

leadership and management strategy

2009-2012



Foreword

During the last twelve months we have engaged in discussions with key Leaders and Managers from across the Belfast Trust to inform the development of this Leadership and Management Strategy for the organisation. We recognise the imperative of having efficient and effective Leaders and Managers who can deliver on the challenging agenda of achieving continuous improvement in health and well being, set within the context of an economic downturn and limited financial resources.

The Strategy is a plan to assist us in working together to harness the talents of our people and to continue to meet their development needs. It proposes a common definition of what Leadership and Management means, to foster greater understanding within teams. Furthermore within the Charter, which is a key element of the strategy, it sets out what the Trust requires of Leaders and Managers with regards their knowledge, skills and behaviours whilst the action plan sets out what we plan to do to support individuals in their role.

This is not just a strategy for those in the most senior posts within the Trust but, is a plan which has relevance for all of our community of Leaders as well as those who aspire to obtain managerial posts. This plan will support all of us to be best positioned to meet future organisational challenges and to ensure that we foster the growth and development of others to succeed in our path.

This strategy supports our vision and five corporate objectives – safety and quality, modernisation, partnership, people and resources – and therefore the action plan explicitly demonstrates how each of the priorities will support our organisational aim.

We are committed to being an excellent employer for our staff, and this strategy demonstrates our commitment to supporting our Leaders and Managers to be the best that they can be, to achieve sustainable excellence in health and social care.



Marie Mallon

Contents



	Page
1. Introduction	5
2. Aim and Overview	6
3. Towards a Leadership and Management Model	7
4. Identifying our Leaders and Managers	10
5. Requirements of Leaders and Managers	11
6. Leadership and Management Development	12
7. Action Plan	14
8. Conclusion	18
Appendix 1 – Emerging Picture of Effective Leaders/Managers	18
Appendix 2 – Leadership and Management Charter	19

1. Introduction

The Belfast Health and Social Care Trust (BHSCT) is one of the largest organisations in Northern Ireland.

- We face the challenge of delivering high quality health and social care services to a population of 340,000, while also operating within limited financial resources
- We are the single biggest employer in Northern Ireland employing almost 20,000 staff with an annual budget of £1,100 million
- We are the largest Health and Social Care employer in the United Kingdom
- We treat each year around 210,000 inpatients and day patients, 680,000 outpatients and 200,000 people in Accident and Emergency
- We are the corporate parent for some 600 children
- We are responsible for the delivery of a range of regional services to the whole population of Northern Ireland.

The challenge for Leaders and Managers to deliver top-quality responsive services against this background, allied to a public service framework characterised by heightened public expectations and ever increasing monitoring and levels of accountability is vast. A sample of the internal and external drivers, Trust Leaders and Managers need to understand and proactively and effectively respond to, are set out in Table 1 opposite.

Table 1: Internal and External Change Drivers

- New advances in medical science.
- New understandings about caring and carers.
- New ways of working and providing services.
- The need to optimise scarce resources particularly given the current economic climate to deliver person centred care.
- The need to recruit, develop and retain high quality staff.
- The need to engage and involve stakeholders at all levels and manage heightened public expectations.
- The need to comply with legal, professional and environmental requirements.
- The need to respond to health and social care policy as well as developments in professional practice.
- The Trust's commitment to excellence, modernisation and improvement.

The scale and pace of the Review of Public Administration (RPA) and changes related to the current Comprehensive Spending Review period is unprecedented. Delivering on the modernisation agenda, which is so vital, requires the BHSCT to be responsive, alert, lean, dynamic and self-renewing. Our Leaders and Managers are expected to seek and create new opportunities, to innovate and transform, to improve and modernise.

For the BHSCT, having effective Leaders/Managers who consistently meet the demands of their roles is not an optional extra, it is an organisational imperative. Through this strategy we set out our expectations of our Leaders and Managers and how best we will support them to ensure the Trust fulfils our purpose 'to improve health and well being and reduce health inequalities.'¹

2. Aim and Overview

This Leadership and Management Strategy is aligned with and supports the Trust's corporate strategy, 'The Belfast Way', by providing a clear sense of direction in terms of what we understand by leadership and management and its contribution to achieving our corporate purpose. The strategy is underpinned by our values and is structured around our corporate objectives: safety and quality; modernisation; partnership; people and resources.

It is critically important that the BHSCT is able to attract, develop and retain high calibre Leaders/Managers by offering fulfilling job roles, planned development challenges and opportunities to hone abilities. The BHSCT will need to continue to make a substantial and ongoing investment in developing and optimising the leadership and managerial talent at our disposal, within a clear and coherent framework which:

- Demonstrates the **commitment** of senior leaders/managers to their own development and the development of all Trust leaders/managers.
- Sets out a leadership and management **model** which explains the Trust's broad approach to leadership and management.
- Clearly **defines** what leadership/management means and who fulfils leadership/management roles.
- Makes clear what is **expected and required** of leaders/managers.
- Outlines the **broad approaches** the Trust will support in relation to Leadership and Management development, with an emphasis being

placed on innovative, cost effective and tailored approaches.

- Sets **organisational priorities** for leadership/management development.
- Makes clear how this Leadership & Management Strategy will be **implemented and evaluated**, ensuring that the Trust obtains value for money from its investment.



