



**Talent and Leadership Development Update**

**East of England**

**March 2024**

**Welcome to the March update. We have been going through a time of change, preparing and adapting to the new operating model and changes in our structures, teams and work responding to and meeting the needs of the NHS Long Term Workforce Plan.**

**As we approach the end of March a number of team members are moving into different roles and with new teams regionally and nationally, we acknowledge and thank them for their support, hard work, friendship and team commitment and wish them every success in the future.**

**We will also be reviewing ongoing publications and newsletters so please continue to access the** [website](https://eoe.leadershipacademy.nhs.uk/wp-content/uploads/sites/6/2024/01/Talent-and-Leadership-Development-Update-January-2024.docx) **for information at this time.**

**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. Regionally we have provided a wide range of opportunities from 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 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 and in support of Our People Promise and last month the new** [Executive Board Leadership competencies](https://www.england.nhs.uk/publication/nhs-leadership-competency-framework/) **were published which will underpin ongoing Board development and subsequent Executive development programmes.**

**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** |
| **The Expectations of Line Managers in Relation to People Management Framework - 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/)**  [Bitesize learning – Leadership Academ](https://learninghub.leadershipacademy.nhs.uk/all-bitesize/)y have **short courses** on Team and group dynamics, Authentic Leadership, Motivation and more.  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 'Introduction to Leadership in Personalised Care’ **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" \l "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/)  [**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 [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**  **Develop Your Career -** These workshops are open to health and care staff working across the east of England.   * 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   [Tuesday 19th March 10:00 am – 13:30pm](https://eoe.leadershipacademy.nhs.uk/event/develop-your-career-2/)  [Wednesday 10th April 1:30 pm - 5:00 pm](https://eoe.leadershipacademy.nhs.uk/event/develop-your-career/) |
| **Coaching and Mentoring Supervision**  Group Supervision will be hosted by Lesley Cave. Supervision addresses the skills, understanding and capabilities of the supervisee through the reflection and exploration of the supervisee’s work with their clients. In this exploration, the supervisor helps the coach/mentor to understand the client better, become more aware of their own reactions and responses to the client, understand the dynamics of coach/mentor–client interaction, examine how they intervened and the consequences, explore other ways of working with this and other similar client situations.   * [Thursday 28th March 13:00 pm - 16:00 pm](https://eoe.leadershipacademy.nhs.uk/event/coaching-and-mentoring-supervision-10/) * [Tuesday 30th April 13:00 pm - 16:00 pm](https://eoe.leadershipacademy.nhs.uk/event/coaching-and-mentoring-supervision-11/) |
| **Inclusion** |
| **Diversity in Health and Care Partners Programme | NHS Employers -** Supporting health and care organisations to create more inclusive workplace cultures, where difference is welcomed and celebrated.  This year-long programme includes a virtual session for board members on the strategic business case for equality, diversity and inclusion (EDI), four face-to-face interactive modules and specialist virtual masterclasses. The programme provides access to leading industry experts, good practice, guidance, resources and networking opportunities. Built on a foundation of delivering successful diversity and inclusion partners programmes, this initiative provides thought leadership, tools and tips to help put your organisation at the forefront EDI practice.  The **application process will open w/c 13 May 2024** for organisations to participate in our 2024/25 programme.  For more information, please see the dedicated page [here](https://www.nhsemployers.org/partners).  **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) |

**Graduate Management Training Scheme**

The National Graduate Management Scheme (GMTS) for 2024 is currently underway, with candidates undergoing virtual assessment centres from January to February.

We extend our gratitude to organisations that have expressed interest in hosting a trainee for the 2024 cohort. While applications to host a trainee are presently closed, we invite those seeking further information to visit our GMTS website for any future updates .[Graduate Management Training Scheme](https://graduates.nhs.uk/).

**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 ‘Talent Career support’ update 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/) |
| Have you registered and set up your job search at  [NHS Jobs - Candidate Homepage](https://www.jobs.nhs.uk/" \l "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 |
| **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.

[**NHS Parliamentary awards**](https://www.england.nhs.uk/nhs-parliamentary-awards/)**-** Nominations will close at midnight on **Friday 19 April 2024.** Find out how to nominate [here](https://www.england.nhs.uk/nhs-parliamentary-awards/how-to-nominate/).

Now more than ever, it’s crucial to highlight the achievements of those working in the NHS, so from today, MPs across England can begin nominating individuals and teams in their local area who’ve gone above and beyond in their roles. Since its establishment in 2018, the NHS Parliamentary Awards have grown every year, and in 2023, over 750 individuals or teams were nominated by MPs.

