



**Leadership Academy**

South West

# **NHS South West Leadership Academy**

## **System Development Offer**

Application Pack



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## NHS South West Leadership Academy (SWLA)

### System Development Offer application pack.

You will find the following information contained in this pack:

- **Why are we offering the System Development Offer?**
- **Application Guidance**
- **Application Form**
- **Evaluation Template**

If you require further guidance during the application process please contact:

<b>Tom Rossiter</b> Business Development Manager NHS South West Leadership Academy	01823 361211 <a href="mailto:tom.rossiter@hee.nhs.uk">tom.rossiter@hee.nhs.uk</a>
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### 1. Why are we offering the System Development Offer?

The NHS South West Leadership Academy (SWLA) is proud to offer the ‘**System Development Offer**’ to support local systems to develop innovative, inclusive, and compassionate leadership and system development to support achievement of the ambitions of the Five Year Forward View.

We know that this will not be achieved through further top-down reorganisation but from leaders at all levels in the system being supported to innovate and test new approaches. Whether it is at organisation, neighbourhood, or system level, we are keen to seed and support innovations that enhance the lives of many; improving population health and patient care through the development of great, evidence-based leadership, system, and organisational development.

This flexible funding offer can support organisations and systems working in new ways to develop leadership across their local health and care system to equip themselves to lead, to have the confidence when needed to relinquish power and unlock it in others, to have the knowledge to help shape new ways of working and to have behaviours that engage, empower, and excite staff and activate communities.

Additionally, NHS funded organisations have been asked to work in a way that is potentially unfamiliar, surrendering organisational boundaries by sharing knowledge and resource and becoming local systems of health and care. This has many implications for leaders within these systems and brings the challenge of defining, developing, and deploying the best talent to deliver the vision for their local populations.

We also know that there is a need for new and more dynamic relationships with citizens, of more inclusive ways of working and in working across difference. We seek a fairer and more equal society with greater diversity and representation at all levels of leadership as we raise our aspiration for our generation and the next.

The SWLA team will work with STPs to co-design and plan work around this funding – formalised through a Memorandum of Agreement (MoA) which offers flexibility and variation across STPs alongside the nature of the bespoke work.

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## 2. Application Guidance:

### 2.1 How do we start to co-design the work and access the offer?

Each STP will be offered an initial meeting with the NHS South West Leadership Academy to discuss your proposals - priorities, opportunities, and the fund criteria in more detail. At this meeting there will be an opportunity to start the co-design of solutions and plan work around the identified priorities of the STP.

### 2.2 What funding is available?

You can apply for a maximum funding allocation of £100,000 – this can be split across multiple projects.

**Your project spend must be complete by 31 March 2019.**

### 2.3 What is the funding criteria?

Please ensure that you provide as much information as you can so that your proposal can be assessed against this criteria:

<b>1. How well does it align with the strategic objectives of the Leadership Academy:</b>
System Development that enables service improvement across health and care
Enable, convene and support whole system talent management.
Provide leadership development interventions that have an increased reach and impact
Ensure the presence of inclusive, compassionate, and collaborative leadership knowledge, skills, attitudes and behaviours at all levels of health and care.
Support the leadership behaviours required to effectively implement the ambitions of the Five Year Forward View and the creation and development of Sustainability and Transformation Partnerships and Accountable Care Systems.
<b>2. How practical is the suggestion?</b>
Is the proposal likely to be delivered and completed on time and delivered this financial year?
Is the budget reasonable and if used to part-fund an initiative are the other financial resources approved and available?
Will all of the budget be used this financial year (even if some aspect of the work is outstanding e.g. final reports/evaluation)?
There is a named Lead for this work, an identified Finance contact and an identified Executive Senior Responsible Officer from the STP supporting the project and having strategic oversight.
<b>3. Quality/Impact/Evaluation</b>
Does the proposal articulate what difference/impact it is likely to achieve?
Is there a plan to evaluate and capture meaningful learning and impact and is this built-in from the start?
Does the proposal seek to work collaboratively with the local Leadership Academy throughout the life of the project?

