



Midlands Leadership Academy

NHS England and NHS Improvement People Directorate:
Leadership and Lifelong Learning Team – Midlands Region

A Year in Review 2020/21

midlands.leadershipacademy.nhs.uk



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Welcome

I am delighted to share with you the first Annual Review from the new Leadership and Lifelong Learning Team in the Midlands.

2020 was a tumultuous year for us all, dominated by a national pandemic that has brought tragedy and heartbreak to so many, and has called on our health and care leaders to work in ways where 'above and beyond' has become the daily business as usual.

A new team for the Midlands was formed from 1st April 2020 to replace the previous East and West Midlands Leadership Academies. We start by paying tribute to the former teams in both organisations: to thank Paul O'Neill and Suzie Harris (the previous Directors of the East and West Midlands Leadership Academies respectively) and everyone who worked with them for the great work in developing leaders over many years. To the previous boards of the two leadership academies and the Chairs – Jagtar Singh and Richard Mitchell – who have provided a legacy of engagement, creativity and challenge upon which the new Midlands Talent and Leadership Board can build the best possible foundation.

Working through the pandemic inevitably placed limitations on all the work we hoped to achieve. However it did not prevent us making real progress on much of what we, and more importantly our NHS Service partners, defined as essential business. By September 2020, team members were returning from additional work supporting the COVID-19 response, and were delivering the work of leadership development. Team activity concentrated on four things in the service of supporting staff to deliver the best care for patients and their families. Firstly we focused on delivering the People Plan which

was published in June 2020 as the blueprint for what NHS staff can expect from their leaders and what the NHS has to do to meet those commitments; secondly, we maintained the NHS Graduate Management Training Scheme for our Midlands trainees; thirdly we have supported leaders in systems as they move from STP to Integrated Care Systems ('ICS') status and finally we provided targeted support for leaders as they manage COVID-19 responses through the provision of coaching, mentoring and bite-size learning.

Despite being a new team, we were particularly pleased to say there has been an immediate and effective engagement with systems and going forward, the team is well placed to support the development of the ICS structure in the region next year.

Throughout 2020 we have worked on integrating the leadership and talent management offers which will certainly enable us to address the ongoing development and succession planning needs for leadership roles across the region. In doing so, particular attention has been paid to equality, diversity and inclusion and the pressing need to make our organisations and senior leadership inclusive and representative of our staff and our patients. The establishment of the Midlands



Dr Clare Price-Dowd
Head of Leadership and Lifelong Learning (Midlands region)

Talent and Leadership Board – bringing together talent and leadership in one integrated Board – demonstrates a commitment to strong partnership between the regional teams and our systems leaders ensuring the talent and leadership offer is responsive to the needs of the service.

This review shows how our work has delivered the People Plan. Our work is part of something much bigger and we are very fortunate to have the support of the People Directorate nationally; the Chief People Officer Prerana Issar and the Director of Leadership and Lifelong Learning, Jacqueline Davies. In Midlands region, the collaboration achieved under the leadership of Steve Morrison, Director of workforce and Organisational Development has ensured an approach that is cohesive across all of the region with the support of our workforce at the heart.

One year on and many of us have still not met face to face. All the work you will see detailed in this annual review has been designed and delivered on-line via MS Teams, Zoom and the good old fashioned phone often whilst juggling home schooling, in support bubbles, interrupted by dogs, cats and many a home delivery – such has been the ways of working in our first year. We thank you for your continued support, encouragement, engagement and feedback. We hope soon we may meet in person. As Henry Ford once said, “Coming together is a beginning. Keeping together is progress. Working together is success.’



Jacqueline Davies
NHS Director of Leadership & Lifelong Learning
Managing Director, The NHS Leadership Academy
NHS England and NHS Improvement



Steve Morrison
Director of Workforce and OD (Midlands)
NHS England and NHS Improvement





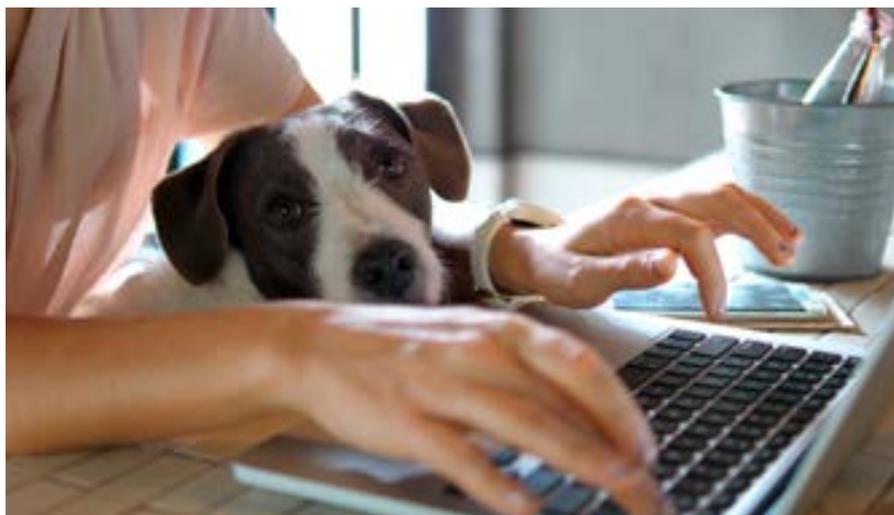
Executive summary

The Covid-19 pandemic has taught us possibly as much about leadership as it has about the virus itself. Being required to work in new ways has completely shifted the mental models of how effective development can be designed and delivered.

The Midlands Leadership and Lifelong Learning Team and Midlands Talent Team have demonstrated that it is possible to engage in new, virtual ways and consistently deliver high quality interventions to leaders at all levels.

Midlands has the largest number of systems so maximising support was essential. 2020/21 started with listening to stakeholders who advised that collaboration had to be key; also we needed to increase support for staff from under represented groups and we needed to help leaders lead smarter and adapt to change. Underpinning this is a need for compassion and kindness, support for wellbeing and preserving what we learn is successful, not losing the learning from this unprecedented time.





to the pandemic. The **'trauma informed leadership, working through crisis'** master class was our most in demand activity, helping leaders navigate the negative impact of Covid-19, providing effective support and leadership at work, in order to foster improved resilience and reduce the risk of burnout. This intervention has since rolled out to other regions. **Virtual leadership** workshops equipped leaders with the skills and capabilities to create virtual teams to work, motivate and engage effectively with an inclusive and flexible approach. The **Using online platforms as a tool for change** masterclasses helped leaders promote positive change using self-education to be more inclusive and aware of different lived experiences. Within Primary Care interventions for new in post GPs, practice managers and coaching support for clinical directors was provided alongside a team-based triumvirate programme aimed at leading change at place level.

Almost 7,000 leaders undertook a 360° Assessment with 11,353 self assessments supported by 350 facilitators whilst an additional 180+ mentors have been developed to address the deficit in this area compared to coaches. These are just the figures relating to interventions identified by this team. We know that many more leaders are supported within their own systems and the expectation is that next year will see greater numbers still.

This was the first year of a new team and new operating model for Leadership and Lifelong Learning. Positive feedback from participants and delivery partners alike shows we have been able to respond to the needs of leaders. We hope you enjoy reading our annual review and look forward to further supporting leaders and leadership development across this region.

This review follows the format of the People Plan

- 1. Responding to new challenges and opportunities** – learning from Covid-19 – how, why and when we are engaging in work and learning and how leadership and talent management needs to adapt.
- 2. Looking after our people** – How the team have developed themselves, the wider team and their own competencies to better support leaders and systems.
- 3. Belonging to the NHS** – Our response to Black Lives Matter, our work in Equality, Diversity and Inclusion, building networks, raising awareness and allyship.
- 4. New ways of working and delivering care** – Our response to the identified needs of leaders – leadership development, coaching and mentoring, diagnostics and psychometrics, Primary Care support and systems leadership.
- 5. Growing the future** – Our approach to Talent Management, restoration and recovery, talent pool and talent offers. The Graduate Management Training Scheme and how it was delivered for our 90 Midlands trainees and new intake in March 21.

- 6. Supporting our NHS people for the long term** – listening to and engaging with stakeholders, building networks for sustainable futures and our Midlands People's Voice Ambassadors.

Reach and Impact

Between 10th September 2020 and 31st March 2021, the team delivered 191 individual interventions that involved people attending a virtual event as face to face contact was not possible under COVID-19 restrictions. 4,116 individuals engaged, which added to other activities such as debates in partnerships with systems, took our reach to over 5,000 leaders. Despite everything, an attendance rate of 70% was realized on the day with recordings made available to those where work pressure made attendance at the time difficult. Administration and clerical roles made up 37% of participants followed by 31% from medical and dental staff and 20% of nurses, midwives and allied health professionals. 79% of those attending an intervention were female, which is reflective of the NHS overall and 32% reported coming from a minority ethnic group.

To meet changing demands, we delivered new topics in response

1. Responding to new challenges and opportunities

From the People Plan – In June 2019, NHS England and NHS Improvement and Health Education England published the Interim People Plan. Many of the challenges it highlights endure, and many of the actions it set out have been implemented across the country, at pace, in response to COVID-19.

COVID-19 and its effects across our region

All our work this year has been undertaken with the aim of supporting leaders as they deal with delivering care in the midst of a pandemic. The following is taken from NHSE/ Midlands Region, Learning from COVID-19 report completed in Autumn 2020.

Introduction

There can be no doubt that the COVID-19 pandemic has had a devastating impact on the lives of countless people across the world. It has brought suffering and tragedy which has been particularly felt by the most vulnerable and disadvantaged. And it is in this context that NHS England Midlands commissioned an exploration into the insights of those who have led the response to this national emergency and jointly learn from their experience of recent months.

You will find a full copy of the Learning from COVID-19 report [HERE](#) including a comprehensive list of key findings and recommendations for the region, the headlines of which are:

- An emphasis on full system working
- A focus on 'place'
- Continuous innovation, improvement, spread and adoption of what works
- Using technology to improve care delivery
- Supporting the health and wellbeing of staff
- A new workforce-well led, flexible with talent shining through
- Addressing inequalities and supporting the most vulnerable
- A new relationship with the public
- Developing the NHSE/ relationship with the local NHS

The review process has been positive and informative. It has provided many examples of outstanding practice and a wealth of opportunities for sustained improvement. We believe that the recommendations above should be considered by key regional leadership groups as well as each system. Not all will be relevant to all care systems across the Midlands and it will be for local leaders to determine which should be prioritised and adopted.

Adapting to new ways of working

This year has debunked a lot of the myths about working at home.

We have maintained two offices, one in Nottingham and one in Birmingham with a view of returning when safe to do so later in 2021.

Institute of Mental Health
University of Nottingham Innovation Park
Triumph Road
Nottingham NG7 2TU

213 St Chads Court
Hagley Road
Edgbaston
Birmingham B16 9RG

Here are our reflections on the positives and negatives of remote working:

Positives:

- **No commute** – time and environment saved
- **More exercise** – time originally devoted to the commute can be given to a quick walk around the park or a Joe Wicks session
- **Focus** – we can concentrate and focus on our work within the home environment
- **Connectivity and productivity** – more communication with our team as we connect for team meetings, coffee catch ups and even entertainment evenings
- **Flexibility** – being able to adjust working hours to suit our own work/life balance

Negatives:

- **Being sedentary** – more attention needed to ensure that regular screen breaks are taken and notice is taken of posture while working virtually
- **Boundaries** – be careful to differentiate home life from work life
- **Interior design** – it's not ideal having office equipment in your bedroom or dining room, however a small price to pay for the advantages
- **Relationships** – we miss being able to have a get together with our team, and baking and eating the occasional cakes together!

In the following blogs written by Lizzy Stillibrand, GMTS Leadership Development Senior Manager and Kaye Purkis, GMTS Leadership Development Administrator, they tell us their thoughts on working from home and the difference flexible, supportive leaders make: Lizzy writes; "In those heady COVID-19 days I still spent my time avoiding hugs, admittedly through self-preference rather than in fear of a potentially deadly virus, but I was adamant that I would not work from home. It didn't suit me. Now here I am, happily working from the comfort of my own home and reconsidering how often I will venture into the office when the opportunity is there. But what changed?"

Firstly, how we are working. Now that everybody is working from home we have adapted our ways of working to accommodate that fact. For an extrovert like me, who thrives off the office atmosphere and the ability to interact with others during a working day, this has been a game changer.

Secondly, where we are working. Along with many people I have used some of my time during lockdown to craft a working space in my home. I did enjoy working in my kitchen, – next to the coffee machine – ! but it did make it harder to focus during the day and switch off effectively afterward. Now I am sitting in a newly created corner of my dressing room, on an actual desk with a proper monitor! The difference in my working day was immediate; I was able to work in a space that suited me, leave at the end of the day (with a significantly reduced commute) and focus on being at home.

