

## TRUST BOARD MEETING

July

Paper Title:	Leadership and Management Development Diagonal Slice Group Report
Lead Director:	Rob Vincent
Paper Author:	Sandra Knight
Agenda Item:	7
Presented For:	Discussion, Information
Paper Category:	Strategy & Planning,

### Executive Summary:

In June 2018 the Board received a paper on ***Board and Committee attention to workforce, leadership and organisation development issues***. The paper was developed in recognition that a number of workforce, leadership, and organisation development challenges are inherent in the Trust's operating context and service plans and key to enabling delivery of our vision and strategic objectives.

Four main areas were identified following discussion with the Chairs of the Finance, Business and Investment Committee (FBIC) and Quality and Safety Committee (QSC) as being those which should receive the highest level of corporate governance attention over the coming year. The four areas are:

1. Supporting Transformation across the health and social care system and internally (including Workforce Planning and Development: Remodelling, development and up-skilling of the existing workforce and introduction of new roles)
2. Talent Management and succession planning
3. Targeted Recruitment and Retention in areas that are most problematic
4. Leadership Development

The Board agreed the proposed allocation of these areas for oversight and assurance to either Board, FBIC or the Quality and Safety Committee. Leadership Development was allocated to the Board itself.

This paper provides an update to the Board on the work that has been undertaken to date on the Leadership Development theme. This has focused on the establishment of a diagonal slice group of leaders across the Trust to discuss the implications for leadership development of our vision and values, the Trust's new development offer and support to leaders, how this is meeting needs and identification of any gaps and further implications for developing the offer in the context of the work in the Trust around

quality improvement, coaching, best place to work crowdsourcing conversation, place based and Integrated Care System ambitions and the recently published Interim People Plan.

**Recommendations:**

That the Board

- Notes the work that has taken place to date to meet the development needs of managers and leaders across the organisation
- Indicates if it is assured by the outcomes of the work and discussions of the diagonal slice group to date and plans to address emerging requirements
- Offers further insights or advice regarding the development of leaders across the Trust
- Notes the implications for the Board in setting out its expectation of itself and leaders across the Trust linked to articulating a clear Vision for how services will be delivered and clarity around leadership competencies and behaviours

**Governance/Audit Trail:**

<b>Meetings where this item has previously been discussed (please mark with an X):</b>					
<b>Audit Committee</b>		<b>Quality &amp; Safety Committee</b>		<b>Remuneration Committee</b>	<b>Finance, Business &amp; Investment Committee</b>
<b>Senior Leadership Group</b>		<b>Directors</b>		<b>Chair of Committee Meetings</b>	<b>Mental Health Legislation Committee</b>
<b>Council of Governors</b>					

<b>This report supports the achievement of the following strategic aims of the Trust:</b> <i>(please mark those that apply with an X):</i>	
<b>Quality and Workforce:</b> to provide high quality, evidence-based services delivered by a diverse, motivated and engaged workforce	x
<b>Integration and Partnerships:</b> to be influential in the development and delivery of new models of care locally and more widely across West Yorkshire and Harrogate STP	x
<b>Sustainability and Growth:</b> to maintain our financial viability whilst actively seeking appropriate new business opportunities	

<b>This report supports the achievement of the following Regulatory Requirements:</b> <i>(please mark those that apply with an X):</i>	
<b>Safe:</b> People who use our services are protected from abuse and avoidable harm	x
<b>Caring:</b> Staff involve people who use our services and treat them with compassion, kindness, dignity and respect	x
<b>Responsive:</b> Services are organised to meet the needs of people who use our services	x
<b>Effective:</b> Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.	x
<b>Well Led:</b> The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.	x
<b>NHSI Single Oversight Framework</b>	

<b>Equality Impact Assessment :</b>

# Leadership and Management Development Diagonal Slice Task and Finish Group Report

## 1. Background and Context

Following discussion at June Board of a paper ***Board and Committee attention to workforce, leadership and organisation development issues*** four key areas were agreed for Board and Committee attention as set out in the Executive Summary, with the Leadership Development theme being allocated to the Board itself in recognition of the role the Board has in setting the culture, standards and expectations regarding values-based leadership across the Trust and broader systems. This also recognised that compassionate, inclusive and people centred leadership is vital to achievement of our purpose, vision, strategic objectives and in ensuring we live our values in everything we do.

