Welcome to our Leadership Outlook, I hope you all had a good summer and managed to take some time off to rest and enjoy time with family and friends.

During the summer, We are the NHS: People Plan 2020/21 was published. The plan sets out actions to support transformation across the whole NHS. It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together differently to deliver patient care. Throughout this newsletter, we are sharing our plans on how we are welcoming the People Plan whilst also incorporating the insights and feedback you have kindly provided through our engagement survey.

This month, we have also been promoting the Graduate Management Training Scheme (GMTS), trainees are really important to us in the SWLA, they represent our future workforce along with all the other young and new starters we see dedicate their careers to health and care. The bidding process to host a trainee from March 2021 is now open! Please note that this intake is only available for the following specialisms: General Management, Human Resources and GMTS Finance Apprenticeship (previously Finance Management). More information on this can be found on our website.

We are very pleased to announce that we have re-designed our stakeholder event, Leadership Pride which was due to take place in March of this year. This event will now be delivered as a virtual series starting on Thursday 19th November with a host of guest speakers, and we are privileged to hear from our colleagues within the region sharing their real life stories with us. More details can be found within this newsletter and on our website, but please do secure your place as soon as possible and get involved on twitter to share your thoughts by using the hashtag #NHS_Pride. We hope to see you there! Its funny, when people ask me what I am proud of, I sometime falter and feel very English and shy away from it, and then I remember I’m half Italian and go all out for what I am proud of! The things I find most pride in are my work, colleagues, friends and family, it’s probably the same for most of us. There are things I’m not proud of as well and its those areas that I continue to strive to be a better person at home and work. We have curated really interesting people for our Leadership Pride series who have a clear message about leadership, inclusion and belief and I do hope you find something to bring of our own refection’s to this as well.

I would also like to introduce you to another new member of the team, Emily Bellamy is our new Leadership Development Administrator currently covering maternity leave. Emily has already been a fabulous addition to the team and I’m sure you will join me in welcoming Emily to the South West region.

I hope you all have a good couple of months and I hope you enjoy the rest of our newsletter.
I have recently been appointed to the temporary role of Leadership Development Administrator, covering maternity leave. I have been thoroughly enjoying being able to provide administrative support so far, as well as learning new things and developing my skills. I am looking forward to getting stuck into the role fully, and I am grateful to be part of such a supportive team who have helped me settle in quickly.

I have experience in a wide range of roles and sectors. I started off studying Exotic Animal Management at A-Level whilst working on a farm. Shortly after finishing the course, I started working at a Youth Centre as a Trainee Support Worker for the children, I was also a Trustee of the charity board. From here, I moved onto working at a pharmacy, achieving a Medicines Counter Assistant qualification. I then moved to Taunton and started work in optics, as an Optical Assistant and Store Administrator. And after all that, I decided it was administration I really enjoyed!

My life outside of work tends to revolve around my cat – Pi. Who is named after the number, as she only has 3 and a bit legs! However, when she is not demanding all my attention (rarely!), I cross stitch. Which is actually a hobby I picked up in lockdown, but has resulted in a good few commissions! I also sing and play the ukulele – as a teenager I would partake in shows and have also sung at weddings. But by far what I'm known for amongst friends is collecting and playing modern board games, having got 30 in my collection so far (so if you ever want recommendations, you know where to come!)
WE ARE THE NHS:
People Plan 2020/21 - action for us all

This plan sets out actions to support transformation across the whole NHS. It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together differently to deliver patient care. The principles underpinning the action through 2020/21 must endure beyond that time. The NHS is made up of people in many different roles, in different settings, employed in different ways, by a wide range of organisations. Many people providing NHS services work for NHS trusts. But others are employed by community interest and other companies or partnerships – for example, in primary care across GP practices, dental surgeries, pharmacies and optometrists. The NHS also works closely with partners in social care and local government, as well as with the voluntary and independent sectors. We benefit from the contribution of those in unpaid roles too – particularly carers and volunteers. How different elements of the plan are implemented will vary across these different settings, but the principles it sets out apply across all organisations, and to all our people involved in providing or commissioning NHS care.

