Cluster and Collaborative Leads Guidance

March 2026

CONTENTS

1.   Introduction to the Resource Guide

This development guidance has been designed to support Cluster and/or Collaborative Leads; ensuring any gaps in skill sets are identified and improved upon. This document contains all 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 and Collaborative Lead. The document includes a range of courses, training and learning resources, with different time commitments and entry requirements to suit a wide range of needs

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

As Cluster and/or Collaborative Lead, you may wish to familiarise yourselves with some useful tools, techniques and tips as a leader, a downloadable word document can be accessed by clicking the link: Tools, Techniques and Tips to Help You as a Leader

2.   Clusters and Collaboratives

The following section includes valuable information relating specifically to each of the Lead roles including a comprehensive induction checklist, job descriptions and documentation that will support you through the induction and Performance Appraisal and Development Review (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 the Betsi Cadwaladr University Health Board (BCHUB) area.

2.1.1   CLUSTER LEAD

The Cluster Lead coordinates the development and delivery of the Cluster plan and represents its members at the Pan Cluster Planning Group (PCPG), 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.

2.1.2   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. Please click on the link below to download the Cluster Lead Induction Plan template:

Cluster Lead Induction Plan

2.1.3 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 Job Description

2.1.4 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 and learn from the previous year. For independent contractors, this form can be used as evidence in your general appraisal.

Performance and Appraisal Development Review form

2.1.5 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 the PADR process.

Personal Development Plan Form

2.2   COLLABORATIVES

Collaboratives have been established to deliver the 'place-based care' component of the Accelerated Cluster Development (ACD) Programme. 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.

Collaboratives include nominated representatives from these professional groups:

- Community Pharmacy
- Optometry
- Community Nursing
- Allied Health Professionals
- Dental
- GP Cluster Leads

The Collaboratives will align to the Integrated Health Communities (IHC) and the purpose of these Collaboratives is to:

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

2.2.1 COLLABORATIVE LEAD

The Collaborative Leads will be pivotal in fostering engagement, providing Leadership, and representing their professional group within Primary Care.

2.2.2 COLLABORATIVE LEAD INDUCTION PACK

This document should be used upon induction to ensure that all areas have been covered when a new Collaborative Lead joins the team. This document contains a suggested list of colleagues to meet, informative meetings to attend, alongside other relevant documentation that needs to be read.

[Collaborative Lead Induction Plan](#)

2.2.3 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 Collaborative Lead.

[Professional Collaborative Job Description](#)

2.2.4 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 and learn from the previous year. For independent contractors, this form can be used as evidence in your general appraisal.

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[Personal Development Plan Form](#)

3.   Training Needs Self-Assessment (TNA)

The following page contains a table with the skills and knowledge required for role of a Cluster and/or Collaborative Lead. A Microsoft forms link has been included for you to access this TNA online for ease.

Please use this table to self-assess and rate your currently level of skills and understanding on each of the key skills required. Quick links have been added to direct you to the relevant section in the document where further information is available on how each skill is required to undertake the role of Cluster and / or Collaborative Lead. It is suggested that this exercise is repeated every twelve months to establish level of skill and opportunities to further develop.

Once you complete the TNA online, this will be sent to the Academy team. Your data will not be used for any other purpose than to assess training requirements across BCUHB.

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.

Scale: 1 (very low) – 10 (very high)

Please click the image or link below to access the Training Needs self-assessment.
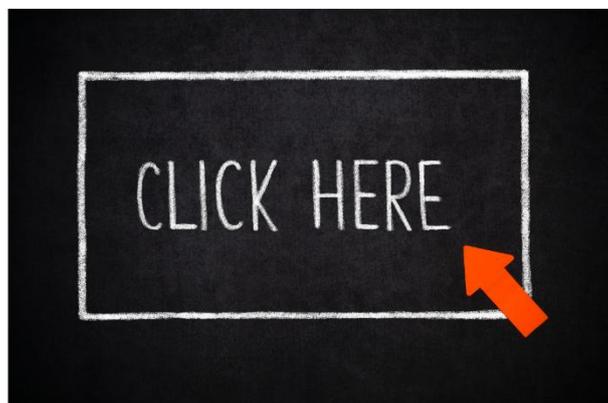
Cluster and Collaborative Leads TNA

Training Needs Self-Assessment (TNA)

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										

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										

4. Skill Building, Courses, Training and Learning Resource

Section four offers a comprehensive list of skills required to undertake the role of Cluster and/or Collaborative Lead. This section lists the integral day-to-day skills required to work efficiently as a Cluster and/or Collaborative Lead. The skills have been extracted from the job descriptions and 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 have been collated to ensure that the information is relevant and concise, offering a range of diverse resources with differing levels of time commitments and entry levels.