Finally, when we are working. My approach to working has become even more flexible since lockdown. I am able to pay attention to what state my brain is in and work accordingly. Now, I have almost complete control over what I do and when. This means I can spend an

afternoon at the weekend working if it suits me and start earlier in the week if I've had a difficult night's sleep.

We don't know when we will return to an office and when we do it will be a very different environment to the one I knew and loved. I am excited to see what it will be, to see my team in the flesh and get round a physical table to work with my team. However, my personal balance between office and home will have completely changed whatever the outside world looks like and I'm intrigued to see what this means in the future.

Kaye says "As a new member of a team there is always that apprehension when you start things like: will I meet their expectations of me? Will I fit in with the team? For working mums there is the extra question – will they support me to juggle motherhood commitments and work? Will they work with me to succeed in this balancing act or will they make it harder?"

Well, this was further confirmed as approximately two months into my role and a new lockdown is introduced. Overnight, I'm having to consider how I'm going to juggle work and home schooling two children. Initially, the enormity of it weighed heavy, it felt like an overwhelming task. However, I needn't have worried about work – as managers clearly and collectively gave the response that: we will support you 100% and be flexible where you need to. It was what I needed to hear and gave me the chance to think clearly and effectively about how I could make it work with their support (at a time when I'd also increased my hours to full time). From my personal experience what I can say is "**A simple message of flexibility, trust and support makes all the difference**".



2. Looking after our people

From the People Plan – *The NHS achieves extraordinary things for patients, but safety and health and wellbeing matter just as much for our people. If we don't look after ourselves, and each other, we cannot deliver safe, high-quality care. COVID-19 has spurred the NHS on to put much greater focus on this, which we must continue and build on.*

Building the Midlands Leadership and Lifelong Learning team

On 1st April 2020 we had only half of our establishment in place, with most of those colleagues deployed to Covid-19 work streams. In order to build our team, a robust recruitment drive commenced in June 2020 which saw five more colleagues join us since September 2020. This brings the total number for our team working alongside Clare Price-Dowd, our Head of Leadership and Lifelong Learning, to 15 who you can meet along with how to get in touch at the end of this review.

As a newly formed team working together under difficult circumstances, we have paid a lot of attention to our team development.

Supporting, connecting and build on our strengths

Becci Martin from Boo Coaching and Consultancy helped us to go through our values, both individually and as a team. This gave us the opportunity for coaching sessions to look at our personal strengths. Here is what Clare had to say about this experience:

"When we formed, NHS England had just undergone a restructure. People lost their roles, others did not get the roles they hoped for, many roles were simply not filled. Against this was the COVID-19 pandemic. A new team had to form having never met and having to figure out how they would work together and support leaders and leadership. We could not do this alone. We decided early on to be a team led by values and that those values would be inclusive, transparent and fair. We chose Boo to help us be the best we could be because we felt they understood our needs, shared the same values as those we wanted to develop and had a flexible attitude and professional manner that gave confidence in uncertain times.

"The programme was the perfect fit for our needs. Being based around us and our style it connected to us on a plane we would not have achieved otherwise. The style was a great mix of support and challenge, it felt like being wrapped in a warm blanket; safe and a place where we can share in a spirit of trust.

"This has created a great foundation for our team in terms of how we work together, what we understand about each other and how we are with each other. It has set the tone for our mutual respect but also given the platform for people to speak up and speak out, knowing they will be listened to.

"This has been an extraordinary piece of work and I hope we are able to continue a long and productive relationship, working with Boo". **Progress School, using Self Directed Leadership Development Model (Goleman, D., Boyatzis, R., & McKee, A. (2002). Primal leadership: Realizing the power of emotional intelligence. Harvard Business School Press) to provide the scaffolding for a team coaching process**

Mike Chitty from Realise Development ran three Progress School sessions. Here is what Mike had to say about this experience:

"I was very fortunate to be asked by Clare to provide some coaching for the new team that makes up Leadership and Lifelong Learning (Midlands region), in the form of Progress School.

It was interesting to work with a team who had never met in person, and I was delighted at their openness and commitment to work with the model to plan and implement both personal and professional development and to explore individual and collective challenges and opportunities. Their collective commitment to providing the NHS in The Midlands with the best possible leadership development was clear. I look forward to developing this work with them as we move into the summer of 2021."

3. Belonging to the NHS



From the People Plan – *The pressures on our NHS this year have, on the whole, brought out the very best in our leaders – with compassionate and inclusive leadership behaviours coming to the fore. Clinical leadership and distributed leadership have also proved to be more critical than ever in recent months. We must continue our efforts to make the culture of the NHS universally understanding, kind and inclusive, through the testing times that lie ahead.*

Our work to promote Equality, Diversity and Inclusion in all we do

With the impact of COVID-19 on BAME communities strongly publicised, the world protesting the appalling killing of George Floyd and the rise of the Black Lives Matter movement, this year the implications of equality, diversity and inclusion have been more important to highlight and focus on than ever.



We have worked tirelessly in planning and designing both new and existing interventions to ensure we are leading the way in terms of the EDI agenda and that they are fit for purpose in our new virtual world. We have also spent extensive periods of time looking at what the future may hold in terms of inclusion, to ensure that we will continue to be at the forefront of the work we are still yet to deliver.

Some of the work started during 2020 has been:

NHSE&I People's Voice Ambassadors

The NHSE&I People's Voice Ambassadors has been set up as a programme for people to develop skills and knowledge and take on leadership activities within the health and care sector. A place where lived experiences and voices of people can be heard and acted upon to enable ordinary people to have a voice in the work of the NHS.

This year saw the completion of training for a new cohort of People's Voice Ambassadors who are now actively seeking exciting opportunities of work within the wider NHS.

Black History Month

In October we were delighted to celebrate Black History Month in our virtual event to empower and embrace the talents of the black, Asian and minority ethnic staff in the NHS across the Midlands. This extremely well attended virtual event discussed how Black History Month has come to be celebrated in the UK and the significant contribution that black British people have made. There was also the opportunity for several members of staff to tell their personal stories of working within the NHS which was incredibly moving and powerful and had an impact on all.

Inspiring Women in Leadership and Men as Allies

This is the second conference we have held in terms of celebrating and inspiring women into leadership roles. Looking at leadership styles and enabling women to look at achieving personal and work-related goals.

It has also looked at the very important role men can play as valuable allies in the workplace in the support and progression of women.

Making Staff Network work for Me, my Team, and my Organisation

This workshop highlighted the important and pivotal role that networks play within the NHS and the benefits for all staff who are involved. Providing insights and



the latest tools and strategies to help develop a highly motivated and functioning staff network, it highlighted how valuable networks can be for all involved and contribute to taking the EDI agenda forward.

Religious Literacy, Chaplaincy and Culture: Elements of Multiplicity in the Workplace

This workshop looked at how organisations can promote an understanding of faith in the workplace by developing an appropriate culture above HR policies and procedures. This extremely important role is often overlooked within the workplace, however bringing 'our whole selves to work' does make it an important area in the EDI plans going forward.

Supporting BAME Nurses – a pilot programme

NHS England and NHS Improvement Midlands and the Leadership and Lifelong Learning (Midlands region) are set to launch the 'Developing Aspirant BAME Nursing and Midwifery Leaders' programme pilot in June 2021.

The programme will last for 12 months providing a holistic programme of clinical leadership activities for BAME nurses and midwives with representatives from every Midlands system.

By targeting BAME nurses and midwives at band 6 – 8a the ambition is for this programme to address the significant lack of representation at this level and to create a talent pipeline into senior positions and subsequent programmes such as the aspiring Deputy Directors of Nursing course. BAME staff are well trained

and equipped for seniority but are not provided with the same opportunities as those given to white colleagues. The 'Developing Aspirant BAME Nursing and Midwifery Leaders' programme therefore directly addresses this under-representation and links to the national and regional priorities of the NHS.

A stakeholder viewpoint by Miriam Coffie, Head of Nursing Professional Standards, NHS England and NHS Improvement – Midlands

Nurses and midwives form the largest collective professional group within the NHS. 23% are from BAME backgrounds in the Midlands, rising to much higher levels (up to 33%) in some localities. Yet, very often, the opportunities and experiences that BAME nurses and midwives receive do not always correspond to the values upon which the NHS proudly stands. Focusing on staff progression, the data highlights that there is a barrier for BAME nurses and midwives at band 6 and above. The Midlands ESR Workforce shows that representation falls at this level for BAME staff whilst, in stark contrast, increasing for white staff.

A review of the current leadership educational offers in consultation with the national Chief Nursing Officer's team and Leadership and Lifelong Learning (Midlands region) confirmed that there is not currently a specific programme aimed at BAME nurses and midwives working at band 6 – 8A. The current NHS Leadership Academy programmes aimed at BAME staff include Stepping Up and Ready Now. Both programmes do not meet the requirements of BAME nurses and midwives at band 6 and above as they do not include specific clinical leadership support regarding

Miriam Coffie



Tom Warner



such areas as: HR and recruitment, workforce planning, commissioning, finance, governance, board leadership, report writing, project management, quality improvement, research and innovation, influencing and negotiating and strategic system level working. In order to address this imbalance, the Nursing Professional Standards team (NHSE/I- Midlands) have been working in collaboration with the Midlands Leadership and Lifelong Learning Team to develop a specific pilot scheme “Developing Aspirant BAME Nursing and Midwifery Leaders” commissioned to meet the national priorities of inclusive representation. To further design this proof of concept, the Midlands CNO BAME Delivery Group, Leadership and Lifelong Learning (Midlands region) and the Nursing Professional Standards team have now been tasked with the co-design of a specification.

The scheme will combine current elements of the Mary Seacole Programme with nursing and midwifery specific support. This holistic programme of support includes coaching, mentoring, financial management, action learning sets, organisational sponsorship, a support network, system management, a leadership stretch assignment, leadership circles, self-reflection and talent management such as interview skills and supporting statement preparation. The support will be aligned with tangible, demonstrable outcomes and career progression opportunities. The Leadership and Lifelong Learning (Midlands region) will fund the licences for 22 Mary Seacole programme places (the academic component) and a series of action learning sets for participants. A personal training budget (funded by NHSE/I Midlands region) will be awarded to successful candidates to support their leadership stretch assignment, financial management skills development, hiring of rooms, stationery resources and an end of programme report.

Once the programme is finalised, NHSE/I will be contacting each Midlands system to put forward a

nomination of three nurses and three midwives who will apply for the scheme via an application process. Applicants will be expected to meet the following criteria: band 6-8a, BAME, up to date with CPD/ mandatory training, NMC registered and evidence of demonstrable leadership and ambition. Applicants will need to complete an application form evidencing their reasons for application and suitability. The Nursing Professional Standards Team, Midlands Leadership and Lifelong Learning Team and nursing and midwifery representatives from the CNO BAME delivery group will review the applications and shortlist one nurse and one midwife per system (22 in total). The scheme will be launched in April 2021 with a proposed start date in June 2021.

To measure the success of this proof of concept there will be a full academic evaluation of scheme which will be essential to provide an evidence base for the future; to move the programme from a proof of concept to a mainstream and sustainable model.

Moving Forward

Focusing on key NHS EDI Strategies, this year, in 2021, we feel more excited than ever in raising awareness and developing fantastic leadership interventions to take the EDI agenda to another level within the organisation.

We have been working on areas such as reverse mentoring, allyship and working with our networks; lunch and learn sessions – all to raise awareness on different aspects of EDI.



4. New ways of working and delivering care

From the People Plan – *The challenge of COVID-19 has compelled the NHS to make the best use of our people’s skills and experience, to provide the best possible patient care. People have risen to the challenge and have been flexible and adaptable – with many colleagues rapidly brought into services outside their normal scope of practice, and new teams created around people’s experience and capabilities rather than traditional roles. Successes in teams were made possible by good communication, high levels of trust, distributed leadership, and rapid decision-making, as bureaucracy fell away and people felt empowered to do what was needed. Teams also blurred sector boundaries, with greater collaborative working with colleagues in social care. We must all now build on this momentum to transform the way our teams, organisations and systems work together, and how care is delivered for patients.*

Our offer to leaders this year was different to anything that had gone before. The need for innovation, in both what was delivered and how it was delivered was key to ensuring we could to develop leaders to meet the new challenges they faced.

A new way to support leadership development

In a period of unprecedented change in the health care landscape during 2020/21 and with increasing numbers of people needing care and support as a result of the COVID-19 pandemic, our imperative has been to provide recovery responsive support and development opportunities to enable all those in leadership and management roles to rise with the challenges of change across our healthcare workforce in the Midlands.

This has required an approach to the provision of leading-edge support and development opportunities for leaders and managers at all levels, underpinned by a commitment to an inclusive definition of leadership which embraces a recognition of the importance of all those working in crucial health care roles from ‘floor to board’.

