the programme. It is suitable for students from years 7-9, both as a mixed group or in individual year groups. We believe that targeting younger students gives them the greatest opportunity to contribute to leadership opportunities during their time at school.

Key Stage 4 programme

This programme is aimed at the 14-19 age group and stretches students' learning and offers ample opportunities for reflection. Students are encouraged to think about how they might use their leadership potential in their schools, homes and communities. This version of the programme also develops students' employability skills and also their ability to lead the learning of others and take their part in adult life.

I am not much of a leader at school and don't really get many chances as people just take over. I can now see that I can be a leader.

Participant

Delivery options

Two-and three-day versions of the programme are available to meet your school's needs and there are three ways in which the programme can be delivered. Three days provide deeper learning opportunities than two.

Option 1: direct delivery

Raising educational standards is not enough. We need more than a highly educated and flexible workforce. Society requires a workforce composed of well-adjusted individuals with a sense of self-worth that can make a positive contribution to the community.

Option 2: co-delivery

CSV/UFA train your school staff to become facilitators for the programme in a one-day workshop. These trained facilitators will be supported by CSV/UFA to deliver their first programme. Your school will be provided with electronic copies of the materials and encouraged to deliver subsequent programmes to other groups of young people. CSV/UFA will quality assure the programme on behalf of the National College.

Option 3: peer facilitator delivery

Students who have previously taken part in the programme are trained by CSV/UFA as peer facilitators. Alongside CSV/UFA staff, peer facilitators run the programme for a group of younger students.

A lot of our kids don't believe they amount to anything; they just have no self-belief. The [course -run as a] summer school has made them realise they can do things they never thought possible. Their self-esteem has gone up and now they think it's cool to be a leader.

Teacher

A programme with a difference

It is intensive: Two or three days of intensive learning enables the programme themes to be developed in detail and allows the students to have a real opportunity to learn and develop themselves.

Students take the lead: Over the duration of the programme, increasing responsibility is given to the young people who take part. They move from learners to being leaders.

The programme is facilitated not taught: Young people are encouraged to explore leadership themes individually and in groups, and complete challenges independently. The students are given responsibility for the success of the programme.

Student voice at its heart: The activities and materials have been co-developed alongside young people. This sends a robust message that the programme has been created by young people for young people.

Uses a challenge framework: Students are encouraged to work at their own pace, setting their own work level and commitment.

I came wishing I was in school, but know now that this is school, a school of unity and respect. If everyone knew the things I now know I'm sure we'd all live in a better place. Being a leader is not about bossing people, it is about teamwork and respect, believing in yourself and others to build an invincible group.

Participant

Proven to make a difference

Develops key leadership skills

Students who complete the programme will:

- develop their ability to listen and communicate effectively
- learn how to play an active part in a successful team
- learn how to lead in their school and community
- learn how to influence others through reasoned argument and debate
- learn how to manage a project and the importance of planning
- develop a positive understanding of accountability and collective responsibility

73 per cent of young people said they felt confident after the programme, compared with 36 per cent before it.

Develops key personal attributes

Students who complete the course will:

- have higher aspirations
- have an increased belief in themselves and their abilities
- grow in confidence
- have a better understanding of themselves as learners and as leaders
- understand the importance of self-reflection
- develop a new vision and goals

59 per cent of young people said they would feel really good about running a leadership project after the course, compared with 28 per cent before it.

I have learned to express my opinions, and that they have the same value as other people's and I shouldn't be afraid to say them. I have changed the way I think and the way I talk to people. I'm not prejudiced or judgemental now.

Participant

Active, challenging and fun activities

Examples of activities are:

Support the brick

This activity involves young people working in groups working to build a structure that will support a brick using 10 straws, a handful of paperclips and a roll of tape. Participants love this active challenge.

In this activity young people learn to:

- work as a team to meet a challenge
- develop listening and communication skills
- enhance negotiating skills
- manage time and pressure

Go bid

An important part of leadership is being able to work in a team to manage a project or organisation. In this activity, students have a short space amount of time in which to develop a bid for a grant to run an activity in their community. The group has to pitch their bid to a funding body, making a strong case for why their project should be chosen for funding.

In this activity young people learn to:

- work under pressure in a group situation
- manage a project
- make effective presentations
- manage time
- form a group consensus
- negotiate their role in a group

When I came they said I would have to do a presentation on day 3. I thought no way could I do that, no way I could stand up and speak in front of people. Now I feel like I want to do it and enjoy doing it.

Participant

Ideas for funding the course

An investment in student leadership today is a direct investment in the future leaders of our schools and our communities. Below are a number of suggestions about finding funding to cover the programme costs.

- Speak to your local authority about purchasing the programme for your school and others nearby.
- Use enterprise funding to develop key leadership and employability skills in your students.
- Join with other schools to share the costs of the course, for example linking with a primary or secondary school and running the programme as a transition project.
- Ask a local employer or charitable trust to help fund the leadership development of your students and also provide a venue for the programme.
- Work in partnership with others who have similar or allied aim, for example Aim Higher or extended school partners.
- www.fundingcentral.org.uk has further ideas for funding sources.

What is included in the package?