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

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

QUALITY IMPROVEMENT CONTINUED

#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 kindly 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

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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.

Giving Presentation Skills - 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

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 and the wider work associated with Cluster and Collaborative development, to ensure that all staff feel that their voice is valued and that they can speak without judgement.

Respect and Resolution Policy

Healthy Working Relationships - Gwella HEIW Leadership Portal for Wales

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.

Strategy and Planning

4.2.5 PROJECT PROPOSALS

Project proposals will support team members in aligning 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 | Open Learn - Open University

Project Management - Primary Care One

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.

Strategy and Planning

Living Healthier, Staying Well

Population Needs Assessment 2022

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.

Health Board Logic Model

Public Health Wales – Logic Models

4.2.8 CHANGE MANAGEMENT

Managing change within the Clusters and Collaboratives is a key aspect of these role, both in understanding the resistance to change and implementing it. 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 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](#)

[Risk Management BCUHB Home Page](#)

[Risk Management Training](#)

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 AND STAKEHOLDER ENGAGEMENT

4.3.1 BUILDING EFFECTIVE RELATIONSHIPS

An important aspect of this role is building effective relationships. It is key to create effective professional relationships to foster better collaboration, meeting discussion and a more compassionate working environment. The role requires Cluster and /or Collaborative Leads 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 feedback and ideas.

[Continually Developing Yourself/ Team](#)

4.3.2 DEVELOPING MEANINGFUL NETWORKS

Meaningful networks are important as surrounding yourself with the right skillset and being able to reach out to colleagues who have contacts or skillsets is invaluable. It allows for better working relationships by connecting individuals that fosters trust, respect, and mutual benefit.

[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.

[Giving Presentation Skills - Open University](#)

4.3.4 BUILDING INNOVATIVE CULTURES

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

[Psychology of Team Performance - Bangor](#)

4.4 COACHING AND MENTORING

4.4.1 COACHING

Coaching is an asset, both being a coach and coaching. Coaching is a process that empowers individuals to set goals and develop skills through guidance, feedback, and personalised support. Sharing valuable skills and knowledge can improve the service provided.

[BCU Coaching Network](#)

[All Wales Coaching Network - Academi Wales](#)

4.4.2 MENTORING

Mentoring is an asset, both being a mentor and receiving mentorship as it is a way of offering and receiving support to achieve personal and professional goals. Mentoring can foster growth and provides the forum to share knowledge.

[Mentoring - Gwella HEIW Leadership Portal for Wales](#)

4.4.3 BUILDING RESILIENCE

Resilience is a key skill to have as a Cluster or Collaborative Lead. Resilience in the workplace relates to responding well under pressure, handling adversity, and overcoming barriers, all of which are necessary in this role. It is important to be able to manage emotions and be resilient in a range of complex and demanding situations.

[Repository - Academi Wales](#)

4.4.4 NETWORKS

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

[Communication and Influencing - The Productive Leader](#)

4.4.5 PEER SUPPORT

Peer support is a mutual collaborative relationship where individuals with similar experiences provide each other with support which is conducive to a well-developed team. Engaging with peers within the team for queries or support is helpful as it offers a different perspective.

[Repository - Academi Wales](#)

4.5 CLUSTER AND COLLABORATIVE LEADERSHIP PROGRAMMES

4.5.1 COMMUNITY PHARMACY COLLABORATIVE LEAD (CPCL)

Community Pharmacy Wales host a website which includes a plethora of links and resources aimed at supporting the collaborative leads.

Community Pharmacy Collaborative Learning - Resources	[CPCL Specific Resources - Community Pharmacy Wales](#)

4.5.2 PRIMARY CARE CLUSTERS

Community Pharmacy Wales host a website which includes a plethora of links and resources aimed at supporting the cluster leads.

Community Pharmacy Wales	[Primary Care Cluster Working](#)
Cluster Working in Wales – About you as a leader	[Cluster Working Handbook](#)

[Back to index page](#)

4.6   BCUHB LEADERSHIP HUB

VENTURE INTEGRATED LEADERSHIP DEVELOPMENT FRAMEWORK (ILDF)

The Venture ILDF is Betsi Cadwaladr University Health Board (BCUHB) Leadership and Management framework that supports the development of both the leaders of today and leaders of the future. The framework aims to provide a pathway of Leadership and Management Development for all staff to access regardless of role and level of seniority.

The framework sets out six pathways to explore within the framework ranging from a pathway for everyone across BCUHB (Leadership for All), moving through the leadership and management levels from Foundational to Executive level learning. Each pathways offers Self Directed Learning Opportunities and Formal Learning Opportunities.

