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Update on IMTP Commitment: Systemic Programme to increase Leadership and Management Skills, Capacity and Confidence

People and Organisational Development Committee

21 October 2024

Purpose

The purpose of this item is to provide the People and Organisational Development Committee with assurance about progress, and to seek input into, the IMTP Commitment 2025/26, Q4:

- Develop and implement a systemic programme of work which will increase leadership and management skills, capacity and confidence, including formal learning

Agenda

- Systemic Approach to Transforming Leadership and Management (Leadership and Management Framework)
- PHW Leadership and Management Academy Programme
- Job Family Approach



Creating a systemic approach to Leadership and Management

The baseline of our systemic approach will be to embed a Leadership and Management Framework

The framework will support the delivery of our Long-Term Strategy through setting out how our leaders and managers work and behave, creating a culture where all our people can thrive and deliver across each part of the organisation.

Our framework connect the entire development journey for our colleagues, people managers and organisational leaders as they navigate the employee lifecycle as illustrated here and will underpin sustained, ongoing and meaningful development programmes and initiatives that share the same consistent message about how we lead and manage as individuals and as an organisation which will include, but not limited to:

- Setting out how we attract, recruit and onboard the right people
- Setting out the modules of learning within our Leadership Academy and self-development plans
- Utilise coaches or coaching, mentoring and shadowing styles that resonate with our culture
- Team development, self-development, 360 feedback, psychometric interventions and a host of material aligned to the skills and behaviours that will help people with their learning – whether through structured, social learning or self-directed learning, (aka learning styles illustrated by the 70/20/10 model).



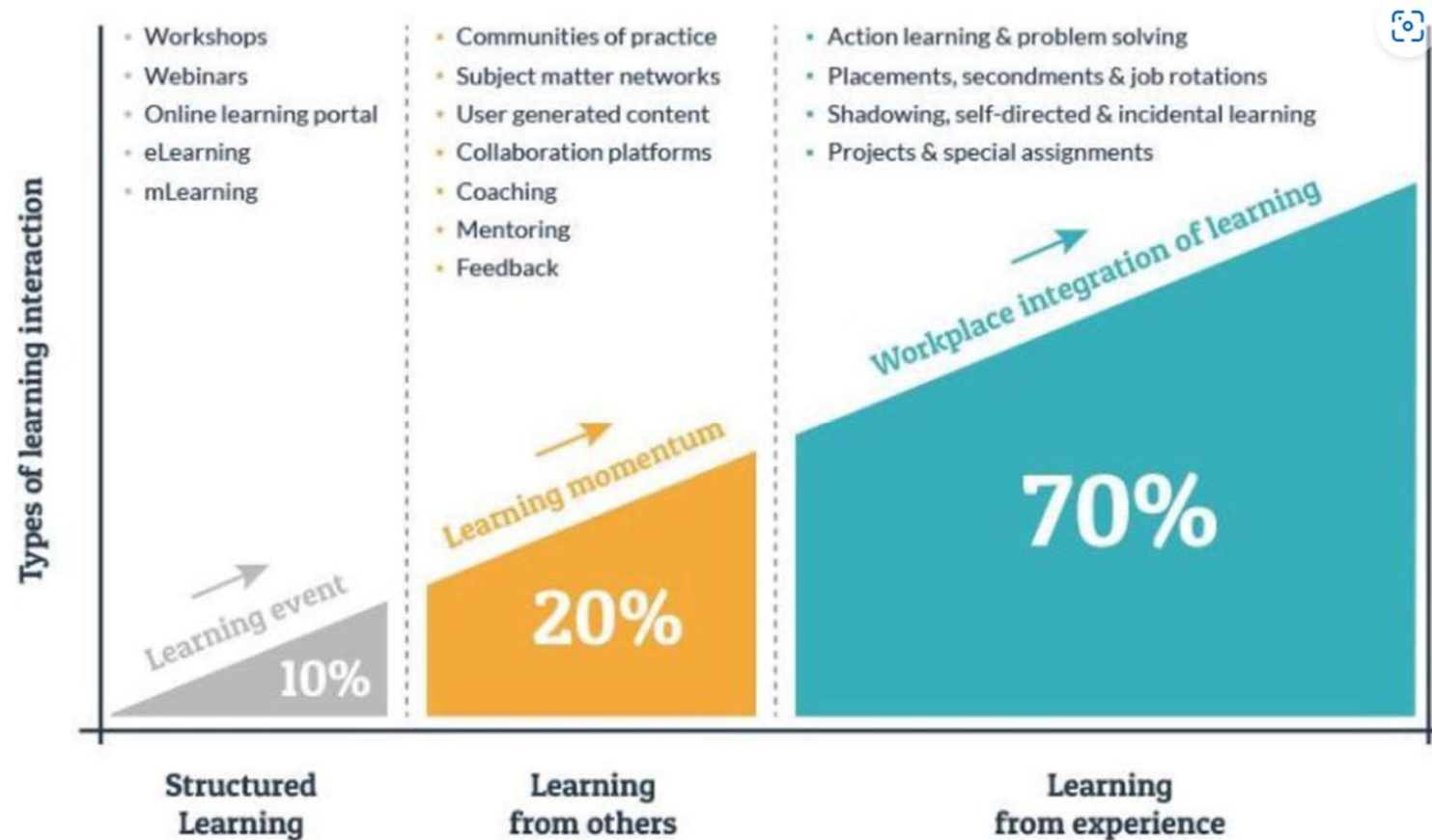
Change in approach to Organisational Development and Learning