3. Towards a Leadership and Management Model

This strategy has been developed using an inclusive and multi disciplinary approach through communication and consultation, drawing on one to one interviews, focus groups and literature review which have shaped the ethos and thrust of the content. Appendix 1 captures some of the key learning emerging from these approaches.

Popular prevailing models of leadership continue to evolve and the current evidence suggests that there is a movement to a more sensitive and consensual /collaborative model of leadership. This Strategy reflects, endorses and supports this paradigm shift and publicly asserts that the Trust is committed to recruiting, developing and retaining leaders/managers whose style and approach mirrors this more enabling and empowering approach.

Furthermore the Trust acknowledges the benefit of 'situational leadership' which requires a flexibility and responsiveness to adapt to the demands of a particular situation rather than a fixed view of 'one style fits all'.

Within this context, it is important to acknowledge that leadership is different from management, but not for the reasons most people think. Leadership is not mystical and mysterious nor has it anything to do with having "charisma" or other exotic personality traits, although a leader may possess such traits and be charismatic. Rather, leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities. Both are necessary for success in an increasingly complex and volatile health and social care environment.

It can be argued that most organisations today are over-managed and

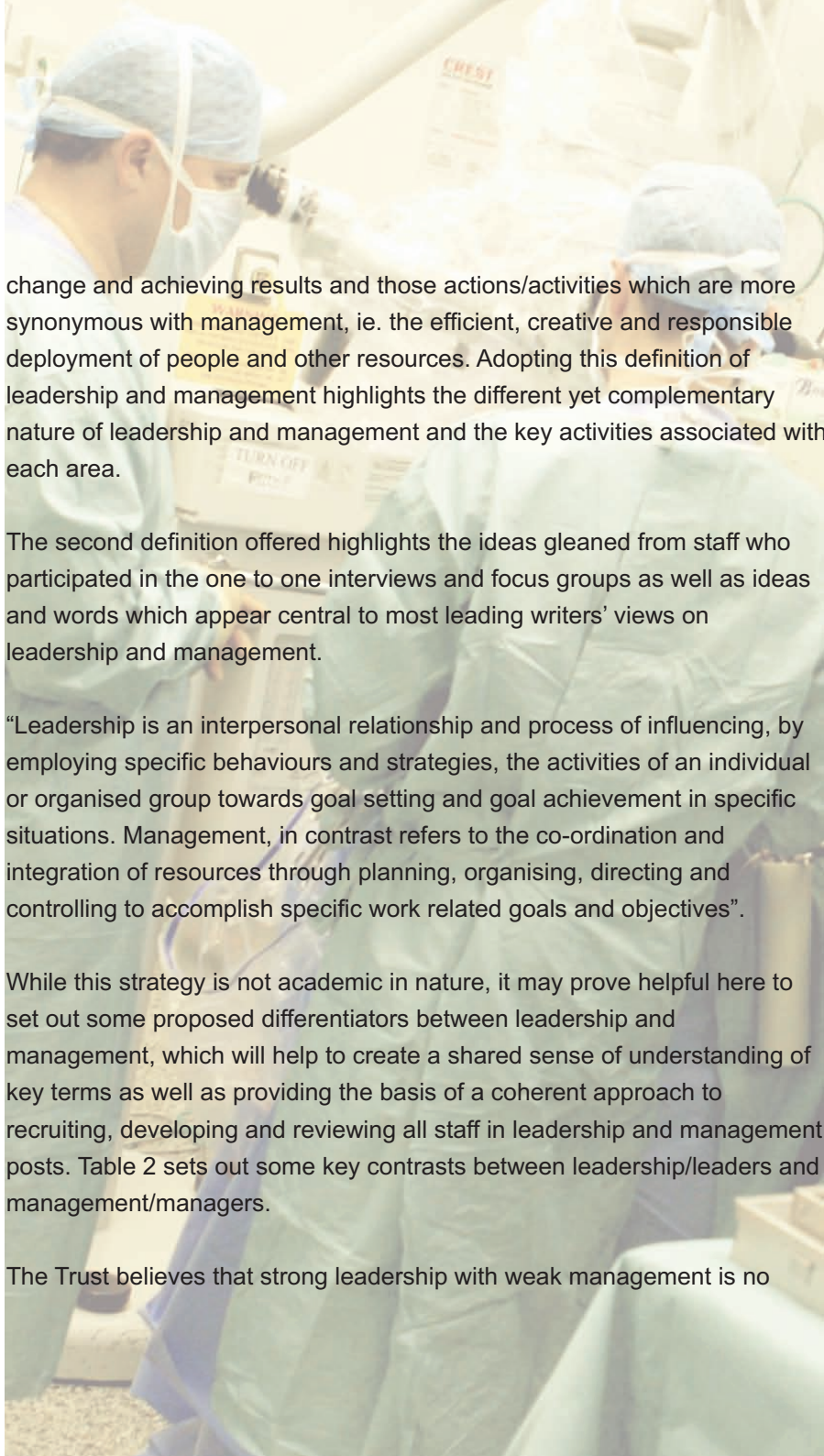
under led. BHSCT needs to develop its capacity to exercise effective leadership as well as efficient management. However the most successful organisations do not wait for leaders to come along. They actively seek out people with leadership potential and expose them to career experiences, designed to develop that potential and to meet the needs of succession planning so that the organisation can continue to effectively sustain itself.

