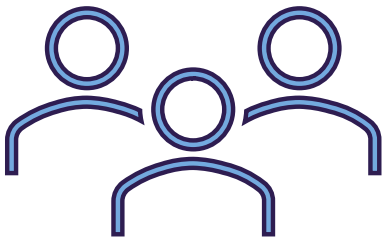
Leading to Change: Interim Report

October 2025 – March 2026

Headline Summary

Leadership at all levels



What we delivered

- Delivered **25** cross-sector leadership events, confidence-building programmes and new inclusive leadership resources, including a podcast series.
- We continued to make leadership development accessible to leaders at every stage of their journey.

Who engaged with it?

- More than **1,180** participants engaged with Leading to Change events, programmes and development opportunities.
- We saw engagement from across **health, social care, social work, local government and the third sector**.

What changed?

- Leaders reported increased confidence, stronger professional networks and greater ability to apply learning in practice.
- **Cross-sector conversations** continued to strengthen collaboration and shared understanding.

What we learned

- **Confidence remains a critical foundation** for leadership growth.
- Small, consistent opportunities to connect and reflect create meaningful development.

What happens next?

- We will continue to strengthen **inclusive, values-led leadership development** across Scotland's health, social care and social work sectors.

Operational Leaders

What we delivered

- We continued to improve the **Leading to Change app** and aligned development tools to support the implementation of the **Leadership Success Profile**.
- Support expanded for operational leaders through programmes such as Developing Your Confidence as a Leader, targeted sector partnerships and continued to engage with remote, rural and island operational leaders to identify their development needs.

Who engaged with it?

- More than **2,000 users** have engaged with the Leadership Self-Assessment Questionnaire, with over **1,500** completing it in full.
- Operational leaders from across health, social care and social work accessed programmes in leadership confidence and tailored development offers and tools.

What changed?

- Leaders gained **easier access** to resources, clearer development pathways and personalised learning opportunities.
- Through targeted partnerships and programmes, leaders reported increased confidence and stronger collective leadership cultures – both individually and within teams.

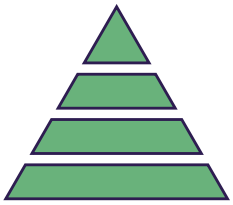
What we learned

- Operational leaders **value practical tools, peer learning and opportunities** to connect leadership development directly to their work.
- Leadership development is most effective when tailored to different organisational and sector contexts.

What happens next?

- We will continue to refine our leadership tools, extending digital pathways and **supporting operational leaders in remote, rural and island communities**.

Senior Leaders



What we delivered

- We continued to support senior leaders through the following programmes: **Adaptive Learning Sets for Senior Systems Leaders,** the **Remote, Rural and Island Senior Leadership Development programme** and the new **Developing Strategic Medical Leaders pilot.**
- Co-designed and co-facilitated the first in-person senior leadership alumni community gathering.

Who engaged with it?

- Senior systems leaders from across health, social care and social work participated in leadership development programmes focused on real-world system challenges.
- **55 senior alumni leaders** came together at the first in-person senior leadership community event.

What changed?

- Senior leaders reported increased confidence, stronger reflective practice and more facilitative leadership behaviours.
- More than **85% of Adaptive Learning Sets Cohort 4 participants** reported meaningful progress in addressing complex leadership challenges.

What we learned

- **Peer learning, inquiry and creating space for reflection** remain powerful enablers of senior leadership development.
- Leaders place high value on opportunities to work across **organisational boundaries on shared system challenges.**

What happens next?

- We will build stronger senior leadership communities and continue developing leaders **capable of driving systems-wide improvement and reform.**

Where we left off...

In February 2026, Leading to Change (L2C) published its programme-wide report, which presented data and insights spanning October 2022 to September 2025. That publication, From Insight to Impact: Our Journey Towards Inclusive and Connected Cultures, highlighted the impact of the programme's work to support leaders across health, social care and social work, drawing on evidence from data analysis, evaluation findings and participant testimony.

Plans have now been developed to establish an annual reporting approach, ensuring a comprehensive report is published in line with each financial year and, for 2026/27, the launch of the new organisation, Public Services Delivery Scotland (PSD Scotland)[1]. Therefore, all forthcoming reports will cover activity and data from 1 April to 31 March.

As a result of this shift, there is a reporting gap between the end of the previous dataset (30 September 2025) and the start of the new annual cycle. To bridge this, this concise interim report is being published to cover the period 1 October 2025 to 31 March 2026. The report continues to build on the insight, reflections and themes of the previous report, as we continue to deliver purposeful, empathetic and sustainable solutions within a complex and evolving public services landscape.

From Insight to Ongoing Impact

The following headings build on the key themes identified in our previous report, reflecting ongoing learning, progress and impact across our leadership development activities.

Confidence is foundational

Building leadership confidence is critical. Leaders value time and space to nurture their own confidence, self-belief and preparedness to step into future posts. Our popular programme, Developing your Confidence as a Leader (DYCAAL), is tailored to support leaders to build connections with others across the health, social care and social work system in

1 As of 1 April 2026, NHS Education for Scotland (NES) and NHS National Services Scotland (NSS) have formed into a single national organisation which is designed to speed up modernisation across Scotland's health, care and wider public services.

Scotland. DYCAAL recognises that confidence looks different for everyone, and by creating space to explore their own experiences, the programme supports leaders to grow their confidence in a way that feels authentic and sustainable. We continue to deliver this programme to more groups and in different contexts across the workforce.

