Context
The Y&H SPF meets on a bi-monthly basis, with a membership comprising directors of workforce, full time trade union officers, NHS England/Improvement representatives and other stakeholders in the region. The group works in partnership to discuss and progress a wider range of workforce priorities.

At a meeting on 27 September, the Y&H SPF facilitated a group discussion on the theme of leadership and essential skills for managers. This discussion included update and reference to current national discussions on the leadership compact in development. It was agreed as an action from the meeting that a summary of the Y&H SPF discussion and consensus would be submitted to NHS England/Improvement as a view which may help inform the leadership compact and the people plan.

National NHSE/I approach and the Leadership Compact
1. The Y&H SPF welcomes the development of the leadership compact as a national vehicle and statement of intent. Crucial to the impact of the compact will be the tone set by NHSE/I; having honesty and transparency at the core of our leadership approach; and having a consistent leadership expectation across all parts of the system (ALBs, CCGs, providers etc) to avoid leadership with an 'us & them' mentality and encourage collaborative leadership.

2. From a regional stakeholder perspective, it is not entirely clear where the boundaries and crossover points are between different strands of the NHSE/I people plan - for example between the best place to work/core offer and the leadership compact. In this sense, the workstreams and associated messaging needs to be clear, to avoid the wording/structure used inadvertently becoming a complicating factor when organisations and workers are asked to deliver on the expectations. Even the term 'compact' is not widely understood as a title, and as such it shouldn't be assumed people know what the compact is.
Yorkshire & Humber SPF
Statement on leadership development in the NHS – September 2019

Yorkshire & Humber regional view on leadership

1. There is a need to move away from the historical approach where the worker most experienced in terms of clinical/technical skill is assumed to be the best candidate for a management or leadership role. However, it is recognised that some posts will, by their very nature, require clinicians for management or leadership roles and these individuals should be supported fully in their role to become effective leaders and managers. Leadership development and appointment should also depend on numerous other factors.

2. In order to drive improvements and motivate others, the following are key qualities for NHS leaders to develop and utilise:
   - authenticity & emotional intelligence
   - demonstrating a values-based approach
   - having a vision
   - being passionate
   - showing self-humility (caring ‘upwards & downwards’)
   - enabling a culture where it is ok to make mistakes
   - listening to others with interest & fascination
   - resilience (personally & to foster within a team)
   - demonstrating a systems approach (in the STP/ICS context)

3. Leadership can, and should, be encouraged at all levels/grades. From leadership of self to that of others, in both formal and informal contexts, staff can help influence and shape the environment in which they work.

4. The best leaders are often those who acknowledge and embrace diversity in their teams. This can be achieved through awareness of different potential behaviours and preferences across different ages and generations; getting to know and treat people as individuals; and not generalising by type or assumption. Good leaders are able to use this awareness to better support, motivate and reward individuals.

5. There is a wealth of existing research available on what constitutes effective leadership (eg the work of Professor Michael West), and where credible research exists, it should be drawn on, rather than the system create unnecessary cost and bureaucracy by commissioning further research on the same themes likely to come to the same or similar conclusions.

This document has been submitted to NHSE/I by NHS Employers on behalf of the Y&H SPF.

Please contact engagementnorth@nhsemployers.org with any related queries or follow-up.