BCUHB Leadership Pathways

4.6.1   Moel Famau: Aspiring People Managers Pathway

4.6.2   Mynydd Mawr: Foundations of Leadership Pathway

4.6.3   Cadair Idris: Mid-Level Leadership Pathway

4.6.4   Tryfan: Transition to Senior level Leadership Pathway

4.6.5   Glyder Fawr: Advanced Leadership Pathway

4.6.6   Yr Wyddfa: Executive Development Pathway

4.6.1   MOEL FAMAU

Moel Famau is a leadership development pathway for aspiring people managers to build the foundational Leadership skills. The following courses and learning opportunities are categorised in the Moel Famau pathway:

SELF DIRECTED LEARNING

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 one to two 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

FORMAL LEARNING OPPORTUNITIES

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 one to two years.	The apprenticeship commitment differs on each level, please click on the links to explore further.

ILM Aspiring Team Leader National Vocational Qualification (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 Vocationally Related Qualification (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 and 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.

4.6.2 MYNYDD MAWR

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

SELF DIRECTED LEARNING

Mary Seacole Programme (NHS Leadership Academy)		
[Mary Seacole programme – Leadership Academy](#)		
Summary	**Audience**	**Commitment**
The Mary Seacole Programme is a six-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.	Six 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 BCUHB. 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 six months with nine hours of self-directed learning. **Face-to-face –** three months with two and a half days face-to-face training

4.6.3 CADAIR IDRIS

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

SELF DIRECTED LEARNING

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.	Nine months of 120 hours of online learning Eight days of workshops and small group work

4.6.4 TRYFAN

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

SELF DIRECTED LEARNING

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 seven study modules 15 hours per week

4.6.5 GLYDER FAWR

Glyder Fawr Programme is an advanced leadership pathway for those in senior leadership and management roles.

SELF DIRECTED LEARNING

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.

FORMAL LEARNING OPPORTUNITIES

Advanced Clinical Leadership Programme (Gwella)

[Advanced Clinical Leadership Programme - Gwella HEIW Leadership Portal for Wales](#)

Summary	Audience	Commitment
The Advanced Clinical Leadership Programme is a considerable investment in our senior clinical staff. Its aim being to create a cohort of leaders with the right values, behaviour, knowledge, skills, and confidence to build a culture of compassionate and inclusive leadership. This in turn will attract, continuously support, and develop a flexible and agile workforce who feel valued and are valued. Those attending will benefit from improved understanding of their current and potential impact and influence at an individual, team and system level, as well as the opportunity to join a sustainable and supportive multi-professional network, anticipated to last beyond the programme time frame.	This programme is for senior clinicians across all professions, who have significant management and leadership responsibilities.	This intensive Programme requires a commitment of 15 days over a ten-month period. This includes attendance at a three day fully residential learning community.

4.6.6 YR WYDDFA

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

SELF DIRECTED LEARNING

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.

4.7 OTHER LEADERSHIP OPPORTUNITIES

This section contains further information on other opportunities that may support Cluster and / or Collaborative Leads develop additional skills if required.

4.7.1 CORE BCUHB MANAGER MODULES

Title	Description	Link to website
Neurodiversity Awareness	This module provides an introduction to Neurodiversity and gives detail on the impact of being Neurodivergent. The aim of this module is to create an understanding on how you can support colleagues and patients who are Neurodiverse.	Neurodiversity Awareness - Gwella HEIW Leadership Portal for Wales
Equality: Achieving Equity Through Good Leadership	This module is mandatory for all managers and leaders who work in BCUHB. It aims to provide a deeper understanding of health inequalities, the needs of disadvantaged or discriminated against groups, human rights and how we can create an inclusive workplace environment.	Achieving Equity through good Leadership practices - Gwella HEIW Leadership Portal for Wales
Value Based Health Care	Value Based Health Care aims to improve the health outcomes of the people in Wales in a sustainable manner. It is important that you have an understanding of this programme as it has links to a Healthier Wales and BCUHB's 'Decarbonisation Action Plan'.	Value Based Health Care - Gwella HEIW Leadership Portal for Wales

4.7.2 CULTURE AND LEADERSHIP PROGRAMME

Title	Description	Link to website
Culture and Leadership Programme	This programme provides the evidence-based tools needed to improve understanding around organisational culture and leadership strategies. The aim of the programme is to help develop compassionate, inclusive, and collective leadership to deliver culture change.	Gwella - Compassionate Leadership Hub

