Cluster & Collaborate Leads Resource Guide

LEADERSHIP DEVELOPMENT

CONTENTS

1. Introduction to the resource guidance

This development guidance has been developed to support Cluster and Collaborative Leads and to ensure that any gaps in skill sets are identified and improved upon. This document contains all the relevant new starter information, including job descriptions and a training needs analysis (TNA). Stemming from the completion of the TNA, the document includes relevant literature around the roles and responsibilities required to be a cluster/collaborative lead. The document includes a range of courses, training & learning resources, with different time/entry requirements to suit a wide range of staffing needs.

> To access the quick links in this document, press CTRL and click your mouse

2. Clusters & Collaboratives

The following section includes important information relating specifically to each of the lead roles including a comprehensive induction checklist, job descriptions and documentation that will support you though the PADR process.

2.1 CLUSTERS

Primary care clusters bring together all local health and care services within a specific geographic area. These clusters serve smaller populations than a health board, typically ranging from 25,000 to 100,000 people. By working collaboratively, clusters help improve care coordination, enhancing the wellbeing of both individuals and communities. There are 14 Primary Care Clusters within Betsi Cadwaladr University Health Board area.

2.1 CLUSTER LEAD

The Cluster Lead coordinates the development and delivery of the Cluster plan and represents its members and the Pan Cluster Planning Group, taking forward a clear analysis of service gaps and risks and presenting costed plans for service improvement, to be considered by the PCPG.
Within the PCPG the Cluster Lead plays a key role in advocating for strategic decisions that improve service user outcomes and experience whilst also enabling the workforce to deliver the standard of care to which it aspires.

2.1.1 CLUSTER LEAD INDUCTION PACK

This document should be used upon induction to ensure that all areas have been covered when introducing the new cluster lead to the team. This document contains a set list of people to meet and meetings to attend, alongside any relevant documentation that needs to be read.

Cluster Lead Induction Plan

2.1.2 CLUSTER LEAD JOB DESCRIPTION

This document is the cluster lead job description. This document should be used to clearly underline the roles and responsibilities of the cluster lead.

[Cluster Lead Role Descriptor](#)

2.1.3 PERFORMANCE APPRAISAL AND DEVELOPMENT REVIEW (PADR) TEMPLATE

This form should be used when undertaking a [PADR](#). All staff should undertake a PADR annually, as it is a key tool used to develop skills and evaluate/ learn from the previous year.

[PADR form](#)

2.1.4 PERSONAL DEVELOPMENT PLAN (PDP) TEMPLATE

This form should be used in conjunction with the PADR form. The personal development plan is a document that can be built upon throughout the year and discussed during your PADR.

[PDP Form](#)

2.2 COLLABORATIVES

Professional collaboratives have been established to deliver the 'place-based care' component of the ACD programme. Professional Collaboratives are networks of professionals who pool their shared experiences and skills to assess the needs of the population in North Wales, evaluate the service offerings and examine how they respond to national strategies within their respective professions, creating local solutions based on the knowledge and expertise.

 Professional collaboratives include nominated representatives from these professional groups:

- Community pharmacy
- Optometry
- Community Nursing
- Allied Health Professionals
- Dental
- GP Cluster leads

The professional collaboratives will align to the Integrated Health Communities and the purpose of these collaboratives is to:

- Promote inter and intra-professional dialogue and cooperation to improve patient care and experience and
- To gather professional and user experience of the health and care system to inform priority setting and planning.

2.2   COLLABORATIVE LEAD

The professional collaborative leads will be pivotal in fostering engagement, providing leadership, and representing general practice within primary care clusters. As the representative of the professional collaborative, the Lead will convey their views to the primary care cluster and relay the cluster's perspectives back to the collaborative.

2.2.1   COLLABORATIVE LEAD INDUCTION PACK

This document should be used upon induction to ensure that all areas have been covered when introducing the new Collaborative Lead to the team. This document contains a set list of people to meet and meetings to attend, alongside any relevant documentation that needs to be read.

[Collaborative Lead Induction Plan](#)

2.2.2   COLLABORATIVE LEAD JOB DESCRIPTION

This document is the collaborative lead job description. This document should be used to clearly underline the roles and responsibilities of the cluster lead.