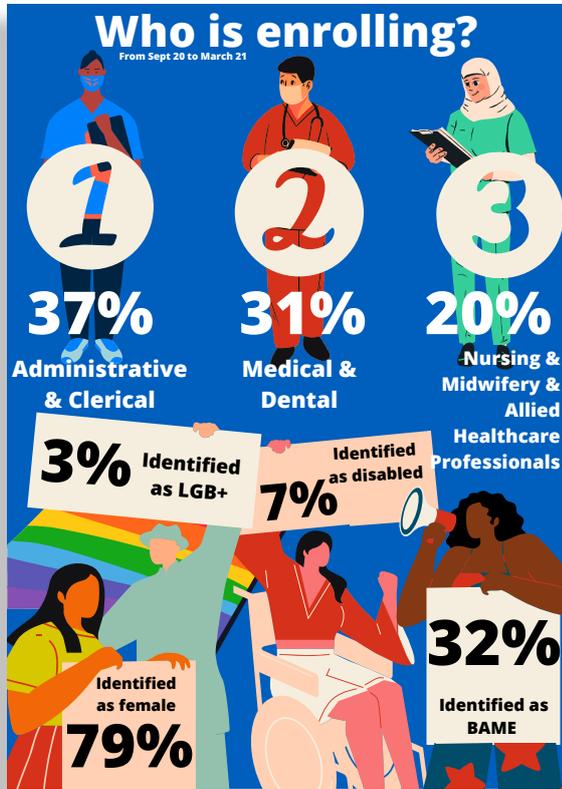
Providing support for current and future leaders at all levels across the Midlands, our portfolio of development programmes and interventions conducted

during 2020/21 has been directly informed by feedback received from our ‘listening events’ held across the region in 2020. As a result, we designed and delivered our leadership support and development offer to address the immediate priorities and ongoing challenges identified by those working on the ground across health care services.

Our work in designing and delivering leading-edge development opportunities for all participants on their leadership and life-long learning journey during 2020/21 has been underpinned by a commitment to supporting the development of a confident, capable and compassionate workforce of leaders, with the collaborative capacity to move forward together in impacting positively on the quality of personalised care for all those who need it.

Interventions

Our first intervention was delivered on 10th September and between then and 31st March we will have delivered 191 individuals interventions that involve people attending something put on by the Midlands team and a further set of bespoke interventions agreed with each system. We had 4,116 enrolments plus other activities that took our engagement with leaders to over 5000.



Our 'Complete Leadership Series' – bite-size learning

At a time when good leadership has never been more important we responded by creating the Complete Leadership Series (CLS) programme.



We developed the CLS programme in response to stakeholder engagement at the beginning of 2020. Having listened to the needs expressed by leaders and managers across the region, we designed and developed a menu of programme interventions to address the leadership development priorities they identified.

Programme participants have included leaders and managers at all levels, giving them the opportunity to develop their knowledge, insight and leadership skills in key areas of priority to apply directly in the workplace, with the aim of creating a ripple effect of great leadership in the teams and services within their care context.

With a great facilitator team who are highly skilled and knowledgeable in all aspects of leadership development covered by the eight elements of CLS offer outlined below, the programme has proved to be very popular!

- **CLS1: Leading compassionately through change**
Developing an understanding of change models and ways to design, implement and support effective change that encourages and celebrates diversity.
- **CLS2: Leading and developing great teams**
Developing and creating diverse teams to get the very best from their people and increase engagement and motivation.
- **CLS3: Influencing and negotiating skills**
Developing confidence in accepting difference, influencing and negotiating beyond authority, and managing conflict to achieve a successful outcome.
- **CLS4: Emotionally intelligent leadership**
Developing emotionally intelligent leaders in tune with themselves and those around them to bring out the best in people in an inclusive and person-centred way.
- **CLS5: Virtual leadership**
Equipping leaders with the skills and capabilities to create virtual teams to work, motivate and engage effectively with an inclusive and flexible approach.
- **CLS6: Using online platforms as a tool for change**
Using online platforms to influence and promote positive change and as a resource for self-education, helping leaders become more inclusive and aware of different lived experiences.
- **CLS7: Trauma informed leadership, working through crisis**
Developing leaders in navigating the negative impact of COVID-19, providing effective support and leadership at work, managing the welfare needs of colleagues and responding to ongoing stress in order to foster improved resilience and reduce the risk of burnout.
- **CLS8: Inclusive culturally sensitive appreciative leadership**
Developing leaders able to adapt their approach to bring out the best in all, with an understanding and appreciation of inclusive approaches to interacting with people from diverse cultures.

The Complete Leadership Series has been very well received with good attendance rates necessitating additional dates added. It is anticipated that this programme will continue to be offered in 2021/22 subject to ongoing stakeholder consultation in co-designing the content to ensure fitness for purpose in meeting the needs of leaders across the region.

In addition we have also provided a programme called **'Relationships and connectivity – leading remote teams'** specifically tailored to the current situation.

Equipping team leaders to effectively communicate in a virtual world via different styles of communication, handling difficult conversations, exploring the importance of trust and engaging people remotely.

"I have worked with the MLLL Team as a provider of two courses in the Complete Leadership Series. I completely echo what one of my participants said last week: 'I can really see how all these courses fit together...'. The Leadership and Lifelong Learning Team (Midlands region) has created a great suite of programmes that I believe will be a brilliant launch pad to leadership for many and offer some new 'thought seeds' to plant in the minds of more experienced leaders. Each way, I see stimulation of growth and interest in some brilliant people across the Midlands. We have been offered an opportunity to work virtually on the design and delivery of these courses and I feel that the professional way the team has worked to design and deliver them has resulted in some great experiences for participants and providers/facilitators!"

Heather Wicks MA

Managing Director – Connect Oxford Ltd

The Mary Seacole programme

The Mary Seacole programme is part of the suite of national programmes which can be delivered locally under license. We have supported the Mary Seacole programme in Midlands by mobilising highly skilled and experienced facilitators to support the ongoing delivery of the programme across systems in the Black Country, Birmingham and Solihull and Hereford and Worcester.

This well-regarded national programme provides the opportunity for leadership development at a local level, with the added value of bringing leaders together across systems to enhance the potential for collaboration across local health care systems.

Providing a sustainable programme infrastructure for continued roll-out, we are currently working with the national programme team to secure an expansion of funded licences for the delivery of the Mary Seacole programme in 2021/22 to meet the needs of leaders within our health care systems across the Midlands.

Coaching and Mentoring

Strategic intents of our coaching and mentoring offer

Competency: improving competency, skills and knowledge across the sector

Capability: responding to the needs of systems and prioritising provision

Quality: establishing a coaching and mentoring centre of excellence

Evaluation: sharing knowledge and measuring the impact of provision

Digital: using digital technology as an enabler of our development offer

Inclusion: targeting provision to dismantle systemic barriers to diversity

In 2020/21 the provision of coaching and mentoring was thrown into the spotlight as one of the most significant development needs in supporting leaders in responding to the increased pressures and uncertainty resulting from the COVID-19 pandemic.

As part of our networking approach to leadership and learning across the health care sector, we have worked in close partnership with our regional and national coaching and mentoring peers to align our strategies and ambitions for 2020/21 and beyond.

In response to the shared strategic intents identified above, our coaching and mentoring offer in the current year has provided skills-based development for leaders at all levels, supporting them to embed coaching and mentoring approaches into their day-to-day leadership practice.

In this way, coaching and mentoring has been securely embedded within our core leadership development offer, thereby supporting accessibility of provision how and whenever it's needed across the workforce. This has included the provision of bespoke executive coaching to meet the needs of those aspiring to senior positions, as well as prioritising access to under-represented groups, middle managers and front-line leaders within the scope of our coaching and mentoring offer.

Our current programme of coaching and mentoring development interventions is also supporting the expansion of NHS internal capacity across the regional and national register via Coach-net/Mentor-net hub. We have successfully combined the East and West Midlands coaching and mentoring registers, as well as offering a range of skills training opportunities to continue to grow our population of coaches and mentors to meet future demand.

In addressing the quality assurance of all coaches and mentors registered within the Midlands region, we have commissioned an audit to establish fitness to practice and identify ongoing supervision and continuing professional development (CPD) needs.

In the current year, all of our registered coaches across the region have been provided with the opportunity to access support and development provision, including coaching supervision and CPD sessions. We aim to extend this provision on an ongoing basis throughout the coming year.

We have also provided development opportunities for leaders and managers wishing to access accredited qualifications in coaching, via the successful recruitment of two cohorts of participants to the ILM level 3 and ILM level 5 programmes.

Innovation and coaching

As a result of the need for innovative solutions to meet the sharp rise in demand for the development of coaching skills by leaders and managers at all levels, we have also successfully run three cohorts of a new, skills-based approach.

Our Building a Coaching Culture programme was designed around the need for leaders in health and care to be better equipped to conduct coaching conversations with staff, peers and patients, in achieving meaningful impact on the leadership culture in their teams, organisations and the wider system as a result.

Supporting mentoring development

We have delivered ongoing programmes to support the development of mentors in the workplace including, the Mentoring Skills for Leaders online programme, and the newly established Mentoring Skills for Senior Leaders programme, which has been developed in partnership with the Midlands Talent Management team.

These programmes have been designed to build capacity across our healthcare systems, by developing mentoring skills and capabilities to support day-to-day leadership practice in growing the next generation of leaders and managers across the Midlands. This increased capacity will thereby boost our regional register of mentors able to support those aspiring to more senior leadership roles.

Mentoring for inclusive leadership

As part of our commitment to inclusion and improving experience of working within the NHS we are proud to be a part of the Reciprocal mentoring and Reverse mentoring programmes. Both look at a mentoring approach for NHS staff from under-represented groups and how we can create transformational change for a more equitable culture within the NHS.

We have recently begun the onboarding process for the latest set of organisations that have applied for their Board to undertake reciprocal mentoring in 2020/21. The first cohort of the Reverse mentoring programme is due to complete at the end of March 2021 and we are looking forward to running more cohorts in the Midlands region next year.

This has been a truly exciting example of stakeholder engagement as the appetite and commitment for this kind of cultural transformation is clear and shows great promise for future development. These have both been valuable learning experiences for all involved and have demonstrated an underpinning commitment to inclusive leadership and a fair and equitable culture in the NHS that benefits everyone.

Quality assurance – ensuring supervision and support for our coaches

All coaches have supervision and are offered CPD. We work with highly experienced practitioners from Boo Consulting to provide CPD for NHS coaches through a suite of webinars.

Coach CPD

The sessions have been well attended, practical and fun with excellent feedback. The sessions were also recorded and loaded onto CoachNet as an on-going resource for those unable to attend live interventions.

The content was developed as the year went on to be as responsive as possible to the needs of the coaches and to respond to emerging themes. Session themes were;

- Coaching in a VUCA world
- Caring for Yourself
- Emotional Intelligence for Coaches
- Working with Values in Coaching
- Coaching in a Virtual Space
- Working with Clients in Challenging Situations
- Self-Compassion and Coaching
- Trauma and Coaching
- Adding to your Coaching Toolkit
- Coaching for Wellbeing
- Building Confidence with our Clients

"I can honestly say that hosting the regular webinars has been a real treat! I love working with coaches to enhance the profession and we have created a unique community which is growing in confidence."

Becci Martin

Director of Coaching, Boo Coaching and Consulting

Coach Supervision

Providing virtual group supervision for the coaching community across the Midlands footprint has been central to our quality assurance.

Sessions were attended by up to eight coaches and used a number of different tools and approaches including taking a coaching circles approach. Themes we explored included;

- Coaches wellbeing
- Managing stress
- Contracting and boundary management
- Ethical dilemmas
- Building confidence
- Working with clients on imposter syndrome
- Leading during COVID-19

These frequent sessions gave coaches the opportunity to explore their coaching practice from three aspects;

- **Normative** – are coaches working within their ethical and professional boundaries?
- **Formative** – are the coaches growing and developing?
- **Restorative** – are the coaches looking after themselves in order to be at their best for their clients?

Models and psychometrics

The Healthcare Leadership Model is to help those who work in health and care to become better leaders. It is useful for everyone – whether you have formal leadership responsibility or not, if you work in a clinical or other service setting, and if you work with a team of five people or 5,000. It describes the things you can see leaders doing at work and is organised in a way that helps everyone to see how they can develop as a leader. It applies equally to the whole variety of roles and care settings that exist within health and care. Made up of nine 'leadership dimensions' the tool enables leaders to look at their own leadership behaviours through the **Self-Assessment** and gain feedback from their colleagues with the full **360 assessment tool**.

