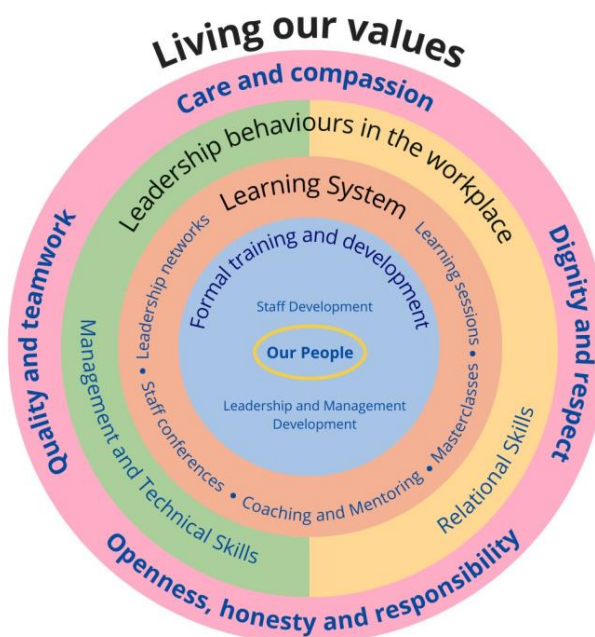


Our Culture and Leadership Framework

Proposal Paper

This paper outlines the proposed changes to strengthen our culture and leadership framework across NHS.



The proposal has been developed collaboratively by colleagues within Education, Learning & Development, and Organisational Development teams. Feedback from module participants, data from OD casework and facilitator feedback have all been considered to establish next steps for each of the following tasks, as outlined by COG:

- **Leadership and Culture Framework**

Development and approval of a framework that sets out how we seek to achieve the behavioural changes that lead to the cultural changes we seek

- **Leadership and Management Development Programme**

Development and delivery of an updated programme to include new modules that the COG prioritise as having the most impact on behavioural and cultural change

- **Staff (Colleague) Development Programme**

Development and delivery of an updated programme to include new modules that the COG prioritise as having the most impact on behavioural and cultural change.

A high level, overarching phased project plan will be outline for each to support prioritisation of those interventions which will have greatest impact on the behavioural and culture changes we seek. A phased approach to this development work is proposed, in recognition of the scale, complexity and resource implications. This also aligns this proposed plan within the timeline of the Together We Care strategy and the annual delivery plan schedule.

	Timeline
Phase 1	September 2023 – March 2024
Phase 2	April 2024-March 2025
Phase 3	April 2025 – March 2026
Phase 4	April 2026 – March 2027

Programme scope and approach

The phased approach will develop and embed a robust, fully rounded leadership development programme over the next 3 years. However, there is also a need to continue delivery of leadership courses over the next 6 months to support our ongoing journey of enhancing our organisational culture.

There are finite resources available to support development of the refreshed culture and leadership framework and continue delivery of leadership courses in the immediate future. The phased approach and timelines outlined in this paper reflect the current resource available. It may be possible to accelerate delivery of this programme with additional resources. In the absence of additional resource we will need to prioritise the capacity we have to deliver courses so we are able to progress the development of the programme.

The following are proposed as priorities for delivery in the next 6 months whilst we continue to develop the leadership courses:

- **New leader** – services will be asked to identify and prioritise individuals who are relatively new to role for participation in this course over the next 6 months
- **Developing leader** – services will be asked to identify and prioritise individual swho are established in their role and have had development needs identified by their line manager for participation in this course over the next 6 months

The key criteria for prioritisation will be:

- **First line management level** – leaders of teams at service delivery level such as charge nurses, senior charge nurses, social work team leads, AHP team leads
- **Leaders of teams who have self-identified** that they need further development to support them to improve their individual effectiveness and the team’s effectiveness including aspects such as culture, team dynamics, inter-personal relationships as well as quality of service provided
- **Leaders of teams who have been identified** by their line management as requiring further development to improve their individual effectiveness and the team’s effectiveness

Synergy between and across each aspect of the framework is ongoing and further development of this will enhance the connectivity and shared vision. In particular, further work is required to ensure a common and consistent language is achieved across the entire framework and this is reflected in the phased project plan for each section.