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Is there potential for scale and spread and are there any proposals as to how this might be achieved.

## 2.4 What can and cannot be funded?

We **can** fund the following activities which support your project:

- initiatives that focus on leadership development, organisational development, talent management, building leadership development capacity and capability, supporting organisational change and integration activity across health and care;
- temporary staff required to deliver the project;
- facilitation, research and consultancy fees;
- building evidence and best practice through research and innovation;
- event costs such as venue hire and catering;
- training costs for project participants;
- costs associated with marketing and communications.

We **cannot** fund the following:

- core costs for your organisation which are not directly connected to the project (eg existing staff, rent);
- costs incurred before the grant offer is made;
- costs beyond 31 March 2019;
- purchase of materials or equipment which are not connected with the project.

## 2.5 What is the process?

Step	Activity	Who	Timescale
<b>Step 1</b>	Review Application Pack, liaise with STP colleagues and partners and decide if you wish to submit proposals.	STP	From application pack release - 17 August 2018
<b>Step 2</b>	Complete proposals and submit to SWLA	STP	By 13 September 2018
<b>Step 3</b>	Proposals assessed by SWLA	SWLA	By 20 September 2018
<b>Step 4</b>	Application lead notified of outcome and MoA Issued	SWLA	w/c 24 September 2018
<b>Step 5</b>	MoAs to be returned	STP	By 1 October 2018
<b>Step 6</b>	Purchase orders/invoicing to be arranged and money transferred to STP	SWLA	October 2018
<b>Step 7</b>	Project delivery	STP	As application, complete by 31 March 2019
<b>Step 8</b>	Project Evaluation - Phase 1	STP	By 18 December 2018
<b>Step 9</b>	Project Evaluation - Phase 2	STP	By 30 March 2018
<b>Step 10</b>	Submission of monitoring information / evaluation report	STP	By 30 June 2019

**Please note: your application for a funding is not a guarantee of acceptance.**

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Each application will be assessed, using a framework that scores against the criteria in section 2.3 and the identified STP priorities. You will be notified of the outcome of your application by email.

## 2.6 What will I be committing to if I am successful in obtaining the Funding?

We expect funded projects to commit to the following:

- deliver the project in line with the proposal and timeframe contained in your application, subject to any adjustments requested by the SWLA;
- provide metrics and case studies in order to measure the impact of the initiatives and inform the wider health and care system;
- pioneer innovations in leadership, talent management, inclusion, system and organisational development by testing approaches, resources and materials together with the SWLA;
- openly support counterparts in other systems by sharing learning and insights, successes and failures;
- submit a post-project report (template will be provided) to the SWLA with a breakdown of outputs, outcomes and expenditure/return on investment;
- acknowledge the NHS South West Leadership Academy and Health Education England funding in any communications associated with the project.

If you are successful in obtaining the grant, you will be asked to enter a Memorandum of Agreement (MoA) with the NHS South West Leadership Academy to confirm acceptance of the conditions outlined above.

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## System Development Offer

### Application Form

The NHS South West Leadership Academy is proud to offer the System Development Offer to support local systems to develop innovative, inclusive and compassionate leadership and system development to support achievement of the ambitions of the Five Year Forward View.

#### 3.1 Help with your Application

Please refer to the comprehensive guidance notes which accompany this form. They will assist you with the completion and will also provide details of the terms and conditions of any funding offer.

If you have any questions or need assistance with the application process, please contact:

<b>Tom Rossiter</b> Business Development Manager NHS South West Leadership Academy	01823 361211
	<a href="mailto:tom.rossiter@hee.nhs.uk">tom.rossiter@hee.nhs.uk</a>

#### 3.2 Filling in the form

You must ensure that the person/people with responsibility for the financial and delivery aspects of your project fully understand the proposal and accept the terms and conditions of funding.

#### 3.3 Submitting your Application

All applications must be complete and submitted to the NHS South West Leadership Academy via Tom Rossiter [tom.rossiter@hee.nhs.uk](mailto:tom.rossiter@hee.nhs.uk) by **13 September 2018**.