[Professional Collaborative Role Descriptor](#)

2.2.3   PERFORMANCE APPRAISAL AND DEVELOPMENT REVIEW (PADR) TEMPLATE

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2.2.4   PERSONAL DEVELOPMENT PLAN (PDP) TEMPLATE

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[PDP Form](#)

3.   Training Needs Self-Assessment

The following page contains a table with the skills and knowledge required for a cluster/ collaborative lead. Please use this table to self-assess and rate your currently level of skills and understanding on each of the key skills required.

Each of skills required have been categorised into the following sub sections:

- General skills
- Project management skills
- Communication and Engagement skills
- Coaching and Mentoring skills

The Academy already host a plethora of courses therefore the completed training needs analysis data provided by each of the Cluster and Collaborative leads will be analysed by the team at the Primary Care Academy to inform what courses, if any, need to be commissioned.

Please use the following link to access the Training Needs self-assessment using Microsoft forms

Scale: 1 (very low) – 10 (very high)

Skill	Category	1 (Very low)	2	3	4	5 (Average)	6	7	8	9	10 (Very high)
Chairing Meetings	4.1 General										
Finance	4.1 General										
Quality Improvement	4.1 General										
Service improvement	4.1 General										
Self-reflection	4.1 General										
Civility	4.1 General										
Presentation skills	4.1 General										
Office 365	4.1 General										
Influencing and negotiating	4.2 Project management										
Conflict management	4.2 Project management										
Business management	4.2 Project management										
Business cases	4.2 Project management										
Project proposals	4.2 Project management										
Planning	4.2 Project management										
Monitoring and Evaluation	4.2 Project management										
Change management	4.2 Project management										
Risk management	4.2 Project management										
Highlight reports	4.2 Project management										
Building effective relationships	4.3 Communication and Engagement										
Developing meaningful networks	4.3 Communication and Engagement										
Presentation skills	4.3 Communication and Engagement										
Building innovative cultures	4.3 Communication and Engagement										
Coaching	4.4 Coaching and Mentoring										

Mentoring	4.4 Coaching and Mentoring										
Building resilience	4.4 Coaching and Mentoring										
Networking	4.4 Coaching and Mentoring										
Peer support	4.4 Coaching and Mentoring			9							

4. Skill building, courses, training and learning resource

Section four will offer a comprehensive list of skills required to undertake the role of cluster/ collaborative lead. This section is comprised of five subsections, all of which contain the integral day-to-day skills required to work efficiently as a cluster or collaborative lead. The skills taken from the job descriptions have been generalised into the following subsections; general skills, project management, communication, and stakeholder engagement, coaching and mentoring and leadership.

The skills, courses, training and learning resources included within the five subsections have been collated to ensure that the information is relevant and concise, offering a range of diverse resources at differing levels of time commitments.

4.1 GENERAL SKILLS

4.1.1 CHAIRING MEETINGS

The post holder will need to be able to chair a meeting in an efficient manner, ensuring that the group stay on track and discuss the relevant topics in a productive manner.

Make meetings matter

Managing Professionals Only Meetings

4.1.2 FINANCE

The post holder will need to have a proficient understanding of finance matters.

Finance Training and Budget Managers' Handbook

4.1.3 QUALITY IMPROVEMENT

The post holder will need to have a firm understanding of quality improvement and be confident that they could coordinate a discussion to help improve Quality and Safety as part of the Cluster aims.

Improvement Training Courses
Duty of Quality
1 #TheBetsiWay Improvement bitesize
#TheBetsiWay Improvement basics
#TheBetsiWay Improvement in action

4.1.4 SERVICE IMPROVEMENT

The post holder will need to coordinate the agreement of local priorities and development of service improvement proposals in the Cluster Plan. You will need to demonstrate the ability and drive to use information and experience to improve the service; ability to adapt and respond to changing circumstances to improve patient care. Positive attitude, seek out learning and continually develop our skills and service.

Improvement Training Courses
Introducing continuous improvement - Academi Wales

4.1.5 SELF-REFLECTION

The post holder should be able to reflect and improve both professionally and personally. It is important that the post holder is compassionate, empathetic and ensures that all feel valued and respected. Self-reflection promotes learning and learning can be disseminated down to the team.

