



## PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	15 February 2023
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Succession Planning and Development Update (Planning Objective 2J)
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Director of Workforce and Organisational Development
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Catherine Rees, Head of Organisation Leadership Development

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

### ADRODDIAD SCAA

#### SBAR REPORT

##### Sefyllfa / Situation

This report is presented to the People, Organisational Development and Culture Committee in order to provide a progress update from the Organisation Leadership Development Team portfolio, relating to Planning Objective 2J: *that by March 2023 design a comprehensive Leadership Development Pathway to create cohorts of leaders needed to address the challenges ahead. This will include the design of a Graduate Leadership Team Programme for Health and Social Care.*

Our intent is that:-

***“Our leaders will be engaged, empowered and supported to be authentic, compassionate and kind, whilst providing clarity and confidence to those that they serve”.***

The Organisation Leadership Development portfolio within Organisational Development (OD) consists of:

1. Leadership Development
2. Leadership Succession Planning and Talent Management
3. Leadership Coaching and the development of the Internal Coaching Network

Within this portfolio, our team purpose is ***“to shape, transform, and develop leadership in Hywel Dda”***. To do this we will ensure our development offerings support our current and aspiring leaders to sustain or enhance performance and enable them to maximise their potential.

##### Cefndir / Background

Hywel Dda University Health Board (HDUHB) has an ambitious strategy emphasising the need to improve the health of the population it serves by prevention of ill health as well as an integrated, whole system approach to the provision of services. This strategy will be achieved through transformation of mindsets, structures, processes and behaviour (organisational development). *Leadership will be key to this transformation.* HDdUHB is resetting its approach

to leadership and therefore an extensive offering has been created by the Leadership Development Team for 2023 and beyond which includes:

- Leadership development programmes
  - Current provision (outlined below)
  - NEW: **Leadership Engagement with Awesome People (LEAP)** programme
- Identifying, recognising and nurturing talent and succession planning
- Coaching wrap around to further support and develop leadership on a one-to-one level

Each component will be discussed in further detail below:

The remit of this portfolio is leadership development for Band 7 upwards, including equivalent medical and dental staff. Staff in lower bands will continue to be developed by the People Development team.

## Asesiad / Assessment

### Leadership Development Programmes

#### *Current Provision:*

Clinicians	AMLP – Aspiring Medical Leaders Programme STAR – Senior Sister Leadership Development Programme MLF – Medical Leadership Forum Clinical Leads New Consultant Programme Peer Mentoring Speciality and Associate Specialist (SAS) Professional Forum A Regional Collaboration for Health (ARCH) Clinical Leadership Programme with Swansea Bay University Health Board/University Research Nurses – Leading Together Health Education and Improvement Wales (HEIW) Clinical Leadership Programme
Board and Executives	Board Development Programme Executive Team Development Programme All Wales Chief Executive Officers (CEOs) Development Programme
System Leadership	System Level Leadership Improvement Programme (SLLIP) Warwick Behavioural Science Programme Academi Wales Summer School Collaborate. Lead. Influence. Motivate. Build (CLIMB) with Cardiff and Vale University Health Board (C&VUHB)
Senior Leadership Teams	Senior Finance Leadership Team Chief Operating Officers Team Bronglais Hospital Senior Leadership Team

Regarding the 20 programmes above, 14 are currently running, which provides significant breadth and coverage in the range of our provision. Building upon leadership capacity and

capability within the Health Board will be a fundamental component in the development of our future leadership infrastructure.

The development opportunities provided by the leadership development team are very positively received which can be seen in the feedback visual on Appendix 1. In addition to internal leadership development opportunities, HDdUHB continues to work with external partners and organisations such as HEIW, Academi Wales, NHS Leadership Academy and other Health Boards such as C&VUHB with its CLIMB programme. This partnership approach means HDdUHB is able to increase its offer to leaders, ensuring the best development opportunities are available from a range of sources.

Providing this level, choice and amount of leadership development opportunities enables HDdUHB to give assurance and confidence to external agencies such as the Healthcare Inspectorate Wales (HIW) and the Wales Audit Office of its continued commitment to build leadership capability and capacity. This in turn builds credibility with key stake holders and also builds HDdUHB's reputation as an employer of choice which will enable it to attract talent.

