# Enabler 1 Culture and leadership

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| Theme | Not yet established | Plans in Place | Established | Maturity | Exemplary |
| Shared Belief | There is no consistent shared belief across the organisation; every team would give a different articulation of it. | The organisation is undertaking work to understand what organisational beliefs exist and agree on the ones they wish to amplify. | Most members of the organisation can point to what the shared beliefs are but may not be able to explain their relevance to their day to day work. | All members of the organisation are able to articulate the shared beliefs, and most understand their relevance to their day to day work. | All members of the organisation are able to describe the shared beliefs and put these into action. |
| Visible leadership | Leaders are considered to be distant from operational staff and to be lacking understanding of operational reality. | Staff can identify isolated occasions when they felt leadership was visible, but this is not consistent. | Leaders celebrate successes and what is going well. | Leaders proactively celebrate teams who have performed highly and show up to support areas which are struggling or under pressure. | Leaders celebrate success and show up when times are tough; there is an established leadership development programme in place. |
| Governance | Governance structure is unclear, ineffective, and not joint up across the health and social care system | A governance restructure is taking place. People throughout the system have been engaged in the governance review | Those part of the governance structure understand the purpose of different forums and risks are escalated and addressed. The governance is joint between health and social care at the highest level. | The workforce understands what forums to go to escalate their risks. These are escalated and addressed quickly. Forums can focus on strategic planning as well as immediate actions. There is joint up governance forums at all appropriate levels. | The workforce understands what forums to go to escalate their risks. These are escalated and addressed quickly. Forums can focus on strategic planning as well as immediate actions. There is joint up governance forums at all appropriate level, which link up to regional and national forums. |