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## Declaration



The senior responsible officer must be an authorised signatory for your STP. This contact will be responsible for ensuring that the application is supported by the STP Executive Team and that any funded project (including monitoring and evaluation) is delivered as set out in the application.

### STP Executive Senior Responsible Officer for the Project (s)

<b>STP:</b>	Bristol, North Somerset & South Gloucestershire	
<b>Full name:</b>	Robert Woolley	Julia Ross
<b>Job role/ title:</b>	Chief Executive	Chief Executive
<b>Team/Department:</b>	University Hospitals Bristol Foundation NHS Trust	BNSSG CCG
<b>Address (if different from above)</b>	Trust Headquarters Marlborough Street Bristol BS1 3NU	4 <sup>th</sup> Floor, South Plaza Marlborough Street Bristol BS1 3NX
<b>Direct phone number:</b>	0117 342 3720	0117 900 2694
<b>Email address:</b>	<a href="mailto:robert.woolley@uhbristol.nhs.uk">robert.woolley@uhbristol.nhs.uk</a>	<a href="mailto:julia.ross@nhs.net">julia.ross@nhs.net</a>

## Signature

### STP Executive Senior Responsible Officer for the Project (s)

<b>Signature:</b>		
<b>Print name:</b>	Robert Woolley	Julia Ross
<b>Date:</b>	13 September 2018	

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## Section A About your STP

1. What is the name of your STP?

Healthier Together

2. What is the main address, including postcode, of your STP?

Level 4C Whitefriars, Lewins Mead, Bristol BS1 2NT

3. Who is the main contact for this application?

<b>Full name:</b>	Laura Nicholas
<b>Job role/ title:</b>	STP Programme Director
<b>Team/department:</b>	Healthier Together
<b>Address</b>	Level 4C Whitefriars Lewins Mead Bristol BS1 2NT
<b>Direct phone no:</b>	0117 342 9282
<b>Email address:</b>	Laura.nicholas@uhbristol.nhs.uk

4. Who is the secondary contact for this application?

<b>Full name:</b>	Heather Toyne
<b>Job role/ title:</b>	Workforce Transformation Programme Manager
<b>Team/department:</b>	Healthier Together
<b>Address</b>	Level 4C Whitefriars Lewins Mead Bristol BS1 2NT
<b>Direct phone no:</b>	0117 342 9282
<b>Email address:</b>	heather.toyne@uhbristol.nhs.uk

5. Who is the Finance contact for this application?

<b>Full name:</b>	Jonathan Lund
<b>Email address:</b>	jonathan.lund@uhbristol.nhs.uk

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## Section B Your Application

### Project 1

6. What is the title of your project?  
(Use a good descriptive title for the project that would make sense to others not familiar with the proposal)

Please provide a brief title of no more than 15 words

System Leadership development for Executives and Senior Leaders

7. Why is there a need for this project?  
(Outline a rationale for the project. How do you know - include drivers/evidence)

Please write up to 300 words

This project will build on the system leadership capability programme for Chief Executives, funded by the SWLA in 2017/18 by offering a similar programme of development to tier 2 and 3 leaders within each of our partner organisations. It will also build on the support work being undertaken as part of the NHSE/I national Aspiring ICS programme. The project will help to develop core system leadership capabilities for a cohort of senior managerial and clinical leaders that will impact at both a broad system level, within partner organisations and for individuals as part of their PDPs.

The focus will be for as many leaders as we can accommodate at levels 2 and 3 in organisations (i.e. executive teams and their direct reports) with a role in leading and delivering system wide transformation and change including new models of care through the Healthier Together programme framework. Beyond this broad offer to a large group we will then provide some additional development targeted at our STP Clinical Cabinet, System Delivery oversight Group and the SROs and clinical leads for each of our Healthier Together programme areas.

8. What do you propose to do?  
(Outline your ideas and rationale. Is this a new activity, expansion of existing activity, adoption and testing of good practice from elsewhere?)