Leadership is everyone's business

Leadership is not confined to senior roles and instead is nurtured and practised at all levels. Our cross-sector events, including webinars, collaborative sessions, book clubs and social care and social work tailored sessions support leaders across the system to connect and contribute to system-wide change. For example, in October 2025, we held a Leadership Links event entitled 'Anti-racism in Leadership', where we welcomed Professor Joy Warmington MBE who explored anti-racism in practice. This event was attended by 161 leaders from a wide range of senior and operational backgrounds.

Inclusion must be intentional

Inclusion requires active effort and must be designed into every aspect of leadership development. Through stories, blogs and the recently developed Inclusive Leaders' Voices podcast, all voices are amplified to ensure leadership reflects all communities.

Co-design builds trust and relevance

Continuing to engage users and participants in shaping programmes and events ensures offers remain meaningful and effective. Co-designed approaches strengthen ownership, responsiveness and alignment with real world challenges. The Senior Leadership Community event which took place in March 2026 saw 55 senior alumni leaders come together for a vibrant, co-designed and co-facilitated senior leadership community gathering – our first in-person event of its kind.

Small, consistent touchpoints matter

Offers should remain accessible – such as ensuring that sessions are timely whilst allowing space for reflection and that resources are easy to understand and use. The Senior Leadership Gateway (SLG) website was launched in March 2026. It provides access to a suite of development tools that senior leaders can use to review their leadership capability and experience in relation to that required to operate in a chief executive or director level role. The website was designed to provide easier access to these resources prior to users accessing the SLG app.

System alignment strengthens impact

Ensuring better alignment across all development tools, such as the

Operational Leadership Success Profile (LSP), Leading to Change website, Leadership Self-Assessment Questionnaire (SAQ), Career Conversations and 360 Feedback Tool creates consistency across the full range of offers. To continue with system alignment, a successful Local Government Leadership Success Profile pilot ran from September to December 2025 and involved a cohort of 42 participants and 15 learning partners from local authorities and some public bodies across Scotland.

Measuring Impact

Leading to Change is not only delivering leadership development opportunities, it is creating the conditions for a more confident, connected and inclusive workforce.

By bringing leaders together across professional and organisational boundaries, co-designing resources and development offers and ensuring inclusion remains intentional, the programme of work continues to strengthen relationships, widen access to leadership development and support leaders to take meaningful action within their own contexts.

"A really beneficial opportunity to be reflective outwith your normal working environment. Useful to have a mix of attendees from across the sectors as this adds a richness to the conversations."

Previous DYCAAL 'Leading Self' participant

Feedback suggests that engaged leaders have the opportunity to build networks, increase their confidence and apply learning in practice, contributing to a more collaborative and sustainable approach to leadership across Scotland's public services.

Developing Leadership at all Levels

We have continued to make leadership development accessible to everyone across health, social care and social work, regardless of level or role. This focus aligns with our commission to support the improvement of workplace cultures across the system and we continue to encourage self-leadership across all areas of our work.

Leadership Bites

Leadership Bites was developed as an offer for new, early stage or 'slightly rusty' leaders who would appreciate some leadership basics that are relevant to the sector, role or organisation. Over the last year we offered both Series 1: Focusing on Key Leadership Models and Series 2: Focusing on Communication for Leadership as well as cohorted sessions for each series for leaders who intended to attend all eight events. The sessions continue to maintain a high level of engagement, with 84 participants attending from across the system. Participants appreciated the 'Final Flexible 15', where they had the opportunity to take a 15-minute wellbeing break before continuing with their working day.

"Very informative session that everyone (leaders) will benefit from."

Previous Leadership Bites participant

Developing your Confidence as a Leader (DYCAAL)

Developing your Confidence as a Leader (DYCAAL) continues to be one of our most popular programmes and we have engaged with a diverse range of leaders and teams from across the system. In particular, DYCAAL Self – a programme session which offers leaders the opportunity to learn from different perspectives, share challenges and insights and build wider connections - was well received in February 2026, with leaders coming together from across the sector.

"This is excellent training that has helped my confidence and practice."

Previous DYCAAL participant

Leading to Change Event Series 2025-26

From October 2025 to March 2026, L2C delivered a total of 25 events, seeing over 1,000 participants attend from across all sectors. There was strong participation from leaders across health, social care, social work and local

government organisations. Events typically attracted between 30 and 80 registrations, although some popular sessions attracted more interest, such as the Leadership Masterclass with Megan Reitz on Spaciousness which saw over 200 participants join the event. Other popular sessions featured topics such as Civility, Corporate Parenting, Micro-aggressions and Privilege.

"The more opportunities and spaces you have to speak to people, share your thinking, hear others' perspectives and build knowledge, the more likely I am to have confidence to talk about these things."

Diversity Coffee Connect participant

Cross-Sector Collaboration and Engagement

The Leading to Change event series: Social Work, Social Care and Health Spotlight continues to target specific engagement with harder to reach sectors and organisations. 47.4% of attendees across these events were non-NHS participants. There has also been ongoing collaboration with key partners including the Institute of Health and Social Care Management (IHSCM) and Art of Brilliance. This has included several in-person and virtual events directed at those in social work and social care, highlighting themes such as compassionate leadership and systems leadership. Ongoing collaboration continues with the IHSCM this year to develop and publish shared leadership resources. There has also been engagement with the new National Social Work Agency and the Scottish Social Services Council and other social care stakeholders, with future collaboration planned.