Continually developing yourself / the team
Reflection

4.1.6 CIVILITY

Civility is important and has ramifications in all aspects of life. The post holder should be able to remain calm, act compassionately and kind to promote a positive environment, which contributes to productivity. Incivility stops teams from working to their maximum, it derails the conversations and creates a negative environment

Healthy Working Relationships - Gwella HEIW
Leadership Portal for Wales
Civility Saves Lives seminar and workshop with Dr Chris Turner

4.1.7 PRESENTATION SKILLS

Presentation skills are an important aspect of the role for the post holder as they will be required to present at multiple meetings. The presentations should be clear and concise so that the point can be argued in a succinct manner and understood by all.

Collaboration skills for the workplace - The Open University

4.1.8 OFFICE 365

Proficiency on Office 365 applications such as Outlook, Word, Excel, PowerPoint, Teams, and OneDrive is required for this role. All work the organisation undertakes is based on Office 365 and you will be expected to utilise the applications when conducting BCUHB work.

BCUHB - Office 365 Training Link

4.2 PROJECT MANAGEMENT

4.2.1 INFLUENCING AND NEGOTIATING

The ability to influence a group is important as you will be key in promoting and maintaining strong engagement to facilitate improvements in practice and cooperation between all primary care services.

Communicating and influencing - the productive leader

Higher Apprenticeship - Project Management… | Grŵp Llandrillo Menai (gllm.ac.uk)

4.2.2 CONFLICT MANAGEMENT

Conflict management is an appropriate and necessary skill to have as it will be the post holder's duty to maintain decorum during meetings, to ensure that all staff feel that their voice is valued and that that they can speak without judgement.

Respect and resolution policy

Higher Apprenticeship - Project Management… | Grŵp Llandrillo Menai (gllm.ac.uk)

4.2.3 BUSINESS MANAGEMENT

Business management is a key skill to have a well-rounded understanding of. This position requires knowledge of business skills such as planning, risk management, writing highlight reports etc.

Business management: people management and leadership - The Open University

4.2.4 BUSINESS CASES

It is important that this role has oversight of how to write a business case, as you may be expected to collaborate on or write one.

Business Case Template Document

Higher Apprenticeship - Project Management… | Grŵp Llandrillo Menai (gllm.ac.uk)

4.2.5 PROJECT PROPOSALS

Project proposals will support team members align to the direction and goals of a new project idea. Project proposals will clarify the expectations of projects, outline the purpose and scope of a project.

Project management: the start of the project journey | OpenLearn - Open University

Project Management - Primary Care One

Higher Apprenticeship - Project Management… | Grŵp Llandrillo Menai (gllm.ac.uk)

4.2.6 PLANNING

Planning is a key skill in this role. The post holder will lead the planning, evaluation, and delivery of local services according to population need and will promote the development of effective, efficient primary and community services for the cluster.

Higher Apprenticeship - Project Management… | Grŵp Llandrillo Menai (gllm.ac.uk)

4.2.7 MONITORING AND EVALUATION

Monitoring and evaluation are an important part of this role. It is expected that you can support in the in-depth evaluation of current service delivery to determine appropriate development going forward. It will also be expected that you ensure that cluster projects have an effective evaluation framework, measurable outcomes and monitoring put in place.

Higher Apprenticeship - Project Management… | Grŵp Llandrillo Menai (gllm.ac.uk)

4.2.8 CHANGE MANAGEMENT

Managing change within the clusters is a key aspect of this role, both in understanding the resistance to change and implementing it within the clusters. You will be expected to lead through change and influence the team.

Hybrid working - change management at the Open University

4.2.9 RISK MANAGEMENT

It is a standard element of the role and responsibility of all staff of the organisation that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate action and reporting of all incidents.

Risk Management at the Open University

Higher Apprenticeship - Project Management… | Grŵp Llandrillo Menai (gllm.ac.uk)

4.2.10 HIGHLIGHT REPORTS

The post holder will be expected to produce high quality, concise highlight reports on a regular basis.

Project Management - Primary Care One

4.3 COMMUNICATION & STAKEHOLDER ENGAGEMENT

4.3.1 BUILDING EFFECTIVE RELATIONSHIPS

An important aspect of this role is building effective relationships. It is key that you create effective professional relationships in order to foster better collaboration, meeting discussion and a more compassionate working environment. The role requires you to develop effective working relationships on an individual and multi-disciplinary basis with all levels of staff and across different teams. You will need to listen, understand, and involve people, and be receptive to appropriate teams.

