

## Agenda Item 4ii.

Hi George (cc Elaine, Carron, Stephen and Chris - I thought I'd write to George to attempt to summarise our conversation yesterday. Please put me right if I've misunderstood or not been clear...)

Many thanks again for meeting with Chris and I yesterday morning and the chance to participate in HEF.

We had what I thought to be a really productive meeting in the afternoon with Elaine and Carron. I carried into that meeting your suggestion that it could be helpful to work with the Chief Officers' Group, perhaps also simultaneously with Stephen's work to broaden ownership of Carbon Clever around a climate leadership agenda.

I imagine Carron and Elaine may be in touch to discuss with you a proposal that the pioneer offer is discussed at next week's group meeting, in conjunction with the Directors' report on links between health and climate change. I have offered Elaine and Carron to write or support the writing of a short paper to clarify what this offer is and how it might work over coming months with the officers' group.

In brief, we could summarise our offer as attending between three and five meetings of the officers' group (in the first instance) to support space for officers to reflect and inquire together around the broad theme of learning 'what works' in collaborative leadership. More specifically, we can offer to facilitate:

- a space for individual members of the group to identify a question they wish to track around their exercise of collaborative leadership over coming months, with support (if invited) around how to develop a personal inquiry discipline around this question. The sooner we might be able to meet the group, the better in terms of kicking this off.

- we will not be previous about the nature of that question - it might not directly address climate (in the first instance) - but we trust that connections can emerge over time as that is the holding frame of our broad engagement with Highland. For example, part of our conversation yesterday with Elaine and Carron addressed broader questions of culture change and how staff across different Highland organisations represent a potentially huge resource. Elaine started to describe work inspired by John Kotter that NHS Highland is pursuing with a view to unlocking staff's own passion and interests (many staff, given the chance, may take the initiative to become more active around climate targets).

- we would also look to the group as a whole to see if a collaborative inquiry question could emerge out of the clarity of the individual questions. We would also look to the group to make a commitment to track that common question. At a further level, the group might wish to ask a question of the wider Highland social/ecosystem as a whole.

In our meeting, we also discussed the possibility that the group might work on a collaborative theory of change; and this might then lend itself to opening conversations with government, ministers and others around how best to create enabling conditions for the step change we all want to see towards Scotland meeting our climate targets.

**As a next step**, Chris and I propose that Elaine, Carron and yourself bring this proposal to the officers' group meeting. As we (the enabling collaborative leadership initiative) have scope to work with only a few sites this year, it would be helpful to have an early indication of whether the group

would like to pursue this offer. If this is the case, we'd look to develop what I've written in this email into an agreement of the scope and nature of the work to enable us to get started.

I realise as I write this that I need to mention that the pioneer offer is being evaluated this year - and pioneer sites should be in a position to participate in this. It's being led by What Works Scotland (Dr. Nick Bland) and Dr. Cathy Sharp from Research for Real - who have both been involved in the design of pioneer from the outset and so understand the emergent nature of what's on offer and are designing an evaluation approach that is congruent with this.

Best wishes, and thank you all again for making the time at short notice to meet with us.

Nick Wilding