Please write up to 300 words

The programme of work will be individually focussed but collectively delivered, focussing on the following key areas of development:

- What it means to be a leader in the BNSSG system
- What the role of each individual is in leading system change and transformation
- How we can collectively work together to develop new ways of working
- Ability to influence without authority
- An understanding of the governance for systems working in the absence of statutory frameworks
- Building and brokering strong relationships beyond organisation boundaries
- Negotiation to agree and progress system goals
- Support cultural change, moving from competition to co-operation and from organisation first, to system first.
- The role of clinicians in leading change, and how can we develop an approach of co-production with clinicians and service users, in the context of improving population health
- Supporting clinicians to focus on doing the best for patients, with a particular focus on

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developing our approach to delivering clinical value for the population and leading other colleagues in this endeavour

- Using dissent and conflict positively

9. How do you propose to do it?

*(Outline approach & proposed timescales. Project spend must be completed by 31 March 2019)*

*Please write up to 500 words*

The programme will have three components, focussed around different target groups:

- **A generic programme** for all level 2 and 3 leaders, ie, Executive Directors who report to a Chief Exec, and their Direct reports, which will consist of 3 half day sessions over 4 months giving exposure to and time to reflect on system leadership capabilities
- A specific focus on our **clinical cabinet**, plus other clinical leaders, with 3 half day sessions linking system leadership behaviours to our Healthier Together vision and goals and their role in supporting implementation of the concept of clinical value for the population
- A one day session with a half day follow up for our System delivery oversight group who are responsible for developing the BNSSG approach to a single system plan. – This will enable them to work on developing ways of working that support the single system plan endeavour.
- Our **SROs for each workstream**, which will include the relevant clinical leads.

The latter three will be topic based development, to be negotiated as part of the programme, as participants will be expected to undertake work between sessions to practice and develop their system leadership working.

There will also be a separate session for leadership and OD leads, to provide them with skills in supporting system leadership to help build local capacity and capability for wider dissemination.

The programme will be delivered by a mixture of:

- External speakers and providers
- Internal leaders (such as the Chief Execs /lead Chief Execs/Chair for Healthier Together)

It will also include follow up learning sets that would help to deepen their learning and practice it's application around a specific topic area, relevant to their roles. A specific clinical pathway or service within the clinical value programme would be an example of this. We would also like to offer mentoring and coaching, which will be delivered through a mix of internal and external provision. In order to deliver this, the proposal includes project support and development of our existing internal leadership and OD specialists to ensure they have the skills to help support any follow up activity. Specific learning needs for individuals will be built into PDPs.

10. Are you working with any partners in this project? If so, please provide details:

*(Include the registered name/s)*

There are 13 partner organisations in Healthier Together who we will work with through our Sponsoring Board. We will expect organisations to release staff to participate and provide support through coaching and mentoring activities and aligning PDPs to the concept of system leadership. In addition we will commission providers, yet to be identified, working closely with the Leadership Academy. These may include providers commissioned by NHE/I for the AICS programme. i.e. extending some of the AICS offer to meet the objectives of this project whilst providing continuity

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of provision and potentially economies of scale.

11. What is the timescale for your project?

Activity	Commence by	Complete by
Commission and develop a project plan including clearer scoping of the target group and work with CEs to identify participants	October	December
Delivery of sessions	Dec	March
Review and evaluation	April	July

### Project 1 - Costs

12. Please tell us how you plan to use the funding.

Item	Total cost	Amount from this Bid
Project planning and session planning, engagement 20 days (supported by STP programme team)	£15,000	£15,000
Delivery of development sessions for up to 100 people Generic sessions (3 x ½ day sessions ) x 5 =7.5 days Focussed sessions (4 x 1 day sessions) x 2 = 8 days OD/leadership specialist sessions 2 x 2 = 4 System Leadership team (1.5 days) Total 21 days	£18,000	£18,000
Additional external speakers	£5,000	£5,000
1 day a week project support to support co-ordination of learning sets /coaching and evaluation of the programme	£10,000	£10,000
Venues and refreshments	£12,000	£12,000
<b>Total</b>	<b>60,000</b>	<b>60,000</b>

13. If your total project cost is higher than the maximum amount of funding, please tell us how you will source the additional funding.

