

## TRUST BOARD - PUBLIC

Thursday 5 May 2022

<b>Report Title:</b>	Leadership Development Pathway
<b>Executive/NED Lead:</b>	Kate Read, Director of People & OD
<b>Report author(s):</b>	Julia Smyth, Associate Director of OD & Culture
<b>Previously considered by:</b>	People and OD Committee

Approval     
  Discussion     
  Information     
  Assurance

<b>Executive summary</b>
<p>The Trust's Leadership Development Pathway has been designed for all staff and is focused on developing existing and future leaders at any point in their career and working in any role, in any part of the organisation. The entire Pathway is values based and is aligned to our Time Matters philosophy.</p> <p>The Emerging, Engaging and Visible development programmes are designed with external partners the Kings Fund and NHS Elect and are aligned to the NHS Leadership Academy's Healthcare Leadership Model Nine Dimensions. Specifically, the Visible Leader has been designed using feedback from workshops with our senior colleagues in Summer last year. In time, modules will be CPD accredited and we are also mapping the programmes to support completion of Management/Leadership Apprenticeships if participants choose to undertake them.</p> <p>Beyond the programmes there are also a suite of other development offerings to support our leaders in their work and with their teams.</p>
<b>Action Required of the Board</b>
To note and support the commencement of the programmes of work.

Link to Strategic Objectives (SO)		Please tick
SO1	Keep people in control of their health	<input type="checkbox"/>
SO2	Lead the integration of care	<input type="checkbox"/>
SO3	Develop our centres of excellence	<input checked="" type="checkbox"/>
SO4	Support and develop our staff	<input checked="" type="checkbox"/>
SO4	Drive technology enabled care	<input type="checkbox"/>

<b>Risk Implications for the Trust</b> <i>(including any clinical and financial consequences)</i>	No risks noted within this presentation
<b>Trust Risk Appetite</b>	The board has a flexible view to Workforce and is prepared to take decisions that would have an effect on staff morale if there are compelling arguments supporting change, including some

	decisions with a high inherent risk if there is a potential higher reward.
<b>Legal and regulatory implications</b> <i>(including links to CQC outcomes, Monitor, inspections, audits, etc)</i>	<a href="#">Culture of the organisation (healthcare services)   Care Quality Commission (cqc.org.uk)</a>
<b>Financial Implications</b>	Funding has been allocated (21/22) for cohorts 1 and 2 for the Visible Leader (Kings Fund) awaiting remaining cohorts through STW.
<b>Equality and Diversity</b>	WRES, WDES, EDS2

# Leadership Development Pathway

## 1. Background

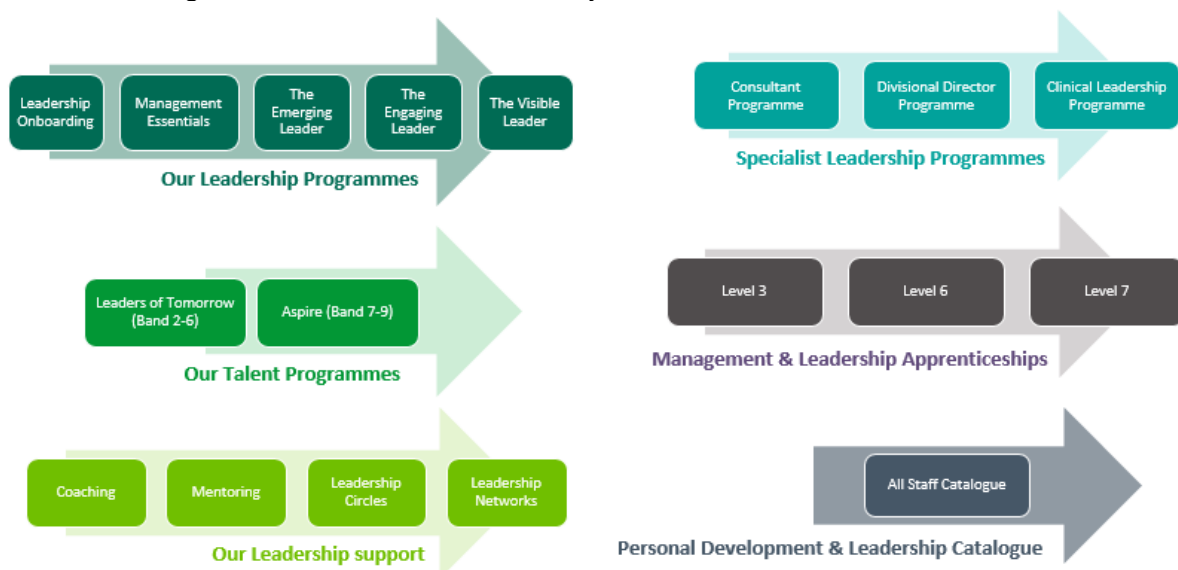
The Trust's Leadership Development Pathway has been designed for all staff and is focused on developing existing and future leaders at any point in their career and working in any role, in any part of the organisation. The entire Pathway is values based and is aligned to our Time Matters philosophy.

