



**Talent and Leadership Development Update**

**East of England**

**January 2024**

**Welcome to the January update**

**Working across** the east of England in partnership with our systems and organisations we support staff to access the full range of nationally recognised and accredited Leadership Academy Development and Talent programmes and resources available for staff of all backgrounds and experiences across health and care. We hope that this update provides helpful information on some of the latest resources, programmes and support available for talent and leadership development.

Regionally we have provided a wide range of opportunities from systems leadership workshops and individual skills development, leadership and management development resources, coaching and mentoring, career development and talent management. During last year over 9000 staff have accessed programmes, communities of practice, workshops, coaching and mentoring.

We hope that this has and will continue to provide and afford opportunities to increase networking and building relationships across teams and systems in support of inclusive, compassionate leadership practice as set out in [Our Leadership Way](https://www.leadershipacademy.nhs.uk/organisational-resources/our-leadership-way/) and in support of [Our People Promise](https://www.england.nhs.uk/ournhspeople/online-version/lfaop/our-nhs-people-promise/the-promise/).

**We are going through a time of change, preparing and adapting to** [the new operating model](https://www.england.nhs.uk/publication/operating-framework/) **and changes in our structures, teams and work responding to and meeting the needs of the** [NHS Long Term Workforce Plan](https://www.england.nhs.uk/publication/nhs-long-term-workforce-plan/) **so you will begin to see that reflected in future updates. We hope that all our work and resources support improvement in staff experience and increased workforce retention.**

**Evaluating leadership development in the east of England -** We know that [compassionate, inclusive and collective leadership](https://www.kingsfund.org.uk/topics/organisational-culture/compassionate-inclusive) nurtures cultures of high-quality care for patients and service users, organisational effectiveness and innovation. We have produced a suite of evaluations, reflections and case studies [here](https://eoe.leadershipacademy.nhs.uk/about-us/evaluation/) that support this work.

**Leadership Development and support**

Our regional virtual, bitesize events aim to support leadership wellbeing and enable leaders to connect, recover, renew and respond to the ongoing demands of leading within challenging times.