When you purchase the student leadership programme, you are purchasing a comprehensive package with many extras. You will get:

In all packages:

- support and advice to set up the programme from a specified member of staff
- letters about the course for students, parents and staff
- a comprehensive student workbook for all students who take part
- certificates for all the students who complete the programme
- support to conduct risk assessments
- a detailed evaluation report including impact data
- all the materials required for the programme, including basic stationery

In the co-delivery package:

- all the above items
- electronic copies of all the materials so you can run future programmes independently
- a one-day facilitator training workshop at your school
- facilitator guides for staff who attend the workshop

Optional extras:

The following items can also be purchased as part of the programme:

- 20 great ways to be a student leader: This attractive publication gives students ideas about how they might use their leadership skills in their schools and communities.
- Accreditation: There are opportunities for students to gain an Open College Network or ASDAN award in student leadership.
- Follow-up session: Invite a facilitator back to your school to run a follow-up session with your students to focus their minds on taking on leadership roles.

Student leadership consultancy: Invite a member of the CSV or UFA staff into your school to work with you to develop a student leadership vision and goals for your school.

Case study: Lampton School

Lampton School is an 11-19 comprehensive school serving central Hounslow. It has over 40 feeder schools and approximately four-fifths of the students are from minority ethnic groups. The proportion whose first language is not English is well above that found nationally and the proportion of students eligible for free school meals is also high. The proportion with statements of special educational need is significantly above national levels.

Jessica Chilcott used to give up far too easily. The 16-year-old was bright and academically able, but lacked confidence and motivation. "I used to think that many of life's challenges were unattainable and there was no point in trying because I would fail," she says. "Now, I feel quite empowered and able to help others. I'm not afraid to try new things and am no longer scared of failure." Jessica is one of 40 pupils at Lampton School in Hounslow, west London, who has been trained through the programme.

Lampton School believes that student leadership is so important that it has it into the school ethos. To date, it has taken part in three programmes that have subsequently inspired students to take on an array of leadership roles. Patricia Francourt, the school's Learning Support Centre Manager, said: "Student leadership was already a priority at the school and linked to our school development plan, so when I found out about this course it was an ideal opportunity. We tried to identify those students who would benefit most. So we chose some who lacked motivation or self-confidence, as well as those who were born leaders but needed a bit of a push."

Jessica's classmate, Anjali Parshotam, went into the scheme from a slightly different angle. She was chosen by teachers as one of the pupils considered to be 'natural leaders'. "The problem was that I might have been a bit overpowering in the way I approached things," she admits, "so the programme taught me how to be a positive leader." Anjali, 15, was already involved in the school council and is also a member of the school's youth and philanthropy initiative, an international programme aimed at developing community leaders for the future. "It's given me more confidence in everything I do, and I am far more inclined to get involved in some activities," she says.

Since completing the course, Lampton's students have gone on to undertake various leadership activities. These include creating and presenting a bid to Hounslow council, taking part in the youth philanthropy initiative, being peer mentors, school council reps and tutor group reps, and running activities in their schools and communities.

You can see the students from Lampton school taking part in the course in the DVD included at the back of this booklet.

Delivery partners

The programme is delivered by two charitable organisations, CSV and UFA. Both have considerable experience of developing innovative and exciting training programmes, as well as substantial experience of working with young people and schools.

CSV

Community Service Volunteers is the UK's largest volunteering and training organisation. CSV Education, a division of CSV, helps to build effective communities through its work in citizenship education, volunteering and developing local partnerships. See www.csv.org.uk for more details.

UFA

The University of the First Age is an educational charity, part funded by the Department for Children, Schools and Families. UFA creates enjoyable learning challenges that enrich lives, increasing aspiration and achievement for young people aged 5-25. See www.ufa.org.uk for more details.

Find out more

If you are interested in finding out more about the Students of Today Leaders of Tomorrow Programme, we can't wait to hear from you. To get more information please:

CSV
Call: 020 7643 1435

Email: education@csv.org.uk



UFA
0121 212 9838

ufa@ufa.org.uk



If you decide you would like to book a programme, this is the process:

Step 1: Initial enquiry

Please contact us by phone or email to find out more. We can send you some sample materials, put you in contact with other schools who have sampled the course or we might even be able to visit you.

Step 2: Sign up

Tell us your preferred dates for the programme and we will do our best to give you these dates. The more notice you give us, the better. Once the dates have been agreed, we will send you a contract detailing what we will provide as well as your commitments.

Step 3: The programme

Experienced and trained facilitators will deliver or co-deliver the programme(s) at a venue of your choice.

Step 4: Evaluation and follow-up

CSV/UFA will send you a detailed evaluation of the programme, including impact data. We will also make recommendations for future action. We are keen to hear about any activities your students take part in as a result of their work on the programme and would also be happy to support other student leadership initiatives you have planned.

I have learned to speak my mind and be encouraging at the same time. I learned how to communicate with people and how to work in a group but most importantly I learned how to be a leader. That means I can watch and listen to people and give them ideas how to improve their work and to be more confident in themselves.

I also learned how to be confident in myself and how to be a better person.

Before, I felt scared and worried that if I expressed my thoughts and feelings I would get laughed at. I felt that I had to keep my feelings to myself and go back to school because of all the other pupils I didn't know and I was scared to make new friends. When I came on the programme, I came to represent my school and no one else.

I have come a long way because I can express my thoughts and listen to other people's opinion and feelings.

Participant

The National College for Leadership of Schools and Children's Services is committed to excellence and dedicated to inclusiveness. We exist to develop and inspire great leaders of schools, early years settings and children's services. We share the same ambition – to make a positive difference to the lives of children and young people.

Membership of the National College gives access to unrivalled development and networking opportunities, professional support and leadership resources.

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