The Emerging, Engaging and Visible are aligned development programmes designed with external partners the Kings Fund and NHS Elect and are also aligned to the NHS Leadership Academy's Healthcare Leadership Model Nine Dimensions. Specifically, the Visible Leader has been designed using feedback from workshops with our senior colleagues in Summer last year. In time, modules will be CPD accredited and we are also mapping the programmes to support completion of Management/Leadership Apprenticeships if participants choose to undertake them.

Beyond the programmes there are also a suite of other development offerings to support our leaders in their work and with their teams.

## 2. The Leadership Development Pathway

The Leadership Development Pathway and its individual elements is currently having its identity designed to best articulate its flow and support across all elements of leadership and management. In its current form it lays out as below: -



Appendix 1 breaks down each of these areas of the suite of offerings in the Leadership Development Pathway but key highlights include: -

- Leadership On-boarding – A ½ day Leadership Induction with Executive led opening, values, behaviours and Time Matters focused session, signposting to key areas and online supportive materials
- Management Essentials – The essential toolkits of mandated materials for our leaders (to include H&S for Managers, Recruitment and Selection, Just and Learning Culture and Team Time which covers all process elements of working with your team)

- The Emerging Leader – for all team leaders, supervisors and managers up to Band 6 – some sessions co-facilitated with NHS Elect
- The Engaging Leader – co-designed and co-facilitated with NHS Elect
- The Visible Leader – co-designed with Senior Leaders and The Kings Fund with Executive Touchpoints throughout
- Specialist Leadership Programmes will roll out as the role based extensions to the core programmes
- Talent Programmes – these will be designed alongside our Talent Strategy
- Management and Leadership Apprenticeships will continue but the content of our core programmes are mapped to each level should participants wish to pursue them
- Leadership Support – there will be Coaching and Mentoring offers across the organisation with a Coaching and Mentoring Steering Group that will provide support and supervision for members as well as Alumni which will run alongside our existing Leadership Circles and Leadership Network events
- All Staff Catalogue – with the launch of a new Sharepoint based intranet we will hold specific leadership development pages within an overall Learning Hub allowing colleagues to refresh their knowledge or gain personal development within/towards a leadership role.

### **3. Timescale for delivery\***

- Formation of Leadership Development Steering Group – May 2022
- Leadership Onboarding – May 2022
- Management Essentials – some elements from June 2022
- The Emerging Leader – July 2022
- The Engaging Leader – June 2022
- The Visible Leader – June 2022
- Specialist Leadership Programmes - TBC
- Talent Programmes – Quarter 3 once Strategy launched and Leadership programmes more established
- Management and Leadership Apprenticeships – ongoing with potential review of providers
- Leadership Support – Coaching and Mentoring - June/July 2022; Leadership Circles and Leadership Network events ongoing
- All Staff Catalogue – July 2022 post launch of intranet

*\*timescales may change, especially if there are additional dependencies (e.g. intranet)*

### **4. Delivery Methodology**

In order to best meet the delivery needs and reach the widest audience all elements of the pathway have blended methodology. Dates have been scheduled recognising peak service delivery times and delivery plans flexible in order to meet additional pressures should the need arise.

It is also recognised with the significant level of investment to the entire pathway we must adopt the Time Matters philosophy in order to better develop our leaders to best meet the aspirations of the organisation and most importantly the needs of our patients.

## **5. Target Audience**

All leaders and aspiring leaders.

## **6. KPIs**

- Percentage of attendance versus places available versus overall total target group
- Percentage cumulative evaluation scores across cohorts/programmes
- Others as determined by the Leadership Development Group

Please also see Appendix 1

## **7. Recommendation**

The Board is asked to note and support the commencement of the programmes of work.