The next 3 sections will focus on the recommendations and outcomes to be achieved. Each section has a phased project plan through to 2027.

Sections are:

1. Our Learning System
2. Leadership and Management Development Programme
3. Colleague Development Programme



1. Our Learning System

Our learning system will be inclusive and operate across our system. The approaches will incorporate review of previous experience, with learning, best practice and new thinking applied to create an effective system which supports learning, leadership and culture at all levels. The system will incorporate Conferences, Networks, Master classes, Peer Learning and Coaching and Mentoring. The organisation currently has approximately 70 active mentors and 10 active coaches. A key deliverable for this part of the programme will be expanding our mentoring and coaching capacity.

Learning System Project Plan

	Outcomes
Phase 1 Sept 23 – March 24	<ul style="list-style-type: none"> ▪ Collate learning providers across NHS and invite to establish network ▪ Reflect, review and share best practice from mentoring network and apply learning ▪ Develop a Coaching & Mentoring policy, articulating scope, strands (individual, executive, team, peer), single door access, training commitment and supervision. ▪ Develop a common consistent language across the culture and leadership framework ▪ Horizon scan to stay informed of new learning system approaches, applying a continuous improvement approach
Phase 2 April 24- March 25	<ul style="list-style-type: none"> ▪ Deliver staff development conference ▪ Establish Educational Governance group ▪ Establish NHS wide learning providers network – scope ToR ▪ Establish a leadership network - scope ToR – using this as a vehicle to further expand and coproduce thematic networks, action learning sets and master class topics. ▪ Co-produce a plan for master class topic guest speakers (informed by leadership network) with associated budget where needed. ▪ Develop FAQ document for accessing Coaching and Mentoring service ▪ Develop coaching and mentoring network ToR ▪ Scope cpd requirements for coaches and mentors ▪ Develop quarterly/annual reporting template ▪ Continue horizon scan
Phase 3 April 25- March 26	<ul style="list-style-type: none"> ▪ Deliver leadership and management conference ▪ Scope option for regional all staff conferences/learning sessions and trial ▪ Establish a monthly topic in focus – share resources, peer connections space and sharing best practice/experience. ▪ Reflect and review evaluation/feedback data ▪ Embed business as usual and continue horizon scan
Phase 4 April 26- March 27	<ul style="list-style-type: none"> ▪ Deliver staff development conference ▪ Embed approach ▪ Continue horizon scan



2. Our Leadership and Management Development Programme

Recommendations

2a. Leadership and management level descriptors are simplified and renamed to maximise participants understanding of which level is most appropriate to their stage of leadership/management experience:

- **Aspiring/Emerging Leader**
 - Not currently in a formal leadership/managerial role.
 - Career aspiration to move into formal leadership/managerial role.
 - Identified through succession planning/PDP&R as a future leader/manager.
- **New Leader**
 - Identified through internal/external recruitment process.
 - In first formal leadership/managerial role within NHS.
 - Operational leadership and people management responsibility.
- **Developing/Experienced Leader**
 - Has developed leadership/managerial competence and skills.
 - Operational leadership responsibility for people, projects and finances, inputting to strategic direction.
- **Senior Leader**
 - Holds strategic responsibility for geographic area/site.
 - Leading on complex issues, policy development and large change/redesign projects.
- **Executive Leader**
 - Strategic responsibility for Directorate/Organisational risk and performance.
 - Member of/reports to EDG and Board.

2b. Standard Operating Procedures (SOP's) are being established to provide governance accountability and structure to the development, design, evaluation, sign off, reporting and review processes. HR Subgroup will be the sign off route for module development.