To further enhance this leadership offering, the leadership development team have created a 'Leadership Matters' portal which will provide support, resources, learning, engagement, networking and more to HDdUHB's leaders, both current and aspiring. The portal also contains information and access to coaching, links to external providers and partners.

*Future Provision:*

The illustration below shows the model created by the Leadership Development Team outlining the desired future leadership qualities and behaviours expected of our leaders within the Health Board.

The model has been informed by extensive research utilising sources both internal and external to the organisation. If leaders are developed to demonstrate the leadership qualities and behaviours described above, a workplace culture can be created where leaders and staff will thrive, feel connected, valued and supported in an open, safe and fun environment.



Our programmes are not designed as a 'pure' education and training programme, but as an Organisation Development Intervention. The emphasis therefore will be on actions and behaviours in the workplace: leading people not just services.

The Leadership Development offerings are evidence-based robust research has been undertaken on the various models and tools that are available. This research along with the illustration above influences leadership developments models, such as:

- **Compassionate and Collective Leadership** – interdependent leadership with leaders working across boundaries and prioritising patient care overall, not only in their area of responsibility. A consistent approach to leadership characterised by authenticity, openness, curiosity, kindness, appreciation and above all, compassion.
- **Vertical Development** - encourages leaders to adopt both horizontal development (What I know) and vertical development (How I think). Vertically developed leaders can think more systemically, see long-term possibilities, embrace challenges from multiple perspectives and lead an interdependent collaborator.
- **Balanced Leadership** – identifying qualities that have been hidden or eclipsed by events or culture or where leaders have under-estimated their own qualities. This focuses on leadership as a system with three dimensions:
  1. *Individual perspective*: independence, self-belief
  2. *Collaborative perspective*: working in formation with others to achieve a goal
  3. *Collective perspective*: using informal networks, not the hierarchy
- **Regenerative Leadership** – The Health Board is a living system which evolves in emergent and unplanned ways: it is complex and adaptive. Regenerative leaders sense complexity and seek to create an environment of self-learning, learning for others to innovate and adapt, using the seven principles of regenerative leadership, which cover: nothing is waste, a safe space for staff to grow, change is constant, self-organisation is key, relationships are interconnected, diversity is a strength, and everything is cyclical.

## LEAP (Leadership Engagement with Awesome People) Programme

This is the exciting new programme 'Leadership Engagement with **A**wesome **P**eople' which has been approved by the Executive Team and was launched mid-January 2023 in readiness for the first cohort to commence in April 2023.

This programme is designed to build leadership capability and capacity within the remit of Band 7 – 8c and will build leadership resilience for the future by creating a collective leadership network.

Methods will therefore include:

- Blended learning approaches
- Opportunities to reflect on behaviours and application
- Experiential learning
- Application of theory into practice
- Tackling real life issues, using case studies and reflection
- Virtual moments that matter
- Self-directed learning
- Evaluation and feedback

During the programme, participants will be expected to complete all five leadership themes:

1. Leading Self
2. Leading Others with Kindness and Compassion
3. Leader as Coach
4. Strategic Decision Making
5. Leading for the Future

Participants will also attend the boost sessions, populate and continuously work on their Leadership play book and undertake a 360° feedback. These will all help leaders to understand

their leadership style, develop their self-awareness and how to develop the areas identified. In addition, participants will be supported throughout the programme by the Leadership Navigators within the Leadership Development Team.

The intention is that participants will see improvements in their behaviours and qualities, their leadership style and the system impact they are able to make.

Behaviours & Qualities	<ul style="list-style-type: none"> <li>• Demonstrate collective and compassionate leadership</li> <li>• Balance the need to get things done whilst acting as an inspiring role model</li> <li>• Lead with a coaching style</li> <li>• Sustain personal and collective wellbeing and resilience in an ever-changing world</li> </ul>
Leadership	<p>Growth in leadership confidence working at a strategic level          Be equipped with practical skills and tools to lead teams effectively          Apply leadership principles daily to empower self and others          Motivate and build purpose-driven, high performing and continuously improving teams</p>
System Impact	<ul style="list-style-type: none"> <li>• Strategic awareness and achievement of complex goals</li> <li>• A shift from organisational leadership into system leadership roles</li> <li>• Effective resource management at a strategic level</li> <li>• Living system thinking, understanding and working across the organisation and beyond.</li> </ul>

## Who, When and How?

There will be four cohorts per year, commencing quarterly and each cohort will:

- Consist of 20 multi-professional participants from across the Health Board
- Run over a period of 10 months

Cohorts will be arranged as follows:

- One cohort of Band 8b and 8c (per annum including medical and dental equivalent)
- Three cohorts of Band 7 and 8a (per annum including medical and dental equivalent)

There are 2 routes to access LEAP:

- Application and sponsorship (line manager, executive, Performance Appraisal Development Review (PADR) etc
- Leaders attending the Talent Management and Succession Planning Development Centres who have an identified development need will have the opportunity of a guaranteed place.

