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

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	Collate learning providers across NHSH 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	Deliver staff development conference Establish Educational Governance group Establish NHSH 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	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	Deliver staff development conference Embed approach

r e ders p nd n ge ent e e op ent rogr e

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:

sp r ng erg ng e der

- 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.

ew e der

- Identified through internal/external recruitment process.
-

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 developed during phase 1.

2g. Nationally available content will be sourced and permissions sought if changes are needed to make it appropriate for NHSH 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.

e ders p nd   n ge ent   e e op ent ro ect   n

	Outcomes
Phase 1 Sept 2023 – March 2024	Develop Project Plan, submit to COG Finalise SOP Develop and introduce priority L&MD modules - **ow we wor toget er tters** (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. - **r e ders p ppro c** (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. - **e f re es ence** (CPD/update/e-learning) Principles, practices, responsibilities and supports. Link to Wellbeing hub, HealthHero (EAP) etc.

		Improvement/Transformation team. - n nc n ge ent (core/new) Role, responsibilities, support etc. Collaboration with Finance team 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		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		Embed approach

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

	Outcomes
Phase 1 Sept 23 – March 24	Develop and introduce priority colleague development standard modules – relational focus Link to priority modules identified in leadership development programme as highlighted suitable for all: - **ow e or oget er tters** (core/new/e-learning) Culture, caring & compassionate behaviours, Living our values, Civility principles, team conversations principles, etc., Self, team, service, organisation, communities, stakeholders, PATIENTS -

	Short session to outline opportunities available, take questions and signpost. 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	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	Develop and introduce phase 2 colleague development advanced modules Embed approach Further build relationships with FE institutions-5(riz)7(o)8d relatio