2c. Modules will be mapped to these new levels and also to the Knowledge and Skills Framework and the nationally defined leadership capabilities: Self-Leadership, Creativity and Innovation, Collaborating and Influencing, Vision, Motivating and Inspiring, Empowering.

2d. The current programme structure has been reviewed and will be enhanced to include, where possible and appropriate to the content, modules that are suitable for all levels. This will be content and learning outcomes driven.

2e. Our approach to structuring the learning experience will be enhanced to maximise accessibility and attendance, and the learning outcomes for participants. This refreshed approach is used by many modern learning providers and although already embarked upon in some modules, this approach will be widened across all appropriate modules. This will also minimise participants time away from their substantive post – a common reason given for not accessing learning opportunities.

Using a blended approach, incorporating e-learning technology, we will assign pre-work where necessary to develop the knowledge base of participants in order that attendance at modules focuses on application of the knowledge/theory to practice, developing confidence in skills practice within a safe space and the opportunity to engage in peer learning and sharing experiential discussions.

2f. Reference is given within the refreshed leadership and management framework to those modules identified as Core and others which are CPD. Core modules which develop our leaders relational, caring, compassionate and inclusion focussed knowledge and skills are highlighted as a priority and these will be developed during phase 1.

2g. Nationally available content will be sourced and permissions sought if changes are needed to make it appropriate for NHS needs. Local content will be developed to wrap around and fill the gaps where needed.

2h. Once for Scotland policy sessions will become core modules for all new leaders to complete, and for existing managers who have not yet done so, embedding our person centred, supportive and early resolution approach. People Services colleagues will lead on and facilitate these sessions, with collaboration from ELOD at design stage. This will align with the modernised learning experience approach outlined in point 2e.

2i. Collaboration across our system is a central feature of this plan, ensuring we are maximising the talent and resource of all colleagues, including subject matter experts (SME). SME's have not yet been involved in the development of this project plan; however an outline of SME support required is given in Appendix 1. COG is asked to consider this as a critical component of ensuring this plan is progressed and that SME's are provided the time to engage in this process, which may include consultation, design and/or delivery of content.

Leadership and Management Development Project Plan

	Outcomes
Phase 1 Sept 2023 – March 2024	<ul style="list-style-type: none"> ▪ Develop Project Plan, submit to COG ▪ Finalise SOP ▪ Develop and introduce priority L&MD modules <ul style="list-style-type: none"> - How we work together matters (core/new/e-learning) Culture, caring & compassionate behaviours, Living our values, Civility principles, team conversations principles, etc., Self, team, service, organisation, communities, stakeholders, patients. Collaboration with Medical Education colleagues required. - Our Leadership Approach (core/update/blended) Relational and compassionate, values driven, people and performance focussed. Leadership approaches/styles explored - collaborative, systems, complexity, situational. Respecting/valuing difference EDI. Patient experience/outcomes focussed, impact of civility etc. Content drawn from existing and new materials. - Self Care & Resilience (CPD/update/e-learning) Principles, practices, responsibilities and supports. Link to Wellbeing hub, HealthHero (EAP) etc.

