

Norfolk County Council and Norfolk Community Health and Care

Future Managers Programme

A programme to enable employees with the right skills, mind set, behaviours and ambition, to become the next generation of managers, operating across a range of teams in health and social care to deliver an integrated service.

Norfolk County Council's Assessment and Care Management team comprises of approximately 425 staff who work in five localities across Norfolk. Their workforce includes team managers, practice consultants, social workers, occupational therapists, assistant practitioners and support staff. The team provide statutory social care assessments, reviews, and care planning.

To deliver the programme Norfolk County Council's Assessment and Care Management team worked alongside Norfolk Community Health and Care.

From Norfolk County Council, this included staff from Adult Social Services; the customer contact team, mental health social workers and health and social care commissioners. From Norfolk Community Health and Care Adult Services, this team comprises of doctors, nurses and a variety of professional therapists

The project aimed to provide an opportunity for Norfolk's integrated care services to identify talented individuals with the right attitude and mind-set to take the service forward in the future

This project was jointly designed and commissioned by Norfolk County Council and Norfolk Community Health & Care learning and development teams. It was part of ongoing work

to explore the benefits and efficiencies that can be achieved by improving collaboration when delivering learning and development.

What we wanted to achieve

In the Department of Health framework document "Integrated Care: Our Shared Commitment", integrated care is defined as allowing individuals to "plan my care with people who work together to understand me and my carer, [allowing] me the control and [bringing] services together to achieve the outcomes important to me".

To achieve the delivery of integrated health and social care in Norfolk an integrated care management team was appointed in 2014. As part of this response, the need for a management development programme was identified with the aim of enabling outstanding employees to become the next generation of managers, operating across the range of teams in health and social care to deliver a truly integrated service.

The Future Managers programme aimed to develop a cohort of potential future managers who had undertaken a development programme that prepared them to apply for management roles across multi-disciplinary and integrated health and social care teams.

As a result of attending the programme, participants would demonstrate increased understanding of the role and responsibilities of a manager with a whole systems approach to take forward in an integrated care environment.

The Future Managers programme aimed to be:

- an opportunity to identify talented individuals with the right attitude and mind-set to take the service forward in the future
- an opportunity to develop managers who understand the integration agenda and will be champions going forward
- an opportunity for people to gain the right skills and knowledge, and therefore significantly improve their chances of success in a recruitment process
- a journey for participants who want to take ownership of their own careers and professional development.

The key objectives of the programme were:

- to identify practitioners/clinicians who are interested in and have the potential to become future managers and leaders within the two organisations
- to support a succession planning process across the two organisations, and provide strong recruitment base for management and other critical roles.

Following the programme I have had the confidence to take on additional projects in the team, to support service transformation and the wellbeing of colleagues.

Participant

What we did

Step One: Interested employees were invited to attend Open Days in Norwich and other locations across the county.

Step Two: Aspiring managers submitted applications to the programme with

their manager's supporting comments.

N.B. Although the programme was self-nominating, we strongly encouraged employees to have a discussion with their manager about the future, their ambitions, aspirations and their development. Ideally, we wanted managers to be endorsing individual applications.

Step Three: Short-listed applicants were invited to attend an assessment and development centre to explore and gain insight into personal strengths and areas for development.

Step Four: Participants were offered feedback on the outcome from the assessment and development centre, which was used as the basis of their personal development plan.

Step Five: Where appropriate participants were offered a place on the Futures Programme. All participants were offered the opportunity to attend a personal development planning session.

Step Six: Once participants have completed the programme, and they have demonstrated appropriate behaviours and attitudes, participants will have the opportunity for further development and to practice their skills, through secondments, shadowing, coaching and mentoring.

Step Seven: All participants were also asked to complete a number of continued professional development activities over a period of 12 months; taking ownership of their own professional development.

What we achieved

We engaged with 18 aspiring managers. 16 employees completed the programme with two partly completing; one due to maternity leave, and the other due to identifying alternative development routes following the assessment and development centre.

As a result from attending the programme, the participants will;

- have increased self-awareness, recognising the need to demonstrate resilience, determination and confidence. This includes composite trend analysis from the Facet/360 data or other profiling tools
- demonstrate increased understanding of the role and responsibilities of a manager within either the health or social care services. This is linked to the National Management Standards
- be visible champions of high performance standards (raising the bar on performance)
- have increased interpersonal skills for performance leadership, including engagement, coaching, feedback and influencing
- demonstrate a whole systems approach to taking health and social care services forward in an integrated care environment.

The model can be expanded and opened out to wider health and social care economy in Norfolk and Suffolk. We anticipate re-running the programme every other financial year.

The model can be adopted by other counties to develop their integrated management capacity. The model can be easily adapted and expanded to meet local needs and could be considered as a means of developing managers in the private sector.

What we learnt

Before the Futures programme was introduced, all management development was undertaken separately. When advertising for vacant posts it was evident that candidates were skilled and competent in their own specialisms but lacked the knowledge and awareness of the

implications of managing an integrated service and of the changes that they would need to lead to make full integration a reality.

We found that the attendees of the Open Events (which were jointly led by Assistant Directors/Heads of Operations and Learning and Development professionals) were really pleased to meet members of the leadership team in an informal setting and to hear their perspectives on leadership, integration and challenges in the sector.

The development of the programme has brought together operational development and learning and development practitioners from across the organisations. This has led to a proposed review of the development offer available to those in the integrated service.

Having the sponsorship of the Director for Integrated Care has been key to getting the project off the ground.

Using a joint procurement process we appointed local providers as consultants for the project; this provided excellent value for money. As a result we were able to buy additional resource to support delegates after the management development programme and purchase an analysis exercise for the assessment and development centres.

Funded by



This project was supported by Skills for Care's Workforce Development Innovation Fund. Please read more about this annual funding opportunity [here](#).

For more information please visit

www.norfolk.gov.uk

www.norfolkcommunityhealthandcare.nhs.uk

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Skills for Care recommends

We produce a range of resources and support related to the development of managers and leaders, including:

Well-Led Programme

This special programme is aimed at managers and leaders wishing to deliver a well led care service.

<http://www.skillsforcare.org.uk/Leadership-management/Registered-managers/Develop-yourself-as-a-leader.aspx>

Leadership Programmes

Skills for Care offers a number of different programmes aimed at New Directors, Top Leaders, Commissioners etc.

www.skillsforcare.org.uk/Leadership-management/Leadership-programmes/Leadership-programmes.aspx

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