## Graduate Leadership Programme

Work continues in collaboration at an all-Wales level with HEIW on the Graduate Leadership Programme, where a significant amount of work is undertaken by the leadership development team which includes: shortlisting: four week orientation: placement arranging (three times) and objective setting for each placement: matching and allocating a mentor: pastoral support (both

professional and personal well-being) bi-weekly catch-ups: and end of placement and end of year reviews.

The focus for the leadership development team is the future internal leadership development programmes (such as LEAP, ) and therefore, due to capacity and financial constraints, the graduate leadership programme has been deferred.

## **Talent Management and Succession Planning**

*Talent Management* is defined as 'a set of integrated workforce processes designed to attract, develop, motivate, and retain productive, engaged employees. The goal of talent management is to create a high performance, sustainable organisation that meets its strategic and operational goals and objectives'

*Succession Planning* is defined as 'the process of identifying critical positions within each organisation and across NHS Wales and assessing current staff members who might be able to fill these positions'

Traditionally HDdUHB has not looked far enough ahead when it comes to leadership talent management and succession planning and there has been a tendency for aspirant leaders to take responsibility for their own development and career progression, with line managers developing individuals in the context of current roles. This has led to significant gaps in organisational knowledge relative to talent management and as such- in order to answer:

- Which leadership positions are without 'Ready Now' candidates?
- How many 'Ready Now' successors are available?
- Who are the 'Ready Now' candidates?
- Who are the 'high potential leaders' for the short, medium and long term?

Our vision is to refresh our approach to Leadership Talent Management and Succession Planning in order to:

- a) Understand the talent pipelines more effectively, identifying where posts may be harder to fill so that appropriate action can be taken.
- b) Ensure a future pipeline of outstanding leaders across HDdUHB

### *Talent Management Tiers*

All Wales Approach - it is stated in the NHS Wales National Succession Strategy that:

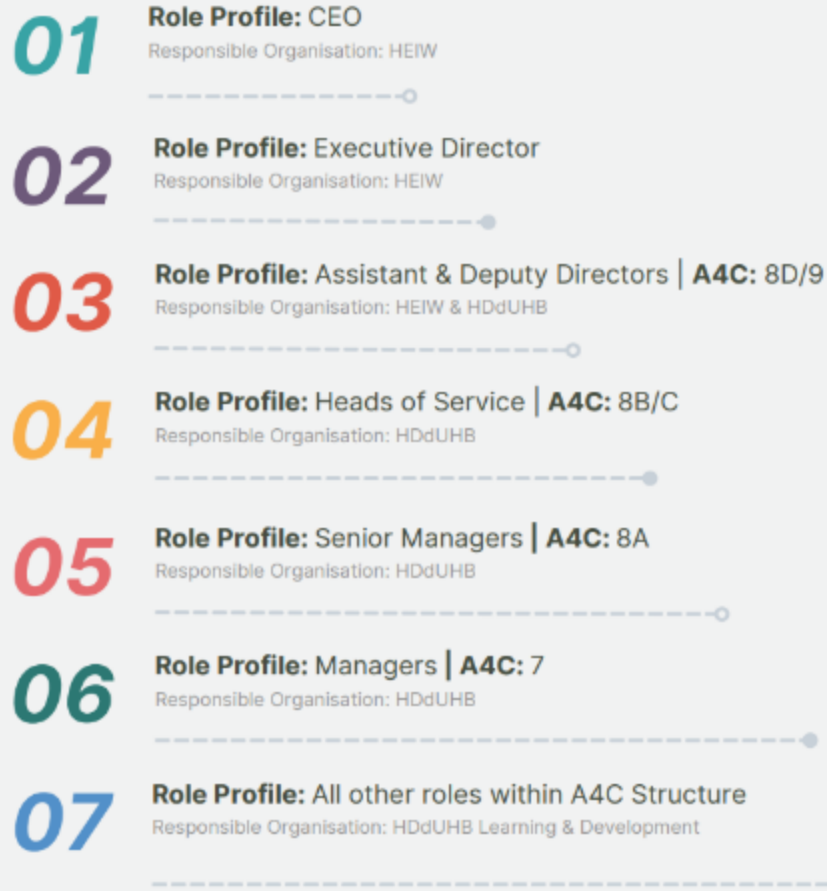
- Tiers one to three that occupy the very senior and executive level positions across Wales will be managed by HEIW
- The remaining tiers will be supported and facilitated at a local level