	<ul style="list-style-type: none"> - PDP&R Reviewer (core/update/blended) System, process, setting, agreeing, reviewing objectives. Managing performance. - PDP&R Reviewee (core/new/blended) System, process, setting, agreeing, reviewing objectives. Personal performance responsibilities. ▪ Refresh modules requiring minimal updates – highlighted in Appendix 1 ▪ Engage with SME collaborators to begin planning for phase 2 activity ▪ Develop reporting template (quarterly and annual) ▪ Engage with Communications team to discuss marketing approach ▪ Develop a common consistent language across the culture and leadership framework ▪ Horizon scan to stay informed of new leadership thinking/research, applying a continuous improvement approach
<p>Phase 2 April 2024- March 2025</p>	<ul style="list-style-type: none"> ▪ Develop and introduce phase 2 L&MD modules <ul style="list-style-type: none"> - Developing your team culture (CPD/new/blended) Capacity building to develop your skills and confidence to hold team conversations which support caring, compassionate, supportive and positive team dynamics. Co-produce Team Charters, values, behaviours - acceptable and unacceptable within team. - Aspiring/Emerging leader opportunities session (CPD/new/blended) Short session to outline opportunities available, take questions and signpost. - New Leader welcome session (update & new/blended) Include applicable content from Essentials of Management Signposting to core and CPD opportunities, internal and external (SAQ etc), Sources of support in your leadership career (Mentor, Education Learning and Organisational Development, People Services, Staffside, Guardians etc) - Facilitation Skills development – facilitating your team events (CPD/new/blended) Capacity building, developing your facilitation skills and confidence to plan and deliver team events, learning, development days/sessions. - Working in Collaboration & Partnership (CPD/new) Develop in partnership with Staffside. Collaboration, consensus building, resolving differences, early resolution approaches/benefits to all. - Organisational change (core/update)– Influencing, implementing and leading complex change. Theories, approaches, tools, policies, support. Collaboration with Quality

	<p>Improvement/Transformation team.</p> <ul style="list-style-type: none"> - Financial Management (core/new) Role, responsibilities, support etc. Collaboration with Finance team <ul style="list-style-type: none"> ▪ Collaborate with People Services colleagues to refresh Once for Scotland policy sessions ▪ Conduct annual review of evaluation data and agree actions ▪ Scope organisational readiness to undertake training needs analysis ▪ Co-deliver and promote national leadership programmes ▪ Identify external programmes to add value/complement internal or expand development options ▪ Explore certified vocational/academic routes to learning ▪ Horizon scan to stay informed of new leadership thinking/research, applying a continuous improvement approach
Phase 3 April 2025 – March 2026	<ul style="list-style-type: none"> ▪ Conduct annual review of evaluation data and agree actions ▪ Analyse participation rates ▪ Develop positive action plan to address low levels of participation ▪ Develop best practice narratives/participant experience to promote participation ▪ Align with succession planning approach/activity ▪ Test training needs analysis approach ▪ Horizon scan to stay informed of new leadership thinking/research, applying a continuous improvement approach
Phase 4 April 2026 – March 2027	<ul style="list-style-type: none"> ▪ Embed approach ▪ Further build relationships with HE institutions to promote availability of certified vocational/academic routes ▪ Extend training needs analysis approach ▪ Horizon scan to stay informed of new leadership thinking/research, applying a continuous improvement approach

Appendix 2

- Internal leadership and management development modules with readiness status

Appendix 3

- External leadership and management development provision, national NES/L2C.
- Further exploration of Turas module availability



3. Our Colleague Development Programme

The colleague development framework is in development. Succession planning has been considered to ensure we start to articulate the career pathways available to colleagues, and priorities are established in phase 1 to strengthen the cultural dimensions of the programme.

3a. Induction

A new Induction/welcome session was introduced in the last year and has received positive feedback in providing a warm welcome to new employees. Sections on getting to know you, diversity and inclusion, raising concerns and signposting to core learning as part of induction have all received positive feedback. Improvements have been identified as:

- Culture section – provide overview and signpost to How We Work Together Matters new core module for all staff and leaders.
- EDG Video updates required

3b. Colleague Development

The colleague development framework has been mapped to KSF core competencies and has been designed around 4 key domains – Maximising Communication, Organisational Context, Developing Self-Awareness and Workplace Knowledge. Modules outlined within each domain have a Standard option – knowledge, skills and behaviours required from all; and Advanced option where colleagues can develop advanced behaviours, skills and knowledge.