Q: What are we changing:

A: Developing and implementing a systemic approach to leadership and management that connects the entire development journey for our colleagues, people managers and organisational leaders – enabling the delivery of our LTS through our people

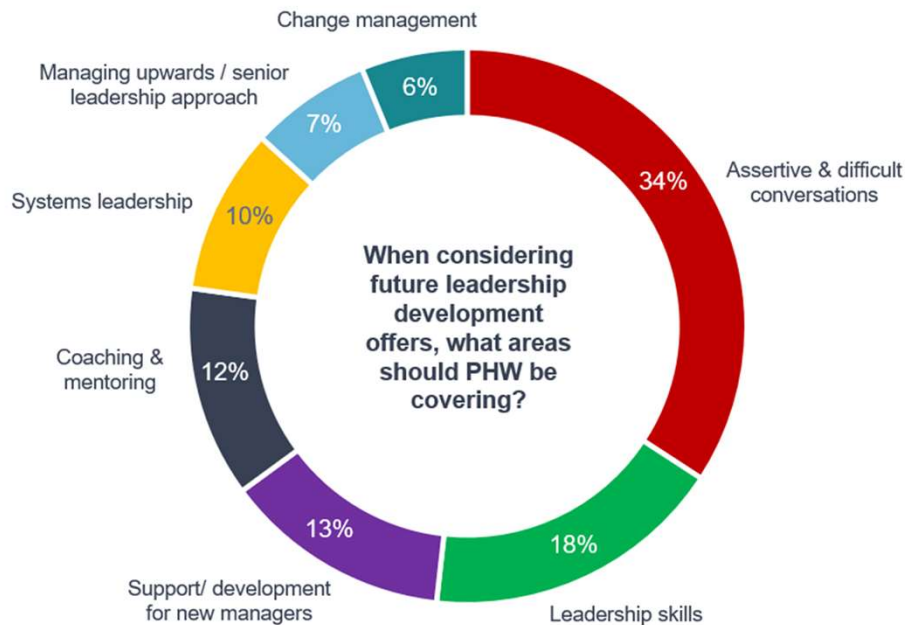
Q: What will it mean to me:

A: Clearer learning pathways that support professions, individuals and teams to thrive which are aligned to a framework of core learning (skills and behaviours) all aligned to a clear 70,20,10 approach – enabling all our people to deliver at their best.