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| **Your Leadership journey** |
| **Your Leadership Journey** - Our guide signposts you to programmes and interventions available regionally and nationally to support you at all stages of your career. Click [here](https://eoe.leadershipacademy.nhs.uk/development-support/your-leadership-journey/) to take a look. |
| **Leadership and Management Development offers** |
| **Kinder Manager Workshops**  The role of the line manager is vital to how we feel at work, and to delivering patient services. Outstanding patient care relies on Trusts, hospitals and teams being managed well, and on individuals feeling supported by their manager so that they can contribute their best work.  The future of NHS human resources and organisational development sets out a vision for how the people profession will develop and work differently over the coming decade. It contains a roadmap for action, together with a national priority “to create a clear view on the expectations of line managers in relation to people management and the implications for the provision of people services (by 2023)” (Action 4). To support help deliver this vision, ***‘Kinder Manager Workshops’*** have been developed to:   * Familiarise line managers, HR & OD colleagues with the People Management Framework * Provide a practical, interactive, evidence-based application of using this framework, that could be used in a local setting * Share the evidence supporting the need for kinder management. * Learn and practice new tools to manage teams with kindness. * Hear stories and examples from the front-line about kindness and the civility movement.   Please see below to register for a session.   * [Monday 5th February 13:00pm – 14:30pm](https://www.events.england.nhs.uk/events/a-kinder-manager-the-expectations-of-line-mangers-in-relation-to-people-management-65292a4984dc5) * [Monday 19th February 13:00pm – 14:30pm](https://www.events.england.nhs.uk/events/a-kinder-manager-the-expectations-of-line-mangers-in-relation-to-people-management-65292ab7a2c34) * [Tuesday 27th February 10:00am – 11:30am](https://www.events.england.nhs.uk/events/a-kinder-manager-the-expectations-of-line-mangers-in-relation-to-people-management-65292b1f80f6c)   **The expectations of line managers in relation to people management - published on 9th November -** [The report](https://www.england.nhs.uk/long-read/the-expectations-of-line-managers-in-relation-to-people-management/) contains a recommendation to create a clear view on the expectations of line managers in the service in relation to people management and the implications for provision of people services. The framework:   * explains the role of the manager in relation to people management; * contributes to the provision of safe and effective care for all our patients across the NHS; * contributes to fostering an inclusive and positive culture in the NHS; * contributes to improving the health, wellbeing, and morale of people; * contributes to a reduction in sickness absence and turnover rates, and an improvement in attendance, supporting retention of the workforce; * enables managers to support their colleagues, and to seek support from HR & OD colleagues for the more complex interventions; * Provides practical guidance through short videos filmed across the regions. |
| **Core Managers: Developing Inclusive Workplaces programme** - this programme is designed for health and care managers and supervisors to help them develop core inclusive leadership skills. [**Click here to find out more**](https://southwestleadershipacademy.createsend1.com/t/j-l-sjkkyg-dhurfhdyk-jd/) |
| **Leadership Learning Hub** - This site provides a range of short modules to work though at your own pace. [**Click here for more information**](https://southwestleadershipacademy.createsend1.com/t/j-l-sjkkyg-dhurfhdyk-jh/)  See [Bitesize learning – Leadership Academ](https://learninghub.leadershipacademy.nhs.uk/all-bitesize/)y for **short courses** on Team and group dynamics, Authentic leadership, Motivation and more and be inspired by the[Inspiration Library – Leadership Academy](https://learninghub.leadershipacademy.nhs.uk/inspiration-library/) with sessions on managing in a crisis, cultural competence, developing strategic networks and more.    [**Edward Jenner Programme:**](https://www.leadershipacademy.nhs.uk/programmes/the-edward-jenner-programme/?utm_source=net&utm_medium=nursing&utm_campaign=network_region_Jen_2208&utm_id=network_region_Jen_2208)  For new and aspiring leaders, the Edward Jenner programme builds foundation-level leadership skills and is free for health and care staff. It is delivered online and can be completed at a learner’s own pace through a self-guided study of short courses with interactive online discussions.  **Leadership for Personalised Care Programme**  A free online 'Introduction to Leadership in Personalised Care which **is available online now**through FutureLearn.  This is a three-week course that introduces the meaning and importance of personalised care and starts people off on the journey to becoming an effective leader in this space. Find out more [here](https://www.leadershipforpersonalisedcare.org.uk/online-programmes.html#FutureLearn). A series of accompanying masterclasses is due to be announced shortly.  **Demystifying NHS Finance**  These comprehensive events are designed to educate healthcare professionals and managers who do not have a finance background about the basics of NHS Finance. View upcoming dates [here](https://onenhsfinance.nhs.uk/events/)  **Inclusive Leadership in Health and Care** – develop inclusive and compassionate leadership skills to ensure diversity and equality across health and care. This course is open to managers and supervisors. Further information can be found [here](https://www.futurelearn.com/courses/inclusive-leadership-in-health-and-care)  [**Foundations in System Leadership**](https://www.leadershipacademy.nhs.uk/programmes/systems-leadership/)**:** collaborating for health and care programme is open to all colleagues working in health, care, local authorities and voluntary sector partnerships, who have a desire to improve the way they collaborate across organisational, professional and hierarchical boundaries to design and deliver better health outcomes for the communities they serve.  **HLM Healthcare Leadership Model**  A self-assessment tool to support the Healthcare Leadership Model has been developed to help individuals to assess their leadership behaviours. [Health Care Leadership Model 360 feedback](https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/supporting-tools-resources/healthcare-leadership-model-360-degree-feedback-tool/) – consider accessing this tool for yourselves. Contact [the team](mailto:eoe@leadershipacademy.nhs.uk) to access a code.  **Interested in accessing Coaching or Mentoring?**  See Information on the benefits of coaching and mentoring [here](https://eoe.leadershipacademy.nhs.uk/development-support/coaching-and-mentoring/) and register to apply for coaching or mentoring [here](https://coachingandmentoringhub.nhs.uk/).  **Coaching and Mentoring Apprenticeships**  Coaching and mentoring are increasingly playing an important part in supporting staff in any organisation across all levels. With a bigger focus by employers to empower and build confidence in a workforce, effective coaching helps to unlock the potential and performance of your organisation’s employees. See [Coaching Professional – Level 5 (with Mary Seacole)](https://www.leadershipacademy.nhs.uk/coaching-apprenticeships/) |
| **East of England Positive Action Programme**  These workshops, which are facilitated by [Patricia Ezechie](https://www.patriciaezechie.com/), are open to alumni of the Leadership Academy’s Ready Now and Stepping Up programmes and other staff from ethnic minority backgrounds working across systems in the east of England.  **Overcoming Imposter Syndrome and Leading with Confidence**   * Identify why you may feel like an imposter in your role * Explore how to overcome self-doubt and become a more confident leader * Gain insights to help you become more confident and in control of your career choices and direction   [Wednesday 17th April 14:00 pm – 16:00pm](https://eoe.leadershipacademy.nhs.uk/event/overcoming-imposter-syndrome-and-leading-with-confidence-6/)  **Develop Your Career**   * Gain insights to help you become more confident and in control of your career * Identify strategies to help you overcome obstacles and barriers in your path * Gain clarity on how to create a personal development plan and take concrete next steps   [Wednesday 21st February 13:30pm – 17:00pm](https://eoe.leadershipacademy.nhs.uk/event/develop-your-career/)  [Tuesday 19th March 10:00 am – 13:30pm](https://eoe.leadershipacademy.nhs.uk/event/develop-your-career-2/) |
| **Strategic Influence and Persuasion** The act of persuading and influencing is complex and goes way beyond personal impact and communication. Some outcomes, such as: influencing the adoption of new ideas, modifying behaviours, or changing preconceptions, attitudes or opinions, require a longer-term strategic approach to ensure success. This masterclass examines these complexities and provides ideas and techniques for planning an effective persuasive campaign.   * [Thursday 14th March 13:30pm – 15:30pm](https://eoe.leadershipacademy.nhs.uk/event/strategic-influence-and-persuasion-6/) * [Tuesday 23rd April 10:00 am – 12:00pm](https://eoe.leadershipacademy.nhs.uk/event/strategic-influence-and-persuasion-7/)   **Introduction to Leadership and Management**  These sessions are for leaders and managers across integrated care systems who are new to formal management positions.  New managers and leaders need to have a clear understanding of the difference between leadership and management, as well as the necessary skill sets for the roles. To help you with this, we and Quiver Management have designed two workshops to increase self-awareness and recognise the impact on team members and others. Participants will also learn fundamental leadership skills and tools to accomplish tasks in a compassionate and inclusive manner while effectively managing performance issues.   * [Wednesday 27th March 9:30am - 12:30pm](https://eoe.leadershipacademy.nhs.uk/event/introduction-to-leadership-and-management-leading-others-2/) |

