

The Stepping Up programme

Line manager 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.

Overview of The Stepping Up programme

Stepping Up is a leadership development programme for BAME colleagues who work within healthcare (the NHS or an organisation providing NHS care). Successful applicants will be dedicated to driving forward the inclusion agenda and developing their skills and abilities to grow and progress. The programme is designed to bridge the gap between where applicants are now, and where they need to be, to progress into more senior roles.

The programme runs over five months and will include four cohorts of 40 participants. There will be two cohorts in Leeds and two in London; each with two modules.

Participants will 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. Details of the modules are below:

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&6	22 and 23 June	5 and 6 October	London
3.4	5&6	25 and 26 July	12 and 13 October	Leeds

The Stepping Up programme is fully funded by the Academy. However, this doesn't mean it's free. Participants must commit themselves to the full journey of the programme and will be asked to sign a document expressing their intention to do so, prior to taking up their place. If participants 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 participants, the cost of travelling is the responsibility of your organisation.

Who should I encourage to apply?

The Stepping Up programme is aimed at BAME leaders and aspiring BAME leaders across healthcare. You should encourage your BAME team members working at bands 5 to 7 to apply. 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.

How can my team members apply?

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

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

What are my obligations as a line manager?

To make sure participants get the best learning possible, it's really important that they're able to commit to all the elements of the programme. As a line manager you'll need to support them to do this, by giving them the time to attend the face to face elements and to study. This will also include providing the opportunity, space and support for them to bring their learning back to the workplace.

Your team member(s) may wish to talk to you about their learning and development experience and you can check how they are getting on as the programme moves forward. In your discussions with them you should ask them about their progress,

what support they may need from you, and give any advice that you can provide as a leader yourself.

How will my team benefit?

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.

Participants will be supported to realise their leadership abilities to help them create a transformational change in equality and diversity across the health sector. At the end of the programme, participants will be in a position to showcase their learning and have the confidence in themselves to influence a more inclusive NHS, challenge the status quo and help make a difference. Participants will be more skilled at convincing others of their potential by providing evidence that supports the difference that their learning has made.

Why do organisations need a diverse workforce?

The Snowy White Peaks and the Workforce and Race Equality Standard (WRES) highlighted the importance of having a diverse workforce. Research shows that there's a clear link between having a racially representative workforce at every level and quality patient care being delivered at the frontline. The NHS workforce needs to be representative of the community it serves. This is something the Academy is working hard to achieve across the entire system.

BAME colleagues often:

- Receive poor treatment compared to their white counterparts
- Are more likely to be bullied
- Are given fewer opportunities to progress and develop

This has a significant impact on the efficient and effective running of the NHS and adversely impacts the quality of care received by all patients. Caring for our staff is the only way they'll continue delivering the best possible care for our patients.

What benefits will the programme bring to my organisation?

The programme will give your organisation the chance to develop and nurture diverse talent across the NHS. Helping your BAME team members to further develop will help your organisation to continue delivering high quality patient care and meet the demands of the population, especially during these challenging financial times.

Find out more about the Academy

The NHS Leadership Academy launched in 2012 with the aim of developing outstanding leadership in health to improve people's health and their experiences of the NHS.

At the heart of its delivery are professional leadership development programmes, available for those aspiring to leadership roles at all levels within healthcare. The

Academy also aims to be a point of reference for excellent healthcare leadership both nationally and internationally.

As well as its main programmes, the Academy offers a range of other leadership development tools and resources. This includes the healthcare leadership model, talent management, coaching and mentoring, and bespoke support for leaders and organisations across the NHS. You can find out more about these by visiting the [Academy website](#).

Where can I find out more about the programme?

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