The costs above exclude the contribution that will be made by the Healthier Together (STP) programme team in overseeing the project and admin support that will be provided to organise and run sessions. Also, free venues will be used wherever possible.

Costs also exclude the contribution of CEs and executive directors and senior clinical leaders' support to providing some of the coaching and mentoring that will be required.

### Project 1 - Markers of success

14. What outputs do you expect to see as a result of the investment in your project?

Between 70 and 100 senior leaders will have participated in the leadership events
At least 50 leaders engaged in learning sets aligned to specific system wide work programmes over a 3-6 month period.
Participants' PDPs will reflect progress towards and participation in system leadership activities

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Increasing number of senior leaders demonstrably engaged and contributing to system wide work programmes.

15. What outcomes do you expect to see as a result of the investment in the project and delivery of outputs?

Greater clarity amongst senior leaders about what it means to be a leader in Healthier Together, the role of each individual in delivering system change, and how we can work collectively to develop new ways of working. Participants should be able to better negotiate and build strong partner relationships, and an increased ethos across the system of co-production.

Increased evidence of working in partnership to jointly address key system challenges. More senior clinicians willing to participate in system work programmes and have a stronger more coherent voice in advocating what's right for patients and citizens.

There would be an expectation that the PDPs of the individuals will show some alignment to the learning from this programme, with a greater focus on delivery across the partnership, increasing examples of spontaneous partnership working, and partnership working becoming normal practice, with a "system first" mindset.

16. What impact do you want the project to have on your local STP, system, neighbourhood, organisations, teams and / or individuals?

Participants will have been expected to work on projects which will have impacted on system wide delivery objectives, to positively impact on system change, population health, new ways of working and new models of care. The joint working and system focus of the programme will enable leaders to work better together, accelerating the development of new and better ways of planning, managing and delivering care, resulting in better care for patients.

## Project 2

17. What is the title of your project?

*(Use a good descriptive title for the project that would make sense to others not familiar with the proposal)*

*Please provide a brief title of no more than 15 words*

Leadership Development for leaders in newly created Integrated Locality Teams across BNSSG

18. Why is there a need for this project?

*(Outline a rationale for the project. How do you know - include drivers/evidence)*

*Please write up to 300 words*

A key component of our vision for Healthier Together is the establishment of community localities, ie, multi-organisational place-based groups working closely together to implement and deliver a new model of integrated care across primary care, social care, community and third sector providers. This will require a more integrated approach to leadership and decision-making with a culture shift to break down barriers between organisations, and foster a willingness to work collaboratively in new ways. This programme will support the development of GP leaders,

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community based clinicians, managers and social workers to understand their role in collectively developing services that will transform care to meet the particular needs of their local community. The development programme will need to focus on developing service redesign capability, in co-production with service users and operators, working with the population to respond to the specific needs of each locality across organisational boundaries. We also need locality leaders to be able to engage effectively with their communities to support them in a step change staying well and independent without the need to access statutory services wherever this is in the interest of citizens.

19. What do you propose to do?

*(Outline your ideas and rationale. Is this a new activity, expansion of existing activity, adoption and testing of good practice from elsewhere?)*

*Please write up to 300 words*

We will develop a programme for agreed individuals to come together and work on the leadership skills required for an effective locality.

The programme will be focussed on:

1. The development of the 6 GP leaders and the senior staff who work most closely with them
2. The development of Locality Forum groups, ensuring they are able to work across boundaries as we develop provider alliances and work effectively with the public and service users in co-design of local services and support.

The programme will be built upon the competencies we know we have to achieve and developed from learning from other STPs. The development of locality provider leads is paramount alongside the other providers in localities. I.e. a more system leadership approach to working together in localities with a specific focus initially on the GP provider leadership. The programme will also provide the opportunity to reflect on learning from elsewhere, and will link to the aspirant ICS programme on an emergent basis.

We may consider establishing a learning set for the GP leads to consolidate and apply their learning.