There is a strong body of evidence and research that demonstrates the link between the skills and behaviours of leaders and patient outcomes including mortality so having the right leadership in place and a strong, supportive leadership and management development offer that evolves to meet the changing needs of leaders and managers as the context and environment in which they operate evolves, is crucial.

This paper sets out the outcomes and progress to date linked to the establishment of a Leadership and Management Development Diagonal Slice Task and Finish Group reporting into the Board and set up to review and provide feedback to the Board on the Trust's leadership and management development offer.

The Trust has always invested in management and leadership development including the development of programmes that have won awards regionally and nationally. There is also a trained network of coaches that operate within the Trust and collaboratively across the wider systems at place and West Yorkshire and Harrogate level. The Trust has taken a lead at place level for the leadership workstream of the Integrated Workforce Programme Board's Workforce Strategy, developing joint leadership development alumni programmes and reciprocal arrangements for accessing leadership development.

During 2018 the Trust's leadership provision underwent a radical review in response to feedback and the increasing demands and challenges faced by leaders. A new comprehensive offer was developed that took the best of the existing programmes, incorporated new elements, offered a more flexible, tailored modular approach that could be individualised and increased the diversity of delivery methods. This is called the Leadership and Management Development Passport – LMDP (Appendix 1). It sets out the development pathways a leader can take whether an aspirant, first time or experienced leader bringing together internal, regional and national programmes, at its heart is the Bradford Manager Programme that any leader new to the Trust or new into a leadership role is enrolled onto.

## 2. The Challenge

Whilst there has been and continues to be a strong focus on leadership and management development, the quality and consistency of leadership across the Trust is variable. This is borne out by the Staff Survey Results amongst other indicators. It is recognised that a leadership role is demanding, the pressures and demands on services are increasing,

budgets constrained and a shortage of staff creating challenges in ensuring sufficient levels of staffing, impacting in some areas on levels of sickness, motivation, engagement and morale.

The challenge is to ensure all leaders and managers feel they are supported and coached in their role, have access to good quality supervision and are equipped with the knowledge and skills to undertake their role effectively, in turn all staff, wherever they work in the Trust should be able to expect to have leaders who listen, are supportive, show genuine concern for them as individuals and for their development, health and wellbeing, involve them in decision making and enable them to deliver the best possible service.

The Board, Chairs of FBIC and QSC, Director of HR and OD and Senior Leadership and Organisation Development Manager decided that a way forward in understanding leaders' experiences and gaining valuable insight and feedback to inform our future leadership and management development approach would be to establish a task and finish group of leaders across the organisation at different levels and stages in their careers predominantly to listen to their experiences and views as a precursor to any further action. This group would provide further insight into experiences of being a leader in the Trust, enable us to understand what would help, and act as a "touchstone" or sounding board for the newly launched Passport with participants' thoughts and ideas influencing any new developments.

Appendix 2 sets out the Terms of Reference of the Task and Finish Group and Appendix 3 its membership. A cross section of leaders were approached to be involved - representative of the range of services, as well as an email going out across the Trust for anyone who would like to get involved.

It was anticipated that the group would meet 3 times. Two meetings have taken place so far, the first in March and the most recent one in early June. Attendance has been variable with on average 5 attending each meeting; those present have all been actively engaged. Those who did not attend confirmed their interest but difficulty in attending because of work demands.

The following section sets out the key topics of discussion, issues and themes emerging and implications for leadership and management development.

### **3.Key topics discussed, major themes and actions**

#### ***First Meeting***

The first meeting focused on agreeing the purpose of the group, understanding the context in which leaders were operating, the current leadership and management development Trust offer and support, participants' experiences of the programmes and the challenges they faced in their leadership role and whether what was available met their needs. The key themes emerging from that conversation are set out in Appendix 4.

