

## FIVE BOROUGH PARTNERSHIP

# LEADING FOR SUCCESS

### SUMMARY

In early 2009, the Head of OD developed the 5 Borough Partnership NHS Foundation Trust's Leadership Development Framework. The framework was designed specifically to enable the Trust to achieve its strategic ambitions.

The framework was developed in line with the Trust's vision for management and leadership development; "to provide needs-led outcome focused development opportunities for all levels of managers and leaders in the Trust so that we provide better service user and carer outcomes".

As part of the framework, three streams of leadership development programmes were developed and launched, providing opportunities for staff from bands four to nine to access wide-ranging leadership development. In addition, a suite of management development opportunities were developed to support aspiring and current managers to develop core management skills.

### KEY LEARNING

In developing management and leadership development initiatives the Trust has learned a number of key points:

- Leadership development programmes should be specific to the context and direction of the Trust. In order to achieve buy-in, it is important that activities are aligned with where the Trust wants to go, and it is important to demonstrate to the workforce that programmes will be of genuine benefit to them.
- Leadership development is a personal journey and should be needs-led.
- Readiness for leadership development needs to come from both the individual and the organisation.
- Commitment and support from the top of the organisation is paramount.
- Those designing and delivering the programme need to have an understanding of the needs of both the business and the individuals who will be recipients of the development opportunities.

Partnership working at all levels and all disciplines (including staff-side) is important for commitment and engagement.

## BACKGROUND

Formed in 2002, 5 Boroughs Partnership NHS Trust achieved Foundation Trust status on 1 March 2010 to become 5 Boroughs Partnership NHS Foundation Trust.

The Trust provides specialist mental health and learning disability services, serving a population of almost one million people living in Halton, Knowsley, St Helens, Warrington and Wigan. The Trust delivers a whole range of high quality, age-appropriate, person and family-centred services that promote recovery, health and well-being for a better view.

In order to meet the Trust's vision and

following the publication of Lord Darzi's High Quality Care for All and A High Quality Workforce reports in 2008, the priority for increasing the capacity and capability of managers and leaders at all levels was realised.

The expectations the Trust had of its managers and leaders were also changing, both in terms of what the Trust wanted to achieve and how it goes about its business. Effective leadership was therefore going to be one of the critical success factors in achieving the Trust's ambitions.

There was also a recognised need to increase the Trust's management



development activity, as there was very little on offer for managers and aspiring managers at the Trust. The Trust identified the need to capture management talent, supporting people to reach their potential and stimulating a learning environment across the workforce.

## MAIN ISSUES AND CHALLENGES

Prior to the introduction of the management and leadership programmes, there was limited focus on management and leadership development at the Trust.

Previously, there was only one programme available for managers; the 'Essentials for Managers' programme that focussed on ensuring that managers could operate safely in their roles. However, it was recognised that the programme didn't make any links to the ambitions of the Trust, the behaviours expected of people working here or the 'people' skills that managers need to work effectively in their roles. The Trust therefore took the opportunity to develop a new suite of management qualifications that focussed on the 'hard' and 'soft' skills required to operate safely and effectively. The Trust was keen to identify and develop potential talent so included opportunities for aspiring managers to access development.

Leaders within the Trust have responsibility for ensuring the Trust is able to deliver high quality, safe and effective care and manage services effectively. These are challenging roles that require them to have enhanced skills, knowledge, attitudes

and behaviours. The leadership programme was designed to support them in achieving and sustaining these by ensuring they have access to the development opportunities to not only enable them to perform in their current role, but to also support their career development. Critically, the programme is also aligned to the strategic objectives of the Trust.

By embarking on this journey, the Trust hoped to develop the managers and leaders within the organisation, provide development opportunities for staff at various levels, capture key talent within the organisation, support aspiring managers in accessing management roles and support people in reaching their potential.

Without pursuing these initiatives, the Trust would have been unable to focus effectively on leadership and management development. By delivering these programmes the Trust has provided great development opportunities for managers/leaders at various levels of the organisation and to those aspiring to be managers. These opportunities would not otherwise have been accessible for staff.

## WHAT WAS DONE?

By early 2009, 'Leadership Competences' had been developed, covering staff from bands 4 to 9. The competencies were designed at 3 levels, with each level consisting of 5 competences.

Level 1 competences are for leaders in pay bands 4 and 5, Level 2 competences are for leaders in pay bands 6 and 7, and Level 3 competences are for leaders in pay bands 8a to 9. The competences cover areas such as self-management, working with others, service delivery and cognitive ability.

Leadership Development programmes were then developed to cover all the competency levels. This has enabled the Trust to target leaders at all levels, and ensure that programmes are not aimed exclusively at those already in senior management roles.

The first cohort, for the *Advanced Leadership programme*, commenced in June 2009. This was followed by the first cohort for *Leading Effective Teams* (July 2009), and *Future Focused Leadership* (September 2009).

- **Leading Effective Teams** (Bands 4 and 5) This is aimed at those in the early stages of their leadership development pathway.
- **Advanced Leadership Programme** (Bands 6 and 7, higher-level trainees, SAS doctors and consultants) Designed to enhance the capacity and capability of people leaders in the Trust.

- **Future Focused Leadership** (Bands 8 and 9) Designed to enhance the capacity and capability of the senior people leaders in the Trust.