"This has opened up new worlds and will be able to improve the quality of my research."

Social work, social care and health Spotlight Series participant

Inclusive Leaders' Voices Podcast

The Inclusive Leaders' Voices Podcast series was launched across both PodBean and Spotify in February 2026. This podcast series is intended to share the lived experiences of inclusive leadership.

Across five episodes, there is the exploration of career progression and navigating barriers, diversity in talent management, the overlaps and complexities of our intersections, building inclusive cultures and the realities of culture change within diverse organisations. Two blogs developed by separate speakers on the channel, The Value of the African Philosophy of Ubuntu ("I am because we are") in Leading Teams by Dr Ndiweteko Jennifer Nghishitende, Equality and Human Right Education Project Manager and NHS Lothian and Inclusive Leadership – Leading Differently for Change by Vivian Okeze-Tirado, a national award-winning social work leader and social justice advocate, are also available on our website to continue this important conversation.

"An inclusive leader who is aspiring to lead differently must acknowledge the real and present realities, the discrimination faced by marginalised voices and communities and involve them in decision-making and priority setting for change."

Vivian Okeze-Tirado

Operational Leadership Development

We continue to support leaders at all stages of their leadership journey, and this includes ensuring we have a range of offers for those in operational leadership roles. Bridging the gap between frontline workers and those in senior leadership roles, operational leaders represent a large and diverse group.

Operational Leadership Success Profile

In March 2026, the Leading to Change app underwent a major refresh, shaped by our users' feedback and evolving leadership needs. These updates were implemented to make the user experience smoother, more relevant and more empowering, no matter what leadership stage they are at.

As a result, users can now update their own profile information, such as their career details, equalities questionnaire and preferences directly from their dashboard. Tools have been reorganised and refreshed to make everything easier to find, profile sections are clearly separated and optional and all previous activities on the app are now saved into the My Learning Record. To preserve data integrity and not hold any details unnecessarily, accounts that have been inactive for three years or more are automatically deleted, once a notification has been sent to the user to allow them time to keep their account by logging in.

"I use the tool (Leadership SAQ) as part of my end-of-year appraisal. I do not use it as a standalone conversation but to help inform me of myself."

Leading to Change app user

Developing your Confidence as a Leader (DYCAAL)

In addition to the Self series of Developing your Confidence as a Leader (DYCAAL), the programme continues to align with the needs of operational leaders through the DYCAAL Team events. Whole teams, local services and organisations or cross-organisational groups have the opportunity to come together to strengthen shared understanding of leadership and confidence, create collective reflections and build stronger relationships to develop a more confident team culture. In February 2026, leaders from across the system came together and learned how to apply their learning directly to their own context. In addition to our team-run sessions, we have also held seven additional sessions across the system in collaboration with Scottish Care Independent Sector Leads and Specialty Doctors. This included an event developed with Scottish Care for

Glasgow Care at Home providers, which took place in November 2025 and attracted nearly 30 staff on the day. Gillian Currie, an Independent Sector Lead for Scottish Care at the time shared her experiences of the event and how impactful it was for Care at Home staff in our podcast: In Conversation with Gillian Currie - Leading to Change: L2C Connect podcast.

Developing your Confidence as a Leader Session – November 2025

(case study developed from podcast: Leading to Change Connect – In Conversation with Gillian Currie)

After lots of organisation and conversations, I managed to get an in-person day on Developing Your Confidence as a Leader – the Leading Self session – up and running in November 2025, and it was brilliant. We hosted it locally with one of our providers, Baillieston Community Care in the East End of Glasgow.

I was keen for us to offer this day specifically for care at home, housing support and day service providers because, unfortunately, they don't always have the same opportunities that care homes do. I had attended the online version of the session myself and absolutely loved it. I thought it was great, but I also felt strongly that it would really resonate with providers in an in-person setting. I wanted to give people the time and space to really benefit from the discussions. I was genuinely excited to see how the session would translate from an online format into a face-to-face event, and on the day we welcomed nearly 30 staff members. The group included frontline staff, team leaders, supervisors and managers from six different providers across Glasgow City.

From the moment people arrived, there was such a buzz in the room. Everyone seemed to love being together. In our sector, we don't often get the chance to spend time together in-person, so it felt really special. Some people hadn't seen each other for years. Others had worked together in different organisations in the past and were reconnecting. It was lovely to see.

What struck me most was the openness and authenticity of the staff. They were there because they are committed to providing the highest quality of care for the people they support. At the same time, many of them acknowledged that they hadn't really had the opportunity to focus on themselves, their leadership skills and their own development. Leadership development was often included within induction programmes and continuing professional development, but they didn't always get the dedicated time they wanted to develop and hone those skills.

I worked with colleagues from Leading to Change to develop and facilitate the day. They were amazing – great facilitators, incredibly open, and deeply connected to the sector. Throughout the day there were lots of laughs, but there were also some challenging and honest conversations.

Again, what really stood out to me was the openness of the providers. The feedback we received afterwards was amazing. People told us that the day felt like a genuinely safe space. They felt empowered, and some even told us that, as early as the day after the training, they were already feeling more confident in themselves and their leadership.

Remote, Rural and Island Programme Operational Leadership Development Support

The National Centre of Remote and Rural Health and Care invited Leading to Change to join and support their Operational Rural Leadership Working Group which had its first meeting in February 2026. The group continues to meet regularly and is focused on understanding the needs of remote, rural and island operational leaders, strengthening leadership development and resources and identifying what resources, events and learning opportunities would be useful for operational leaders working within and for rural communities.