The Healthcare Leadership Model 360 reports produced from the full 360 assessment tool are facilitated conversations between the Leader and a trained facilitator who supports the leader to interpret the

data and information within the report. Demand for the HCLM 360 has fallen over the past year, however our facilitators remain committed to supporting our NHS colleagues with feedback sessions. Over 2020, 433 colleagues from the Midlands completed their 360 and had their facilitation session and 1,737 Midlands colleagues completed their self-assessment.

As the Midlands LLL we are supporting our facilitator colleagues to deliver feedback sessions successful, all Midlands facilitators have been encouraged to re-visit their e-learning package that they completed when

they trained. We have put on two HCLM Continuing Professional Development Sessions this refreshed delegate knowledge around the model, tool, feedback techniques, explored how to do a 360 well in the virtual space and the HCLM App, learning from these sessions will inform our 2021/22 HCLM CPD series. The HCLM App is used to record your own leadership behaviours against the 9 dimensions to support your reflection and development as a leader. Our first HCLM New Facilitator Training of the year will take place virtually in March and we are looking at the need for further facilitators for 2021/22.

Totals for 2020		Overall	East Midlands	West Midlands
360's	Total 360's created	6,962	378	545
	% diff (from previous year)	-29%	-19%	-25%
	Total 360s with self assessment in progress	173	9	22
	% diff (from previous year)	-26%	-47%	-21%
	Total 360s with self assessments completed	4,225	279	401
	% diff (from previous year)	-24%	-19%	-26%
	Total 360's submitted for facilitation	3,229	152	355
	% diff (from previous year)	-44%	-56%	-23%
	Total 360's marked complete by facilitator	2,733	134	299
% diff (from previous year)	-43%	-53%	-20%	
Group Reports	Total created	0	0	0
	Total requested by facilitator	0	0	0
Self assessments	Total created	11,354	907	1,078
	% diff (from previous year)	2%	16%	10%
	Total completed	9,812	807	930
	% diff (from previous year)	2%	17%	9%
Facilitators	Trained this year	73	0	14
	% diff (from previous year)	-77%		-22%
	Added to the register this year	87	0	20
	% diff (from previous year)	-67%		54%
	On the register (overall)	1,915	184	166
% diff (from previous year)	510%		822%	

Psychometrics and Leadership Development – DiSC in the Midlands

Psychometric tools are invaluable in furthering individual insight, growth and development.

DiSC is self-assessment psychometric tool, using adaptive testing to ensure results are consistent with the model and has high levels of reliability, validity and credibility. DiSC profiles describe human behaviour and provides additional insight into our preferences, how these impact on the work that we do and those we work with.

DiSC can help all of us:

- Learn about **ourselves**
- Learn about **others**
- Learn how to **build more effective relationships** with others – and **adapt our own behaviour** and **enhance our teams** performance

How do we use DiSC?

The DiSC model has been a core component of our internal development as a newly formed team. Members of the team, the talent team and wider Midlands Regional team have been trained as facilitators and DiSC profiling is a core component of our Triumvirate (Power of Three) Programme, part of our primary care offer. We have also been able to provide this as part of our system offer.

We have had the pleasure of working with the Board of a provider Trust within the region, using Everything DiSC to supplement their ongoing development as a high performing Board. Through bespoke design and intervention, we provided individual assessment against the DiSC model and individual coaching sessions for all Board members.

Through exploring individual preferences in the context of the DiSC model, participants were encouraged to reflect on their styles and the impact this has in their work.

In addition we were able to use the model for a team who were experiencing particular challenges, helping them understand each other and work more effectively together by appreciating and understanding their differences.

Future plans are to integrate DiSC into regional offers with wider NHSEI Midlands team, focusing on inclusion, cultural intelligence and effective team working/leadership.

Primary Care

Health care services across the developing world are evolving rapidly due to the pandemic (COVID-19). Primary care provision is pivotal as it has always been in delivering high quality population healthcare services and includes many different providers. The need for an improved leadership learning and development offer for our primary care people has been recognised in successive national policy documents including the General Practice Five Year Forward View, the National Improvement and Leadership Development Board's "Developing People – Improving Care", People Plan and the NHS Long-Term-Plan. Sustaining high-quality services day-to-day is dependent on excellent leadership and management capabilities, made more challenging by the profound service challenges of recruitment and retention pressures present in primary care.

Effective leadership learning and development programmes are important to enhance self-leadership skills and team building, improve personal and team motivation and job satisfaction, develop high-potential talent, increase competitive advantage, and support sustainable organisational change.

Due to this recognition and the importance of developing future leaders within Midlands primary care – we commissioned, designed and delivered a blend of programmes to support our primary care leaders and managers at all levels within the multi-disciplinary workforce.

Our programme offer, focused on design and delivery and the impact on the individual (I), team working (We), organisation and the system (Us) of healthcare delivery. We used different approaches in our programmes such as short, medium, and long-term programmes to ensure that our target audience were able to choose the most suitable programme for them within the restraints of the pandemic.

The entirety of our programme offer has been delivered virtually which meant that all our primary care people from across the Midlands could have fair access. We have ensured that the Long-Term Plan, the People Plan and emerging leadership needs (due to COVID-19) have been considered in all our programmes.

Our virtual programme offers during 2020/21, comprised of:

1. Triumvirate (Power of Three) Programme
2. Primary Care Networks Clinical Director Coaching Programme
3. Tackling Health Inequalities Through a Practical Approach to Population Health Management
4. Five Behaviours of a Cohesive Team Programme
5. Primary Care Leadership Development Programme

6. General Practice – Working at Scale Remote Learning Programme
7. Leadership Development for New GP's
8. Personalised Care
9. Senior Leadership Development Programmes (Being a champion for diversity; Creating high performance teams, Courageous leadership)

We have received positive feedback across all our programmes from our delegates such as:

Primary Care Networks Clinical Director Coaching Programme

"These coaching sessions have been the most valuable development process I have ever engaged with. The personal approach of providing support and guidance with enabling self-awareness has been fantastic. I really believe that all GPs with a leadership role (or wanting one soon) should engage with regular coaching. If a regular programme of sessions were possible, I think the benefits to those engaged (and thus to the wider NHS) would be extremely significant. I think any NHS manager (practice or CCG) would benefit from coaching. Thank you for giving me the opportunity to benefit from coaching." **(PCN Clinical Director)**

Triumvirate (Power of Three) Programme

"Looking at the DiSC and Belbin profiles of myself and team and thinking about how we can make the most of our differences to make the team well rounded." **(GP)**

General Practice – Working at Scale Remote Learning Programme

"Really enjoying this training and find it extremely useful to general practice. I would highly recommend this programme to other colleagues working in primary care." **(Practice manager)**

"This programme improved my understanding of system thinking and how we can collaborate together going forward."

Tackling Health Inequalities Through a Practical Approach to Population Health Management

"This programme has allowed me to understand the population health management agenda to help formulate and shape the strategy that will emerge." **(GP)**

"I really enjoying this training and find it extremely useful to Clinical directors. I would highly recommend this programme to other colleagues working in primary care." **(PCN Clinical Director)**

"This programme enhanced my understanding of the concept of leadership." **(PCN Manager)**

Primary Care Leadership Development Programme

"I understand more clearly my leadership role and its impact on the wide system." **(PCN Clinical Director)**

"My leadership style is more collaborative, involving key stakeholders in service development activities." **(GP)**

"I feel better motivated to drive for service improvement." **(Practice Nurse)**

"I have built stronger networks in my areas of interest which have enabled me to be more effective." **(PCN Development Manager)**

We are acutely aware of the operational pressure within primary care and this has been exacerbated further due to the rollout of the COVID-19 vaccination programme. We are working with our partners such as the Training Hubs, HEE, ICSs, and CCGs to ensure that the programme we offer for 2021/22 is fit for purpose and freely accessible for the current and new emerging roles in primary care. Continuing to support the 'I, 'We' and 'Us'!

Our ethos is to offer a blended leadership development programme to include both formal and informal opportunities to enhance our primary care people's leadership and lifelong learning through job connected assignments, secondment, the current/future primary care programme offer, mentoring and other experiences. A collaborative work environment provides a support system for continuous learning.

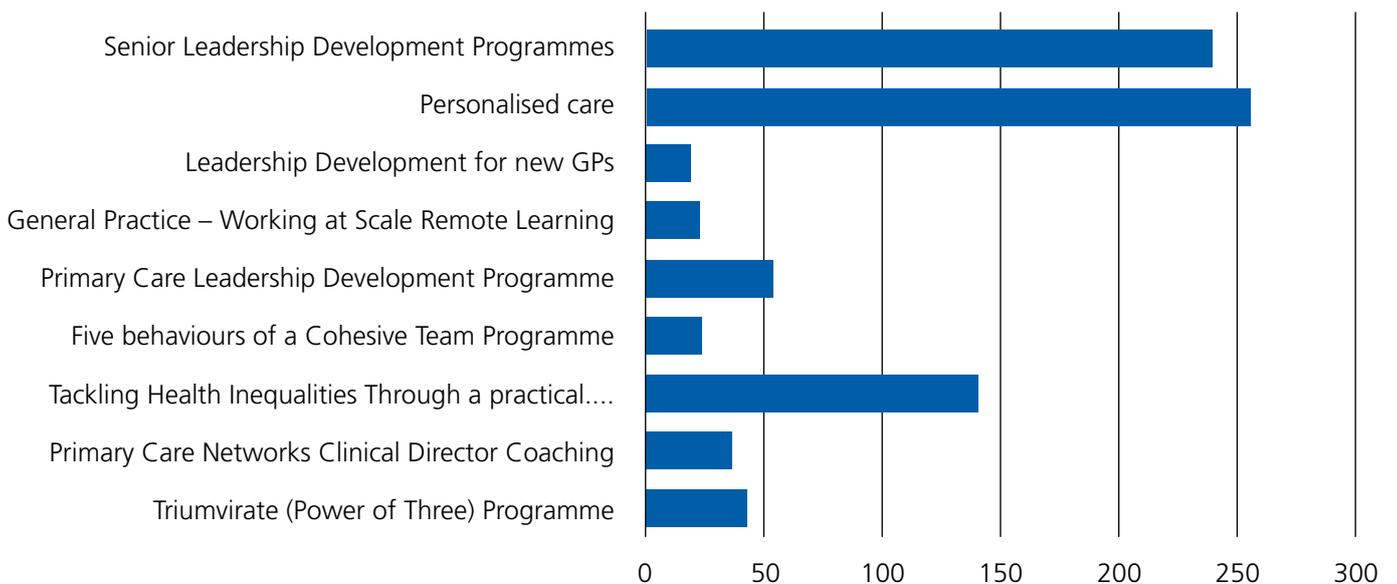
Considering all the above, we present the following programme offer for 2021/22:

- New leadership programme for new roles in primary care
- PCN development managers leadership programme
- What is integrated system and system leadership
- Health inequalities and how we support digital poverty
- Advanced population health with primary care, secondary and social care
- Review the talent pipeline for service and operations managers across primary care

Overview of themes in primary care programme



Overview of themes in primary care programme



Systems Leadership

The Midlands region has more systems than any other. System leadership is essential if integrated care and population health are to be prioritised in line with the NHS Long Term Plan. This year more than ever, it has been demonstrated that where staff from health and care work together in partnership across organisational and geopolitical boundaries, great things can be achieved. Our systems leadership work this year took place in three ways:

1. A new national systems leadership programme

A new offer this year is the 'Leading for System Change' development programme. This programme is a set of flexible components, tailored to the needs of a particular system and delivered within that locality. The aim is to develop and extend the capacity for system-wide thinking and action within the context the issues arise, helping to encourage new ways of collective working and – ultimately – to enable better outcomes for people using health and care services. This is the first programme to use the new approach of 'design centrally, deliver locally' which cuts down duplication and ensures quality across all regions. The offer has been designed as a means of accelerating change, increasing impact and building collaborative energy to address real system issues.

Two of our systems are planning to take part in the pilot phase of this new initiative. Whilst we are still in the planning stages it is hoped the systems will be able to engage from late springtime so that the learning can be used to offer the programme widely later in the year. The new programme fuses theory with practical application. It brings together system leadership knowledge and principles with their practical application to enable a group of up to 40 participants from an ICS to work together in small teams on deep-seated, complex issues that form part of the ICS' priorities.

2. Individual work with systems

We have been very pleased to be able to offer each system an individual grant of £35,000 this year to undertake bespoke work. Whilst reduced on previous years, this has enabled a variety of work to take place.

This has included:

- A 'Winter School' for inclusion
- Masterclasses on a variety of topics relevant to system need
- Supporting leaders with enhanced skills to work with inequalities and less heard groups
- Roll out, spread and adoption on system leadership developments started last year

- System board development
- Supporting cultural intelligence capability building
- Reverse and reciprocal mentoring
- Supporting system talent management in partnership with the Midlands Talent Team

The impact of the interventions will be shared on our website in the coming months.

