

The Stepping Up programme

Applicant guide



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Background

Nearly 20% of the 1.3 million people that work in the NHS are from a black, Asian and minority ethnic (BAME) backgrounds, therefore it's really important that this diverse talent is nurtured and developed. Many work as doctors, nurses and midwives and without them the NHS wouldn't be able to function.

[The Snowy White Peaks report](#), published in 2014, looked at the representation of BAME colleagues in the London area, in particular people in senior management roles. The report found that only 1 in 40 chairs and no CEOs in London were from a BAME background. It highlighted that in London, a city where 40% of workforce and patients are BAME, 17 out of 40 Trusts had all-white boards. It also showed there was a significant decrease in BAME board members at both local and national levels. For example, there were no BAME executive directors across the Arm's Length Bodies including Monitor, the Care Quality Commission, NHS England, and Health Education England.

A further report from the [NHS Workforce and Race Equality Standard \(WRES\)](#), published earlier this year, highlighted 75% of acute trusts reported a large number of BAME staff were bullied. 41% of BAME colleagues said they were bullied, harassed or abused compared to 18% of white staff in similar roles. Critically, BAME staff are also less likely to be released to attend non-mandatory external development or training, and it's evident that the NHS recruitment process has been shown to disproportionately favour white applicants. While [previous research](#) has highlighted concerns about the absence of BAME colleagues in senior NHS roles.

The NHS Leadership Academy (the Academy) is helping to develop senior BAME leaders in healthcare with a number of inclusion programmes and interventions designed to change the oppressive culture some colleagues face. As a part of this work, the Academy launched the Ready Now programme to support BAME leaders to progress into senior roles. The Stepping Up programme was also offered to applicants who were not suitable for Ready Now but showed the commitment and potential to progress to in the future.

What is The Stepping Up programme?

Stepping Up is a leadership development programme for BAME colleagues like you who work within healthcare (the NHS or an organisation providing NHS care). To be a successful applicant, you'll need to be dedicated to driving forward the inclusion agenda and developing your skills and abilities to grow and progress. The programme is designed to bridge the gap between where you are now, and where you need to be, to progress into more senior roles.

The programme builds on the success of the Ready Now programme, and also strategically fits with the Academy's wider body of work to promote diversity and

inclusion throughout healthcare to develop more inclusive leaders within the NHS at all levels.

Who is The Stepping Up programme for?

The programme is aimed at BAME leaders and aspiring BAME leaders across healthcare working in bands 5 to 7. It's been designed for individuals who have an interest in developing their leadership abilities and want to be involved in creating a transformational change in equality and diversity across the healthcare sector.

The programme is split into two cohorts – one for bands 5 and 6 and another for people in band 7 roles. The programme has been designed specifically for these colleagues to help them progress further in their careers.

Participants are welcomed from a range of organisations across the NHS including provider and commissioning organisations, Arm's Length Bodies and national organisations.

What's the aim of the programme?

The Stepping Up programme aims to create greater levels of sustainable inclusion within the NHS by addressing the social, organisational and psychological barriers restricting BAME colleagues from progressing within the NHS.

The main objectives of the programme are to:

- Emphasise the importance of a diverse workforce and create leaders who can educate the healthcare system about the effect this is having on frontline patient care
- Recognise the potential of BAME leaders demonstrating the range and benefits of diverse talent
- Highlight the importance of having BAME leaders as role models to help inspire others to progress into more senior roles
- Raise awareness and understanding of inclusion by bringing it to the forefront of all Academy communications to ensure a positive impact on the healthcare system
- Develop senior leaders in the NHS who will lead effectively, creating and embedding organisational inclusive cultures
- Work on changing the racial dynamics of an organisation to create a deeper level of understanding to help change take place

How does the programme work?

The programme runs over five months. You'll benefit from a mix blend of learning, including face-to-face, self-directed and workplace-based. This includes two residential visits with a three-day and a two-day face to face workshop.

The programme will run with four cohorts of 40 participants each. This will include two cohorts in Leeds and two in London; each with two modules.

The table below shows the key dates of modules you'll be studying (depending on which cohort you're in). Please make sure you can attend and can commit to all these dates. If you can't then please let us know in your application form.

Cohort Number	Bands	Module 1	Module 2	Location
3.1	7	7, 8 and 9 March	15 and 16 June	Leeds
3.2	7	2, 3 and 4 May	19 and 20 July	London
3.3	5 and 6	22 and 23 June	5 and 6 October	London
3.4	5 and 6	25 and 26 July	12 and 13 October	Leeds

What's the cost of the programme?

The Stepping Up programme is fully funded by the Academy. However, this doesn't mean it's free. You will need to commit yourself to the full journey of the programme and will be asked to sign a document expressing your intention to do so, prior to taking up your place. If you withdraw from the programme before fully completing it and without extenuating circumstances agreed with the Academy, your organisation will be liable to bear the full cost of the programme: £2,200.

Although the content of the programme and accommodation is free of charge for you, the cost of travelling is the responsibility of your organisation.

How will I benefit from The Stepping Up programme?

You'll benefit greatly from the programme.

If you're a band 5 or 6 colleague, you'll:

- Gain an increased understanding of yourself and the leadership strengths your diversity brings
- Be introduced to a range of management principles
- Develop your communication, presentation, and interpersonal skills
- Learn about effective development strategies
- Better understand the organisational context and the requirements of that context so that you can shape and influence your career progression
- Give you the aspiration to progress further in your chosen role and/or progress further in your career.

If you're a band 7 colleague, you'll:

- Gain a comprehensive understanding of leadership and management
- Learn about the present state of the NHS and implications for managing transformational change
- Gain an in-depth understanding of senior leadership requirements and the opportunity to craft your own authentic leadership style and approach
- Gain an understanding of the factors that block and enable BAME progression and development
- Understand your own personal and organisational strategy that will be applied to your career development and your ability to influence the system that you work in to create greater equality

- Understand how you'll be able to use yourself as a powerful instrument for change
- Develop embodied leadership which looks at how people project themselves in ways that enable them to achieve their aspirations
- Give you the aspiration to progress further in your career.

How does The Stepping Up programme differ from The Ready Now programme?

The new Stepping Up programme has been designed specifically for people working in the NHS between bands 5 to 7, whereas the Ready Now programme is for senior BAME leaders at bands 8A or above. As such, the content for the Stepping Up programme has been tailored accordingly, providing people working between bands 5 to 7 with the correct level of theory needed to help them work towards becoming influencers in their role. In contrast, the Ready Now programme provides more strategic content and theory to get participants ready to work at a senior level – towards executive board level.

How do I apply for the programme?

Applications for the Stepping Up programme will open from Thursday 8 December 2016 and close on Friday 27 January 2017. You can apply for your place online via the [Academy website](#).

You'll need to submit an online application with a written personal statement. If successful, you will then be shortlisted for a place. It's anticipated the application sifting process will begin from Monday 16 January 2017.

Please remember you'll need the support of your line manager and organisation before you apply for the programme.

What should I write in my personal statement?

Your personal statement is an important part of your application and should explain:

- Why you're interested in undertaking the Stepping Up programme
- Your relevant experience
- And provide a clear argument for why you should get a place on the programme

Who do I contact for more information?

More information about the Stepping Up programme can be found on the [Academy website](#).

Alternatively, you can also contact the Stepping Up programme team: steppingupprogramme@leadershipacademy.nhs.uk