What our people need

Our NHS people have been under increasing pressure since the response to COVID-19 began, and there will be further challenges ahead. Workload remains a pressing concern and we have all been reminded how critical it is to look after our people – and that we need to do more.

To address this now, and for the future, the NHS needs more people, working differently, in a compassionate and inclusive culture:

• more people in training and education, and recruited to ensure that our services are appropriately staffed
• working differently by embracing new ways of working in teams, across organisations and sectors, and supported by technology
• in a compassionate and inclusive culture by building on the motivation at the heart of our NHS to look after and value our people, create a sense of belonging and promote a more inclusive service and workplace so that our people will want to stay.

This plan sets out practical actions that employers and systems should take, as well as the actions that NHS England and NHS Improvement and Health Education England will take over the remainder of 2020/21. It focuses on:

• Looking after our people particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically.
• Belonging in the NHS highlighting the support and action needed to create an organisational culture where everyone feels they belong.
• New ways of working and delivering care emphasising that we need to make effective use of the full range of our people’s skills and experience to deliver the best possible patient care.
• Growing for the future particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer.

Click here to read more: https://www.england.nhs.uk/publication/we-are-the-nhs-people-plan-for-2020-21-action-for-us-all/
We would like to say a special thank you to everyone who took the time to complete our Stakeholder Re-Engagement survey. The survey helped us to gather your insights and input into our future leadership development opportunities.

The data gathered has in itself given you all an active voice in how the leadership development elements of the NHS People Plan become a reality. You have helpfully articulated your individual and organisational priorities and also stated the most effective way to engage with you, in line with your preferences to reach a common goal of improving patient care.

So what did you tell us…?

How do you keep up to date with our offers?

- I receive your newsletter: 46.89%
- I look out for your offers in my email: 44.82%
- I check your website: 23.32%
- I get updates from meetings I attend: 12.69%
- Other: 9.33%

When would you feel ready to engage with leadership development?

- Now: 30.21%
- Around November 2020: 25.22%
- Spring of 2021: 17.89%
- Around October 2020: 13.49%
- September 2020: 13.20%

How much time could you commit?

- Half a day once a month: 35.78%
- A full day once a month: 26.98%
- An occasional stand alone short session (no more than 2 hours): 22.29%
- A full day more than once a month: 6.74%
- A half day more than once a month: 4.99%
- Other: 3.23%
## STAKEHOLDER RE-ENGAGEMENT INSIGHTS SURVEY

Given the current Public Health restrictions, what would be the most effective and accessible way for you to engage with leadership development?

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online masterclasses</td>
<td>69.57%</td>
</tr>
<tr>
<td>Short programmes online</td>
<td>63.35%</td>
</tr>
<tr>
<td>Virtual coaching</td>
<td>54.04%</td>
</tr>
<tr>
<td>Online action learning sets</td>
<td>49.38%</td>
</tr>
<tr>
<td>Face to face small groups whilst adhering to social distancing guidance</td>
<td>45.34%</td>
</tr>
<tr>
<td>Online personality preference questionnaires and development sessions</td>
<td>30.12%</td>
</tr>
<tr>
<td>Using leadership styles questionnaires with online 1:1 feedback sessions</td>
<td>26.40%</td>
</tr>
<tr>
<td>Longer programmes online</td>
<td>23.29%</td>
</tr>
<tr>
<td>Face to face 1:1 whilst adhering to social distancing guidance</td>
<td>21.74%</td>
</tr>
<tr>
<td>Other</td>
<td>0.62%</td>
</tr>
</tbody>
</table>
In order to meet the needs which have been identified through our Stakeholder Re-Engagement Survey and the requirements set out in the NHS People Plan, we are focusing on creating an inclusive and compassionate culture through all our leadership development interventions.

We thank you for your invaluable feedback through our Stakeholder Re-Engagement Survey and we are excited to act upon your insights, whilst aligning the needs to the People Plan and ensuring we are embedding an inclusive, compassionate culture throughout.

Over the last couple of months, we have been working behind the scenes to create short, bite-size, online development opportunities for new, aspiring and executive leaders across the region. Alongside this, we have re-launched our paused offers to ensure all our participants are able to continue with their learning.