20. How do you propose to do it?

*(Outline approach & proposed timescales. Project spend must be completed by 31 March 2019)*

*Please write up to 500 words*

The steps in developing and implementing the programme will be as follows:

1. Appointment of provider
2. An initial session with the 6 GP leaders to identify learning needs for both programmes
3. Identify the cohort of participants for each of the 6 localities and programme development in the context of the ICS programme, ongoing CEPN work, locality development and learning from other STPs, to ensure that the programme complements and aligns with the work across the system to support leaders and develop localities
4. Deliver a number of sessions for each of the two groups identified in section 19 above, which are focussed on supporting participants to develop and implement a plan to accelerative the joint working and governance in each locality.
5. Establish a learning set for the core clinical leaders group – by agreement with participants

21. Are you working with any partners in this project? If so, please provide details:

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(Include the registered name/s)

Partners are yet to be agreed, but will include the locality leaders, and Locality Forum members, as well as external partners, which might include the Kings Fund, subject to the Assessment phase described above.

22. What is the timescale for your project?

Activity	Commence by	Complete by
Ensure there is co-ordination with other ongoing work in developing a spec and commission provider and identification of participants	October 2018	November 2018
Focused initial session with GP leaders	December 2018	December 2018
Detailed programme design	November 2018	December 2018
Initial 2 hour session with each locality to engage key stakeholders/leaders and explain what the programme will involve	December 2018	December 2018
2 further half day sessions to develop system leadership capability, one of these to be joint across all localities, the second to be focussed on developing a plan for each separate locality.	January 2019	February 2019
2 further half day sessions specifically for GP leaders	January 2019	February 2019
Establish learning set for core clinical group (if successful local funding will be applied to its continuation beyond April 2019)	February 2019	April 2019
2 follow up sessions to support the development and implementation of the locality plan	March 2019	March 2019
Evaluation and review	April 2019	July 2019

## Project 2 - Costs

23. Please tell us how you plan to use the funding.

Item	Total cost	Amount from this Bid
Preparation, assessment and evaluation	9,000	9,000
Delivery of sessions	15,000	15,000
Venues, refreshments and materials	6,000	6,000
Project co-ordination and support for individuals between sessions including learning set facilitation	10,000	10,000
<b>Total</b>	<b>£40,000</b>	<b>£40,000</b>

24. If your total project cost is higher than the maximum amount of funding, please tell us how you will source the additional funding.

The costs above exclude the contribution that will be made by the Healthier Together (STP) programme team in overseeing the project and admin support that will be provided to organise and run sessions. Also, free venues will be used wherever possible.

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## Project 2 - Markers of success

25. What outputs do you expect to see as a result of the investment in your project?

Up to 20 sessions covering: <ul style="list-style-type: none"> <li>• 6 GP leaders</li> <li>• Locality specific sessions</li> <li>• Mixed / joint locality sessions (up to 30 participants)</li> </ul>
Leaders from each of the 6 localities will have participated in the programme in a number of learning sessions both at a locality level and collectively
Participants will reflect positively on their own learning experience

26. What outcomes do you expect to see as a result of the investment in the project and delivery of outputs?

GP providers have enhanced ability to influence all practices and other providers within the locality area
Clarity of the locality leadership role, and understanding about what it means to work across organisational boundaries based on the needs of the population.
Successful development and implementation of models of care which are co-designed, reflect best practice from other STPs and are responsive to local population needs
Development of strengthening governance arrangements and provider alliances across localities as a result of cross locality integrated working

27. What impact do you want the project to have on your local STP, system, neighbourhood, organisations, teams and / or individuals?

GP provider groups fully established as part of system leadership
Locality Provider Forums developing into formal provider alliances
Better engagement of all staff at all levels working across localities
More effective and robust plans for localities based on the needs of the population and developed jointly with service users

## Section C

### Monitoring, evaluation and learning guidance

Please note that should you be successful with your application you would be required to complete the grid below for each of your Projects; to outline how you will monitor and evaluate the project.

#### Project 1 – Monitoring & Evaluation

All successful project applications will be expected to produce an evaluation report which will be due in Q1 2019.

If successful, this template should be used as the basis for that report and you will be asked to start to plan for how you will carry out your evaluation.