3. Cross system opportunities

The Midlands Leadership and Lifelong Learning team are really excited to be supporting a small number of pilot initiatives in our region.

ICS Board development

Staffordshire and Stoke on Trent STP have designed and commissioned an ICS Directors Leadership Programme with the expressed outcome of developing senior system leaders.

The Leadership and Lifelong Learning team are supporting a second system to test what it takes to roll out a programme, how much learning is core and how much would need to be individually customised. The learning from this will be used to inform further roll out of the programme across Midlands over the coming year.

Research into system communities of practice

To achieve great system working, it is necessary to understand how parts of the system can work most effectively together. We are supporting the exploration of current and best practice and improvement methodologies used across systems along with latest thinking nationally and internationally in the areas of cultural development and improvement. The findings and recommendations will be used to make recommendations on how to develop effective communities of practice centered on organisational development.

In all cases the learning from these initiatives will be made available for all systems.





5. Growing the future

From the People Plan – *The NHS is experiencing significant and high-profile public support. We must build on this urgently, to recruit across our workforce, maximise participation and reverse the trend of early retirement. There is much more to be done to address the gaps in our workforce across various roles, professional groups and geographies. But if we are to address the pressures of workload and deliver the care patients need, we cannot delay in identifying what we need to do to grow our workforce. This is all the more critical as we face challenging times for international recruitment.*

Graduate Management Training Scheme ('GMTS')

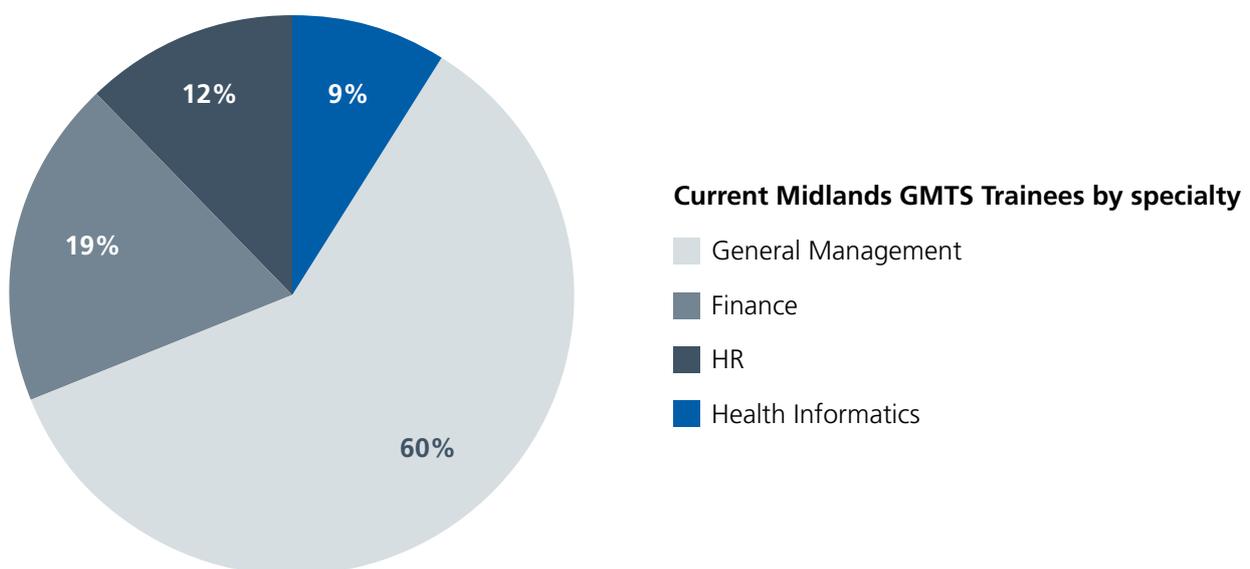
The Graduate Management Training Scheme (GMTS) is about creating the NHS chief executives and directors of tomorrow. Providing the experiences, training and opportunities talented and ambitious people need to ultimately lead our unique organisation – the NHS.

Following the merging of East and West Midlands Leadership Academies in April 2020 to form the Midlands Leadership and Lifelong Learning team, support of trainees and assurance of placements across the East and West Midlands became Midlands region-wide and 2020/21 has seen a new GMTS team come into post to support our trainees and organisations in the region.

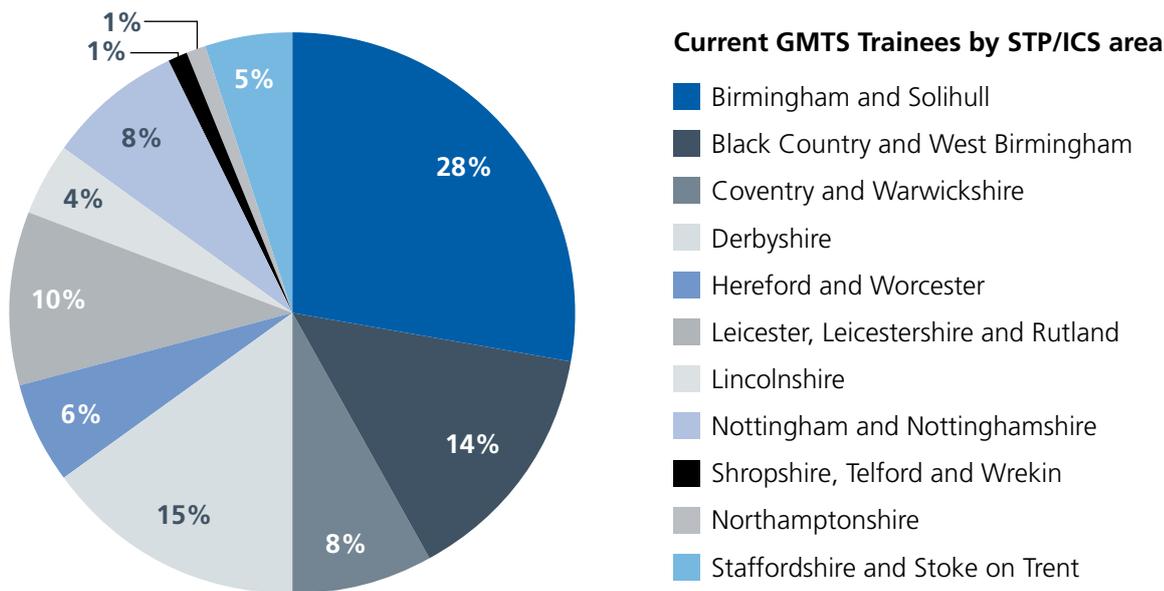
The Midlands team work closely with the National GMTS team and our counterparts in other regions to deliver the multi award-winning NHS graduate scheme. Within the region, our role is to support trainees and placement organisations, working closely with our stakeholders to provide effective and challenging work-based placements that will prepare our trainees for a career in NHS leadership.

During 2020/21 the GMTS team in the Midlands has supported 90 trainees working across a variety of specialisms, in a range of healthcare settings. In addition to this the Midlands welcomes 14 new trainees in March 2021 to the region.

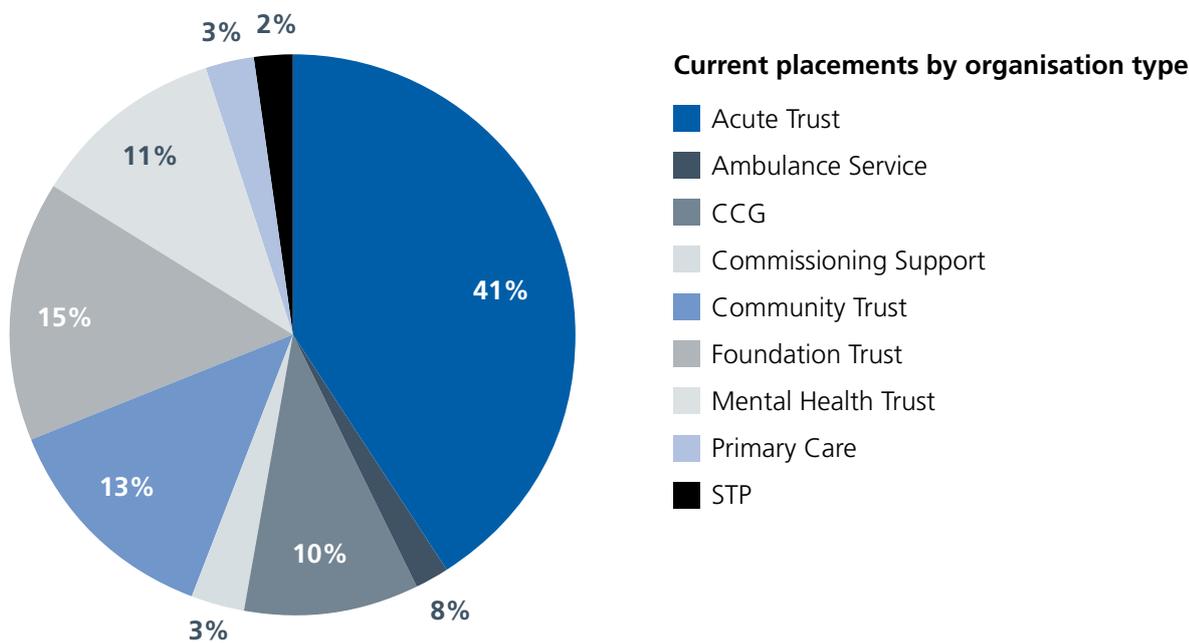
GMTS Regional Statistics:

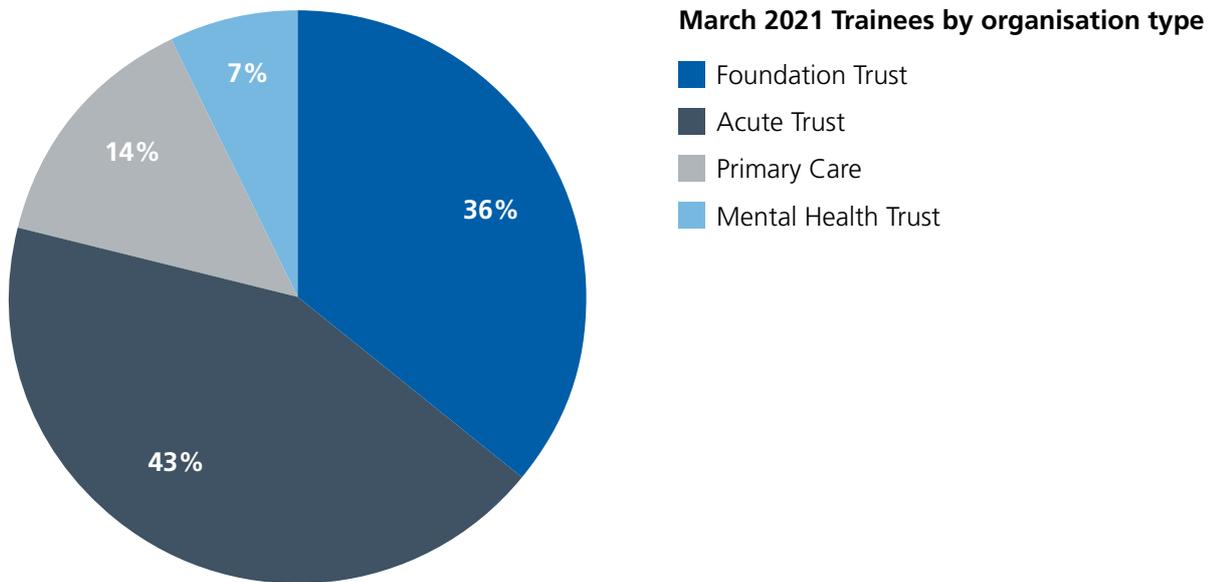


Current GMTS Trainees by STP Area:



Current GMTS Trainees by organisation type:





All trainees starting the scheme in March 2021 have placements confirmed. We will continue to work closely with our host organisations over the coming months to assure our trainees have truly high quality and varied placements to bring exposure and experience to our future leaders.



What our Programme and Placement Managers have to say...

2020 has of course been a challenging year for all areas of the NHS including GMTS as trainees and organisations have adapted to unprecedented challenges in their organisations and across the healthcare system. We hope you will see from the comments from our trainees and Programme and Placement Managers the great benefits trainees and the scheme bring to our organisation, not least during such challenging times.

Mel Bolton

General Manager – Medical Specialties, Wye Valley NHS Trust

“We have been very fortunate to have a trainee placed with us who is both highly motivated and highly capable. Jay has been instrumental in setting up new services in response to the COVID-19 crisis and has worked initially with clinical teams to understand service requirements, then, with executive colleagues to secure funding via business case. Jay is testament to the high standards demanded of the scheme and a product of a well-tested and rigorous selection process. Already he has become a trusted and valued member of our Divisional management team and has blazed the trail for future trainee placement; so much so that we are set to receive a second trainee into the Division from the next cohort.”