In producing any Leadership & Management Strategy, answering key questions such as "What is leadership?", "What is management?", "Are leadership and management one and the same thing?", seems an obvious starting place until you realise that there are a multitude of academic studies on such matters.

There is no single definition that satisfies everyone and yet we must start by putting forward some sense as to what leadership and management means for the Belfast Trust. This strategy offers the following definitions with a rationale for their inclusion.

"The key purpose of leadership and management is to provide direction, gain commitment, facilitate change and achieve results through the efficient, creative and responsible deployment of people and other resources".²

This definition reflects the five key leadership and management standards contained with the National Occupational Standards for Management & Leadership – www.management-standards.org. This definition also attempts to highlight those actions/activities which are more synonymous with leadership ie. providing direction, gaining commitment, facilitating



change and achieving results and those actions/activities which are more synonymous with management, ie. the efficient, creative and responsible deployment of people and other resources. Adopting this definition of leadership and management highlights the different yet complementary nature of leadership and management and the key activities associated with each area.

The second definition offered highlights the ideas gleaned from staff who participated in the one to one interviews and focus groups as well as ideas and words which appear central to most leading writers' views on leadership and management.

“Leadership is an interpersonal relationship and process of influencing, by employing specific behaviours and strategies, the activities of an individual or organised group towards goal setting and goal achievement in specific situations. Management, in contrast refers to the co-ordination and integration of resources through planning, organising, directing and controlling to accomplish specific work related goals and objectives”.

While this strategy is not academic in nature, it may prove helpful here to set out some proposed differentiators between leadership and management, which will help to create a shared sense of understanding of key terms as well as providing the basis of a coherent approach to recruiting, developing and reviewing all staff in leadership and management posts. Table 2 sets out some key contrasts between leadership/leaders and management/managers.

The Trust believes that strong leadership with weak management is no

better, and is sometimes actually worse, than the reverse. The real challenge for us is to combine strong leadership and strong management and use each to balance the other.

Of course, not everyone can be naturally good at both leading and managing. Some people have the capacity to become excellent managers but not strong leaders. Others have great leadership potential but, for a variety of reasons, have great difficulty becoming strong managers. The challenge for the Trust, which this strategy begins to address, is to ensure that we develop both strong leaders/ managers and maximise the individual potential of all staff.

Within the context of health and social care, it is also vital that we recognise, take account of and support the improvement of Clinical and Social Care leadership provided by Professionally qualified staff so that we can deliver, in the most effective way, an excellent person centred service utilising the skills, knowledge and expertise of those directly engaged with patients and clients and managing clinical/care teams.

Likewise the Trust considers it to be important to consider the needs of our service users, involving them where appropriate, and to use knowledge acquired through these processes, to influence our leadership and management model and associated development interventions.

