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# Two-thirds of NHS leaders say there is not sufficient local leadership capacity to implement the NHS Five Year Forward View

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Two-thirds of NHS leaders believe there is not sufficient local leadership capacity to deliver the new models of care within the NHS Five Year Forward View, with the need to focus on collaborative working and system leadership, according to DAC Beachcroft LLP's 'Understanding the Barriers to Innovation' thought leadership report.

In the DAC Beachcroft report, which has been produced in association with NHS Providers to be launched at their annual conference on 10 November 2015, NHS leaders recognised that:

- To create real change around new models of care, organisations must work in partnership and current policy incentives must enable organisations to do so;
- Plus, 60% cite leadership, rather than job flexibility (15%) and revised pay and conditions (10%), as the most important issue to develop the workforce to introduce these new models of care.

The report provides an exclusive insight into the minds of senior leaders in the NHS, and the perceived and actual barriers to innovation and implementing new models of care.

Anne Crofts, a DAC Beachcroft Partner in Commercial Health, says that while many survey respondents are unconcerned about the legal frameworks needed to develop new models of care, so caught up are they with overcoming cultural barriers, a legal framework can act as a lever to help overcome such barriers. She states: "An agreed governance framework can help get people talking, and try out what is possible. It can set parameters around the financial and organisational risks that providers are willing to accept to try new ways of working, and create a relatively benign environment within which they can start to operate in a more collaborative way."

Giles Peel, Head of DAC Beachcroft Government Advisory Practice, argues that a lack of any governance in a local system - 55% of respondents say they do not have governance arrangements in place with other local organisations - also ensures organisations continue to operate in such a way [without enough authority to make the required innovations]. He says: "There is a real lack of collaborative behaviour in the NHS and a lack of governance contributes to this."

Chris Hopson, Chief Executive at NHS Providers, supports these views and contributes that "the role of NHS leaders is very demanding, but is more important than ever during this challenging time. Talented and high-calibre individuals must be supported to take up, and to thrive in provider board positions, and as a sector we must invest in the development of the next generation of leaders.

Other findings include:

- 52% do not believe there is a shared vision across their local health economy;
- 62% of respondents deemed investment in leadership as the key critical success factor to engaging the workforce to deliver the Five Year Forward View;
- 25% of respondents felt that lack of integrated planning is a key barrier to innovation; and
- Almost a third of respondents stated that more integrated regional working is needed to transform the NHS workforce.

To view the full report online, or to download a copy, please visit our [Understanding the Barriers to Innovation](#) page.

Alternatively, to receive a hardcopy, please email [cboston@dacbeachcroft.com](mailto:cboston@dacbeachcroft.com).