In addition to attending the formal programme participants can access a range of additional opportunities such as NHS LQF 360 assessment, MBTI assessment, complementary leadership workshops\*, WAVE psychometric assessment, and mentoring.

\*The complementary leadership workshops include communication, managing change, influencing, and coaching.

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By autumn 2009 the Trust had gained accreditation as an ILM centre and was able to give staff the opportunity to further enhance and develop their skills whilst at the same time gaining a recognised qualification. The first programme to be offered was the ILM Level 3 Award in First Line Management.



- **ILM Level 3 Award in First Line Management** – is offered to new and aspiring managers in pay bands 3 to 5 and provides a foundation for formal development in a management role by developing fundamental management knowledge and skills

In summer 2010, the portfolio of management qualifications was expanded to include:

- **Preparation for Management** – a one-day course for aspiring managers. This is suitable for aspiring managers in bands 3 to 5, and provides an introduction to the concept of management and different management styles.
- **Essential Skills for Managers** – designed to ensure all new managers are able to work efficiently and safely in the Trust, this programme provides 3 modules over 7 days.
- **ILM Level 3 Certificate in First Line Management** – builds on the ILM Level 3 Award in First Line Management by further developing key management knowledge and skills.

The leadership and management programmes were launched through the Trust’s Board and Leadership Forum. The programmes were advertised through the intranet, and the Trust distributed leaflets and booklets to services that detail the content.

Details of all the programmes can be viewed in the available attachments to this case study.

## WHO WAS INVOLVED

The management and leadership development programmes have been developed in-house in partnership with Staff-Side. To support the delivery of these programmes, guest speakers are used for some of the workshops. These include clinical and non-clinical managers, who are able to share their expertise and experience of management and leadership

Support for the programmes has been driven from the top of the organisation and they are now an integral part of the annual Learning and Development Programme. Attendance on the programmes continues to grow with much of the interest being generated through word-of-mouth. Delegates who have undertaken the programmes have been keen to share their experiences with other staff.

Cohorts comprise a mix of staff from both clinical and non-clinical backgrounds which further enhances the learning for both of these groups as they learn from each others’ experiences



### WHAT RESOURCES WERE REQUIRED?

The programmes have been financed through the O.D. budget and are supported through the Trust's own Assessment and Development Faculty. This in-house team of professionals are qualified to offer the additional resources such as the Myers Briggs Type Inventory, the NHS LQF 360-degree assessment and WAVE Psychometric tools. Because in-house expertise is being used, these resources are cost neutral to the services.

As well as using the intranet system to communicate the programmes, the Trust has also developed a full colour brochure to advertise activities. The work was showcased to Trusts around the North West at a recent event held by NHS North West.

In addition, the Trust has developed its Personal Development Review process to encourage managers to have career development discussions with their direct reports. This is key to the uptake of the programmes, as access to the programmes is determined by agreements made during PDRs and in the PDP formulation process.

### WERE THERE ANY OTHER CHALLENGES/BARRIERS?

Initially, some managers had concerns about having career development discussions with staff and developing competencies because of the potential of their staff leaving. These concerns were addressed during PDR workshops by focussing on the benefits of

developing staff, in particular the links to motivation and retaining staff with key talents within the NHS.

Keeping pace with demand has been a challenge. There has been overwhelming demand for the leadership programmes, therefore more cohorts have been created and commenced closer together. The Trust has also condensed the programme activity into a shorter time frame and expanded the pool of in-house expertise available to provide support such as NHS LQF feedback.

The geographical spread of the Trust means that the workforce is based across over 40 sites. The main activity is delivered at the Trust HQ, however the team do travel to other sites if there is sufficient demand for sessions to be delivered in other locations.



## KEY OUTCOMES AND IMPACT

**Formal evaluation is currently taking place.** Evaluation has been garnered and collated from a variety of sources including:

- Individual participants attending the programmes
- Members of the Trust management Team
- Members of the wider leadership community

There has been considerable positive feedback regarding the introduction and implementation of the framework. The range of management and leadership development opportunities have been welcomed and supported by all managers who have participated in the evaluation process.

In the future the Trust hopes to formally measure key aspects such as internal promotion rates and uptake of the programmes across different demographic groups.

### SUSTAINABILITY

Enhancing the skills of Trust leaders and managers is one of the Trust's High Level Objectives which are cascaded down through all levels of the Trust. This will remain a priority within the organisation.

This will also form the basis of leadership and management development for all managers new to the Trust and for all those new to management.

The competencies are now being built into the Person Specification of Job Descriptions. To cover all competencies the relevant leadership programme can be identified as part of an individual's PDP.



### KEY LEARNING

The key to the success of these programmes was working with stakeholders in the design stage and tailoring the outcomes to meet the needs of the organisation. This is a process to be followed with future OD initiatives currently being worked on.

Informal monitoring of the programmes is taking place and plans are in place to rigorously evaluate them upon completion, in order to measure effectiveness back in the workplace.

## NEXT STEPS

**Once the formal evaluation has been completed the Trust will** be in the position to define how the programmes may be developed and explore any other activities to be pursued.

### SUPPORTING MATERIALS

Available as appendices are the following: The 5BP leadership brochure, 5BP leadership competences, complementary leadership workshops

### CONTACT FOR FURTHER INFORMATION

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