Table 2 – contrast between Leadership and Management

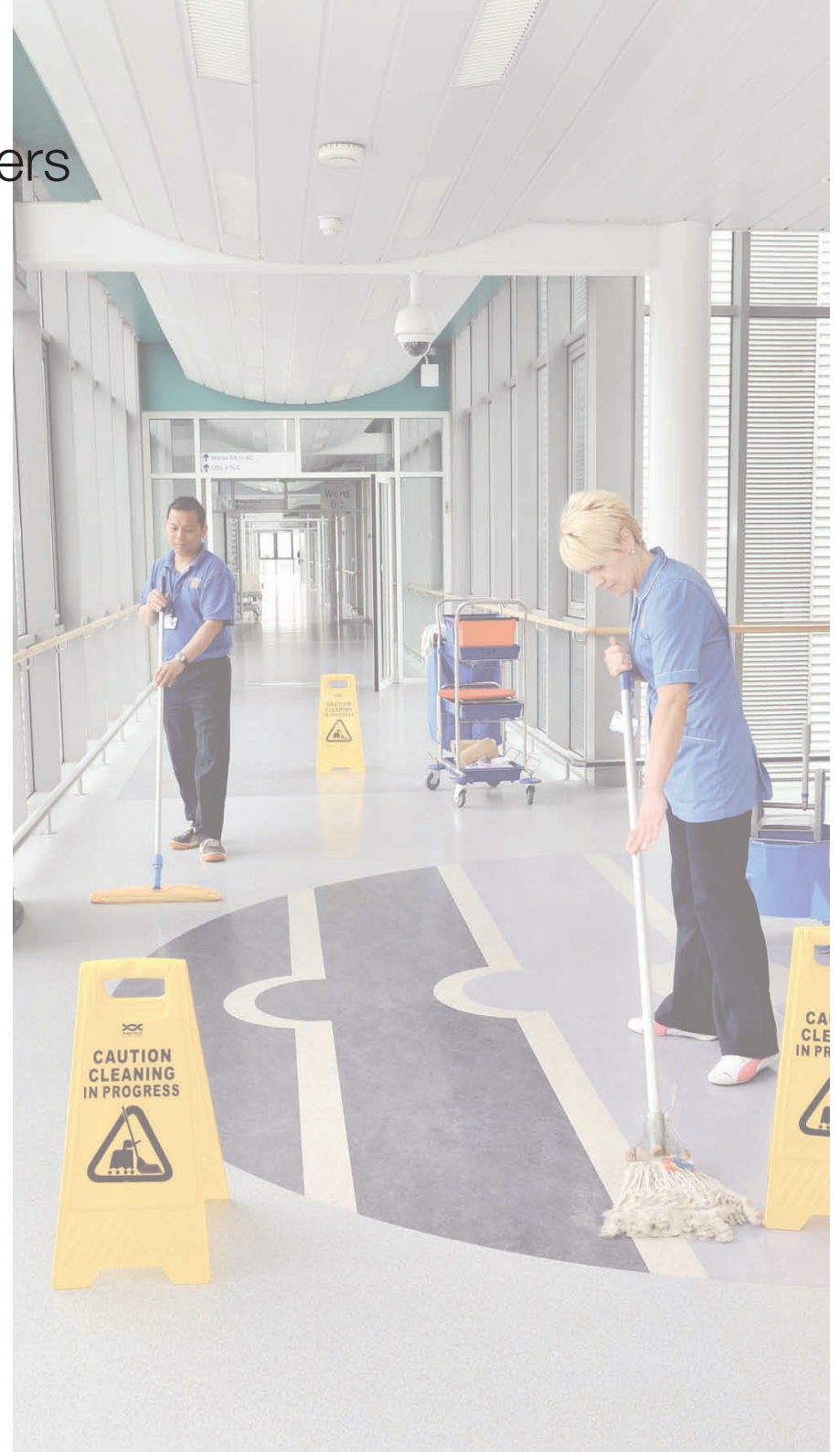
Leaders/Leadership	Managers/Management
Leadership is interpersonal (you lead people)	Management is associated with task/process (you manage things)
Leadership is synonymous with effectiveness – leaders do the right things	Management is synonymous with efficiency – managers do things right/well
Leaders and leadership transform – leaders are keen to learn and change things as a result of learning and review	Managers and management transact – managers solve problems at the level they occur
Leaders are visionary/strategic – tend to focus on what could/should be and tend to operate on medium to long term time horizons	Managers' horizons are often here and now/operationally focused and managers tend to operate on short term time horizons
Leaders 'work on the system' – leaders are always looking at ways to improve things and if the system needs to be overhauled or changed so be it	Managers 'work in the system' – managers are committed to developing systems which support the efficient delivery of service and often see the system as an end in itself rather than the means
Leaders initiate and deal with change	Managers deal with the status quo
Leaders change organisational metaphors and paradigms to drive change and to transform culture	Managers know, accept and use current metaphors and paradigms
Leaders seek and create opportunities to improve/change	Managers deal with and react/respond to challenges /events/situations and control associated risks
Leaders challenge and change organisational rules	Managers develop, implement, enforce and adhere to organisational rules
Leaders provide a vision to believe in	Managers seek and then follow direction
Leaders motivate people by satisfying their key motivators and by meeting their needs	Managers motivate people by moving them in the right direction
Leaders inspire and energise people	Managers coordinate activity and resources
Leaders coach, facilitate and empower their followers to succeed	Managers provide instruction and guidance/advice

4. Identifying our Leaders and Managers

Managers are quite readily identified within the Trust as there remains a traditional hierarchical structure which sets out key roles and managerial responsibility within service groupings. Job titles and organisational structures mean that there is clarity around knowing who are those people with responsibility for progressing the management ie. the planning and organising of key processes, groups of people and service provision.

However when it comes to the identification of leaders, the Trust is committed to developing a community of leaders at every level which goes beyond merely looking to those at the top of the organisation in formal management roles.

If we remember that leadership is about interpersonal relationships and influencing, while modeling a core set of values, then every member of staff can and should be a leader and demonstrate leadership qualities and behaviours eg. one is being a leader when you want to improve your service and when you generate solutions and support their implementation. Therefore while the boundaries of individual job roles may mean that the post holder is not responsible for taking managerial action, they will still be able to make a leadership contribution through their own enacted values and behaviours to further the Trust's commitment to improving health and well being. Key to the development of this leadership culture will be the effective communication of this expectation to staff and empowering each person to understand and recognise their own leadership potential. The implementation of the Personal Contribution Framework and appraisal will support the achievement of this goal.



5. Requirements of Leaders and Managers

The Trust already has in place a robust and systematic approach to determining what it is that leaders and managers are required to achieve. The Belfast Way, in itself, depicts the overarching strategic agenda and the values we commit to which determine the way in which that agenda is to be delivered. Annually the Trust's corporate management plan and service group management plans translate the corporate strategy into objectives and goals which also take into account the Department of Health, Social Services and Public Safety's Priorities for Action. Individual review mechanisms such as the Personal Contribution Framework, including the Knowledge and Skills Framework, and Medical appraisal support individuals to make a connection between organisational objectives and how they can individually contribute to the success of the Trust, alongside the identification of personal development needs.