- Maximising Communication
 - A1 Communicating with Impact
 - A2 Working with Others
 - A3 Engaging and Influencing
- Organisational Context
 - B1 Organisational Awareness
 - B2 Change and redesign
 - B3 Workplace Conflict
- Developing Self-Awareness
 - C1 Courageous Conversations
 - C2 Self-Management
 - C3 Developing Personal Talent
- Workplace Knowledge
 - D1 Building and Motivating Relationships
 - D2 Delivering an Effective Service
 - D3 Problem Solving and Decision Making

Those modules which focus on desired behaviours will be prioritised. Content creation will follow the approach outlined in the leadership and management development programme refresh, adhering to the SOP (design process, evaluation etc), maximising accessibility (blended learning

approach), minimising impact on substantive post whilst maximising the development opportunity and participant learning.

	Outcomes
<p>Phase 1 Sept 23 – March 24</p>	<ul style="list-style-type: none"> ▪ Develop and introduce priority colleague development standard modules – relational focus ▪ Link to priority modules identified in leadership development programme as highlighted suitable for all: <ul style="list-style-type: none"> - How We Work Together Matters (core/new/e-learning) Culture, caring & compassionate behaviours, Living our values, Civility principles, team conversations principles, etc., Self, team, service, organisation, communities, stakeholders, PATIENTS - PDP&R Reviewee (core/new/blended) System, process, setting, agreeing, reviewing objectives. Personal performance responsibilities. - Self Care & Resilience (CPD/update/e-learning) Principles, practices, responsibilities and supports. Link to Wellbeing hub, HealthHero (EAP) etc. ▪ Scope of developmental frameworks/career progression in collaboration with job families to ensure that both internal and external delivery of qualifications is embedded into our offering and available to all as appropriate ▪ Develop reporting template (quarterly and annual) ▪ Engage with Communications team to discuss marketing approach ▪ Develop a common consistent language across the culture and leadership framework ▪ Horizon scan to stay informed of new thinking/research, applying a continuous improvement approach
<p>Phase 2 April 24 – March 25</p>	<ul style="list-style-type: none"> ▪ Develop and introduce phase 2 colleague development standard modules ▪ Link to phase 2 modules identified in leadership development programme as highlighted suitable for all: <ul style="list-style-type: none"> - Developing your team culture (CPD/new/blended) Capacity building to develop your skills and confidence to participate in team conversations which support caring, compassionate, supportive and positive team dynamics. Co-produce Team Charters, values, behaviours - acceptable and unacceptable within team. - Working in Collaboration & Partnership (CPD/new) Develop in partnership with Staffside. Collaboration, consensus building, resolving differences, early resolution approaches/benefits to all. - Aspiring Leader Opportunities session (CPD/new/blended)

	<p>Short session to outline opportunities available, take questions and signpost.</p> <ul style="list-style-type: none"> ▪ Conduct annual review of evaluation data and agree actions ▪ Scope organisational readiness to undertake training needs analysis ▪ Identify external programmes to add value/complement internal or expand development options ▪ Roll out of developmental frameworks/career progression in collaboration with job families ▪ Horizon scan to stay informed of new thinking/research, applying a continuous improvement approach
Phase 3 April 25 – March 26	<ul style="list-style-type: none"> ▪ Develop and introduce phase 3 colleague development advanced modules – relational focus ▪ Conduct annual review of evaluation data and agree actions ▪ Analyse participation rates ▪ Develop positive action plan to address low levels of participation ▪ Develop best practice narratives/participant experience to promote participation ▪ Align with succession planning approach/activity ▪ Test training needs analysis approach ▪ Horizon scan to stay informed of new thinking/research, applying a continuous improvement approach
Phase 4 April 26 – March 27	<ul style="list-style-type: none"> ▪ Develop and introduce phase 2 colleague development advanced modules ▪ Embed approach ▪ Further build relationships with FE institutions to promote availability of certified vocational/academic routes ▪ Extend training needs analysis approach ▪ Horizon scan to stay informed of new thinking/research, applying a continuous improvement approach

Next Steps

COG is asked to consider and approve:

- the proposed phased approach including timelines to balance delivery of courses with development of new content
- the prioritisation approach for delivery of courses in the immediate future