#### ***Second Meeting***

The second meeting focused on recapping and agreeing the key themes from the first meeting as priorities for attention, highlighting developments that had occurred between the two meetings – most notably the development of the Care Trust Way, the launch of the Trust's Best Place to Work Campaign and the recent publication of the Interim NHS

People Plan. The session was also used to update the group on joint leadership development initiatives at place and West Yorkshire and Harrogate level, followed by group reflections and discussions on the implications of the recent developments for leaders in the Trust, any issues, concerns or gaps and a discussion on the possible actions to support ourselves as leaders. The outcomes of this discussion are captured in Appendix 5.

### ***Key themes and actions***

The key themes and areas for improvement as reflected in appendices 4 and 5 are around communications, talent management, gaps in the current leadership and management development offer, the impact of the latest developments in the Trust and external to the Trust on the leadership role and support to leaders.

*Communications* – participants highlighted the over-reliance on electronic methods of communication when the evidence points to this not being a reliable way of reaching out to the majority of the workforce who either don't have regular access to email and therefore e-update or whose roles mean they are unlikely to access emails or the Connect website. There were doubts that information about the Leadership and Management Development Passport had reached many who would benefit from it because of this. This concern is highlighted by the recent Best Place to Work campaign where an email sent out to all 3,000 staff was opened by just 526 people.

Participants mentioned how their role as leaders was frustrated by the lack of ongoing and clear communications on difficult, persistent issues creating problems for staff e.g. System One and Connectivity in which timescales were unclear and where it was not possible to update staff on what was happening.

Action – the group advocated for more face to face interaction with teams at team meetings or events by corporate staff or communication at regular big staff events throughout the year. Participants suggested more meetings between senior leaders and staff to bridge the gap between front line staff and the senior leadership team and Board. The group wanted ongoing clear communication on the issues causing the most concern for staff even if there was no progress so that they were kept in the loop, knew the issues and what was being done and could relay this to staff.

These are all themes raised by staff through the Best Place to Work Campaign and will be covered by the actions and agreements with staff flowing from this campaign.

*Talent Management*- Group members raised issues about the quality of appraisal discussions and therefore identification of learning needs and systematic development for leaders within the Trust including picking up leaders who were struggling and needed coaching, and training. They received positively the news that a systematic approach to Talent Management was one of the identified major breakthrough projects for the Trust over the coming period but cautioned against being over-ambitious, setting unrealistic timescales and raising unrealistic expectations.

Action – A Talent Management Project is being mapped out initially at a high level with milestones and timescales to discuss with the Senior Leadership Group and FBIC. The feedback from the group will be used when scoping this out and determining the best approach and engagement strategy to develop the project. The involvement of leaders and staff across the Trust and Master Coaches will be important in ensuring a sound approach.

*Gaps in the current leadership and management development offer* - Members agreed the Leadership and Management Passport was comprehensive and covered the key topics around leadership and management development, whatever the level of experience the individual had, members agreed the auto enrollment onto the Bradford Managers' Programme for new managers or managers new to the Trust was a positive approach. Queries were raised as to whether the issues of change management, resilience, and managing in a crisis were adequately covered. Participants also felt that the current challenging environment in which leaders were operating meant that the opportunity to meet other leaders to discuss issues and gain peer support were particularly important.

A further issue raised was the opportunity to extend the passport to include the key quality improvement and solution focused coaching tools managers and leaders required in implementing The Care Trust Way with their teams and services. The development of leaders to be able to work confidently across organisations and systems was also discussed and the plans taking shape at place and West Yorkshire and Harrogate level to address this.

*Action-* The Leadership and Organisation Development Manager reviewed the content of the Passport and identified that the modules focused on change management, resilience and managing in a crisis were there but not titled in a way that would enable those looking for them to recognise this as their content, the module titles have been changed to make them more explicit, similarly the module called Leadership Supervision has been re-titled to make it explicit that this is around peer support and action learning/sharing stories.

Regarding the development of leaders and managers to use the QI tools and coaching methodologies, a meeting with key leads has taken place since the meeting to discuss how the coaching and quality improvement tools and approach fit into the LMDP and how we build The Care Trust Way into our induction processes, Connect pages and other programmes.