This year there are 10 award categories, including the new Excellence in Education and Training Award, which recognises a team or individual that is leading the way in supporting the delivery of the NHS Long Term Workforce Plan through innovative approaches to education. This could be through things like using virtual and augmented reality to help train clinicians or championing new approaches to education which attract new staff from diverse backgrounds, such as through apprenticeships.

All of those shortlisted will be invited to the awards ceremony in Westminster on Monday 1 July, to celebrate their fantastic achievements alongside the MPs who nominated them in the following categories:

* **The Excellence in Education and Training Award:** To recognise teams and individuals which excel at innovative approaches to education and training,
* **The Excellence in Healthcare Award:** This award recognises individuals or teams who go above and beyond to either prevent major health conditions or improve outcomes and experiences for patients living with and beyond them.
* **The Excellence in Mental Health Care Award:** To the individual or team that has worked across organisational boundaries to develop new and effective services to help people living with mental health problems in their community.
* **The Volunteer Award**: The Volunteer Award is for volunteers working to support the NHS to provide excellent care for patients, helping them to keep healthy and well.
* **The Excellence in Urgent and Emergency Care Award:** To the individual or team that has made improvements in how the NHS treats people in life or death situations.
* **The Excellence in Primary Care and Community Care Award:** As the needs of patients and the wider NHS evolves, so does the role of these professionals, and this award seeks to recognise practitioners and teams in primary or community care that are working with patients to help them stay healthy and avoid long stays in hospital or being admitted in the first place.
* **The Future NHS Award:** This award seeks to highlight individuals, teams and organisations that are successfully embracing the opportunities that come from innovation and advances in medical technology, data, and connectivity.
* **The Health Equalities Award:** This award is for an individual or organisation that has helped the NHS to do its bit by bringing together different groups and organisations to reduce health inequalities and prevent ill health in different communities.
* **The Nursing and Midwifery Award**: This award is for any nurse or midwife that has used their skills to ensure that patients experience care and compassion, and have driven improvements in their service.
* **The Lifetime Achievement Award:** This award is for an individual who has worked within a health or care setting for 40 years or more who has left a positive legacy.

**Missed the recent [Staff Experience in the NHS: routes to retention](https://www.nhsemployers.org/articles/staff-experience-nhs-leading-routes-retention)?** - Click to hear more about what was discussed at our Staff Experience in the NHS conference 2023 around the key theme of improving staff retention. See 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.

**A poster with text and images

Description automatically generated**[**Quality improvement: Bitesize Learning - Health Innovation East**](https://healthinnovationeast.co.uk/resources/quality-improvement-bitesize-learning/)  Learn the principles and tools of quality improvement (QI) and how to apply them in practice

This virtual programme features four pre-recorded one-hour sessions to view on demand.

* Session 1 – What is the Model for Improvement?
* Session 2 – How to apply the Model for Improvement into practice
* Session 3 – Measurement for Improvement - part 1
* Session 4 – Measurement for Improvement - part 2

**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/) .

**Coming soon! The Aspiring Chief Executive Programme** – The programme is part of the NHS strategic approach to identify, develop and deploy our most senior leaders. It has been designed to:

* Provide exceptional leadership and management development to prepare those with the potential to become CEOs within 12 months of completing the programme.
* Assess readiness and provide practical support to take up these demanding roles in a challenging and ever-changing landscape.

The Aspiring Chief Executive programme prepares people already working at executive board level to become first time Chief Executive Officers with a focus on developing system-focused, compassionate and inclusive leadership.

The programme has a number of key themes that shape all content and delivery, and these will continue in the next cohorts of the programme, as well as the design pedagogy and the overarching learning objectives.  These are to develop leadership that:

* Puts local populations, patients, service users and carers at the centre.
* Creates the right conditions for all staff to do their best work for those in their care.
* Is competent to run a complex organisation and is willing and able to collaborate with other system partners.
* Reduces inequalities and improves inclusion for all staff and service users, whatever their background.

Please register your interest here to receive an invitation to an information session when dates are confirmed. [NHS Leadership Academy website](https://www.leadershipacademy.nhs.uk/register-your-interest/). We are looking to ensure this cohort is as diverse and inclusive as possible, please consider passing this information to any of your colleagues currently working at executive level, who you feel would benefit from this programme.

**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).

**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/).

**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.