Furthermore as a key component of this strategy, the Trust has drawn up a Leadership and Management Charter which sets out the principal knowledge, actions and behaviours required of all leaders and managers (Appendix 2). This will support the Trust's strategic direction as set out in the Belfast Way and complements the Knowledge and Skills Framework which focuses on the application of knowledge and skills to meet the particular demands of a post. The Charter will serve as a guide, both to leaders and managers for their own performance improvement, as well as to provide role clarification for the people that they lead and manage. The values and behaviours outlined are applicable to all of the Belfast Trust's community of leaders, regardless of grade or position. The action plan contained within this strategy illustrates how the Charter will be used as a tool to support the development of the Trust's leaders and managers.



6. Leadership and Management Development

The Trust is committed to the provision of a wide range of opportunities that will support the development of highly effective leaders and managers. In addition, this strategy acknowledges the vital role that leaders and managers play in developing a lifelong learning culture where all learning is valued. Leaders and managers are expected to be effective role models in the area of learning and development and will seek to develop their own competences in these functions as well as foster growth in others.

In relation to the development options, it is strategically important that the Trust develops a menu of development options which are equally valued, innovative and cost effective.

In setting out the Trust's approach to Leadership and Management development options, this strategy highlights the importance of:

- Aligning all individual leadership and management development with Trust and Service Group objectives.
- Providing a menu of options to meet the differing learning style preferences of staff as well as acknowledging their personal needs by eg. offering self paced learning, e-learning and experiential learning as viable and equally valued development options to traditional off the job learning interventions.
- Integrating all key people related processes to support leadership and management development, ie. getting it right at the recruitment and selection process; ensuring all new leaders and managers have an effective induction; ensuring the performance of leaders/managers is

well 'managed' in line with the principles of the Trust's Personal Contribution Framework or appraisal; ensuring all leaders/managers have opportunities to develop personally and professionally as part of a planned development and career planning process.

- Maintaining momentum by measuring impact and evaluative outcomes, learning from internal and external reviews as well as from best practice, and committing to continuous improvement, in relation to leadership and management development.

The continuing challenges of the public service reforms and economic climate will require highly skilled staff at all levels to continually review and improve their skills. The primary responsibility for improving leadership/management performance rests with the individual and their line manager in a partnership which balances the performance needs of the Trust and the development needs and career aspirations of the individual. All leaders/managers must have a personal development plan that is specific, measurable, realistic and time bound. Staff will be supported in meeting their prioritised development needs by accessing specialists within the learning and development team, development providers and professional associations.

Leadership and management development must be a priority activity to which all leaders/managers will be expected to commit sufficient time and effort concentrating on developing their own talents and those of other leaders/ managers. Senior leaders/managers must lead by example to demonstrate their commitment to lifelong learning and development. Resources for leadership/management development will be considered an

integral part of the organisation's learning and development investment programme and will be expected to produce added value and a positive return on the investment, including improved productivity.

A wide range of leadership/management development activity will result from the systematic analysis of the job's requirements, assessments of the individual's competence and identification of potential for future jobs, using a range of methods including Personal Contribution Reviews, 360 degree feedback, development centres, mentoring, coaching and feedback as a result of evaluations.

Leadership/management development will be designed and delivered to support and strengthen all staff who carry out leadership/managerial functions. Where development is planned within specific programmes, this will be multi- disciplinary wherever possible to support common learning and promote team effectiveness.

The majority of managers and leaders within the Trust have come through a health or social care professional route. However whilst they have accepted the managerial challenge often they are not consistently supported to develop the necessary skills to enable effective performance. On occasion, there is an assumption that experience and expertise in clinical skills brings with it experience and expertise as a manager or leader. The Trust acknowledges the need to invest in such development and to support the range of opportunities that exist either in house or through regionally developed initiatives or professional routes.

Where appropriate, the Trust will link leadership and management development to relevant external qualifications or standards or both.

Systematic implementation of appraisal and development planning will contribute to the equality of access to development opportunities, career planning resources and job challenges regardless of sex, religious belief, political opinion, marital, civil partnership or family status, race, age, sexual orientation, disability, whether or not they have dependents and persons who have undergone, are undergoing or intend to undergo gender reassignment.



7. Action Plan

The following section of the strategy sets out a series of key priorities which the Trust will work to achieve over the lifetime of this Strategy.

	Time frame	Safety & Quality	Modernisation	Partnerships	People	Resources
The Trust will produce and widely disseminate a Leadership and Management Charter which sets out the actions, knowledge and guiding behaviours required of leaders and managers in BHSCT	April 2010	✓			✓	
The Leadership and Management Charter will be communicated to all staff so that they are aware of what their managers should be doing to lead, manage and develop them. This will also be promoted as part of the Trust's approach to achieving and maintaining the Investors in People quality standard.	April 2010	✓			✓	
The Trust will explore how the Charter can be used to assist the induction process and will implement recommended actions.	Dec 2010	✓			✓	
The Trust will explore how the Charter might be used to support the recruitment and selection of managers and will implement recommended actions.	Mar 2011	✓			✓	✓
The Trust will require all leaders and managers to use the Charter to self assess and to inform their own Personal Development Plan. The Charter may also be used as a support tool in relation to the Personal Contribution Framework (PCF) but will not be used in place of or instead of it. Managers and leaders must continue to comply with the requirements of PCF and the Knowledge and Skills Framework (KSF).	Mar 2011	✓			✓	