It was agreed that a separate module/workshop would be required to sit alongside the current LMDP offer to cover these key methodologies.

The group were also informed of monies that had been made available from Health Education England at place level to support the develop of a system leadership programme.

*The impact of the latest developments in the Trust and external to the Trust on the leadership role and support to leaders* - Presentations were made to the group on The Care Trust Way, Best Place to Work Campaign and the recently published NHS Interim People Plan. The group were also informed that the Trust's Workforce Development Strategy was being refreshed and revised and would be a high-level document setting out the key strands of the Trust's approach, addressing our ambitions, challenges and risks. It would be called the Trust's People Strategy and be informed by the Best Place to Work Campaign outcomes and aligned with the key themes of the NHS Interim People Plan.

Group members agreed that The Care Trust Way and the skills they would develop as a consequence, would empower them as leaders and provide a framework for engaging their teams around quality improvement and coaching for success. They also felt that many of the issues they were raising had the potential to be addressed through the Best Place to Work Campaign and the work emanating from the NHS Interim People Plan, a key strand of which is improving NHS leadership culture whereby NHS England and NHS

Improvement will develop an agreed set of competencies for senior leadership roles and will engage widely on options for assuring leadership.

The group felt that the Trust needed to set out a clear vision of what services would look like in the next 5 years articulating at the same time, the skills, knowledge and behaviours expected of leaders.

*Action* – It was agreed that the Leadership and Management Development Task and Finish Group would be involved in and act as a sounding board for the Trust's developing People Management Strategy. Equally through the WorkSmart group, the Trust would continue to map out how services would need to change to meet changing patient and service user needs and expectations and embrace digital technologies, with implications for new roles, new ways of working, managing and leading services. Leadership input into that group would be a key element.

It was agreed that the Board itself needed to set out its expectations and its promise to leaders at every level of the organisation aligned to the work that flows from the Best Place to Work Campaign and the work over the Summer to progress the NHS Interim People Plan, with the Board reflecting on its own competencies linked to the expectations that will be set out for senior leaders and the promises made to staff linked to being the best place to work.

## **4 Next Steps**

Whilst it is recognised that there is a lot currently in place or planned to support leaders within the Trust and across the system, significant changes are happening across the Trust and wider NHS with implications for leadership development. The new Leadership and Management Development Passport needs time to run and be evaluated, the Best Place to Work Campaign, WorkSmart group and NHS Interim People Plan will have implications for leaders and leadership in the Trust and the developing Care Trust Way, including coaching, has the potential to transform leadership approaches across the organisation. With this in mind, the Task and Finish Group agreed to a pause over the Summer and Early Autumn to allow these developments to become established and to meet again towards the end of Autumn to review the impact and implications for leaders, leadership and the focus and work of the Task and Finish Group.

## **3. Implications**

### **3.1 Legal and Constitutional**

None

### **3.2 Resource**

The current leadership development programmes and support are resourced from within the HR/OD budget, any significant new additional requirements would need funding either internally or by the system.

### **3.3 Quality and Compliance**

The quality of leadership within the Trust and its consistency and effectiveness is a key component of the CQC Well-led Framework, continued review and development of the

leadership and management development offer is therefore key in ensuring the programmes are fit for purpose in supporting the development of effective leaders and managers across the organisation who are also able to work in partnership across systems.

#### 4. Risk Issues Identified

<b>Risk</b>	<b>Likelihood High/Medium/Low</b>	<b>Implication</b>	<b>Mitigation</b>
The leadership and management development offer and support fails to meet the needs of the organisation and leaders and managers across the Trust and wider system	Low	Quality of leadership and management is inconsistent, expectations unclear impacting negatively on staff motivation, engagement, morale and retention and our ability to influence change and transformation across systems	Responsive leadership and management development programmes and support. Continue to develop, engage, listen to and involve leaders and managers across the Trust empowering them to lead and engage their staff using quality improvement, coaching and other methodologies. Investment in programmes that support Trust and system leadership, the latter using HEE funding