<b>STP</b>	
<b>Project Title</b>	
<b>Named Project Lead</b>	
<b>DESCRIPTION OF THE PROJECT</b>  <i>What are you intending to do? What will be the duration of the project?</i>  <i>How do you know it will work?</i>	

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<b>CONTEXT</b> <i>What are the drivers for the project?</i>  <i>What is the situation you are trying to improve?</i>	
<b>IMPACT- PLANNING STAGE</b> <i>What do you want to be the impact of the project on your local STP/ Organisation/Teams and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)</i>	
<b>IMPACT- AFTER</b> <i>What was the actual impact of the project on your local STP/ Organisation/Team and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)</i>  <i>Was this different to your expected impact?</i>  <i>What are your conclusions about this?</i>    <i>Were there any financial impacts of</i>	

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*the project?*

**PROJECT OUTPUTS- PLANNING  
STAGE**

*How will you know that the project is successful?*

*What will be the visible and tangible difference?*

*What are your benchmarks and how will you measure and evidence the change?*

*What metrics/data will you use?*

**PROJECT OUTPUTS- AFTER**

*What happened?*

*What difference has the project made to date?*

*How is this evidenced?*

**LEARNING- AFTER**

*What new leadership skill, knowledge, behaviours have been developed by individuals and/ or*

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*organisations as a result of the project?*

*What have been the lessons learned by the project management team?*

*What would you do differently?*

**RECOMMENDATIONS- AFTER**

What would you recommend to others who are interested in thinking about how the impact of this project could be further enhanced?

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## Project 2 – Monitoring & Evaluation

All successful project applications will be expected to produce an evaluation report which will be due in Q1 2019.

If successful, this template should be used as the basis for that report and you will be asked to start to plan for how you will carry out your evaluation.

<b>STP</b>	
<b>Project Title</b>	
<b>Named Project Lead</b>	
<b>DESCRIPTION OF THE PROJECT</b>  <i>What are you intending to do? What will be the duration of the project?</i>  <i>How do you know it will work?</i>	
<b>CONTEXT</b>  <i>What are the drivers for the project?</i>  <i>What is the situation you are trying to improve?</i>	
<b>IMPACT- PLANNING STAGE</b>  <i>What do you want to be the impact of the project on your local STP/</i>	

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**Organisation/Teams and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)**

**IMPACT- AFTER**

*What was the actual impact of the project on your local STP/ Organisation/Team and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)*

*Was this different to your expected impact?*

*What are your conclusions about this?*

*Were there any financial impacts of the project?*

**PROJECT OUTPUTS- PLANNING STAGE**

*How will you know that the project is successful?*

*What will be the visible and tangible*

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<p><i>difference?</i></p> <p><i>What are your benchmarks and how will you measure and evidence the change?</i></p> <p><i>What metrics/data will you use?</i></p>	
<p><b>PROJECT OUTPUTS- AFTER</b></p> <p><i>What happened?</i></p> <p><i>What difference has the project made to date?</i></p> <p><i>How is this evidenced?</i></p>	
<p><b>LEARNING- AFTER</b></p> <p><i>What new leadership skill, knowledge, behaviours have been developed by individuals and/ or organisations as a result of the project?</i></p> <p><i>What have been the lessons learned by the project management team?</i></p> <p><i>What would you do differently?</i></p>	

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**RECOMMENDATIONS- AFTER**

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### Project 3 – Monitoring & Evaluation

All successful project applications will be expected to produce an evaluation report which will be due in Q1 2019.

If successful, this template should be used as the basis for that report and you will be asked to start to plan for how you will carry out your evaluation.