	Time frame	Safety & Quality	Modernisation	Partnerships	People	Resources
The Trust will request leaders and managers to complete a baseline questionnaire, based on the Charter to identify development needs and areas for support. This will be used to inform the content of development and skills programmes.	Dec 2010	✓			✓	
The Trust will select each year a key strand of the Charter which they wish to promote in order to further develop the skills of leaders and managers and in support of achievement of the Corporate Management Plan.	Annually	✓			✓	
The Trust will ensure that there is a KSF outline for every leadership and management post and that these are updated as required to support the career development of individuals.	June 2010	✓	✓	✓	✓	
The Trust will commission and implement a bespoke multi professional development programme that is targeted at third and fourth level managerial posts. This will specifically seek to provide opportunities to develop the skills set required to perform effectively and efficiently in a demanding and complex health and social care environment. The programme will be evaluated to assess if its objectives have been met and if further learning needs are identified.	Jan 2010	✓	✓	✓	✓	
The Trust will support participation in regionally driven initiatives for the development of professional leaders to deliver improved patient and client care eg. Professional Leadership Development Programme.	2009 onwards	✓	✓	✓	✓	✓
The Trust will make available for staff to access, opportunities for learning and development for management skills development which are available through the Human Resources team or through access to the Beeches Management Centre.	2009 - 2012	✓			✓	

	Time frame	Safety & Quality	Modernisation	Partnerships	People	Resources
The Trust will explore opportunities for leaders and managers to avail of 360 feedback and participation in development centres to support their development.	2010				✓	
The Trust will develop opportunities to make coaching part of the organisation's culture in order to support both individual and team performance.	2010	✓			✓	
The Trust will hold an annual Leadership conference event to bring together senior managers and leaders across the organisation to highlight key organisational leadership issues.	Annually	✓			✓	
The Trust will develop change management and service improvement skills to support a culture of continuous improvement in services for staff and users.	Mar 2011	✓			✓	
The Trust will determine a minimum set of training requirements which all individuals new to management will be required to complete as part of their orientation to the role.	2011	✓			✓	
The Trust will investigate and promote opportunities to facilitate the interchange of our managers with other Health and Social Care sector organisations in order to broaden experience and skills sets. This will be supplemented by the promotion of secondment opportunities where they exist or opportunities for individuals to be involved in project work to develop knowledge and skills.	2010 - 2011	✓		✓	✓	

	Time frame	Safety & Quality	Modernisation	Partnerships	People	Resources
The Trust will provide opportunities for leaders and managers to participate in action learning sets to assist peer learning and support.	2010				✓	
The Trust will implement a Lifelong Learning Strategy which seeks to support Support Workers to progress into supervisory and first line management roles. This strategy will also support the development of leadership and management skills for supervisors and first line managers.	April 2010 onwards	✓		✓	✓	
The Trust will provide opportunities to achieve qualifications and/or accreditation through in house programmes and commissioned education programmes from a range of education providers using external quality standards or frameworks where they exist to ensure that development opportunities are of the highest quality.	2010 onwards	✓		✓	✓	✓
The Trust will actively engage in initiatives which are organised by external organisations and offered to the wider community to support our corporate social responsibility to foster a culture of leadership in Northern Ireland eg. Business in the Community, Charter work experience, Common Purpose programme.	2010 - 2011	✓		✓	✓	
The Trust will provide support for individual staff members through the Assistance to Study policy to undertake specialist learning and acquire qualifications which are relevant to their role of leader/manager.	2009 ongoing	✓			✓	
The Trust will recognise the achievements of managers/leaders where there has been an outstanding contribution to staff and/or service provision by telling others of their achievement and through both internal and external award schemes.	2010				✓	

8. Conclusion

The success of this Leadership and Management Strategy will be judged by the extent to which it:

- Delivers on the key implementation measures within the action plan
- Enables the Trust to recruit, retain and develop high quality leaders and managers at every level of the organisation in support of policy and objectives
- Enables the Trust to effectively meet its key performance measures as identified through the Trust's performance management and accountability arrangements.

The implementation of the identified priorities in this strategy will be progressed through a multi professional Leadership and Management group. The group will also be accountable for determining realised benefits, value and contribution that the strategy has made to individuals, teams and to organisational service objectives.

Consideration will be given to the Trust's achievement of key performance indicators such as staff survey results, turnover, attendance, MORE³ achievements and benchmark indicators such as CHKS and the Investors in People quality framework.

The strategy will be formally reviewed again in 2013.

Appendix 1

Emerging picture of effective leaders/managers – effective leaders are the ones who:

- Are contextually and culturally aware
- Have and operate to 'a clear and concise vision' for the organisation/their team and/or service
- Are able to 'inspire people by creating something compelling for people to want to follow them'
- On a day-to-day basis can adapt to their context
- Demonstrate an ability to stay fresh and on top of their game, by being open minded and willing to learn, with effective leaders never believing they have got it all figured out. They continue to welcome honest, impartial and objective feedback
- Are accessible and do not believe they always have to be front and centre in any type of decision scenario
- Do not want or need to be everything to all people and they fully accept they are not going to be the only one who is going to make things happen
- Have and consistently display key attributes/qualities including honesty, being forward looking, inspiring and competent
- Are broadly based with an interest in and knowledge of best practice in the area of leadership and management across and outside the health and social care sector
- Are participative, adaptive and team oriented
- Are coaches, facilitators and enablers, reflecting a move towards a coaching model of leadership which better suits our times and the makeup of our organisations today.