[Continually developing yourself/the team](#)

4.3.2 DEVELOPING MEANINGFUL NETWORKS

Meaningful networks are important as surrounding yourself with the right skillset/being able to reach out to someone who has a particular skillset is invaluable. It allows for better discussions when all the correct people are around the correct table.

[Communication and Influencing - the productive leader](#)

4.3.3 PRESENTATION SKILLS

Presentation skills are an important aspect of the role for the post holder as they will be required to present at multiple meetings. The presentations should be clear and concise so that the point can be argued in a succinct manner and understood by all.

[Collaboration skills for the workplace - The Open University](#)

4.3.4 BUILDING INNOVATIVE CULTURES

It is important that you are able to understand how to build an innovative culture within your team. Innovation is key when trying to improve efficiencies, strategy, cluster plans etc.

[Healthy Behaviour Change - Bangor](#)

[Psychology of team performance - Bangor](#)

4.4   COACHING AND MENTORING

4.4.1   COACHING

Coaching is a valuable asset, both being a coach and coaching. We are all one team, and valuable skills and knowledge should be shared to improve the service we provide.

BCU Coaching Network

Coaching - Find a Coach
All Wales Coaching Network - Academi Wales

4.4.2   MENTORING

Mentoring is a valuable asset, both being a mentor and receiving mentorship as it is a way of offering and receiving professional support. We are all one team, and valuable skills and knowledge should be shared to improve the service we provide.

Upcoming opportunities for ILM Leadership and Management

Mentoring - Gwella HEIW Leadership Portal for Wales

4.4.3   BUILDING RESILIENCE

Ensuring you are resilient is a key skill to have. Resilience in the workplace relates to responding well under pressure, handling adversity, and overcoming barriers, all of which are necessary in this role. Being able to manage own emotions and be resilient in a range of complex and demanding emotions.

Repository - Academi Wales

4.4.4   NETWORKS

Having a professional network or the ability to network is a great skill to have in your arsenal as it widens your scope when needing to solve situations. The wider your network the more people you can reach out to for support/queries.

Communication and Influencing - the productive leader

4.4.5 PEER SUPPORT

The ability to reach out to peers and to offer peer support is conducive to a well-developed team. Reaching out to peers within the team to run queries past or to offload is helpful as it offers a different perspective and can create a clearer picture.

[Repository - Academi Wales](#)

4.5   LEADERSHIP

VENTURE INTEGRATED LEADERSHIP DEVELOPMENT (ILDF)

The Venture ILDF aims to provide a pathway of Leadership & Management Development for all staff to access regardless of role and level of seniority. The framework sets out the core formal routes to development and also includes the more informal opportunities for development.

4.5.1 MOEL FAMMAU

Moel Fammau is a leadership development pathway for aspiring people managers to build the foundational leadership skills.

Edward Jenner Programme (NHS Leadership Academy)

[Edward Jenner Programme - NHS Leadership Academy](#)

Summary	Audience	Commitment
The Edward Jenner programme is your first port of call if you are looking to build a strong foundation of leadership skills that can help enhance your confidence and competence in your role. The programme has been designed to offer flexibility as a suite of online short courses. You will ideally have a role in a health care setting so that you can participate in the activities set within this programme. However, there is no prior experience or knowledge required.	Anyone aspiring to their first leadership or management role within in the next 1-2 years.	Self-guided Level 0: 2 weeks, 3 hours per week Level 1: Course 1 = 4 weeks (5 hours per week) Level 1: Course 2 = 5 weeks (5 hours per week) Level 1 Assessment = 4 weeks Level 2: Course 3 = 5 weeks (5 hours per week) Level 2: Course 4 = 4 weeks (5 hours per week) Level 2 Assessment = 4 weeks

Academy for Health Equity, Prevention and Wellbeing (Bangor University) - Prevention, Population Health, and Leadership MSc

[Prevention, Population Health, and leadership (blended learning MSc)](#)

Summary	Audience	Commitment
This postgraduate degree can be undertaken via distance learning or through the blended learning approach. This Prevention, Population Health, and Leadership (Blended Learning) MSc aims to train leaders in health and social care to effectively manage and lead innovation in practice within their organisations. This training will equip you with the tools and knowledge to plan, develop, and evaluate a shared and inclusive vision for your organisation, drawing on the latest research and development in preventative health, equity, and effective leadership theory.	Undergraduate degree in a relevant subject (of 2(ii) or above). Please see website for more details.	1 Year full-time 2 years part-time 3 years part-time