#### 6. Monitoring and review

The Board will continue to have oversight of this work, the next meeting of the task and finish group will be towards the end of the year to allow time for current initiatives across the Trust that will impact on the role and development of leaders to embed. It is proposed that a further report be brought back to Trust Board soon after that meeting in late 2019/early 2020

#### 7. Timescales/Milestones

The group will meet again in late autumn 2019, at that point discussions will take place to review the outcomes of the task and finish group, and consider next steps, the outcomes of which will be reported to Board in late 2019/early 2020

## Appendix 1

### **BDCT Leadership & Management Development Passport Programme (LMDP) Annexe Paper June 2019 Diagonal Slice Leadership & Management Group**

#### **Programme Overview**

The Leadership & Management Development Passport (LMDP) model provides a summary of the leadership and management offer available to support leaders and managers in their roles.

The LMDP has been designed to equip current and future leaders and managers with the skills, tools and techniques required to lead and manage teams confidently and courageously to deliver high quality services and feel prepared to rise to the challenges of the future. The passport style approach enables leaders and managers to tailor their learning according to personal learning and development needs and as agreed with the line manager. This flexible approach to learning also enables individuals to be released to attend workshops at a date and time that is most convenient to them and the service.

Included in the programme are a blend of face to face workshops, e-learning programmes, one-one support and a selection of on-line self-directed learning resources that will support your continued leadership & management development. The passport style approach enables individuals to tailor their learning according to personal development needs agreed with the line manager, giving them access to helpful relevant resources and opportunity to book onto the workshops/programmes most appropriate for them. As workshop dates are available on a quarterly basis, there is greater flexibility of access so staff can attend at a time that is most convenient to them and the service.

The LMDP aims to develop and nurture strong leaders and managers who:

- Can adapt continuously and quickly to the changing NHS environment
- Are engaged and motivated to deliver success
- Create a high performing learning culture
- Believe, role model and promote the Trust's values
- Confidently lead, motivate and manage teams and individuals

It pulls together our existing Management Development Framework, which includes the highly successful Bradford Manager 2- day programme, and the Management Fundamentals programme and incorporates the Engaging Leadership Framework that describes our refreshed Engaging Leadership Development workshops and the personal development opportunities available to all staff within the Trust.

Although primarily aimed at leaders and managers within the trust or those aspiring into a leadership or management role in the near future, the LMDP is open to all staff, and individuals are encouraged in the first instance to discuss their learning and development needs with their line manager during their annual appraisal conversations and in regular 1-1 meetings. New managers joining the trust or individuals promoted into a management role within the trust are automatically booked onto the LMDP as part of our routine recruitment and induction processes. This ensures newly appointed managers are fully supported within the probationary period as they take on their new responsibilities.

## **Self-directed Learning**

There are a range of self-directed learning resources, useful guides and links to on-line learning opportunities and access to coaching and mentoring available on the HR Leadership & Management pages on Connect page that will help support your personal development via the link below.

**More information about the Management Development and Engaging Leadership Frameworks plus full LMDP programme details and a downloadable LMDP Handbook that contains all workshop descriptions and a schedule of dates are available on the HR Leadership & Management pages on Connect here:**

<http://connect.bdct.local/hr/Pages/site/Leadership-and-Management.aspx>

## **Additional Information**

### **What is the Management Development Framework?**

This is a supportive framework to help managers in their day to day management role and responsibilities and provide clarity of Trust expectations of being a BDCT manager – standards of performance and behaviour. Each element of the Framework offers additional help and guidance that helps ensure the trust has a consistent approach to management. The Framework will be particularly useful for people undertaking a management role for the very first time, for new managers joining the Trust, or for existing managers who wish to increase their confidence in undertaking their day to day management responsibilities.

There are 4 elements to the Framework – each one offering support in different, but complementary ways that together will help ensure managers are confident and effective when undertaking their management responsibilities – enabling and equipping them with the skills they need to manage their teams and services.