**Graduate Management Training Scheme**

**Call for organisations interested in applying to host GMTS Trainees - Sept 2024**

We are now accepting applications to host GMTS trainees from our September 2024 cohort. Systems, Integrated Care Boards, Trusts and organisations running NHS services are encouraged to apply.Trainees undertake two placements as well as studying for post-graduate qualifications over the course of 2-2.5 years.

The application process is like last year involving two stages. Stage one application forms and guidance can be accessed through our [website](https://www.graduates.nhs.uk/scheme/protected-assurance-guidance/) (the password is ‘GMTS’). The application questions align with our [Quality Standards Framework](https://graduates.nhs.uk/wp-content/uploads/2023/11/GMTS-Quality-Framework-Sep24.pdf), which has been co-produced with

stakeholders and is to be used as the basis of an accreditation process that is in development.

Within their placements, trainees must work towards meeting competencies relevant to their specialism; these competencies are available below:

* [General Management](https://www.graduates.nhs.uk/wp-content/uploads/2023/11/GM-competencies-Sep24.pdf)
* [Finance](https://www.graduates.nhs.uk/wp-content/uploads/2023/11/Finance-competencies-Sep24.pdf)
* [Human Resources](https://www.graduates.nhs.uk/wp-content/uploads/2023/11/HR-competencies-Sep24.pdf)
* [Health Analysis](https://www.graduates.nhs.uk/wp-content/uploads/2023/11/Health-Analysis-competencies-Sep24.pdf)
* [Health Informatics](https://www.graduates.nhs.uk/wp-content/uploads/2023/11/Health-Informatics-competencies-Sep24.pdf)
* [Policy and Strategy](https://www.graduates.nhs.uk/wp-content/uploads/2023/11/PS-competencies-Sep24.pdf)

**The deadline for applications is 2nd February 2024.** Please return completed forms to [eoe@leadershipacademy.nhs.uk](mailto:eoe@leadershipacademy.nhs.uk)

For more information on the scheme, specialisms, and the application process, please visit our site [here](https://eoe.leadershipacademy.nhs.uk/development-support/graduate-management-training-scheme-gmts/thinking-of-hosting-a-graduate-management-trainee/).

**What is the Graduate Management Training scheme**

GMTS offers trainees: on-the-job training and experience, academic post-graduate level qualifications, professional study and qualifications and early leadership responsibility. Trainees are encouraged to build strong personal networks within their cohorts, to support and inspire each other in their future NHS careers. For information about the scheme see [regional information](https://eoe.leadershipacademy.nhs.uk/development-support/graduate-management-training-scheme-gmts/) and also the national [NHS Graduate Management Training scheme site](https://graduates.nhs.uk/)

**Talent Management resources and workshops**

Our monthly update ‘Talent Career support’ includes latest information about workshops and resources to support career development. Please visit our futures site [here](https://future.nhs.uk/system/login?nextURL=%2Fconnect%2Eti%2FEofETalentCommunityOfPractice%2Fgrouphome).