ILM Aspiring Team Leader Apprenticeships

[Diploma in Team Leading - Level 2 Diploma in Team Leading (i-l-m.com)](#)
[Diploma in Management - Level 3 Diploma in Management (i-l-m.com)](#)
[NVQ Diploma in Management - Level 4 NVQ Diploma in Management (i-l-m.com)](#)

Summary	Audience	Commitment
There are three routes available at Level 2, 3 and 4 depending on your management role. The qualifications are funded by the Welsh Government and have strict eligibility criteria.	Anyone aspiring to their first leadership or management role within in the next 1-2 years.	The apprenticeship commitment differs on each level, please click on the links to explore further.

ILM Aspiring Team Leader NVQ

Diploma in Team Leading - Level 2 Diploma in Team Leading (i-l-m.com)
Diploma in Management - Level 3 Diploma in Management (i-l-m.com)
Diploma in Management - Level 4 NVQ Diploma in Management (i-l-m.com)

Summary	Audience	Commitment
The NVQ is a work-based qualification that recognises the skills and knowledge a person needs to do a job. The candidate needs to demonstrate and prove their competency in their chosen role or career path. Level 2 – For new team leaders. Ideal for those who want to develop their core team leading skills. Level 3 - Ideal for those taking their first step into line management and those who already have some management responsibilities. For those who want to get an in-depth understanding of management, leadership, and business. Level 4 - Ideal for managers moving into a middle management position. For those who want the skills to take on higher level responsibilities such as planning and implementing change.	The NVQ is aimed at NHS managers or team leaders who would like to learn more about management and leading a team.	The NVQ commitment differs on each level, please click on the links to explore further.

ILM Aspiring Team Leader VRQ

ILM Level 2 in Leadership & Team Skills - Level 2 Leadership and Team Skills (i-l-m.com)

ILM Level 3 in Leadership & Management - Level 3 Leadership and Management (i-l-m.com)

ILM level 4 Award in Leadership & Management - Level 4 Award, Certificate and Diploma in Leadership and Management (i-l-m.com)

Level 5 Award/Certificate in Leadership & Management - Level 5 Leadership and Management (i-l-m.com)

Summary	Audience	Commitment
VRQs provide the knowledge and practical skills required for job roles through a structured study-based training programme. The assessments will often relate to activities carried out during work-based practice. Level 2 - For team members or team leaders. Ideal for those who want to lead, organise, and motivate a team. Level 3 - For those who have management responsibilities but no formal training. Ideal for team leaders who will be leading people through organisational change, budget cuts or other pressures. Level 4 - For new and aspiring department heads and middle managers. Ideal for those looking to further their knowledge and technical skills needed to be an effective leader. Level 5 - Ideal for project managers, department heads and middle managers. For those who want to develop their technical knowledge, strategic insight, and practical expertise.	Leadership & Management VRQ's are for individuals not necessarily in a management position but are aspiring to move into a management position; these qualifications are funded currently by the Personal Learning Account (PLA) which has set eligibility criteria.	The VRQ commitment differs per level, please click on the link to explore further.

ILM in Coaching and Mentoring

BCU Coaching Network (sharepoint.com)

Summary	Audience	Commitment
Coaching is a one-to one confidential relationship that enables people to maximise their strengths, leverage opportunities and excel in their field. Coaching can also help to overcome feelings of being 'stuck', or 'languishing', and help people begin to flourish once more.	Coaching is available to all who feel that they would benefit from it.	The requirement to coach and be coached can differ, please click on the link to explore further.

The Mynydd Mawr Programme is for aspiring people managers to build foundational leadership skills and behaviours.

Mary Seacole Programme (NHS Leadership Academy)

Mary Seacole programme – Leadership Academy

Summary	Audience	Commitment
The Mary Seacole Programme is a 6-month leadership development programme, designed in partnership with global experts, recently refreshed and delivered by experienced facilitators to develop your knowledge and skills in leadership and management. The programme is comprised of 12 modules covering leadership fundamentals, leading for improvement and management skills.	First time leaders in healthcare who are currently in a 'formal' position of leadership with responsibilities for people and services.	6-months with 12 modules covered over three one day skills workshops.