Appendix 2



a leadership and management charter

December 2009

This charter sets out the principal actions, knowledge and guiding behaviours required of leaders and managers in the Belfast Trust to serve our purpose to improve health and well being and reduce health inequalities. It supports the Trust's strategic direction as set out in the Belfast Way 2008 – 2013 and complements the Knowledge and Skills Framework, which focuses on the application of knowledge and skills to meet the particular demands of a post. This charter seeks to capture the broad aspects of leadership/management and provides a guide, both to leaders/managers for their own performance improvement, as well as to provide role clarification for the people that they lead and manage. The values and behaviours outlined are applicable to all of the Belfast Trust's community of leaders, regardless of grade or position.



Values and Behaviours of a Belfast Trust Leader/Manager

Respect and Dignity:

- Awareness of your own emotions and impact on others, particularly when you are under pressure
- Being tenacious and resilient in the face of difficulty
- Ability to cope with an increasingly complex environment
- Resilience that enables you to push harder, when necessary, in the interests of developing or improving the service
- Modelling behaviour that shows respect, helpfulness and cooperation.

Accountability:

- Relishing a challenge
- Being prepared to stand up and speak up for what you believe in
- Working beyond the call of duty when it is required for the greater good
- Taking personal responsibility for making things happen and when they don't go according to plan
- Encouraging and supporting others to take decisions
- Creating a sense of common purpose and team responsibility.

Openness and Trust:

- Insistence on openness and communication by themselves and others, motivated by values about inclusiveness and getting on with the job
- Acting as a role model for public involvement and the dialogue that all staff need to have with service users

- Displaying honesty, fairness and consistency
- Behaving ethically and with integrity at all times.

Learning and Developing:

- Demonstrating a deep sense of vocation for public service driven by an identification with the needs of patients and service users
- Believing in a set of key values borne of broad experience of, and commitment to the service which stands you in good stead, especially when you are under pressure
- Creating a primary focus on achievement of goals for the greater good of others and not the leader's own reputation
- Investing your energy in bringing about health improvements
- Seeking to understand people's needs and motivations
- Undertaking continuous professional or personal development, maintaining and enhancing their skills to their own benefit and to the benefit of service users.

The Belfast Way: Safety and Quality

Principal actions of a Belfast Trust Leader/Manager (skills are highlighted)

- Develop and reinforce effective governance arrangements
- Set standards and support the team to achieve, review and make improvements to them, if possible
- Create a robust service planning and performance management process which also satisfies the needs and expectations of service users and key stakeholders
- Involve staff in service planning and decision making and encourage innovation
- Identify, design and implement those key processes needed to deliver policy and strategy
- Develop and maintain a performance oriented culture which champions high level performance, ethical behaviour, clear lines of accountability and a commitment to continuous improvement
- Maintain and develop an environment and culture that improves health, safety and security and where risks are effectively managed and minimised
- Ensure staff attend mandatory/recommended training and complete/review the relevant risk assessments
- Create an organisational structure which is designed to always put the service user first
- Effectively and systematically use self review techniques, information from external reviews, internal and external benchmarking reviews to understand the needs and expectations of diverse stakeholders
- Provide ongoing and regular feedback, support and encouragement across the team to ensure that objectives are being achieved and that staff feel motivated
- Support a learning culture where service users are listened to and lessons identified from issues and incidents in a positive way
- Record information in a timely, accurate and secure way
- Motivate their service team to comprehensively measure and achieve outstanding results with respect to patients and service users.

Actions informed by (for example)

- Adverse Incident Reporting
- Arrangements for New and Expectant Mothers
- Complaints Policy
- Control of Substances Hazardous to Health
- Data Protection Policy
- Display Screen Equipment Policy
- Domestic Violence and Abuse Policy
- Fraud Policy
- General Health and Safety Policy
- Health and Wellbeing Strategy
- ICT Security Policy
- Infection Prevention and Control Policy
- Integrated Elective Access Protocol Apr 2008
- Lone Working Policy
- Management of Stress, Health and Well Being Policy
- Manual Handling Policy
- Medical Devices Policy
- RIDDOR Guidelines
- Safer Recruitment and Employment Framework – incorporating policies on Alert notices, registration and verification, employment of migrant workers and safeguarding vulnerable groups
- Security Strategy
- Trust Delivery Plan
- Whistle blowing Policy
- Working Time Regulations
- Zero Tolerance Policy



The Belfast Way: Modernisation

Principal actions of a Belfast Trust Leader/Manager (skills are highlighted)

- Develop a clearly stated and focused strategy which sets out and takes account of the sector and which has SMART objectives (Specific, Measurable, Agreed, Realistic and Time bound)
- Develop a clearly stated and focused modernisation plan which includes communicating a compelling vision and rationale for change and engaging and facilitating others to work collaboratively to achieve real change
- Ensure accountability is at the heart of how their service operates
- Keep staff informed about developments in relation to the service and wider Trust
- Provide timely and accurate information to staff
- Steer their service successfully through difficulties and challenges, including conflict, diversity, and inclusion issues
- Support staff through periods of organisational change
- Motivate their service team to comprehensively measure and achieve outstanding results with respect to service provision, improvement, development and service impact.