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| **If you are looking for great resources to help navigate your career and give you career tips and tools….register to access the Career Resources Portal**  The Career Resources Portal is an online platform which offers practical tools and resources designed specifically for Leaders to help support you in your career development.  Over 3000 people have already registered and its open access so why not give it a try?  You can watch a Welcome video to the Career Resources Portal here and access the Portal through the Single-Sign-On to the [Leadership Academy Online Learning Platform.](https://profile.leadershipacademy.nhs.uk/)   If you answer YES to any of the points below, then this portal is for you….   * Are you thinking of applying for a new role? * Do you want to explore a new career path? * Are you thinking about a change from a clinical role to a management role? * Have you recently been promoted and need some online support? * Are you a manager and want to support a team member in their development? * Do you want to establish what your strengths and weaknesses are? * Do you want to explore current and new skills?   **For further career development resources** see [Career Development and Information – East of England (leadershipacademy.nhs.uk)](https://eoe.leadershipacademy.nhs.uk/development-support/talent-management/career-development-and-information/) |
| **For Aspirant Directors ...looking for your next career move?**  Are you aspiring to be a Director ? If you are looking to move to a more senior role and/or going through career transiiton currently consider attending the career development workshops  Career Development Workshop Part A   * [Thursday 21st March 13:00 -16:30pm](https://eoe.leadershipacademy.nhs.uk/event/career-development-workshop-a-19/)   Career Development Workshop Part B   * [Tuesday 12th March 9:30am – 13:00pm](https://eoe.leadershipacademy.nhs.uk/event/career-development-workshop-b-19/) * [Thursday 18th April 13:00 – 16:30pm](https://eoe.leadershipacademy.nhs.uk/event/career-development-workshop-b-20/)   Have you registered and set up your job search at  [NHS Jobs - Candidate Homepage](https://www.jobs.nhs.uk/#Homepage)   * If you’re looking for new opportunities in primary care roles this is the best site to search and save in your favourites [Primary Care Careers (eoeprimarycarecareers.nhs.uk)](https://www.eoeprimarycarecareers.nhs.uk/) * For videos on Interview skills, CV preparation and managing your career see [NHS Elect – Fundamentals of career management](https://www.nhselect.nhs.uk/career-management) * [Career stories:What does it feel like to be a leader in health and social care ?](https://www.leadershipacademy.nhs.uk/talent-management-hub/career-stories-what-does-it-feel-like-to-be-a-leader-in-health-and-social-care/) Listen to range of inspiring stories about a range of peoples career journeys |
| **Aspirant Chief Executive programme** is due to open for applications shortly for those who are anticipated to be ready for their first CEO role within a year of completing the programme. Briefing session dates and communications to come shortly – please register your interest at [Aspiring Chief Executive programme – Leadership Academy](https://www.leadershipacademy.nhs.uk/aspiring-chief-executive-programme/)  If you are looking to be an Exec Director in the next 12 to 24 months register interest for the [Executive Director Pathway](https://www.leadershipacademy.nhs.uk/senior-leadership-support-and-development/executive-directors-and-aspiring-leaders-2/executive-director-pathway-2/)  **Nye Bevan Programme** for aspirant board leaders – accelerates people into executive roles that span organisational boundaries; and supports senior leaders to move beyond leadership within their area of expertise. Delivered in partnership with KPMG, PwC and other international and national experts in health and organisational performance, the programme offers support and learning to build personal resilience, confidence and capabilities over 12 months. Click [here](https://www.leadershipacademy.nhs.uk/programmes/nye-bevan-programme/) to register your interest for future cohorts.  **East of England Senior Leadership Careers and Vacancies in health and care -** If you are interested to see vacancies for senior leadership roles in east of England at band 8D and above roles apply to join [the LinkedIn group.](https://www.linkedin.com/groups/9154999/)  **Supporting senior leaders in health and care -**A comprehensive suite of supportive offers and resources for senior and executive leaders in health and care **– click** [here](https://learninghub.leadershipacademy.nhs.uk/executivesuite/) **for more information**  **One NHS Finance**  One NHS Finance has launched an inclusive talent management strategy, take a look [here](https://onenhsfinance.nhs.uk/national-finance-academy/inclusive-talent-management/). There are two guides: [Finance Inclusive Talent management strategy](https://onenhsfinance.nhs.uk/wp-content/uploads/2023/07/Talent-Management-Strategy.pdf) and [Comprehensive Guidance to talent management](https://onenhsfinance.nhs.uk/wp-content/uploads/2023/07/NHS-Finance-Talent-Management-Guidance-SPREAD.pdf)  For the full range of finance career development programmes click [here](https://onenhsfinance.nhs.uk/programmes/).  Open for applications the [**Career Progressors programme**](https://onenhsfinance.nhs.uk/programmes/career-progressors/)supports Band 5 – 7  finance professionals to develop their leadership skills, create development plans and improve interview and application techniques |
| **As an organisation consider the** [**NexT Director scheme**](https://www.england.nhs.uk/non-executive-opportunities/improving-non-executive-diversity/next-director-scheme-supporting-tomorrows-non-executives/) **and offer a placement to improve Board diversity -** The NExT Director Scheme is a development programme created and designed to help find and support the next generation of talented people from groups who are currently under-represented on our NHS boards into these important non-executive roles. It focuses particularly on supporting people from local BAME communities and disabled people with senior level experience into board level roles in the NHS. People with other protected characteristics will also be considered for placements.  **For information about non-Executive roles and support for applicants**  [Non-executive opportunities in the NHS (england.nhs.uk)](https://www.england.nhs.uk/non-executive-opportunities/)  **ICS Board Development and ICB Executive Leader/ Non-Executive Directors onboarding and networks** – to find out the range of offers available to support senior leaders please visit our dedicated page [here](https://eoe.leadershipacademy.nhs.uk/development-support/system-leadership/icb-executive-leader-national-offer-onboarding-and-networks/) |