<b>STP</b>	
<b>Project Title</b>	
<b>Named Project Lead</b>	
<b>DESCRIPTION OF THE PROJECT</b>  <i>What are you intending to do? What will be the duration of the project?</i>  <i>How do you know it will work?</i>	
<b>CONTEXT</b>  <i>What are the drivers for the project?</i>  <i>What is the situation you are trying to improve?</i>	
<b>IMPACT- PLANNING STAGE</b>  <i>What do you want to be the impact of the project on your local STP/</i>	

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<b>Organisation/Teams and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)</b>	
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**IMPACT- AFTER**

*What was the actual impact of the project on your local STP/ Organisation/Team and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)*

*Was this different to your expected impact?*

*What are your conclusions about this?*

*Were there any financial impacts of the project?*

**PROJECT OUTPUTS- PLANNING STAGE**

*How will you know that the project is successful?*

*What will be the visible and tangible*

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*difference?*

*What are your benchmarks and how will you measure and evidence the change?*

*What metrics/data will you use?*

**PROJECT OUTPUTS- AFTER**

*What happened?*

*What difference has the project made to date?*

*How is this evidenced?*

**LEARNING- AFTER**

*What new leadership skill, knowledge, behaviours have been developed by individuals and/ or organisations as a result of the project?*

*What have been the lessons learned by the project management team?*

*What would you do differently?*

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**RECOMMENDATIONS- AFTER**

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## Project 4 – Monitoring & Evaluation

All successful project applications will be expected to produce an evaluation report which will be due in Q1 2019.

If successful, this template should be used as the basis for that report and you will be asked to start to plan for how you will carry out your evaluation.

<b>STP</b>	
<b>Project Title</b>	
<b>Named Project Lead</b>	
<b>DESCRIPTION OF THE PROJECT</b>  <i>What are you intending to do? What will be the duration of the project?</i>  <i>How do you know it will work?</i>	
<b>CONTEXT</b>  <i>What are the drivers for the project?</i>  <i>What is the situation you are trying to improve?</i>	
<b>IMPACT- PLANNING STAGE</b>  <i>What do you want to be the impact of the project on your local STP/</i>	

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<b>Organisation/Teams and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)</b>	
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**IMPACT- AFTER**

*What was the actual impact of the project on your local STP/ Organisation/Team and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)*

*Was this different to your expected impact?*

*What are your conclusions about this?*

*Were there any financial impacts of the project?*

**PROJECT OUTPUTS- PLANNING STAGE**

*How will you know that the project is successful?*

*What will be the visible and tangible*

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*difference?*

*What are your benchmarks and how will you measure and evidence the change?*

*What metrics/data will you use?*

**PROJECT OUTPUTS- AFTER**

*What happened?*

*What difference has the project made to date?*

*How is this evidenced?*

**LEARNING- AFTER**

*What new leadership skill, knowledge, behaviours have been developed by individuals and/ or organisations as a result of the project?*

*What have been the lessons learned by the project management team?*

*What would you do differently?*

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**RECOMMENDATIONS- AFTER**

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## Project 5 – Monitoring & Evaluation

All successful project applications will be expected to produce an evaluation report which will be due in Q1 2019.

If successful, this template should be used as the basis for that report and you will be asked to start to plan for how you will carry out your evaluation.

<b>STP</b>	
<b>Project Title</b>	
<b>Named Project Lead</b>	
<b>DESCRIPTION OF THE PROJECT</b>  <i>What are you intending to do? What will be the duration of the project?</i>  <i>How do you know it will work?</i>	
<b>CONTEXT</b>  <i>What are the drivers for the project?</i>  <i>What is the situation you are trying to improve?</i>	
<b>IMPACT- PLANNING STAGE</b>  <i>What do you want to be the impact of the project on your local STP/</i>	

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<b>Organisation/Teams and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)</b>	
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**IMPACT- AFTER**

*What was the actual impact of the project on your local STP/ Organisation/Team and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)*

*Was this different to your expected impact?*

*What are your conclusions about this?*

*Were there any financial impacts of the project?*

**PROJECT OUTPUTS- PLANNING STAGE**

*How will you know that the project is successful?*

*What will be the visible and tangible*

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*difference?*

*What are your benchmarks and how will you measure and evidence the change?*

*What metrics/data will you use?*

**PROJECT OUTPUTS- AFTER**

*What happened?*

*What difference has the project made to date?*

*How is this evidenced?*

**LEARNING- AFTER**

*What new leadership skill, knowledge, behaviours have been developed by individuals and/ or organisations as a result of the project?*

*What have been the lessons learned by the project management team?*

*What would you do differently?*

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**RECOMMENDATIONS- AFTER**

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