Actions informed by (for example)

- Corporate Management Plan
- Framework on the Management of Staff affected by Organisational Change
- New Directions
- Priorities for Action
- Service Group Management Plan
- Staff Redeployment Protocol.



The Belfast Way: Partnerships

Principal actions of a Belfast Trust Leader/Manager (skills are highlighted)

- **Develop a clearly stated and focused approach** to planning and managing partnerships
- **Effectively and strategically influence others** in the pursuit of agreed objectives – **is able and prepared to adopt a number of ways to gain support and influence** diverse parties with the aim of improving service provision and securing health improvement
- **Create constructive relationships** with representative groups and the groups are consulted when developing the management plan and/or relevant policies
- **Work in partnership** and/or systematically **consult with** a wide range of key stakeholders including staff side organisations to improve health and well being and reduce inequalities
- **Contribute to civic leadership** and **demonstrate a commitment** to address inequalities in the wider Belfast community such as long term unemployment
- **Motivate their service team** to comprehensively measure and achieve outstanding results with respect to partnership working and contribution to wider society.

Actions informed by (for example)

- Involving You Strategy
- Joint Negotiating and Consultative Forum Arrangements and Committees
- Trust Health Improvement Plan



The Belfast Way: People

Principal actions of a Belfast Trust Leader/Manager (skills are highlighted)

- Actively contribute to the development of and fully adhere to the requirements of the Trust's Workforce strategy
- Create a value driven team culture in which the core values of respect, dignity, accountability, openness and trust govern the way the service expects and requires its staff to behave
- Create a culture where everyone is encouraged to contribute ideas to improve their own and other people's performance; giving and receiving constructive feedback is valued; everyone is encouraged to develop leadership capabilities; people aim for continuous improvement
- Create and maintain a culture which encourages and recognises the contribution of staff
- Motivate all staff to adhere to the spirit and ethos inherent in people policies while also adhering to all the procedural requirements in a fair, equitable and transparent manner
- Develop and empower people in line with Trust learning and development priorities and agreed processes to enable the service to achieve its objectives
- Ensure availability of a KSF outline for each post and that it is updated as required
- Ensure completion of annual Personal Contribution Plans or appraisal and Personal Development Plans, which includes learning activities to be undertaken, for all staff
- Ensure effective induction of new staff and staff who have changed post, including attendance at Corporate Welcome
- Evaluate learning activities and their positive contribution to the performance of the individual, team and organisation
- Promote benefits of learning and work with colleagues to identify and plan the learning needs for the team

Actions informed by (for example)

- Absence Policy (draft)
- Assistance to Study Policy
- Belfast Way
- Capability Policy
- Communication toolkit
- Disability Action Plan
- Disciplinary Policy
- Employment Equality Plan
- Employment of People with Disabilities
- Equal Opportunities Policy
- Evaluation Framework
- Grievance Policy
- Harmonious Working
- Health & Well Being at Work Strategy (draft)
- Human Resources Strategy (draft)
- Improving Working Lives Initiatives
- Induction Policy
- Local Induction for Medical Staff
- Medical Appraisal Policy
- Personal Contribution Framework
- Recognition strategy
- Trust Learning and Development Strategy
- Trust protocols on team brief
- Working Well Together Policy
- Work /Life Balance policies

The Belfast Way: People (contin)

Principal actions of a Belfast Trust Leader/Manager (skills are highlighted)

- Address underperformance in staff in a supportive and constructive way
- Communicate to staff the standards of work and behaviours expected of them
- Foster a culture that ensures the Trust's internal communication system is fully understood and systematically deployed
- Facilitate regular, two way communication with staff through meetings or team briefs in an open and transparent way
- Promote equal opportunities policies
- Support team working and build capacity across the team
- Motivate their service team to comprehensively measure and achieve outstanding results with respect to people processes.

Actions informed by (for example)



The Belfast Way: Resources

Principal actions of a Belfast Trust Leader/Manager (skills are highlighted)

- Develop a clearly stated and focused approach to planning and managing resources in order to support policy and strategy
- Contribute to the formal processes for managing performance
- Efficiently use finances and other resources in line with authorisation frameworks to support the Trust's statutory responsibilities
- Manage staff rotas and annual leave to ensure effective service provision
- Recruit and select staff, plan work, allocate and delegate tasks and activities
- Support and contribute to the capital redevelopment strategy to achieve improvements in health and well being for patients and clients
- Motivate others to achieve consistent adherence to:
 - key financial and governance objectives and procedures
 - all requirements and procedures relating to managing buildings, equipment and materials
 - all requirements and procedures relating to managing technology
 - all requirements and procedures relating to managing information and knowledge
 - all requirements and procedures relating to managing health and safety
- Motivate their service team to comprehensively measure and achieve outstanding results in respect to finances.

Actions informed by (for example)

- BHSCT performance management framework and accountability mechanisms
- Corporate Management Plan
- Financial authorisation framework
- Recruitment and Selection policy
- Service Group Management Plan
- Terms and conditions for staff