Initial feedback and engagement with the group has identified communities, collaboration and partnerships as a key focus which aligns with the findings from the Senior Leadership Programme inquiry. Working collaboratively with our partners, we will explore and begin to share a targeted development approach that complements the senior leadership programme and supports leadership at all levels of the system. Initial activity with the group and operational leaders in remote, rural and island communities will likely focus on the use of the operational LSP and delivery of DYCAAL, as well as promoting the wider national leadership development offer to operational leaders.

Pathways for Extended Tools

User journeys are now being reviewed for other tools including Career Conversations and 360 Feedback, with future app adjustments being made to accommodate this soon.

The Local Government Leadership Success Profile pilot ran from September – December 2025 and involved a cohort of 42 participants and 15 learning partners from local authorities and some public bodies across Scotland. The pilot aimed to understand what adaptations to the LSP would be required for wider public service adoption. Overall, the findings highlight the need to refine the LSP offer to ensure relevance, usability and scalability within local government.

Key priorities include adapting language and scenarios to context, providing clearer 'how-to' guidance and introduction to the tools, enabling flexibility in how to use the tools (in particular the 360 Feedback Tool) and strengthening integration with existing development processes. There is also a need to enhance facilitation support, communication and structured follow-up to sustain impact. While the core model is valued and effective, addressing these practical and contextual factors will be critical

to credible rollout. Work has been started to address these.
A full evaluation of the pilot has been shared with partners. Evidence supports continued investment in the work subject to targeted refinement and ensuring that potential contextual and structural issues are addressed.

"I appreciated the profile as this was a very accurate account on how I lead my team – with some ideas to reflect and improve on."

Leadership SAQ user

Digital Innovation and User Experience

Since October 2025, the L2C app has continued to improve user experience through streamlining content and fully aligning the Leadership Self-Assessment Questionnaire (SAQ) to the Leadership Success Profile (LSP). Once the SAQ is complete, users are offered a series of resources to enable them to advance their skills across the three clusters: Enabling Outcomes, Shaping Cultures and Empowering Systems. This includes various L2C offers including podcasts, stories, blogs, events and more. As of March 2026, over 2,000 users had engaged with the Leadership SAQ with more than 1,500 users completing it in full.

Engagement with the digital estate remains strong. The full website received 22,950 views, with particularly high interest in the LSP page (1,067 views) and the Resources page (851 views). Other key areas of interest on the site include the recent report page (226 views), My One Thing (238 views), the Inclusive Leaders Hub (156 views) and the Allyship Hub (145 views).

Insights packs and recordings continued to attract steady engagement across a wide range of topics, including inclusive leadership, anti-racism in the workplace and leadership development.
Engagement beyond the website and app showed a combined social media following of 1,911 across LinkedIn (1,357), Facebook (483), Instagram (51) and YouTube (20). The Mailchimp distribution list continues to grow and now has almost 3,750 subscribers. Interest in the three podcast channels remains strong across both PodBean and Spotify.

Promotional activity through a LinkedIn campaign generated 45,744 impressions and 1,296 clicks, demonstrating a strong reach and visibility for leadership development-based content across the sectors.

"The Leadership emails are useful. They provide a great resource for further reading and reflection."

Member of distribution list

Senior Leadership Development

Leading to Change has continued to support the leadership development needs of senior and strategic leaders, individually and collectively, including through our diverse leadership development programmes. We continue to collaborate with senior leaders across the system in the design and delivery of interventions using co-creation and inquiry and build networks across sectors to understand the needs of the system.

Adaptive Learning Sets for Senior Systems Leaders

The Adaptive Learning Sets for Senior Systems Leaders programme (ALS) has continued with Cohort 4, welcoming 14 senior leaders from across health and social care and Cohort 5, convening 13 senior leaders for our first fully online cohort. Overall, the programme supported a clear shift towards more facilitative, reflective leadership, alongside increased confidence and self-awareness among participants. At the time of publication of this report, Cohort 5, the first fully online delivery of ALS, has concluded and evaluation will be published in Autumn 2026. Cohort 6 has been recruited and started in August 2026. Further information regarding these cohorts will be available in our next report, which will be published after March 2027.

Learning and Reflections from ALS Cohort 4

Over the course of the programme, most participants remained in the same role, although a smaller number progressed or moved into new roles during this time. Overall, the programme demonstrated a strong impact on confidence, reflective practice and leadership behaviour, with clear evidence of development in both personal growth and leadership capability.

The most significant impact reported was in personal development, with 69% of participants identifying a substantial improvement in this area. In addition, 46% reported a significant positive impact on the way they work, and 31% noted improved effectiveness within their role. Participants consistently described changes in their leadership practice, including increased reflective practice, stronger listening and facilitation skills, and a greater emphasis on building relationships and working across systems. A central element of the programme was the focus on adaptive challenges. When reflecting on the impact of ALS on their real workplace issues, 43% of participants reported some improvement, 21% reported significant

improvement, 21% reported dramatic improvement, and 7% stated that their challenge had been fully resolved. This indicates that over 85% of the cohort experienced meaningful progress in addressing complex leadership challenges.

"The programme gave me a sense of empowerment where I would have previously felt stuck, it gave me another approach to use in multifactorial situations."

ALS Cohort 4 participant

In terms of career development, 43% of participants expressed an interest in stepping into a more senior role, with 36% feeling ready to apply for a promoted post. This reflects a notable increase in confidence in their readiness for senior leadership responsibilities.