Catherine Blaabjerg

Business Intelligence Manager, Derbyshire Healthcare NHS Foundation Trust

“Alastair joined our organisation and specifically our Information Management, Technology & Patient Records department at the start of November 2020. This last year has been an unprecedented time for the NHS and from an Information Management and Technology point of view, it has been incredibly busy ensuring that we are able to support our clinical and operational teams. This includes delivering new solutions and information to a high standard, at pace. Having Alastair in our department has been fantastic and he has settled into our team and ways of working really well. Clearly it is beneficial to have extra capacity at this time, but also to benefit from the experience graduates like Alastair can bring from their academic development and from previous organisations/placements. At his previous placement during the pandemic he was supportive in ensuring that technical projects were progressed, including those fundamental to technology/software refresh and also those linked to remote working. From the start we looked at Alastair’s competency requirements and made a plan on how to ensure that we could focus on these and proactively support him in his aspirations for his placement. As a result of this plan, whilst at our organization, Alastair has led a project on a new application for us, taking on the end to end process to support our Freedom to Speak Up Guardian. Applications like these are so valuable not only from a work efficiency point of view, but to enable a secure and robust process to allow staff to raise concerns should they need to and for these to be effectively collated, managed and analysed; something which is just so important but also even more so at a time when staff are under such pressure. Alastair is also now starting to support us on looking at key data and reporting/informatics to support the pandemic as well, again something pivotal to managing the NHS response. Alastair has shown professionalism and excellent conduct throughout along with a supportive “can do” attitude and it is a privilege to him have in our team and hopefully provide him with valuable experience for his career development”.

Ali Roberts

Associate Director – ICS Development, Herefordshire & Worcestershire
Herefordshire and Worcestershire CCG

"I commenced my role as GMTS programme manager for the Herefordshire and Worcestershire system in Sept 2019. I was looking for an opportunity to support new talent and share some of my skills and experience. We were lucky enough to have two new trainees in March 2020, just as the pandemic began to unfold. We had two choices really, to send the trainees home, as the national working from home policy was implemented, or to introduce a 'tactical' placement within the pandemic response. Our trainees, Abi and Frank started working in the COVID-19 incident control centre and quickly developed new skills and adapted to the situation, taking on more responsibility over time and eventually managing the mutual aid PPE service. Having extra support was invaluable for the team, and it also enabled our trainees to start achieving some of their competencies and gaining a broader induction and orientation. This was a real springboard for starting their first placements from September 2020 as the scheme came back online after the pause.

"Since September 2020 I have also taken on the role of placement manager, this meant that I get to directly benefit from having a trainee in our team. Having a team member who is super numeri means that we can direct him to specific projects as they arise. Frank has supported the system in developing a successful bid for the community partnerships grant, a great achievement. I really enjoy being a placement manager as my role is to both support and challenge, to get the most of the time and experience that the trainees experience over the life of the scheme".



What our Trainees have to say...

Diana Ferguson

GMTS Intake September 2019, General Management

"The NHS response to COVID-19 began in January 2020, when I was a couple of months into my first placement with the Operations team at UHDB. My programme manager was appointed the COVID-19 Lead for the trust as Operations Director and I was able to be involved from the set off. One of the defining experiences was organising the Silver Command meetings which involved a huge number of senior leaders, clinical and non-clinical, within the organisations, and supporting in coordinating clear actions and timelines from these meetings. This was fast paced and often incredibly demanding but exposed me to collaborative leading at its best. I was able to take on projects myself, including working with the Clinical Director on defining clinical pathways of patients through 'Red and Green' in order to minimise nosocomial spread of the virus. I was also part of the Gold Command team which involved co-ordinating various returns and information, reviewing data sets and pulling out key information/themes as required. This was more of a strategic oversight of our response to COVID-19 and involved working alongside system partners in order to support each other. I was able to coordinate aid to other trusts hospital with the sharing of PPE, as well as sharing successful processes with other organisations as we faced unprecedented challenges. I will be starting in a substantive role as Strategy and Partnership Manager in UHDB and hope to use my positive experience of system-working in this new role".



Sophie Hinsley

GMTS Intake March 2020, General Management

"I am an NHS General Management Trainee from the March 2020 cohort. The COVID-19 pandemic began at the start of my first placement at an acute hospital in the Midlands. As a result, I was redeployed to support the COVID-19 Incident Response Team. In response to increased rates of COVID-19, a colleague and I rapidly set up a process for conducting COVID-19 contact tracing for all COVID-19 positive patients and staff at the Trust. In just a few months, we established a seven-day service for managing COVID-19 positive cases for inpatients, outpatients, and staff members. The team started with just two of us managing a seven day service, however as of February 2021 there are now nine members of the team who work tirelessly every day to support the response to COVID-19 and reduce the risk of hospital acquired infection. We work closely with a number of departments with a wide range of skills and experience, such as the Infection Prevention and Control Team, the Senior Nursing Team, the Domestic Team, the Capacity Team, Health and Safety and Occupational Health. Our combined effort allows close contacts to be identified and cohorted safely and quickly. The project was so successful that our partnership Trust reached out to combine our services and support COVID-19 Contact Tracing across two hospitals in the Midlands. Moving forwards, we are working on implementing an electronic COVID-19 Contact Tracing programme using a 'tagging' system. This is due to go live in the next few weeks and will transform our response to the COVID-19 pandemic. It has been an honour to work amongst some of the most talented, dedicated, and extraordinary people in the NHS and my experience has been invaluable for my learning and development."

**Aasiya Fazal**

GMTS Intake September 2019, General Management Trainee

"I am a General Management Trainee currently in my second year of the NHS Leadership Graduate Scheme. Since COVID started, I have had some incredible opportunities to contribute to COVID efforts. During the first wave, some of my key achievements were:

- Setting up a virtual exercise programme in Wolverhampton in conjunction with Wolverhampton University and Wolverhampton Voluntary Sector Council.*
- Producing a digital literacy telephone survey which has been completed with over 400 individuals.*
- Coordinating staff sickness data collection across primary care in Wolverhampton to ensure an accurate local picture and enable responsive staff testing.*

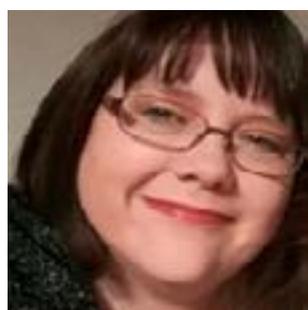
During the second wave, I have been redeployed to support the coordination of my hospital's vaccination hub. It has been a positive experience being able to contribute to a COVID-19 effort which will directly influence on our ability as a society to return back to normal. It has also been great for my personal development being able to work with a diversity of people in a fast paced, changing environment. Some of my responsibilities in this role have been:

- Recruiting and training new staff for the vaccination hub.*
- Completing weekly rotas for more than 15 staff each week.*
- Managing hub staff daily to ensure smooth flow through the clinic.*
- Creating an Excel dashboard for the senior team, to give an overview of vaccinations completed by organisation type, ethnicity and gender, as well as, information on progress and accuracy in inputting vaccinations onto the national database".*



Talent Management

The Midlands Talent Team consists of Lyndsay Bunting, Head of Talent; Anna O’Kane, Senior Programme Lead; Faizah Mustafa, Project Manager and Susan Elvins, Project Administrator.



Lyndsay Bunting
Head of Talent
(Midlands region)



Anna O’Kane
Senior Programme Lead



Faizah Mustafa
Project Manager



Susan Elvins
Team Administrator

We were established in April 2020 with the overarching aim to:

“Create an inclusive platform for everyone working in Health and Care in the Midlands to maximise their talent”.

Old thinking talent management, new thinking talent experience

National and regional thinking about the direction and purpose of talent management in health and care has evolved over the last 12 months. The pandemic has changed us and our ways of thinking. It has amplified inequalities as well as enabled talent to shine. Our experiences of this, coupled with the emergence of Integrated Care Systems will place a different emphasis shifting from talent management to talent experience.

	Old Thinking <i>Ethos – Talent Management</i>	New Thinking <i>Ethos – Talent Experience</i>
Purpose	<ul style="list-style-type: none"> • Reduction of agency spend • Increasing visibility of senior NHS talent 	<ul style="list-style-type: none"> • Inclusive and representative system and organisational talent boards • Developing diverse talent pipelines • Attracting and retaining diverse talent
Assessment	<ul style="list-style-type: none"> • Success profiles • Assessment centres • Competency based assessments with scenario judgment interviews • Assessing for readiness 	<ul style="list-style-type: none"> • Board role competencies/Kark Fit and Proper Person test • Growth models and psychometrics • Talent review models • Assessing for potential
Pipelines	<ul style="list-style-type: none"> • Creating national and regional pipelines of talent • Organisation capability and capacity 	<ul style="list-style-type: none"> • Supporting systems in identifying and managing pipeline supply of talent • System level talent panels • Facilitating greater diversity representation on boards
Units of Engagement	<ul style="list-style-type: none"> • Organisations 	<ul style="list-style-type: none"> • System by default – Integrated Care Systems
Scope	<ul style="list-style-type: none"> • Aspiring Executive Directors • New to role Directors 	<ul style="list-style-type: none"> • Aspiring Executive Directors • Critical roles • System roles • Widening participation for the benefit of improving pipeline diversity

2020/21 activity

To support the COVID-19 response, most talent management activity at both national and regional levels was paused up until September 2020.

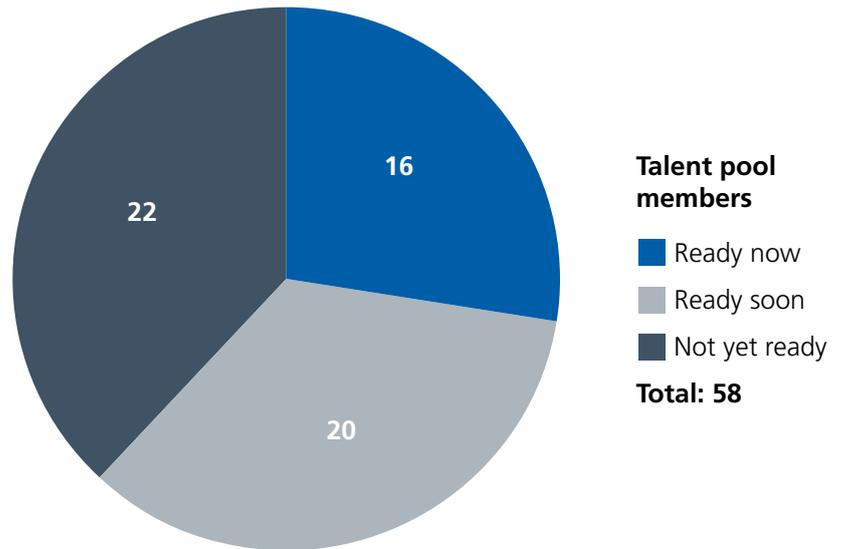
Listening events	<p>Three listening events were hosted to start to identify and respond to the talent management needs of our stakeholders. We heard from aspirant directors in our regional talent pool; our talent management community of practice and system workforce and OD leads. The themes that emerged from these sessions have been collated and analysed and will be used to shape what we prioritise in 2021/22.</p>
Aspirant Director Talent pool support	<p>The Midlands has a well established talent pool of aspirant directors at different stages of readiness. The team has actively engaged with talent pool members to track career movements, provide 1-2-1 career coaching support and offer mentoring to help accelerate career progression.</p>
Communities of Practice	<p>In the region, we have relaunched our Talent Management Community of Practice. The aim of this community is to provide a forum for peers to collaborate, learn and share best practice.</p>
Talent Management Capability Building	<p>To support the development of talent management practitioners in the region, a series of workshops and masterclasses were designed on themes such as inclusive talent management, evaluation and data and the Leader as a Developer of Talent.</p>
Regional Talent and Leadership Board	<p>The Board, made up of CEOs, AOs, HRDs and Chairs of Midlands organisations met for the first time in December 2020. Moving forward, the Board will contribute to setting out the strategic direction of talent management and leadership development in the region.</p>
Midlands and East Executive Talent Scheme	<p>The aim of the scheme is a simple one: we want to develop a diverse talent pool of individuals who can be appointed into executive level placements in Trusts across the region, on either a stretch assignment or secondment basis.</p> <p>The scheme has been in place since 2017 but was paused in March 2020.</p> <p>This autumn, working in collaboration with NHS Interim Management and Support (IMAS) and the East of England region, we have reinstated the scheme. The relaunch will be coordinated into three phases with the first phase focusing on re-engaging with members of the existing talent pool. Our aim is to open up the scheme to new members in the spring/early summer of 2021/22.</p>
Expanding our senior mentoring resources	<p>From early engagement with aspirant directors we know that accessing mentoring support is their number one priority to support them in their careers. Great executive mentors can help to give real insight into what it takes to transition from a deputy to an executive director role and is a great development experience.</p> <p>We are working closely with the Midlands Leadership and lifelong Learning Team to expand our senior mentors pool via a series of bitesize skills development workshops. Mentors that attend the programme and sign up to the mentor database will receive ongoing development and supervision throughout their mentoring practice.</p>

Talent Pool data

The Midlands talent pool consists of aspirant directors across 11 ICS's/STPs in both the West and East Midlands. All our talent pool members have come through the Aspire Together assessment process.