For HDdUHB this means

- Tiers four to six will be managed by Organisation Leadership Development
- Tiers seven + will continue to be managed by the Learning, Development and Education Department

An outline of the Talent Management tiers is shown below:

# Talent Management: Tiers



## Talent Pools

Due to several leadership roles within each tier requiring similar leadership skills, behaviours and competencies, it is preferable to identify 'pools' of successors for these posts. This will ensure the right people are ready to fill key leadership roles when vacancies arise.

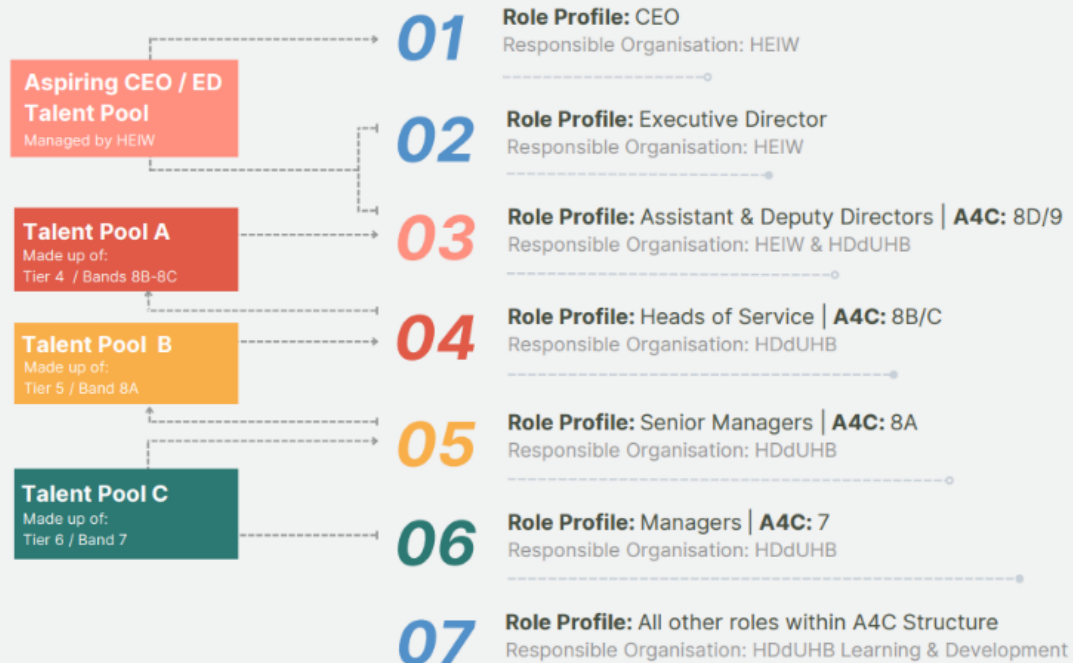
*Talent Pool A* will comprise those staff in tier four who demonstrate senior leadership ambition and potential to progress to a tier three role, e.g. Assistant Director Level.

*Talent Pool B* will comprise those staff in tier five who demonstrate leadership ambition and potential to progress to a tier four role, e.g. Head of Service.

*Talent Pool C* will comprise staff in tier six who demonstrate leadership ambition and potential to progress to a tier five role, e.g. Senior Manager.

This is illustrated in the figure below:

## Talent Management: Tiers & Talent Pools



There are two routes to accessing the talent pools;

- *Individuals can apply or nominate themselves:* staff can identify when they feel they are ready without requiring approval. This mitigates any potential biases that may be in operation by line managers.
- *Line managers can nominate their staff:* they can recognise talent and potential within their team and also support staff who would not ordinarily nominate themselves due to a lack of confidence, for example.