Feedback also highlighted the value of peer learning, reflection and in-person delivery, which were consistently identified as some of the most impactful elements of the programme. Participants expressed a desire for more face-to-face learning opportunities, as well as a longer programme duration or extended ALS cycle to deepen learning and application.

The importance of a shared understanding across sectors

Case Study: ALS Cohort 4 participant

Previously I was responsible for health and care delivery in communities involving district nurse teams, social work, care at home and other services – each with their own set of priorities and perspectives. We would have a safety huddle each week where we would come together to discuss patient and service users' situations and discussions could at times be quite defensive. It was also a new group and there was a lack of togetherness and understanding of each other's roles and constraints.

Through the ALS programme I realised that I was the only person in the group that had oversight of all the different work areas – I had been assuming and expecting that others would have the same perspective. On realising this I introduced a "back to the floor" shadowing programme, which helped people understand each other's context which greatly helped in the huddles.

The impact for managers meant they understood and had a different perspective of others' roles, demands and parameters.

Following on from this the management team took ownership of further rollout of this approach which has supported the development of relationships and delivery of an integrated service across the locality.

"My ALS set created a strong, safe connection with each other which was supportive, I am looking forward to telling them about my new role as they were with me as I talked about the transition in the organisation. I really enjoyed the practical and collaborative activities included within the programme."

ALS Cohort 4 participant

Remote, Rural and Island Senior Leadership Development programme (RRI)

The Remote, Rural and Island Senior Leadership Development programme (RRI) launched in November 2025 with a first cohort of fourteen senior leaders from across health and social care. This programme is a collaboration between the National Centre for Remote and Rural Health and Care (NCRRHC) and Leading to Change.

The design was informed by proven national leadership development models and methodology, expertise from the NCRRHC and inquiry with senior leaders operating in this space. It uses adaptive learning sets to support participants to work together on their real-world complex leadership challenges, as well as offering them tailored masterclasses focused on leadership development topics and themes specific to the remote, rural and island context. We are delighted to have a learning and evaluation partner working alongside the cohort and delivery team, capturing the learning and impact of this first programme cohort.

Feedback has been extremely positive with the value of coming together to learn and develop with others in similar contexts very evident. The programme concluded in May 2026, and we look forward to sharing the evaluation report with participants and stakeholders in Autumn 2026.

Developing Strategic Medical Leaders (DSML)

The Developing Strategic Medical Leaders programme was designed to develop leadership confidence, capability and readiness for strategic and board-level medical leadership roles as well as contribute to a wider whole system leadership culture that improves outcomes for colleagues and patients.

The offer is intended for those currently in, or with experience of, senior medical leadership roles such as Deputy or Associate Medical Director, Chief of Medicine, Clinical Director with a strategic leadership remit or National Clinical Advisor or Director.

The pilot cohort of 14 medical leaders has completed a significant programme of onboarding, coaching, adaptive learning, masterclasses and evaluation activity, with early findings demonstrating strong engagement and positive development outcomes. Delivery continued over the summer with monthly adaptive learning sets culminating in a final shared learning event with the delivery team, focusing on how the cohort can sustain their learning and impact in their local, regional and national systems.

Underpinned by a robust evaluation methodology, the programme, through the Advisory Group, is also helping shape a wider conversation about strategic medical and clinical leadership development, extending beyond traditional succession planning approaches to support leaders wherever they influence improvement and transformation.

Senior Leadership Alumni Event

In March 2026, 55 senior alumni leaders came together in Edinburgh for the first in-person senior leadership alumni community gathering, co-designed and co-facilitated by the Leading to Change alumni community. Framed around a shared inquiry on how we work differently to deliver national strategy and policy, the day sparked rich cross-sector conversations, strengthened connections across health, social care and social work, and highlighted a strong appetite to stay connected and collaborate on system-wide change with a focus on real work.

Leading to Change is currently working with alumni volunteers to plan, organise and deliver at least one annual in-person senior leadership community event for alumni in 2026/27,
develop opportunities for alumni to explore and collaborate on our key system challenges and real work, and experiment with creating opportunities for alumni to connect and support each other, starting with piloting a 'Spaces for Listening' approach.

"I found the event genuinely inspiring with thoughtful contributions that reinforced the importance of compassionate and values-driven leadership. It was also a privilege to reconnect with leaders from across different systems, reinforcing a sense of shared purpose and collective ambition."

Event participant

Continuing the journey...

The six months between October 2025 and March 2026 have further demonstrated what we had already established since the launch of Leading to Change – that inclusive, values-led leadership development is key to meeting workforce needs. We are committed to supporting leaders of all levels and endeavour to continue to integrate self-leadership, inclusive leadership, inquiry and cross-system collaboration into our offer.

PSD Scotland National Leadership Development Programmes

We continue to support and deliver alongside other national leadership development opportunities developed by PSD Scotland. This includes You as a Collaborative Leader (YaCL), the NHS Scotland GP Coaching Service, Scottish Clinical Leadership Fellowship scheme – Medical and Dental and Leading for the Future. At the time of publication, applications for Leading for the Future Cohort 16 had been accepted and the programme started in Autumn 2026. Both YaCL and the GP Coaching Service are currently in the recruitment phase.