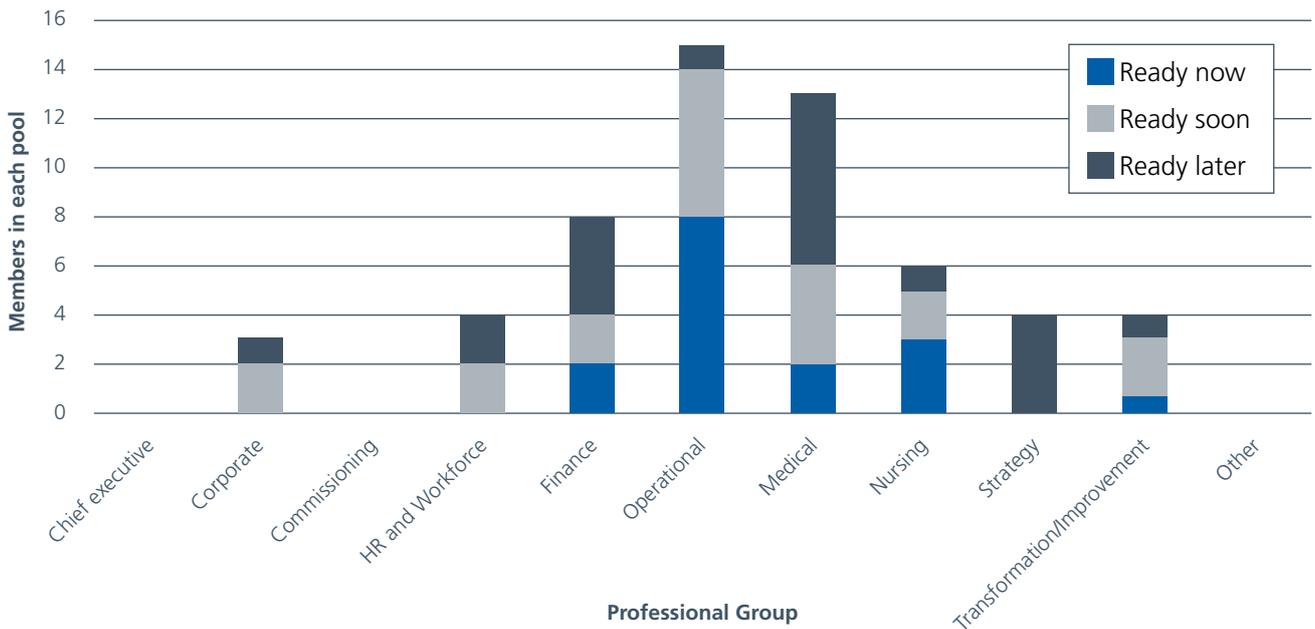
Below displays the current number of members in our three Talent Pools;

- **Ready now:**
ready for an executive role,
- **Ready soon:**
will be ready in 6-12 months,
- **Not yet ready:**
will be ready in 18-24 months

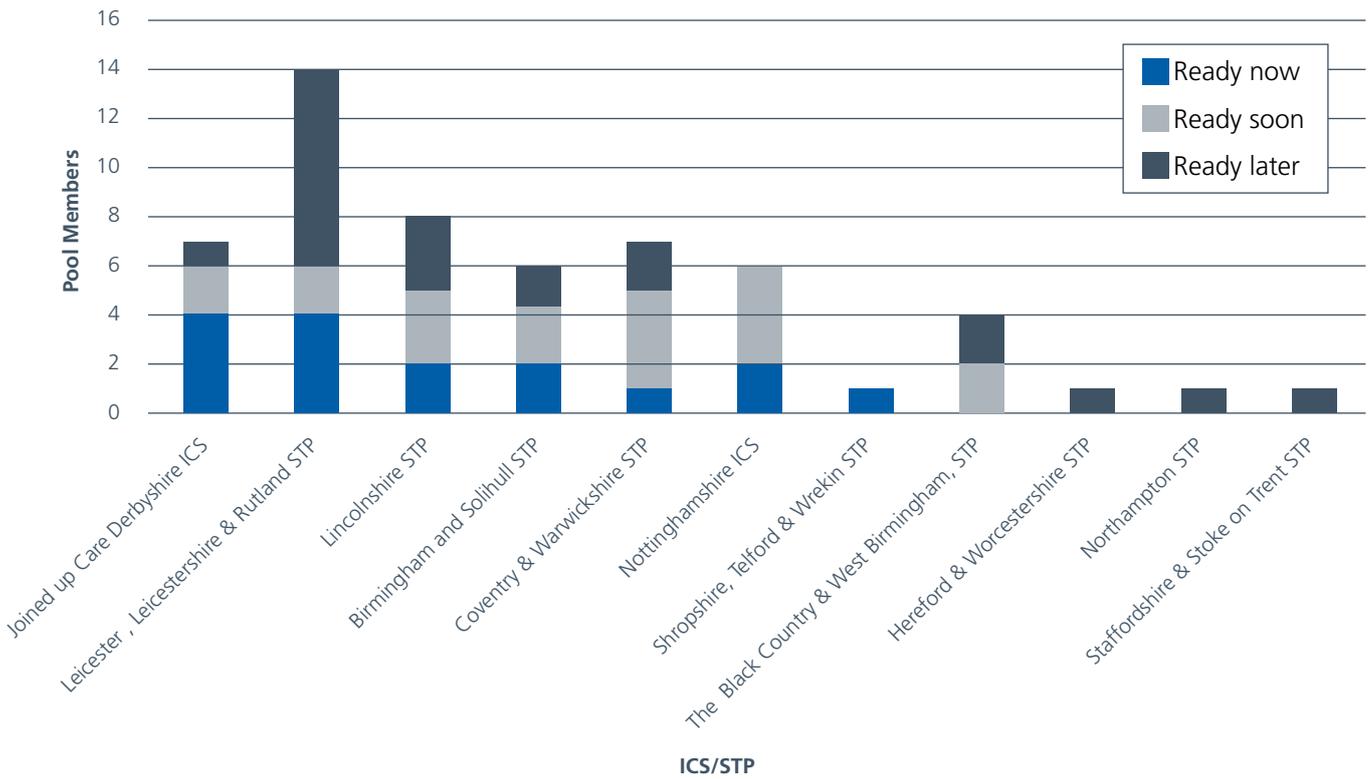


Other statistics across the pools include the following:

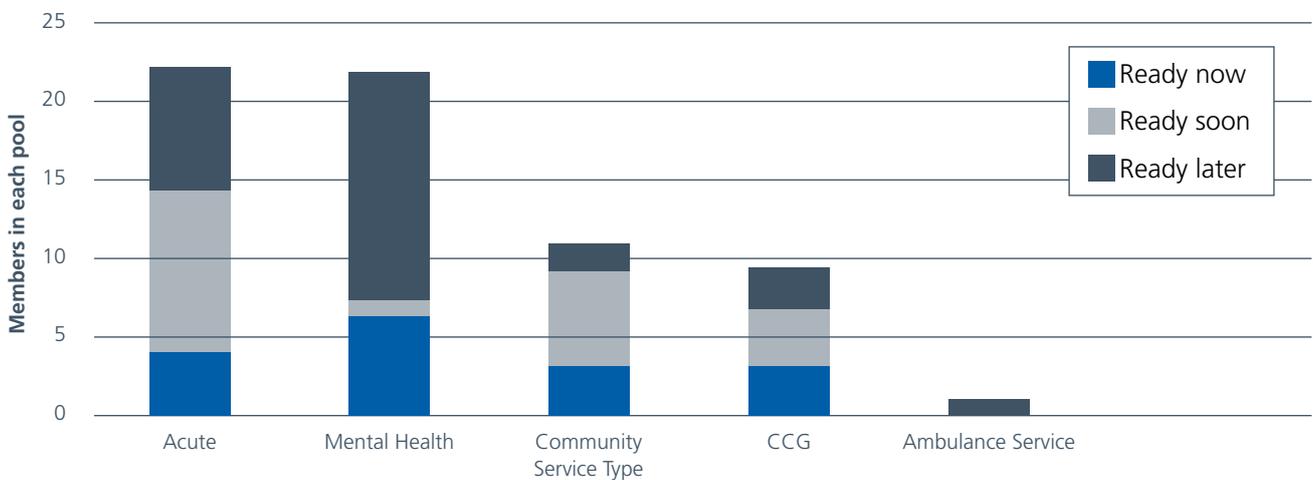
Readiness by professional group



Readiness by ICS/STP



Readiness by service type



We have spent the latter half of 2020/21 actively engaging with members of our talent pool and here is what they have said is important to support them in realising their career ambitions:

- Mentoring and Sponsorship;** Mentoring and sponsorship from those with professional lived experience at board level
- Understanding the role of the Board Leader and Board Exposure;** Development/exposure required to understand the differences between deputy and board leader
- Systems Leadership;** Greater exposure to systems working and understanding what it means to be a systems leader
- Experience based career development;** Less emphasis on formal development, more on exposure to experiences to develop readiness

Alongside focusing on the above themes in 2021/22, we will also be looking at addressing the gaps in pool readiness across professional groups, ICSs/STPs and service areas; as well as using current and predicted vacancy data to support aspirant directors in the Midlands.

Restoration and recovery and priorities for 21/22

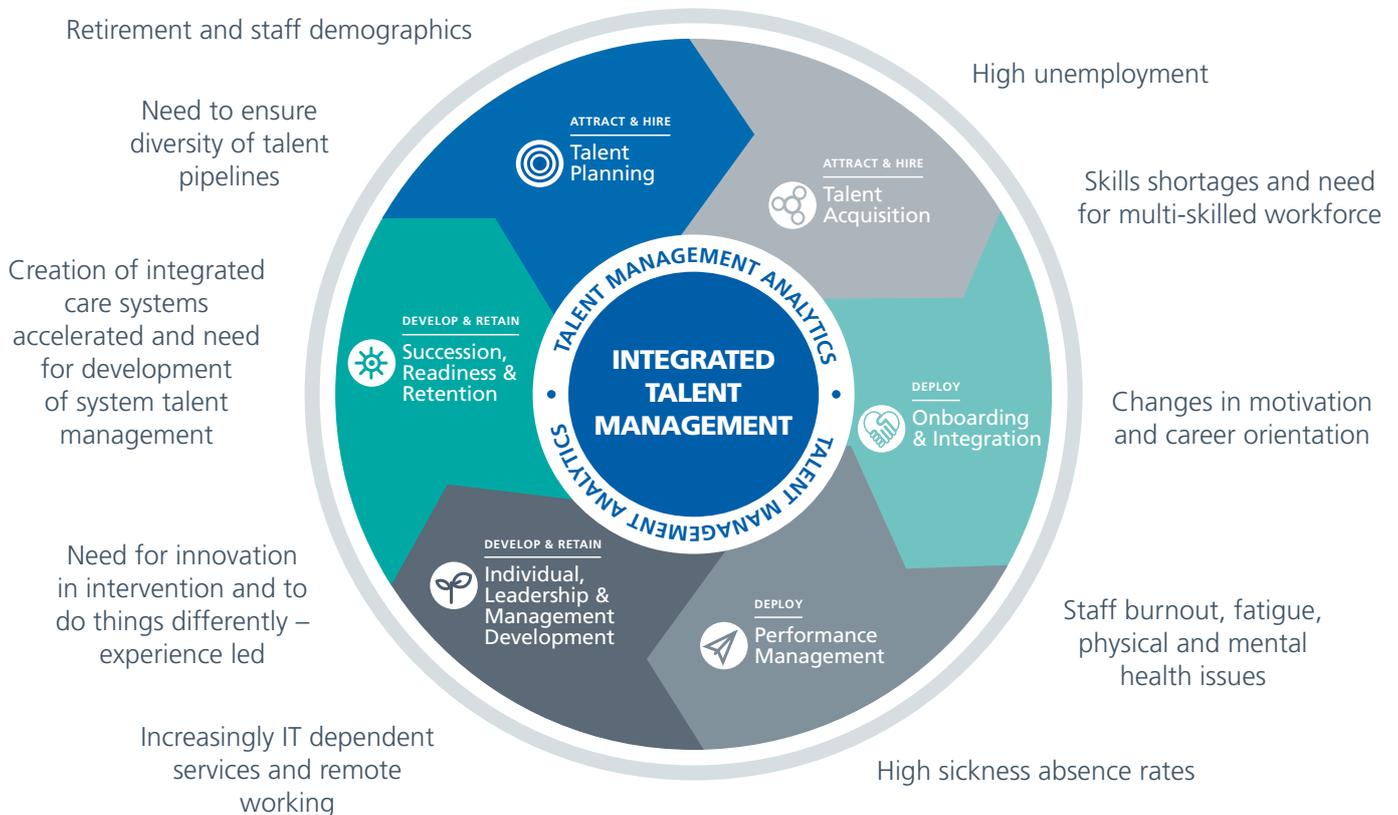
Talent management has an important role in play in supporting our workforce to restore and recover post pandemic. We know that the last 12 months have taken their toll on our staff. Issues of fatigue, poor mental health and burnout are very real. An area of focus for 2021/22 will be to address the talent management issues that have arisen during the pandemic and to support leaders to feel fulfilled in their NHS career.