Both the individual and line manager can assess future readiness for upward progression and entry into the respective talent pool against the 'future leaders readiness assessment tool' that has been developed by the Organisation Leadership Development Team. Intelligence to develop the tool has been sought from various organisations such as NHS Leadership Academy NHS Job Evaluation role profiles and the Academi Wales Leading in the Welsh Public Service – a leadership behaviours framework for senior leaders.

The diagram below shows the Talent Pool process from start to finish.

A talent panel will be created which will review applications with 30 successful candidates going forward to development centres, the first taking place in early summer of 2023.

The three-day development centre will take place to assess:

- Intellectual capability
- Emotional intelligence
- Situational and social awareness
- Adaptability and agility

The content of the development centre will be reflective of the talent pool for which individuals are being considered. Following the investment of the three days in the development centre, an individual development pathway will be created that will outline their development need in accordance with their leadership aspiration.



From comparisons with other talent management schemes, there is a need to recognise that only a proportion of the 30 candidates will be 'ready now', with others being at various stages of readiness within the talent pool

Next Steps for 2023-24:

- Recruit one cohort of 30 applicants from tier five to engage in process to Talent Pool B
- Recruit one cohort of 30 applicants from tier four to engage in process to Talent Pool A

### Talent Pool Process illustration



### Coaching

Coaching in organisations and leadership settings is an invaluable tool for developing people, to realise their potential, enabling them to adapt and feel supported. Coaching can help build a strong talent pipeline, foster a culture of collaboration and innovation and enhance performance in turbulent times. It reinforces the need to pause, reflect and learn before taking the next right step in a context which may be changing and uncertain.

Coaching links and underpins the leadership development portfolio and will further support leaders as it is strongly aligned to HDdUHB's organisational values and many aspects of the OD strategy.

HDdUHB is already embracing the benefits of coaching as it provided resilience and support during and following the pandemic. To date this number stands at 381 sessions. Coaching continues to add value to leaders across HDdUHB as it moves into 2023 and beyond.

Building on the Coaching Capacity Network, there are currently 21 qualified coaches internally with a further 49 undertaking their Institute of Leadership and Management (ILM) Level 5 coaching qualification. Once they all complete, this will give a total of 70 coaches within the network who are able to support leaders and staff throughout their careers with HDdUHB.

The first coaching graduation will take place in April 2023, where we will celebrate the wonderful achievements of those who are newly qualified and also celebrate and appreciate the support experienced coaches have offered over the last two years.

Coaches are expected to:

- Provide a minimum of 16 coaching sessions per year
- Attend CPD and maintain an up-to-date portfolio
- Attend supervision

Internal coaches are promised :

- CPD provision and access
- Supervision
- Access to exclusive coaching support platform on the Leadership Matters Portal
- European Mentoring and Coaching Council (EMCC) organisation memberships providing access to resources, webinars and coaching tools

Our entire leadership development portfolio offering will be reviewed regularly and adapted in accordance with current and future organisational need.

### Argymhelliad / Recommendation

The Committee is asked to receive assurance on the progress with Planning Objective 2J relating to the Succession Planning and Development.

#### **Amcanion: (rhaid cwblhau)**

#### **Objectives: (must be completed)**

Committee ToR Reference:

Cyfeirnod Cylch Gorchwyl y Pwyllgor:

2.4 To receive an assurance on delivery against all relevant Planning Objectives falling under Strategic Objectives 1 (Putting people at the heart of everything we do), 2 (Working together to be the best we can be), 3 (Striving to deliver and develop excellent services) and 4 (The best health and wellbeing for our communities) (see Appendix 1), in accordance with Board approved timescales, as set out in HDdUHB's Annual Plan

3.3 Ensure robust mechanisms are in place to foster a strong and high performance organisational culture of effective leadership, innovation and continuous improvement, in accordance with HDdUHB's values and behaviour framework, future-proofed to ensure their continuity and success.