Strengthening our Approach to Evaluation and Learning

Our focus for 2026/27 places a strong emphasis on strengthening evaluation and evidencing the impact of our work across the system. We will build on existing approaches to develop a consistent and robust framework for capturing the outcomes of our offers through effective evaluation and learning. This will include using both qualitative and quantitative insight and working closely with partners. A key element of this work will be our continued provision of targeted systems leadership support and responding to the specific needs of priority groups and national programmes. An example of this is how we will support the recommendations of the Nursing and Midwifery Taskforce, designing and delivering tailored offers to strengthen leadership capability and workforce sustainability.

Alongside this, we will maintain our commitment to supporting culture development across health and care and public service reform. Our work will continue to focus on fostering inclusive, compassionate and collaborative cultures that enable improvement and innovation and support the reform agenda.

Some of the organisations we've worked with...

Animate

CCPS
COALITION OF CARE AND SUPPORT PROVIDERS IN SCOTLAND

CHAS
Children's Hospices Across Scotland

Equality and Human Rights Commission

HEALTH AND SOCIAL CARE SCOTLAND

is.

Iriss

NHS SCOTLAND

Public Services Delivery Scotland

SASW

Scottish Care
Social care that works for Scotland

SCOTTISH LEADERS FORUM

Scottish Social Services Council

- Close the Gap
- Realistic Medicine
- Social Work Scotland
- The Alliance
- Who Cares? Scotland

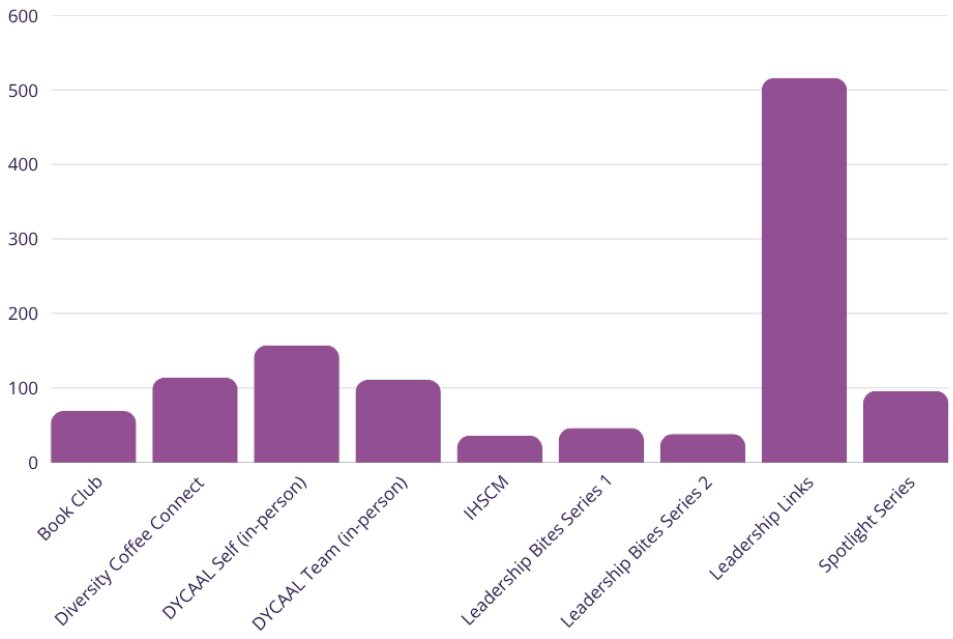
And many more...

Data Annex

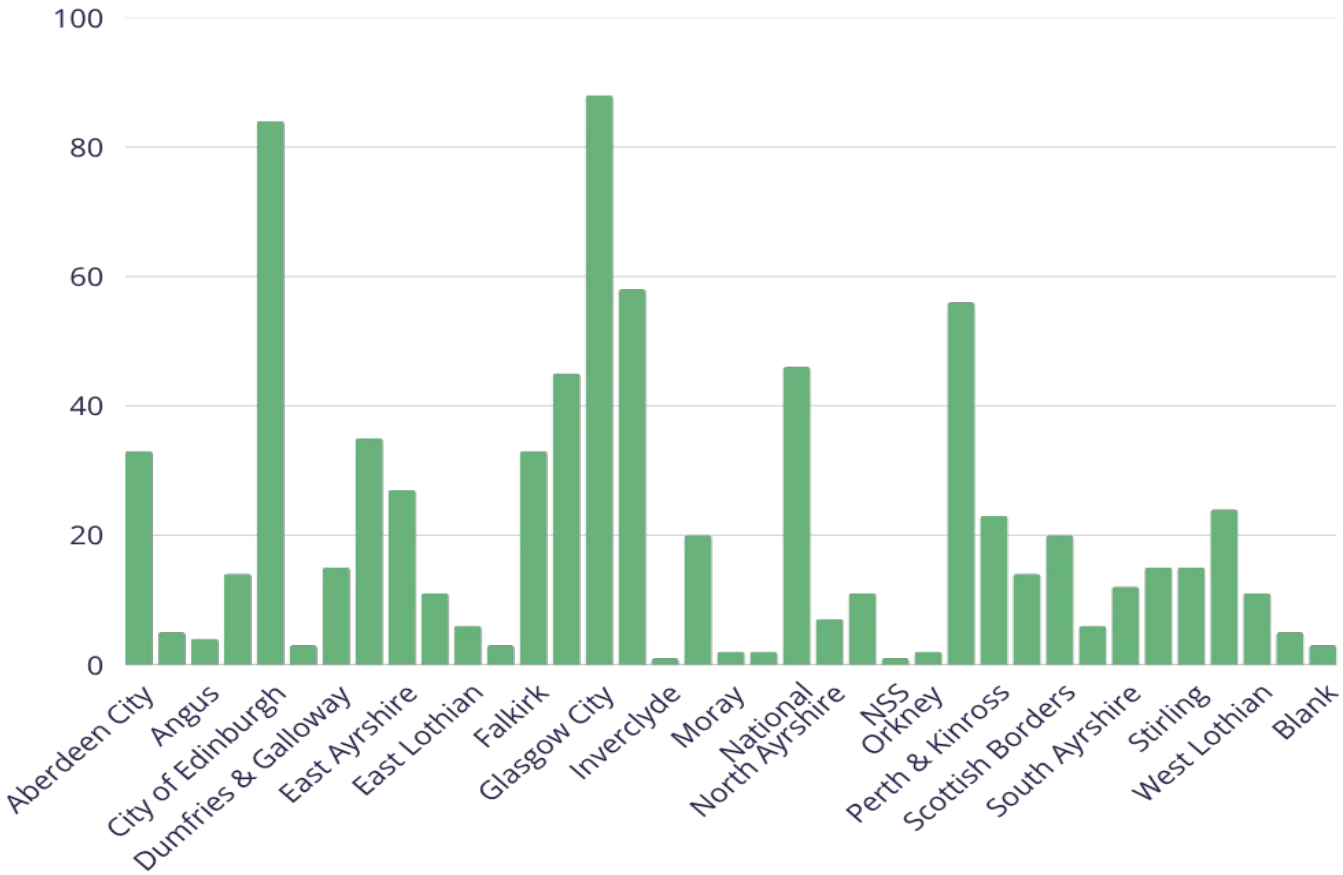
The data below has been drawn from our recent event series, and presents the number of attendees, job role, local authority and sector over the reporting period. Please note, sector, location and job roles do not include external DYCAAL events.