4.7.3 SELF-DIRECTED LEARNING OPPORTUNITIES

Title	Description	Link to website
Compassionate Leadership Hub	The Compassionate Leadership Hub offers a range of leadership development opportunities and is a key place to find further learning.	Gwella - Compassionate Leadership Hub
Other Leadership Opportunities	These programmes may be relevant to you in your development journey from bite size learning, Equality, Diversity and Inclusion Programmes, Collaborating for Health and Care and Leading Well for Staff Health and Wellbeing in the NHS.	Other Leadership Offerings - Gwella HEIW Leadership Portal for Wales
Academy for Health, Equity, Prevention and Wellbeing	The Academy for Health, Equity, Prevention and Wellbeing is operated by the local University, Bangor. It offers a range of transformative education programmes/courses aimed at reshaping the future of health and wellbeing in Wales. The AHEPW also offers free online workshops, consultancy services and access to experts.	Academy for Health Equity, Prevention and Wellbeing (AHEPW) | Bangor University
Value Based Health Care	This portal hosts the Value Based Health Care Programme for Betsi Cadwaladr University Health Board, which aims to improve the health outcomes of the people in Wales. It is important that you have an understanding of this programme as it has links to a Healthier Wales and BCUHB's 'Decarbonisation Action Plan'.	Value Based Health Care - Gwella HEIW Leadership Portal for Wales

Organisation	Description	Link to website
Gwella Leadership Portal (HEIW	Gwella host an easily accessible platform which contains relevant learning opportunities, resources on a variety of topics relevant to leaders.	NHS Leadership Portal - GWELLA - HEIW
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 Senior Leadership Experience - Academi Wales (gov.wales)
Pathway to Portfolio	This is a General Medical Council initiative and is only applicable to GPs.	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. It is important that you show compassion and demonstrate understanding when dealing with the wider team and b. 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

4.8 ADDITIONAL COURSES, RESOURCES AND LINKS

4.8.1   DATA LITERACY, LEADERSHIP, AND ANALYTICS

Title	Description	Link to website
Data Literacy Courses	This module includes being able to interpret information, understand data quality, and apply insights to support decision-making and service improvement. Building data literacy will enable you to confidently use data in everyday work, contribute to planning and evaluation, and engage effectively with digital transformation across the organisation.	Data Literacy Courses - The Data Literacy Project
Understanding Digital Capability	This resource introduces the Digital Capability Framework and explains the importance of data literacy for all health and care staff in Wales. It outlines how developing confidence with data supports better decision-making, improves service delivery, and enables staff to work effectively in an increasingly digital environment. The framework highlights the core skills required to understand, interpret, and use data safely and appropriately as part of everyday practice.	Understanding the Digital Capability Framework: Data Literacy - HEIW
Available Data – Digital Health and Care Wales	This resource provides access to a wide range of statistical publications, data products, and open data made available by Digital Health and Care Wales. It supports the post holder to understand and use official health data, including activity reports, performance indicators, and population-level datasets. The platform promotes transparency and enables staff to access reliable information to support planning, evaluation, and evidence-based decision-making across primary and community care.	Statistical publications, data products and open data - Digital Health and Care Wales

Title	Description	Link to website
Data Literacy Courses	This module includes being able to interpret information, understand data quality, and apply insights to support decision-making and service improvement. Building data literacy will enable you to confidently use data in everyday work, contribute to planning and evaluation, and engage effectively with digital transformation across the organisation.	Data Literacy Courses - The Data Literacy Project
Understanding Digital Capability	This resource provides an introduction to the Digital Capability Framework and explains the importance of data literacy for all health and care staff in Wales. It outlines how developing confidence with data supports better decision-making, improves service delivery, and enables staff to work effectively in an increasingly digital environment. The framework highlights the core skills required to understand, interpret, and use data safely and appropriately as part of everyday practice.	Understanding the Digital Capability Framework: Data Literacy - HEIW
Available Data – Digital Health and Care Wales	This resource provides access to a wide range of statistical publications, data products, and open data made available by Digital Health and Care Wales. It supports the post holder to understand and use official health data, including activity reports, performance indicators, and population-level datasets. The platform promotes transparency and enables staff to access reliable information to support planning, evaluation, and evidence-based decision-making across primary and community care.	Statistical publications, data products and open data - Digital Health and Care Wales