1. On-line Toolkits – 4 on-line toolkits designed to support managers in their day to day role, but can be accessed via connect by anyone who is interested in learning more about managing others
2. Edward Jenner Programme – on-line leadership programme at foundation level for anyone starting out on their leadership development journey
3. ‘The Bradford Manager 2 day Programme– essential skills for managers’ - designed specifically to help and support managers who are new to the trust, anyone within the trust who is new to a management role, or existing managers who wish to increase their confidence in undertaking their management responsibilities.
4. The Management Fundamentals Programme Workshops - available to support the continued development of all managers across the trust, or those aspiring to a management role

Coaching/Mentoring opportunities are also available to anyone looking for confidential one-one personal development support.

More information on the Management Development Framework and how to access a coach or mentor can be found on Connect here:

<http://connect.bdct.local/hr/Pages/site/Leadership-and-Management.aspx>

## **The Bradford Manager 2-day Programme**

This practical, experiential-based learning programme will equip staff with the skills, tools and techniques to lead and manage teams. Managers will understand what is expected of them and be confident in their role and responsibilities, courageous to lead and manage their teams to deliver high quality services and feel prepared to rise to the challenges of the future.

The programme will clarify the expectations of BDCT managers to help ensure we achieve a consistent management approach in the following key areas:

- Performance Management
- Quality Appraisal Conversations
- Engaging & Involving Your Team
- Having Challenging Conversations

## **What is the Management Fundamentals Programme?**

Following the introduction of The Management Development Framework and the very successful Bradford Manager 2-day programme in 2017, a series of 9 additional workshops are now available and make up our Management Fundamentals Programme. The Management Fundamentals workshops have been designed to provide further support to managers to help them fulfil the requirements of their day to day management responsibilities and ensure we have a consistent management approach across the Trust. Each workshop is offered quarterly throughout the year so managers can access a workshop at a convenient time for them, and tailor their learning according to their personal development needs.

The 9 workshops within the Management Fundamentals Programme are:

1. Coaching Skills for Leaders & Managers
2. Sharing Perspectives – understanding and embracing difference
3. Workforce Planning
4. ESR Manager Self-Serve
5. Bullying & Harassment & freedom to speak up
6. Patient experience & service user involvement
7. Stress Awareness, personal resilience & health & wellbeing
8. Understanding NHS Finance
9. Recruitment & Selection

## **What is the Engaging Leadership Framework?**

The NHS is in the midst of unprecedented change at a rate and pace we have not previously experienced. We need to work differently if we are to meet the future challenges of a complex NHS system, and our leaders must be able to step up to the challenges that arise. Engaging leadership is fundamental to building an organisational culture where staff are fully engaged, actively involved in decision making and

encouraged, enabled and supported to be creative, share ideas and work collaboratively with others.

Our Engaging Leadership Framework has been designed to help achieve such a culture and address these challenges by developing strong leaders who can engage, inspire and motivate others – leaders who are willing and able to role model and encourage leaderful behaviours in others to co-create the future together. There are 4 elements to the Framework – each one provides learning and development opportunities for current and future leaders that will help build leadership capacity and capability. More information about the Engaging Leadership Framework can be found on Connect here:

<http://connect.bdct.local/hr/Pages/site/Leadership-and-Management.aspx>

### **Who can access the Engaging Leadership Workshops?**

The 4 workshops available are primarily for those with leadership responsibilities, but also open to anyone within the trust who, with the support from their line manager, would like to develop their leadership knowledge, skills and behaviours further.

### **The 4 Engaging Leadership Workshops**

1. Self as Engaging Leader and Engaging your Team
2. Managing Change – Leadership & Organisational Resilience
3. Systems Leadership
4. Leadership Support (peer action learning set/coaching circle)

**Ruth Shaw**  
**Leadership & Organisational Development Manager**  
**19.06.19**

# Leadership & Management Development Passport

## Management Development Framework

Toolkits		Edward Jenner		Coaching/ Mentoring		Online resources	
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## The Bradford Manager 2 Day Programme



## Management Fundamentals Programme

Coaching Skills for Leaders & Managers	Sharing Perspectives	R & S (Including Unconscious Bias & service user involvement)	NHS Finance for Managers	Stress Awareness & Resilience/Health & Wellbeing	ESR Manager Self Service	Workforce Planning	Bullying & Harassment & Freedom to Speak Up	Patient Experience/ Customer Service
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## Engaging Leadership Framework

