

The Scottish Leaders Forum: Leading the transition, a values-based approach to reform 2023 - 2033.

WHY Our Purpose	To support the transformation of public service delivery by utilising the power of collaborative, values-based leadership to achieve a common purpose of sustainable public services that improve outcomes across Scotland.		
WHAT Vision	To create a pan-public services leadership offer to support diverse public and third sector leaders in working beyond organisational boundaries to accelerate innovative solutions to meet the needs of our people and communities.		
HOW Mission	A values-based programme of leadership interventions that creates the conditions, inspires, and challenges leaders to drive public service reform, at scale and pace, and over the long term.		
Golden Threads	<ul style="list-style-type: none"> • Make progress against a 10-year reform programme • Support the missions of Equality, Opportunity, and Community • Achieve the NPF • Guided by Reform Principles (people, prevention, performance, partnership, and place) • Ensure belonging - equality, diversity and inclusion 		
Strategic Goals	<ul style="list-style-type: none"> • Purposeful collaboration and relationships • Progress a values-based approach • Peer to peer accountability • Improve outcomes for current and future generations 		
Key Interventions 23/24			
	Scottish Leadership Academy (SLA)	Action Groups / Action Learning Sets	Scoping 'Leadership Scotland' future model
	<ul style="list-style-type: none"> • Values-based leadership offer targeting top-tier public service leaders (pan-sectoral). Creating safe spaces for joint and peer-to-peer accountability. • Ambition to expand the regularity of cohorts in 24/25 and to build a potential alumni infrastructure. • Model could be widened to other key areas (e.g., CPPs, policy systems clusters) and creation of 'systems clusters' approach for public bodies reform • Could play a critical role in accelerating progression for minority leaders/young leaders. 	<ul style="list-style-type: none"> • Self-sustaining with the SLF providing convening power whenever possible. • Groups might potentially self-organise around issues such as anti-racism, collective financial challenges, they may have a place-based focus, or convene around opportunities that offer the potential to collaboratively transform the public services landscape. 	<ul style="list-style-type: none"> • Inspired by Academi Wales. • Broader in scope vertically and horizontally, delivering a holistic leadership development offer – aligning across forum partners [not a replacement/duplication of sector specific development]. • Inspirational, collaborative, values-based, inclusive approach to excellence in leadership practice which creates opportunities for new ways of working with a common approach to reform-led leadership. • Targeting top-tier <u>and</u> emerging leaders. • Commissioned and expert led.
Annual Conference	The annual conference is an opportunity to come together in the context of the ten-year programme of reform and reflect on where we are, share ideas, reinforce connections, and give us collective confidence that we are making progress whilst offering support and insight into those places where progress is harder. It will be an opportunity to be collectively and positively accountable for the change we want to see. We will also explore options for additional "in person" gatherings under the SLF banner throughout the year.		

Leading Together – The Future of the Scottish Leaders Forum – Leadership Scotland Overview

1. These are the most challenging times we face as a nation and as public servants. As we seek to mitigate the relentless impacts of the cost-of-living crisis, which has impacted disproportionately on Scotland's most vulnerable people, we grapple too with the ever-evolving impacts on our collective wellbeing of global conflict, environmental degradation and climate change. Scotland's people need public service leaders, now more than ever, to work *together* with energy, with urgency and with common purpose to ensure Scotland is a place we can be proud to live and work in for generations to come.
2. This is a collective challenge that requires the totality of our resources to work sustainably, effectively and with compassion. This is true for our approach to public service delivery and to pan-public service leadership support and development. We share an ambition to accelerate reform across public services over the next ten years, to help create the optimal conditions for achieving the three missions jointly prioritised by both spheres of government, and to realise the outcomes and purpose of our National Performance Framework. Indeed, the sustainability of many of our services is dependent on improving outcomes and reducing inequalities, particularly in the longer term. Excellent, collaborative leadership is a critical condition for reform, but we need to set our sights wider and deeper if we are to work with the longer term in mind.
3. As we build momentum and resources, we envision a future for the SLF that enables us to work across the short, medium and longer term, maximising the contribution that systems and values-based leadership practice can make in enabling the transition from our current systems towards new and future ways of working. We envisage an evolution towards a more collaborative approach to pan-public service leadership which brings us together, makes the best use of our collective skills, resources and energy to create the best possible environment for excellent leaders to make a difference. This is not a radical shift or an attempt to rebrand the forum, but rather a recalibration and re-energising of the SLF's longstanding mission and purpose.
4. We want to shape a 'twin-tracked' programme that we can deliver in the short-term and which will underpin the transition to new ways of working and new expectations, so that in the longer term we are aligned behind a model of collaborative public service leadership which is inclusive, diverse and agile. A model which creates fertile conditions for working differently and ensuring we are well placed to meet ongoing and future challenges.
 - [Track one, years 1-2] a programme of work reflecting the current top-tier focus of the SLF *as it is* but with some additional resources improve impact, create the conditions for change and the development of Leadership Scotland; and
 - [Track two, years 1-10] scoping, shaping and delivering a *new* incarnation of the SLF, inspired by the Academi Wales model (addressing leadership at all levels) – Leadership Scotland.

Track One

5. **The Scottish Leadership Academies (SLAs)** will be the SLF's 'flagship' offer over the next few years and key to helping create the conditions for reform. There is considerable potential to expand the offer into areas where the opportunity to focus on common priorities and challenges offers the potential to think, deliberate and act differently. We are thoughtful that SLAs need to be open to a wide range of leaders, especially those in the early stages of their careers who have, potentially, a lifetime of public service to hone their skills and be inspiring agents for transition and change. SLAs could also play a critical role in accelerating a more inclusive approach to leadership, building confidence and creating spaces where everyone can feel that they belong. We intend to continue to offer an **annual conference and a more regular events programme (in-person + on-line)**, however we expect that our **action learning and action groups offers** will remain self-sustaining while we focus our resources on the core elements of track one and track two.

Track Two

6. The vision for **Leadership Scotland** is the development of a collaborative, values-based, inclusive approach to excellence in leadership practice which creates opportunities for new ways of working, fosters connections across a range of leadership offers, for both top-tier and emerging leaders, whilst creating a sense of collective purpose and practice through new alumni networks. Bringing together our leadership offers wherever possible under one 'umbrella brand', this new approach aims to facilitate the transition towards new systems, structures, and practice. Leadership Scotland will be much broader in scope, vertically and horizontally, delivering holistic leadership development offers. This will not be a replacement or duplication of sector specific, skills development. In time, it has the potential to cut as deep as the Academi Wales model and deliver a quality assured, reform focused syllabus across all stages of leadership and career development. The SLF may potentially become a subsumed element of this new entity or may surrender its leadership development mission to Leadership Scotland.
7. There will be key threads that will run through everything we do: our reform principles of **people, partnership, prevention, performance, and place**; the outcomes and values set out in our **National Performance Framework**; and **equality, social and environmental justice**.

What do you think?

8. It's important to us that this work makes a difference. We're listening and we want to understand if this feels 'right' and take your views on board. If you'd like to know more, or you have resources and/or ideas to help us bring this fully to life – please get in touch: ScottishLeadersForum@gov.scot