4.8.2 LEADING FOR SYSTEM CHANGE

Title	Description	Link to website
Systems Thinking	This resource provides access to a range of materials, courses, and learning opportunities related to systems leadership. It supports the post holder to develop the ability to work effectively across organisational boundaries, understand complex health and care systems, and lead collaboratively with partners. Systems leadership skills help individuals navigate shared challenges, influence change at a wider level, and contribute to integrated, whole-system approaches to improving services and outcomes.	Systems Thinking - Academi Wales
Leading for System Change	This resource introduces the principles and practices of leading change across complex health and care systems. It supports the post holder to understand how system-level challenges differ from organisational issues and provides guidance on working collaboratively across boundaries. The content explores how to influence shared priorities, build collective ownership, and create conditions that enable sustainable improvement across whole systems.	Leading for System Change – Leadership Academy
Horizon Scanning	This resource provides an introduction to horizon scanning and explains how organisations can use it to anticipate future trends, risks, and opportunities. It outlines the benefits of adopting a proactive approach to understanding external change, including improved strategic planning, better preparedness, and more informed decision-making. The document also offers practical guidance on how to implement horizon scanning effectively, including methods, tools, and considerations for integrating it into organisational processes.	Horizon Scanning

4.8.3 PSYCHOLOGICAL SAFETY

Title	Description	Link to website
Teamworking and Psychological Safety	This resource provides an accessible overview of a leadership development topic hosted within the HEIW Leadership Portal. It offers a clear introduction to the key principles, practical guidance, and supporting materials designed to help the post holder strengthen their leadership capability. The content is structured to support reflection, build confidence, and encourage the application of learning in day-to-day practice, making it a useful starting point for developing skills in this area.	[Psychological Safety - Gwella HEIW Leadership Portal for Wales](#)
Compassionate Leadership	This resource provides an accessible collection of tools, guidance, and learning materials designed to support the development of compassionate leadership across health and care in Wales. It introduces the core principles of compassionate leadership, including attentive listening, understanding the needs of others, and taking thoughtful action to support teams and improve patient care. The hub offers practical resources to help the post holder strengthen relationships, build psychologically safe environments, and lead with empathy in complex and demanding settings.	[Compassionate Leadership Hub - Gwella HEIW Leadership Portal for Wales](#)

Title	Description	Link to website
Trauma Informed Practice	This resource provides guidance, tools, and learning materials to support trauma-informed practice across health, social care, and community services in Wales. It introduces the principles of trauma-informed approaches, helping the post holder understand how trauma can affect individuals, teams, and communities. The framework offers practical strategies for creating safe, supportive environments, improving communication, and embedding compassionate, person-centred practice into everyday work. It is designed to strengthen organisational culture and enhance the quality of care through increased awareness and understanding of trauma.	Trauma-Informed Wales

4.8.4 TIME MANAGEMENT AND PRODUCTIVITY

Title	Description	Link to website
Planning and Prioritisation	This resource introduces practical strategies to help the post holder plan work effectively and prioritise tasks in a structured and manageable way. It explores techniques for organising workload, setting realistic goals, and identifying what needs attention first, supporting greater productivity and reducing stress. The guidance helps individuals make informed decisions about how to allocate time and manage competing demands in a busy working environment.	Planning and prioritising: Time management skills | Help Centre | The Open University
Productivity for Leaders	This resource explores how leadership behaviours need to evolve to support productivity in modern, fast-changing work environments. It highlights the shift from traditional, task-focused management towards more people-centred leadership approaches that emphasise trust, autonomy, communication, and collaboration. The article	When Excellence Stops Scaling | Leadership & Productivity

	outlines key skills leaders need to develop—such as empowering teams, fostering engagement, and creating supportive working conditions—to enable individuals and teams to perform at their best.	
Managing Priorities	This resource forms part of a short leadership video series featuring coach and speaker Rasheed Ogunlaru. It offers practical insights to support personal and professional development, focusing on themes such as self-awareness, communication, confidence, and leading with authenticity. The video encourages the post holder to reflect on their leadership approach, build positive habits, and develop the mindset needed to lead effectively in a changing and demanding health and care environment.	Rasheed Ogunlaru leadership series 4 – Leadership Academy

5. Additional Resources and Links: Cluster and Collaborative Leads

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](#)
Accelerated Cluster Development (ACD)	[ACD Toolkit](#)

5.2 COLLABORATIVES

This section brings together any Collaborative related documentation and 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 support users understand the strategic direction of Cluster, Collaboratives, Health Board and Welsh Government

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

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 / or Collaborative Leads. This section signposts you to a wide range of information and links to relevant websites.

Topic	Link / website
Health Board – Integrated Medium-Term Plan (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 Executive	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
Staff Engagement Toolkit	Staff Engagement Toolkit
Information Reporting Intelligence System (IRIS)	IRIS (Only accessible on BCU Nadex)
Workforce Planning Toolkit	Workforce Planning Toolkit
Multidisciplinary (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