**Additional offers and latest news**

**EoE Leadership Learning Zone (LLZ)**

The LLZ has been developed to provide individuals with a tool that will enable learning, enhance understanding and embed vital skills and knowledge that will contribute to the, physical and psychological well-being of our people. It can be accessed [here](https://eoe.leadershipacademy.nhs.uk/development-support/east-of-england-leadership-learning-zone/) and includes:

* A suite of 20+ **Leadership** learning modules including: An Introduction to leadership, Coaching, Talent Management, Equality and Diversity, System Leadership, Resilience, Unconscious Bias and more.
* **Systems and Relational Leadership** modules for leaders in health and care looking to learn more about leading and working collaboratively across boundaries.
* A **Leading Transformation for Integrated Care** development series which explores what partnership working looks like across teams and organisations and what this means for leaders.
* **Leading Transition in Primary Care** for primary care leaders who find themselves leading in the context of transition and change
* **Systems OD and Transformation** to enhance and develop your skills to lead, influence, and enable organisational and system transformation.

**Missed the recent** [**Staff Experience in the NHS: routes to retention**](https://www.nhsemployers.org/articles/staff-experience-nhs-leading-routes-retention)**?** - you can watch up on catch and see all the resources from the virtual conference, exploring how a positive staff experience is crucial to retention and a renewed priority for workforce leaders. See [Staff Experience in the NHS - leading the routes to retention | NHS Employers](https://www.nhsemployers.org/articles/staff-experience-nhs-leading-routes-retention) and the great visual learning reflection from the day at [Retention: learning into actions | NHS Employers](https://www.nhsemployers.org/articles/retention-learning-actions)

**NHS People Profession Map: ready to support HR and OD colleagues to reach their full potential -** offering clarity and transparency around the skills, knowledge and expertise needed for HR and OD professionals at all levels, as well as defined people management competencies. The Map and accompanying resources can be found on [FutureNHS](https://chiefpeopleofficerbulletin.cmail19.com/t/d-l-zjhdrhy-itwssut-f/). Please [contact the team](mailto:tanya-marie.robinson1@nhs.net) if you have any questions or feedback.

**Strategic workforce planning accredited programme -** We are pleased to offer more fully funded opportunities on the [accredited strategic workforce planning programme](https://future.nhs.uk/connect.ti/IRHROD/view?objectID=47323344). This programme is aimed at people professionals, strategic workforce planning practitioners and all those colleagues with a responsibility for workforce planning, this includes colleagues in HR and L&D.. Find out more on our [FutureNHS collaboration page](https://future.nhs.uk/connect.ti/IRHROD/view?objectID=47323344). Spaces are limited, please [register](https://forms.office.com/pages/responsepage.aspx?id=kp4VA8ZyI0umSq9Q55Ctv6nIq6sBSw9Po3oYaBtLUt1UQ0JWTVpMSlBTNFpROUxVOUVDUEZDS0ZDOC4u&origin=lprLink) early to avoid disappointment! Applications close by **midday on Friday 16th February**. If you have any questions, please contact [Jacky Dixon](mailto:jacky.dixon@leadershipacademy.nhs.uk).

**Introduction to strategic workforce planning – one day workshop -**These fully funded workshops are aimed at people professionals (including HR and L&D practitioners) and workforce planning practitioners who might be new to this area or who wish to refresh their learning.

Participants will explore how to use workforce planning strategically to anticipate the future resource requirements your organisation needs to meet its objectives. Find more information on our [FutureNHS collaboration page](https://future.nhs.uk/IRHROD/view?objectID=49781136). Spaces are limited, [register](https://forms.office.com/pages/responsepage.aspx?id=kp4VA8ZyI0umSq9Q55Ctv6nIq6sBSw9Po3oYaBtLUt1UOFdCT1kyTEVHUExGSERRTzNRWEc4WEtITS4u) here to attend, registration closes **Thursday 15th February**. If you have any questions, please contact [Jacky Dixon](mailto:jacky.dixon@leadershipacademy.nhs.uk).