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability 3.2 Communicating Effectively
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be 3. Striving to deliver and develop excellent services
Amcanion Cynllunio Planning Objectives	2H Supporting talent, succession planning and leadership development 2J "Future Shot" Leadership Programmes
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 5. Offer a diverse range of employment opportunities which support people to fulfill their potential

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	<ul style="list-style-type: none"> <li>• Best practice by organisations within the field</li> <li>• Research of models, tools and approaches aligned to leadership development</li> </ul>
Rhestr Termiau: Glossary of Terms:	Contained within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Executive Team Workforce and OD Strategic Group

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	No financial impact or capital requirements at this stage as this will be delivered via the OD budget
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	No adverse quality and/or patient care outcomes/impacts

<b>Gweithlu: Workforce:</b>	None
<b>Risg: Risk:</b>	Staff not being released to attend the programmes/development centres will impact on the learning if programmes are not at full capacity given participants will learn from each other and build networking relationships
<b>Cyfreithiol: Legal:</b>	None
<b>Enw Da: Reputational:</b>	None
<b>Gyfrinachedd: Privacy:</b>	None
<b>Cydraddoldeb: Equality:</b>	This assessment has not been undertaken as it will not directly affect patients. Access to the programmes/development centres will be done in an equitable way which will be regularly reviewed and monitored.

## Impact in Action: Leadership Development Programmes Feedback

"The star leadership programme has given me insight into varying leadership styles. I have also realised that no one leadership style is right or wrong."

"It has increased my confidence knowing that other people experience the same issues as my self - and being able to discuss how the resolved / moved forward in solving these issues."



"The course has given me the confidence and skills to look at the principles I use and change if needed. I feel prepared for leadership and the changes anticipated for the future."

"It has empowered me to think outside the box and has helped me to be innovative in a way I did not function before."



"I have been able to tell myself that I am good at my job, I know what I am doing and have a vision and passion for the future ."

"The program has increased my skills by teaching me other styles and methods. I also learnt a lot about myself. I also learnt that many others had the same issues - making me feel less alone ."



"My confidence has increased significantly, it was a really beneficial course covering not only aspects of leadership and management but also increasing our knowledge of different departments and people in the health board."



" I have a greater understanding of other systems within the health board that also contribute to delivering care."

"I have previously done some management courses but this was by far the most beneficial it covered many aspects and related them to practice."



## Impact in Action: Reverse Mentoring Feedback

"Meeting my mentee has given me strength I didn't have before... I now feel stronger and able to approach appropriate staff when needed."

"I have gained confidence in speaking to people above me. Not scared of them anymore - I used to be scared of managers. I can now express my opinion openly and freely without hesitation to my manager."



"It has reminded me to have confidence in my experience rather than become 'smaller' to fit in with what people may expect of me here in West Wales."



"Good experience to link with a member of staff within the organisation undertaking a very different role from myself and being able to gain an insight into their experience of working in the organisation"

"So glad we took a leap of faith. Time to go further faster."



"It's good for young people to be exposed to the fact that the Exec are real and to lead the Mentor relationship and for people who feel that they have no voice, for whatever reason, to be heard and reinforced that they have some valuable lessons to teach to everyone, even to those at 'the top' and those lessons will be heard."



"Broadened my thinking and understanding of issues of race and ethnicity, and what it means to be anti-racist (as distinct from simply being 'not racist')."

"It has been such a life changer for me to participate in this programme."



## Impact in Action: Coaching Feedback

"These sessions have been instrumental in supporting me with settling down into a new job and helped me to address the confidence issues that I had been struggling with."

"This programme has helped me to learn the skills and use the tools to give me the courage to take a new direction in both my career and personal life."



"I knew I needed a safe space to discover more about myself and where I could grow as a person. This programme was able to offer me with and I am pleased that the Health Board is making it available for their staff."

"I must say he was an ideal choice. Completely great listening skills, connection, empathy, attention and insight."



Having the opportunity to use this employee coaching programme has made an immense difference to my outlook on life. I have been so busy raising my family and putting them first, that I had neglected to look at what was important for me.

"We have done a lot of work on negotiating personalities and working with difficult individuals and it has led to a noticeable change in how I approach problems."



"I think that professional coaching is a profound and extraordinary component in our personal and professional self-discovery. It helps place us as leaders in our recognisable contexts and allows us explore our relational and organisational environments and potential by lifting up our gaze from the immediate challenges which occupy us, to a broader perspective."



"Most important here is that it has genuinely helped me to cope through a very challenging period of my career, both professionally and personally. Providing space to air issues and plan for some difficult conversations."