Foundations of Leadership and Management (previously ASiM)

[Foundations of Leadership and Management (Previously A Step into Management) (sharepoint.com)](#)

Summary	Audience	Commitment
The Foundations of Leadership and Management programme provides supervisors, managers and leaders with the foundational knowledge and core skills required to effectively manage services and staff at Betsi. There are two routes in which staff can access the training: ▲ Online self-directed learning ▲ Classroom sessions delivered face-to-face with some elements of self-directed learning This course covers the following topics: ▲ Managing Self ▲ Leading Well ▲ Managing Others ▲ Health and Wellbeing ▲ ESR ▲ Recruitment ▲ Attendance Management ▲ Performance Management ▲ Respect and resolution ▲ General Incident Management ▲ Counter Fraud Performance Management ▲ Equality Impact Assessment (EQIA) ▲ Welsh Language ▲ Improvements Basics	This course is recommended as the starting point/foundation for those who wish to be an effective and efficient supervisor/manager/leader within the organisation.	**Online** – to be completed in 6 months with 9 hours of self-directed learning. **Face-to-face** – 3 months with two and a half days face-to-face training

4.5.3 CADAIR IDRIS

The Cadair Idris Programme is for aspiring people managers to build foundational leadership skills and behaviours.

Rosalind Franklin Programme (NHS Leadership Academy)

[Rosalind Franklin Programme – Leadership Academy](#)

Summary	Audience	Commitment
The Rosalind Franklin Programme is for mid-level leaders who aspire to lead large and complex programmes, departments, services, or systems. The programme will support you to become outstanding innovators, leaders, and team members working across the health and care system, to help improve services for people and communities that access them. The programme covers leadership skills and developing a deeper and clearer sense of who you are, your strengths and development areas. Change management, how teams work and system leadership.	This programme is designed for clinicians and middle managers who aspire to lead large and complex programmes, department, services, or systems of care.	9 months of 120 hours of online learning, eight days of workshops and small group work

4.5.4 TRYFAN

The Tryfan Programme is for aspiring people managers to build foundational leadership skills and behaviours.

Elizabeth Garett Anderson programme (NHS Leadership Academy)		
[Elizabeth Garrett Anderson programme – Leadership Academy](#)		
Summary	**Audience**	**Commitment**
The Elizabeth Garrett Anderson Programme is a 24-month master's degree programme in Healthcare Leadership. It will equip you with confidence to challenge the status quo and drive real and lasting change to improve the patient experience.	Any middle to senior level leader currently responsible for other leaders and aspiring to lead large and complex programmes, departments, services, or systems of care	24 – 30 months with 7 study modules. 15 hours per week

4.5.5 YR WYDDFA

Yr Wyddfa Programme is for aspiring people managers to build foundational leadership skills and behaviours.

Nye Bevan programme (NHS Leadership Academy)		
[Nye Bevan Programme - NHS Leadership Academy](#)		
Summary	**Audience**	**Commitment**
The Nye Bevan programme accelerates people into executive roles that span organisational boundaries; and supports senior leaders to move beyond leadership within their area of expertise. Delivered in partnership with KPMG, PwC and other international and national experts in health and organisational performance, the programme offers support and learning to build personal resilience, confidence, and capabilities over 12 months.	This programme is for senior leaders looking to move into a board level role in the next 12 to 24 months.	12 months with 15 hours a week. This also requires 18 out of office days for face-to-face meetings.

4.5.6 OTHER LEADERSHIP OPPORTUNITIES

This section is home to the other links, programmes and opportunities that may not fit into any given section. They may not be applicable to all, but they are still relevant to some.