Transforming Leadership & Management Project

Leading with Impact Evaluation - recap



- **Work environment and culture** - managerial challenge discussed most during the workshops
- PHW/team strength: trust each other to do our jobs and value contributions and role (Menti votes)
- The PHW/team area of focus: **calling out negative behaviour and taking responsibility for our own actions and impact** (re-iterated by Leadership Forum attendees)
- People & OD Partners currently taking this back to their directorates and will feedback on these discussions to the project team in October.

Transforming Leadership & Management Project

Monthly Digital Insights (since April 2024)

Key insights

- Leadership & Management development hub is a popular page
- Slight increase in Being Our Best homepage hits, possibly linked to the 'one year on..' comms
- Recent decline in the Being our Best People Manager resources, but recent increase for Org Leader
- Culture page starting to see an increase in page views (Aug 24)
- Leading with Impact resources well received following the release of the bitesize resources in June

Page	Apr-24	May-24	Jun-24	Jul-24	Aug-24
Leadership and Management Development Hub	42%+	-2%	0%	42%+	127%+
Culture	5%+	-25%	3%+	-6%	21%+
Being Our Best homepage	27%+	-27%	24%+	17%+	-23%
Being Our Best People Manager L&D page	10%+	70%+	21%+	-41%	-60%
Being Our Best Org Leader L&D page	*100%+	60%+	114%+	-47%	17%+
Leading with Impact	-31%	-71%	0%	118%+	-38%
					*New page

PHW Leadership and Management Academy Programme

PHW Leadership and Management Academy Programme



Underpinned by the Leadership and Management Framework (LMF)



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Job Family Approach

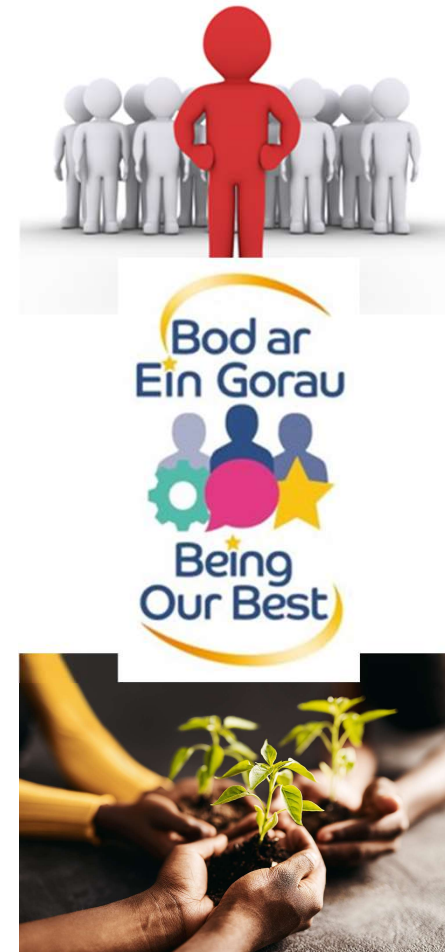
Developing the vision

- Categorise and organise jobs that share common characteristics or requirements
- Heads of Job Family/Job Family Leads
- Skills and knowledge frameworks, standardised role profiles / job descriptions and career and development pathways and initiatives.



Implementing the approach

- POD Partnering with Directorates to create the list of Job Families and nominate Job Family Heads and Job Family Leads
- Build on activity undertaken prior to Covid and recent internal and external activity
- Identify priority job families and progress in a phased way in line with capacity
- Align our Leadership and Management Framework and Being our Best Framework into the requirements of PHW job families
- JF Leads inform development of Directorate level Strategic Workforce Development Plans (and talent management and succession planning)



Recommendation:

The People & OD Committee is asked to take Assurance that progress continues towards the IMTP Commitment and to provide input into the systemic programme of work, designed to increase leadership and management skills, capacity and confidence, including formal learning



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