Programmes	Workshops	On-Line/Intranet	One-One	Leadership Support	D/Wide Events
<ul style="list-style-type: none"> <li>Mary Seacole Local</li> <li>Shadow Board</li> <li>NHS Leadership Academy Programmes</li> </ul>	<ul style="list-style-type: none"> <li>Self as Engaging Leader &amp; Leading your Team</li> <li>Managing Change: Leadership &amp; Organisational Resilience</li> <li>Sharing Perspectives</li> <li>Systems Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Edward Jenner</li> <li>ESR Learning Catalogue</li> <li>Improvement Academy Resources</li> </ul>	<ul style="list-style-type: none"> <li>Coaching &amp; Mentoring</li> <li>Work Shadowing</li> <li>NHS Healthcare Leadership Model 360</li> <li>Personality Preference profiling</li> </ul>	Quarterly action learning sets running alongside workshops	Bi-Annual Leadership CPD events with partners

# Leadership & Management Development Passport

## Management Development

**Core learning:** The Bradford Manager 2 day Programme – for all managers

**Supplementary learning:** Management Fundamentals - a selection of workshops that will support your learning & management development – choose the ones that are right for you:

- Coaching Skills for Managers
- Sharing Perspectives
- Recruitment & Selection
- Understanding NHS Finance
- Stress Awareness & Health & Wellbeing
- ESR Manager Self Service
- Workforce Planning
- Bullying & Harassment & Freedom To Speak Up
- Patient Experience/Customer Service

Edward Jenner on-line programme

On-Line Toolkits to guide managers in their day to day responsibilities

## Personal Development

- Coaching & Mentoring
- NHS Healthcare Leadership 360 Feedback Model
- Personality profiling
- ESR Learning Catalogue
- Improvement Academy On-line Resources
- Personal development self-directed learning resources

## Leadership Development

**Stand alone one day workshops to support your leadership development**

- Self as Engaging Leader/Engaging your Team
- Managing Change: Leadership & Organisational Resilience
- Sharing Perspectives
- Systems Leadership

Leadership Support – Action learning Sets

Mary Seacole Programme

Work Shadowing

Shadow Board – senior leaders

Improvement Academy on-line Resources

NHS Leadership Academy Programmes

## Appendix 2

### TASK AND FINISH DIAGONAL SLICE LEADERSHIP GROUP

#### Aim

To ensure that in every part of the organisation we have leadership that is compassionate, inclusive, engaging and focused on listening, learning and improving things for service users, patients and staff, thereby supporting our mission of “creating better lives, together”.

#### Purpose of the Group

To influence and help shape the design and delivery of creative and innovative leadership development programmes and interventions that support consistent and excellent leadership throughout the organisation, leaders who are influential externally, and support the Board in understanding the factors that make a difference in achieving this.

#### Role of participants

##### ***To offer your thoughts, experiences and ideas on:***

What great leadership looks and feels like.

The characteristics of leadership development programmes that really make a difference.

The challenges facing leaders and managers in fulfilling their role and what development would help the most.

##### ***To seek the views and feedback from colleagues on:***

Any ideas, proposed developments or issues we want to test out or promote as a task and finish group.

***To feedback to colleagues and promote the work of the task and finish group feeding in any thoughts and views they may have to help the work of the task and finish group***

#### Role of diagonal slice group facilitators

To listen, be open to feedback and responsive to the thoughts, ideas and suggestions shared.

To create an environment that supports creativity, innovation and new ideas to support the development of leaders across the Trust.

To act on those ideas that the group agrees will make a significant difference in developing and supporting leadership.

To act as a link back to the Board in updating them on the work and outputs of the group, involving group members in this process.

## **Frequency of meetings**

It is proposed that the group meets every 4-6 weeks in a workshop format for the first 3 meetings and then takes stock of how frequently it meets thereafter. As a task and finish group the group will probably meet for up to one year, any future role would be agreed by members.

## **Membership**

Membership will be reviewed at the first meeting to ensure it reflects the breadth and range of perspectives whilst remaining a manageable size to promote meaningful involvement and discussion.