**Culture catalysts – a coaching and culture change programme for the NHS -**This [programme](https://future.nhs.uk/IRHROD/view?objectID=49788752) provides people professionals and line managers with the opportunity to develop practical tools and strategies. It enables them to create a positive team climate and a work-place culture that is purpose-driven, value-based and person-centred. This is a fully funded programme, that consists of two separate one-day training interventions with opportunities to practice the knowledge in between. It forms part of the support for line-managers and people professionals following the recently published [expectations of line managers in relation to people management](https://www.england.nhs.uk/publication/the-expectations-of-line-managers-in-relation-to-people-management/) resources. Spaces are limited and organisations must nominate both a line manager and people professional to undertake the training. Applications close **Friday 9th February,** please register using[this form](https://forms.office.com/pages/responsepage.aspx?id=kp4VA8ZyI0umSq9Q55Ctv6nIq6sBSw9Po3oYaBtLUt1URUZNOVE5RDk2MVhQMjEwVjFCWkMxNk1CUy4u)**,** and find out more at [FutureNHS collaboration page](https://future.nhs.uk/IRHROD/view?objectID=49788752)**.** Any questions, please contact [Jacky Dixon](mailto:jacky.dixon@leadershipacademy.nhs.uk).

**NHS people profession apprenticeships -** Our new [information and resource pack for people profession apprenticeships](https://future.nhs.uk/IRHROD/view?objectId=184328709) is now live. This guide has been designed to support NHS organisations to use their apprenticeship levy to access people professional apprenticeships at levels 3, 5 and 7. The [NHS Long Term Workforce Plan](https://www.england.nhs.uk/publication/nhs-long-term-workforce-plan/) makes a commitment to increasing the number of apprenticeships and alternative routes into professional roles. Using the new delivery model for apprenticeships that has been designed in partnership with the CIPD, enables organisations to build capabilities in their teams that are described in the [NHS People Profession Map](https://future.nhs.uk/IRHROD/view?objectID=39817872). See [FutureNHS collaboration page](https://future.nhs.uk/IRHROD/view?objectId=177328421). If you have any questions, please contact [Jacky Dixon](mailto:jacky.dixon@leadershipacademy.nhs.uk).

**Leadership Development and Management Future Collaboration Platform -** We have developed our Leadership forum to provide access on a range of topics for system leaders working in Care, Health and VCSE. Click [here](https://eoe.leadershipacademy.nhs.uk/resources/futurenhs-collaboration-platform/) .

**Sustainability Leadership for Greener Health and Care Programme -** designed to develop your leadership abilities, giving you the tools and knowledge to build a greener, more sustainable health system. For more information and to register your interest, click [here](https://www.leadershipacademy.nhs.uk/programmes/leading-for-sustainable-health-and-care-programme/).

**Quality Improvement – Bitesize Virtual learning** –fully funded learning programme developed in partnership with the Eastern Academic Health Science Network for health and care professionals. To register please click [here](https://www.easternahsn.org/resources/quality-improvement-bitesize-learning/).

**If you would like to subscribe to this newsletter, please fill out the form** [here](https://eoe.leadershipacademy.nhs.uk/resources/newsletter/)**.**

**Previous newsletters and further information**

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| * [October](https://eoe.leadershipacademy.nhs.uk/wp-content/uploads/sites/6/2023/10/Leadership-Lifelong-Learning-and-Talent-Management-East-of-England-October-update-2023.docx) | * [November](https://eoe.leadershipacademy.nhs.uk/wp-content/uploads/sites/6/2023/11/Leadership-Lifelong-Learning-and-Talent-Management-East-of-England-November-update-2023.docx) | * [December](https://eoe.leadershipacademy.nhs.uk/wp-content/uploads/sites/6/2023/12/Leadership-Lifelong-Learning-and-Talent-Management-East-of-England-December-update-2023.docx) |

If you have any queries, please contact us at [eoe@leadershipacademy.nhs.uk](mailto:eoe@leadershipacademy.nhs.uk) or tweet us @eoeleadership