Organisation	Description	Link to website
Academi Wales	Academi Wales has a series of short development courses open to managers and leaders designed to help develop a specific aspect of your leadership skills.	Short courses and master classes - Academi Wales (gov.wales) Senior Leadership Experience - Academi Wales (gov.wales)
Pathway to portfolio	This is a General Medical Council initiative and is only applicable to GP's.	GMC - Pathway to Portfolio
HEIW Expert Leadership Programme	The Programme is aimed at **Cluster Leads** who represent Clusters on local **Pan Cluster Planning Groups (PCPGs).** The Programme will be developed and run by Primary Care Commissioning (PCC) who have significant experience in working with primary care leaders in Wales and across the UK.	HEIW - Expert Leadership Programme
Royal College of General Practitioners (RCGP)	The RCGP is general practitioner specific.	RCGP

Compassionate and collective leader	Compassion in the workplace is a key factor in this role. It is important that you show compassion and demonstrate understanding when dealing with the wider team. The post holder will be expected to provide compassionate leadership and advice, ensuring that services are developed and directed to provide care that is safe, excellent quality and always improving in line with the Health Board Values.	The King's Fund - Developing collective leadership for health care

5. Additional Resources and Links

5.1 CLUSTERS

This section brings together any relevant documentation and links that are needed as part of the cluster lead role.

Topic	Link / website
Primary Care model for Wales website	Primary Care Model for Wales - Primary Care One
Primary Care Model for Wales Outcome Logic Models	PC Logic Model
Clusters	Cluster Plan 22/23 Cluster Working - Primary Care One
BCUHB 3-year plan – summary	Strategy and Planning - 3 - year plan 24-27
Cluster planning portal	Cluster Planning Portal
Cluster Maturity Assessment Step-by-Step Guide	Cluster Maturity Assessment Step-by-Step Guide
Cluster Self-Reflection Process	Cluster Self-reflection Document
Cluster Maturity Assessment and self-reflection	Cluster Maturity Assessment and self-reflection Cluster Maturity Assessment and Self-Reflection
Cluster Development Framework	Cluster development framework
Cluster Project Proposal Form	Cluster Project Proposal Form (Transformation)
Guidance on Use of Cluster Funds	Guidance on use of cluster funds
Cluster Working Wales - Tools, techniques, and tips	Cluster Working Wales - tools, tips, and techniques
Cluster Working Wales - Policy and Strategic Context	Cluster Working Wales - Policy and Strategic Context
ACD (Accelerated Cluster Development)	ACD Toolkit

5.2 COLLABORATIVES

This section brings together any collaborative related documentation/links that can be utilised as part of the collaborative lead role.

Topic	Link / website
Community Pharmacy Collaborative Learning - resources	CPCL Specific Resources - Community Pharmacy Wales
BCUHB 3-year plan – summary	Strategy and Planning - 3 - year plan 24-27

5.3 POLICY AND GOVERNANCE

The following section provides a list of useful links and websites to policies and governance to support users understanding of the strategic direction and show how all work within the collaboratives and clusters align. This section houses both Health Board and national policy.

Link / website	
BCUHB Governance	Corporate Governance - BCUHB
Strategic Programme for Primary Care (SPPC)	Strategic Programme - Primary Care One
Wellbeing and Future Generations Act	Wellbeing and Future Generations Act
Social Services and Wellbeing Act (SSWBA	Social Services and Wellbeing Act 2014
Healthier Wales	A Healthier Wales
Model for primary care	Model for Primary Care
Equality	Equalities - BCUHB
Welsh Language	Welsh Language at BCUHB

5.4 OTHER USEFUL LINKS AND RESOURCES

This section is full of relevant links and resources that can be utilised by both the cluster and collaborative leads. Within this section a while manner of documentation can be found, with information such as the Health Board IMTP, links to relevant websites like NHS Exec and Public Health Wales. This section also houses links to websites that can help you learn more about the Health Board.

Topic	Link / website
Health Board – IMTP	Health Board IMTP
Regional Partnership Board (RPB)	Regional Partnership Board
Public Health Wales	Public Health Wales
Health Education and Improvement Wales (HEIW)	Health Education and Improvement Wales
NHS Exec	NHS Executive Wales
Strategic Programme for Primary Care (SPPC)	Strategic Programme - Primary Care One
Primary Care model for Wales	Model for Primary Care.
Population needs assessment	North Wales Population Needs Assessment 2022
Gwella Leadership portal (HEIW)	NHS Leadership Portal - GWELLA - HEIW
Staff Engagement Toolkit	Staff Engagement Toolkit
Iris	IRIS
Workforce planning toolkit	Workforce Planning Toolkit
MDT working	MDT Working In Primary Care
Leadership and Organisational Development	Leadership and Organisational Development
Primary Care One	Primary Care One
Primary Care Clinical Governance	Primary Care Clinical Governance
Llais	Llais
Inverse Care Law	Inverse Care Law - BetsiNet