## Appendix 2

Employee Name	Job Title	Team
Sandra Knight	Director of HR and OD	Board
Rob Vincent	Non Executive Director	Board
Gerry Armitage	Non Executive Director	Board
Farhan Rafiq	Head of Business & Service Development	Business Development
James Cooke	Service Manager	Adults Management
Thabani Songo	Acute Care Manager	Acute Care Services Management
Jenny Moran-whitehead	Support Service Manager	Clinical Admin Services
Claire Martinez	Assistant Ward Manager	FERN (Male Ward) (AMH)
Jenna Callaway	Healthcare Assistant	Assessment and Treatment Team (LDHC)
Helen Tate	Service Support Manager	Dental Services
Amanda Barker	Clinical Manager for Psychological Therapies	Specialist Services Inpatients Managers
Shelley Smith	Administration Operations Manager	District Integrated Team 3 Management
Michelle Rose	Administration Operations Manager	District Integrated Team 3 Management
Michael Turner	Occupational Therapist Support Worker	Assessment and Treatment Team (LDHC)
Jonathan Hague	Clinical Nurse Specialist	Forensic Therapy & Education (FSM)
Ruth Shaw	Leadership and Organisational Dev. Manager	Human Resources and OD Directorate
Yvonne Jackson	Staff Network Member LGBT+	
Darryll Monroe	Staff Network Member LGBT+	
Zafar Iqbal	Staff Network Member Disability Staff Network	
Leeroy Golding	Staff Network Member Aspiring Cultures	
Jeanette Homer	Staff Side Representative	
Becky Bentley	Interim Head of Nursing/FTSU Guardian	

## Appendix 4

### **MARCH 2019 WORKSHOP KEY THEMES AND MESSAGES EMERGING**

#### **TALENT MANAGEMENT**

- Retrospective training- importance of managers who have never been trained in leadership accessing provision
- Importance of good appraisals conducted by skilled appraisers
- Support identification of development needs with opportunities for learning and gaining experience
- Leadership skill and behaviours variable – support for struggling leaders, further skills development

#### **COMMUNICATIONS**

- Do staff always know what is available—are electronic methods reliable way to communicate?
- Are our messages strong enough around the current Trust's leadership/management training (Passport) being open to everyone

#### **CURRENT LEADERSHIP MANAGEMENT AND TRAINING OFFER QUERIES AND FEEDBACK**

- Are the pre-requisites of who can access what clear e.g. level of role, education requirements?
- Are there gaps in the passport around dedicated Change Management modules, Managing Conflict? Resilience in a Crisis?
- Is there a gap around opportunities for leaders and managers to support each other- sharing stories about the reality and stresses of managing in the Trust?
  - action learning, peer support, learning from others, case studies, access to coaching?

## Appendix 5

### JUNE 2019 WORKSHOP KEY THEMES AND MESSAGES EMERGING

#### COMMUNICATIONS

- The need to go beyond emails and other electronic communications to ensure understanding of Passport Framework offer – and the importance of attendance at team and network meetings
- Outcomes of conversations and engagement with staff need to be clear “if I am going to offer my feedback and comments what difference am I going to see?”
- The need to give clear, honest, SMART, messages re responses to key challenges – IT Network availability for instance
- The importance of Talent Management and succession planning – be clear as to when progress likely to be possible.
- The need to bridge the gap between senior management and the front line - having conversations at team and service level led by local team leaders is important but we also need bridging conversations between front line and senior staff plus discussions with Trust wide groups like the staff networks

#### TRUST WIDE NEW DEVELOPMENTS THAT WILL EMPOWER LEADERS

- The significance of Quality Improvement and the solutions focused ThinkOn coaching framework that will help leaders to engage and involve their team
- The importance of making good use of Best Place to Work Trust Campaign outcomes

#### SYSTEMS AND NATIONAL DEVELOPMENTS IMPLICATIONS

- The need to keep taking stock of development of NHS People Plan and West Yorkshire and Harrogate Integrated Care System developments – but get on with our own plans
- The importance of having a model of Trust operations in 5 years' time, and thus leadership requirements