Between October 2025 and March 2026, Leading to Change engaged over 1,180 participants across its events series, which demonstrates both the reach and continued demand for leadership development opportunities across Scotland. Leadership Links was the most highly attended offer, engaging 516 leaders, whilst Developing your Confidence as a Leader supported a further 268 participants through in-person sessions and wider team-focused events. Participation was drawn from a wide range of sectors, with the largest representation from health (NHS – 552 participants), whilst also recognising health and social care partnerships, local government, social work and the voluntary sector. Importantly, engagement spanned across wider urban and rural areas of Scotland – highlighting the programme's ability to connect leaders across organisational and geographical boundaries and support a more collaborative leadership culture.

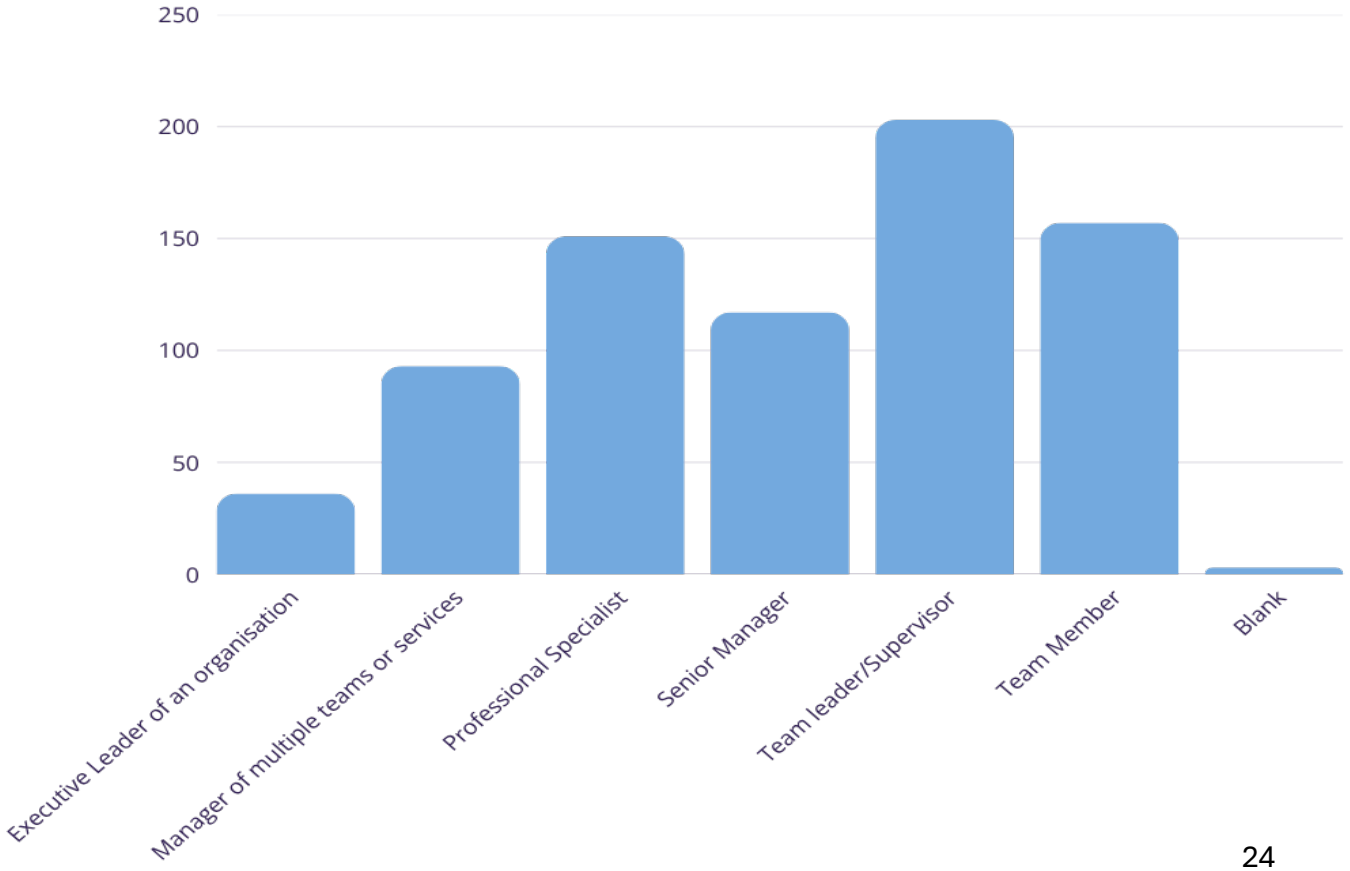
Attendees for each event type



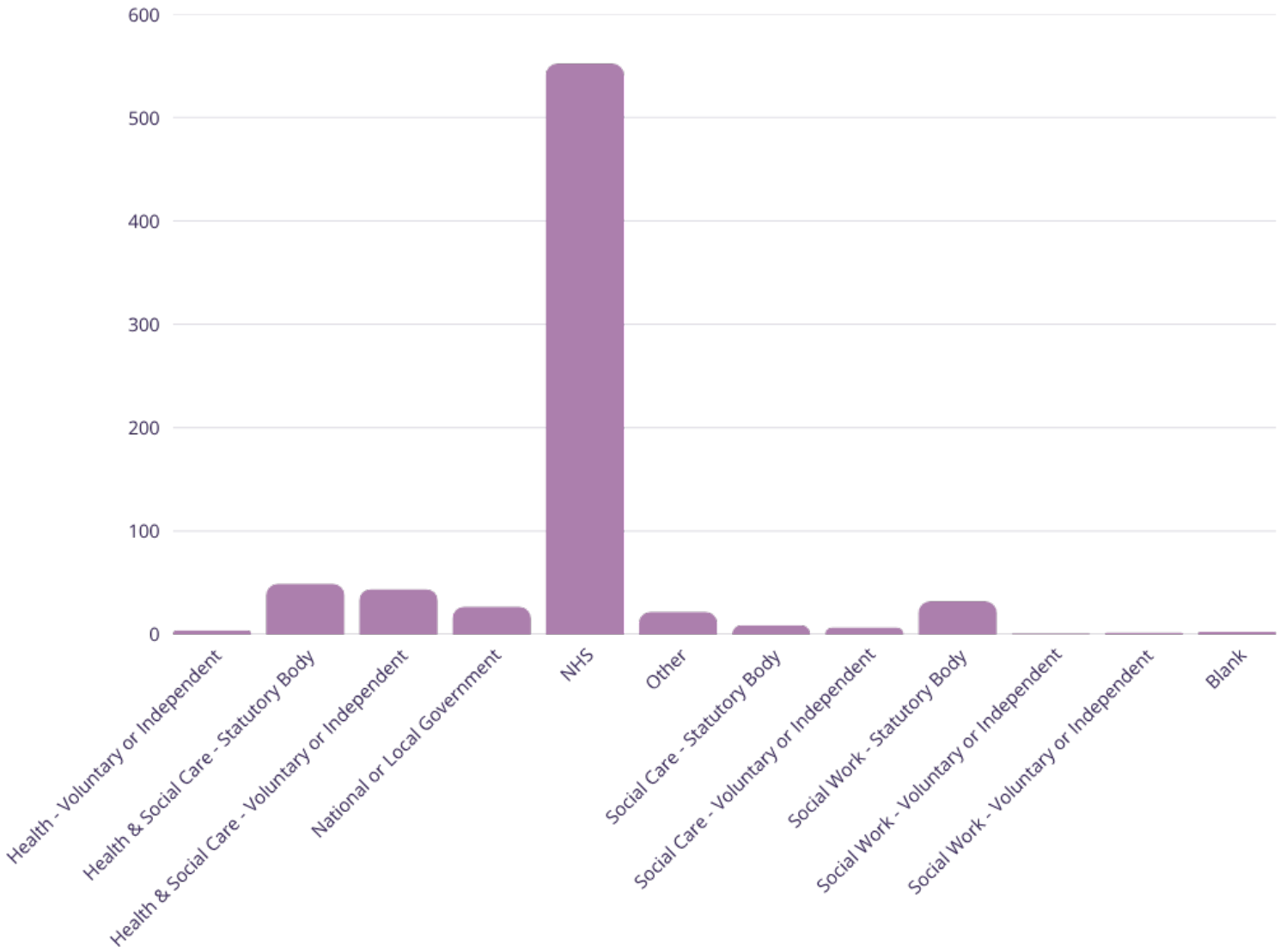
Location of event attendees

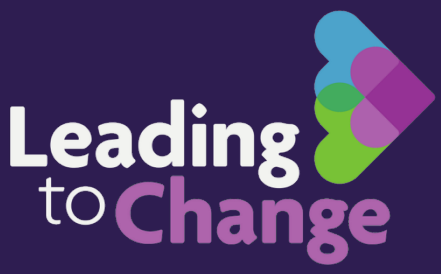


Job roles of event attendees



Sectors of attendees





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2026

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