Coupled with this, we will place emphasis on enabling a culture of inclusive talent management whereby everybody's talents are recognised and nurtured.

The emergence of Integrated Care Systems (ICS) will also feature as a key priority. We will work with the region's systems to support the development of system talent management principles and ways of working.

Issues post-COVID and during restoration

Affects of educational disruption on the achievement levels of our next generation





6. Supporting our NHS people for the long term

From the People Plan – *The NHS must build on this momentum and continue to transform. The best way to deliver change rapidly is to mobilise a ‘movement for improvement’. To create this, health and care systems across the NHS should engage with their people and employers to develop system people plans that deliver the ambitions set out in this document, recognising that the uncertainty we all face makes this an even more pressing priority. These plans should align with system implementation plans being developed for the next phase of the response to COVID-19.*

Stakeholder engagement – what you told us to focus on

In previous years, the East and West Midlands Leadership Academies held listening events and ‘Big Conversations’ to ensure work was planned around the needs of stakeholders. Whilst it wasn’t possible to get out on the road in the same way due to COVID-19 restrictions, we held three open listening events where we invited anyone who wanted to attend to feed back to us. Over 120 people dropped in, including patient leaders. This is what you told us:

Collaboration is key

- COVID-19 has demonstrated we can work extremely well together. This should continue
- All our activity should be truly ‘system focussed’ including social care and the third sector
- Think about the skills needed to work system wide, not just in organisations

Increase our support for BAME staff

- Increased focus equally on inclusion
- Need to actively reach out to people from diverse groups, especially BAME staff, to develop a leadership culture that is representative of the communities we serve
- Make development easy to access

We need to continually improve

- It is possible to bring about rapid change, we have proven this by removing obstacles and working smarter

Leadership is found everywhere

- Staff have proved they can step up, we need to keep this encouragement going
- We need to see past ‘banding levels’ and professional backgrounds and focus on the talent shining through at all levels
- Need to encourage participation from all levels and create a talent pipeline for the future

Leaders need to remain kind and compassionate

- There are great examples of kindness across the system
- We need to retain cultures that enable kindness and compassion all the time, not just some of the time

Wellbeing

- Our people matter, keeping them healthy and safe is our number one priority
- Working at home can be both good and bad for our health. Leaders need to role model a healthy balance

We can’t lose what was good

- Some leadership development is better F2F, when we can meet safely; we should think about future development being a blended approach

You set us a challenge:

You told us that you wanted us to ‘set the pace’ on these things. In particular you wanted to see us tailor our offers to include things like ‘leading remotely’ to support people immediately and also see us championing inclusion. You wanted us to make sure that people who needed a coach or a mentor had access to one.

In 12 months you wanted to see a move away from ‘bands’ and ‘high flyers’ to an inclusive offer that also

valued people who wanted to be the best they could be in the role they had and loved currently.

There should be greater dialogue between the Leadership and Lifelong Learning team and providers, and mechanisms for involving the wider Midlands NHS in the commissioning of programmes. Stakeholders would like to see long-term funding arrangements in place for some key programmes.

You didn't necessarily want more programmes, just the right ones and clear signposting to what was available already.

Much of this has been achieved as you will have seen throughout this annual review.

Stakeholder views

The following section highlights views from key stakeholders across our Midlands region.

By Miriam Coffie

Head of Nursing Professional Standards
NHS England and NHS Improvement – Midlands

The Midlands Complaints Team – NHSE/I

"In April 2020, as part of the NHSE/I Joint working programme, three separate complaints teams across the region were brought together to start working in a consistent and standardised process. This was against the backdrop of the first wave of the COVID-19 pandemic which meant all NHSE/I staff who were not designated essential office based workers, were directed to work from home. In parallel, NHSE enacted a three month pause to the complaints process, freeing up clinical and non-clinical staff to support the pandemic response. This pause led to a large backlog in complaints. In November 2020, a serious risk to staff burnout was identified caused by increasing caseloads, virtual working and several vacancies in the team. In December 2020, the Head of Nursing Professional Standards approached the Leadership and Lifelong Learning (Midlands region) to request some specific support and assistance to the team, who deal with exceptionally challenging situations and cases on a daily basis (angry, upset and in some cases bereaved complainants). It was recognised that the sense of "team" and peer support usually obtained in a traditional office environment was absent and there were additional pressures in order to manage the backlog of cases in the service. The Leadership and Lifelong Learning (Midlands region) agreed to provide support to complaints staff individually and as a whole team and introduced the concept of Everything DiSC – a means of improving workplace culture with personalised insights that lead to behaviour change and driving culture change in the workplace. DiSC assessments (a strengths finder tool) were commissioned and sent to each member of staff for completion. The reports produced used individual assessment data to provide information of workplace priorities and preferences and supports staff to understand how to connect better with people whose priorities and preferences differ from their own. Individual sessions are now being facilitated between staff members and the Leadership and Lifelong Learning (Midlands region) to analyse these reports and early feedback has been very positive. Subsequently, a team map will be completed to identify where team members are likely to work well together and where improvements can be made. Once the team map is completed it is anticipated the team will be further supported by the Leadership and Lifelong Learning (Midlands region) with 2-3 sessions of team coaching, plus additional sessions on resilience, connectivity and managing conflict being considered once team coaching has been completed".

By Jagtar Singh

Chair, Coventry & Warwickshire Partnership NHS Trust

"The Midlands region were slow to understand the power of NHS Assembly under COVID-19 and we should have had more regular meetings that supported NHS England and NHS Improvement in the early days or asked questions as critical friends.

"I was very happy with our task and finish work, in particular the prevention strand, and I feel we have a voice. I would like a bit more clarity on how we measure our success".

Our networks

Visible Leaders Network

After a short absence, the Visible Leaders Network (VLN) has started work to undertake a re-launch event to ensure that the successes of the past can be built on and further developed.

The VLN is a network for Black, Asian, and Minority Ethnic (BAME) staff leaders and aspiring leaders. It has been designed to support personal progression to senior level roles within the NHS through bands 4 to 8a. It is another way of demonstrating how the NHS values its people and the aspiring leaders of tomorrow.

NHS Staff Networks

We, here at Midlands Leadership and Lifelong Learning team, have been fortunate enough to work and be involved with, some of the staff networks within NHS England and Improvement.

Staff networks form a valuable service within the NHS, they are a diverse group of people who are knowledgeable, caring and giving. They offer support to similar individuals or teams with lived experiences, expertise and learning that is surpassed by no other and can offer help and support to those in the NHS.

During 2020, we have regularly attended network meetings to fully understand the work, challenges and successes our NHS staff face within their daily working lives and also celebrated with the networks in terms of events such as the Disability History Month in November-December and the LGBT+ conference in March.

Throughout 2021, we will be working with different networks and groups to deliver a range of lunch and learn sessions to promote diversity, awareness and understanding. We also hope to continually build on these relationships with networks in the Midlands region. This is something we feel is vital to celebrate and enforce diversity and inclusion.

The Citizens Leadership Academy

As part of our commitment to co-design and co-production, The Citizen Leadership Academy (CLA) has been developed to reflect the local and national strategic context of the health and care system. Originating through the West Midlands Leadership Academy, this initiative brings to life our desire to create a space where patients, staff and citizens could come together and shape services in a way that benefited and empowered everyone. The driving force behind the CLA is to allow the voice of the citizen to be heard and acted upon. The CLA has adopted the six values of the NHS Constitution but has adapted 'working together for patients' to working together with patients' in recognition of the

collaborative nature of the CLA and its commitment to working with Citizens:

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

We are currently sharing the opportunity for systems across Midlands to work with our citizen leaders. Our current new initiative with care homes has two of our CLA representatives as part of the design group.

Obituary Peter Pinfield

It is with great sadness that we include this tribute to Peter Pinfield.

Peter was one of the very first people to support patient and citizen leadership when the National Academy first started out and has worked with the West Midlands Leadership Academy throughout recent years. Peter was one of the designers of the Citizens Leadership Academy development programme and latterly was supporting the co-production of our work with social care. He was the chairman of Healthwatch Worcestershire and was always selfless with his time and dedication to helping others.

Peter's wife Pat said "His motto was 'my advice comes free' and he's given so much help to people over the years".



Social media

Our presence has increased over the year with our new website in place, the production of our monthly newsletter (which can also be found on our website) and a social media focus on Twitter which has had some great results.



Meet our team

How to get in touch with us:

Visit our website for information on all our offers and how to access leadership development, coaching and mentoring support, access to our resources and more at:

midlands.leadershipacademy.nhs.uk

You can follow us on twitter at  **@NHSMidsLLL**

or email us at **midlands@leadershipacademy.nhs.uk**



Rachel Blunt

Systems Leadership
Development Senior
Manager



Phillip Masuwa

Primary Care Senior
Manager



Lizzy Stillibrand

GMTS Leadership
Development Senior
Manager



Karen Carter

Leadership Development
Senior Manager



Yvonne Brown

Business and Performance
Manager



Naomi Roots

Leadership Development
Manager



Bobbie Petford

GMTS Trainee Support
Manager



Liz Tibbett

Business and Performance
Officer



Dawn Simmonds

Leadership Development
Coordinator



Becky Williamson

Leadership Development
Coordinator



Wendy Walker

Positive Actions
Programmes Inclusion
Coordinator



Andrew Spears

GMTS Leadership
Development Coordinator



Sumiya Khanam

Leadership Development
Administrator – currently
on maternity leave



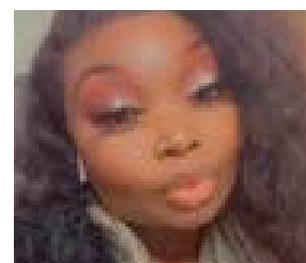
Abbie Conran

Business Support
Administrator



Kaye Purkis

GMTS Leadership
Development
Administrator



Fadeke Faluyi

Leadership Development
Administrator

Our achievements and looking ahead

Closing thoughts from Head of Leadership and Lifelong Learning, Clare Price-Dowd

This review has shown the work carried out by the team over the past year in the midst of the global pandemic.

We must now look to the future. The landscape is changing and the forthcoming year will again be one of change to Integrated Care System status across all 11 systems.

Midlands, like the other regions, started the journey to true systems working a few years ago with the creation of Sustainability and Transformation Partnerships (STPs) in 2016 and Integrated Care Systems (ICSs) from 2018. 42 ICSs in total now serve the whole of England, each with a partnership board bringing together local leaders, and an independent chair. For the Midlands Leadership and Lifelong Learning Team, as part of the People Directorate in NHS England and NHS Improvement, we expect to be making a significant contribution to these exciting developments. Our work, this year is in supporting and enabling our leaders to lead in an inclusive and authentic way with confidence and the high level of competence needed to improve population health and tackle inequalities. We are again able to do our work with direct funding from the People Directorate.

Our most valuable team lesson this year has been about collaboration. We cannot achieve our ambitions alone. The team will continue this year to build and extend the relationships we have made so far both internally in NHS England and NHS Improvement and out into our systems. We are all part of “one-workforce” and will work together to deliver leadership development and support for local priorities as well as interventions aligned to our national commitments, namely

– The People Promise; Widening access to all first line manager education; Re-launching our flagship programmes; Strengthening clinical leadership pipelines with new Regional Fellows and the Executive Director Pathway; launching the NHS Leadership Compact and senior competencies; a new talent offer, Scope for Growth – and rising to the challenges that we do not yet know will come our way.

We remain committed to the values of the NHS Constitution and through the development of excellence in leadership at all levels, will continue to support our leaders to be the best they can be.



Dr Clare Price-Dowd
Head of Leadership and Lifelong Learning (Midlands region)



Midlands Leadership Academy

Email: midlands@leadershipacademy.nhs.uk

 [@NHSMidsLLL](https://twitter.com/NHSMidsLLL)

midlands.leadershipacademy.nhs.uk