We have quickly pivoted to a new way of working, and this has affected us all in different ways. Therefore, we are starting our new portfolio of offers with a masterclass focusing on Brilliant Leadership and a new Virtual Leadership series exploring how to lead virtual teams, virtual meetings, presence, power and impact in the virtual space and virtual strategic leadership. Places on the virtual series are very limited therefore, we will be taking waiting list requests to assess the demand for another cohort.

We have also re-designed our Leadership Pride event, which was due to take place in March, this will now be delivered virtually across three dates. More details can be found below, and we would encourage you to book your place as soon as possible.

Our Virtual Leadership Masterclass Series and Leadership Pride event are online because nearly 70% of respondents to our recent stakeholder survey said this would be the most effective and accessible way to engage with leadership development.
We are pleased to be bringing you our new Leadership Series – **LEADERSHIP PRIDE** – and we invite you to join us.

We will explore pride in leadership through our system leaders, our keynote speakers and individual leadership journeys. We will look at the challenges leaders have faced, inclusive and diverse leadership practice, the change they can make happen and the pride they have from being a leader.

The series will focus on the creation of pride, ownership and connection in our organisations and systems. Inspiring leaders to nurture an environment of learning, inclusive encouragement and a compassionate culture.

There will be opportunities to reflect on your own journey, how you can capture your learning and what we can do as a system to ensure the lessons learnt are built upon to provide inclusive leadership behaviours across our healthcare system.

We will explore what connects leaders to the people that they serve and how this leadership leads to better patient care, experience and outcomes.

One of the aspects that makes Leadership Pride unique, is the real life leadership stories we wanted to highlight and share from across our region. These stories will come to life throughout the series and we will be releasing more information as the weeks go on.

We are pleased to announce we have secured a wealth of keynote speakers, and we are privileged to share with you a few real life leadership stories from our healthcare colleagues.

The series is promised to be thought provoking and inspirational providing perspectives on pride in Leadership. Each session within the series will be delivered by carefully selected speakers on a range of subjects, this will enable you to tailor your agenda to meet your own interests.

We’d love it if you can join us!

**Keynote Speakers:**

**Nigel Owens MBE**
Thursday 19th November, 10.00 – 11.30

The leading international rugby referee who also raises awareness from lived experience on inclusion and diversity. Nigel believes that life experience builds stronger leaders and will be sharing his own experiences in dealing with difficult times, dealing with adversity, as well as dealing with mental health issues and inclusion as a gay man.

**Dr Kate Allatt**
Thursday 26th November, 10.00 – 11.30

After recovering from a catastrophic brain stem stroke and Locked In Syndrome, Kate went on to found the Fighting Strokes charity of which the world’s first Stroke Survivor Day originated. Kate will touch on her pride in being a leading, worldwide advocate, influencer and disrupter within the stroke establishment.

**Dr Sabrina Cohen-Hatton**
Thursday 3rd December, 10.00 – 11.30

With a challenging early life, leaving her home aged 15 for the streets of Newport, South Wales. She spent two years surviving on the streets selling The Big Issue before she had enough money saved to rent a flat. Having an address enabled her to join the fire service at the age of 18 and her path to security, self-improvement, and success was set.

**BOOK YOUR PLACE**

**BOOK YOUR PLACE**

**BOOK YOUR PLACE**

**READ MORE ABOUT NIGEL**

**READ MORE ABOUT KATE**

**READ MORE ABOUT SABRINA**
As part of the series, we are privileged to be sharing real life leadership stories from:

**Eugene Yafele**  
Chief Executive,  
Dorset HealthCare University NHS Foundation Trust

**Rebecca Dunn**  
Deputy Director of Transformation,  
Bristol, North Somerset & South Gloucestershire CCG

**Dr Naheed Rana**  
Public Health Consultant  
COVID-19 Health Inequalities Programme Lead  
NHS England and NHS Improvement

Join us on twitter to talk about pride in leadership. We would value your views and opinions, join in by tweeting using the hashtag #SWLA_Pride.

#SWLA_PRIDE

**Register your place:**

To obtain a place on each session, you will need to register via the links above. Places will be allocated on a first-come, first-served basis. Once registered your place is confirmed and joining instructions will be sent two weeks before the event.

There is no fee to attend, by registering you will be signing up to a cancellation charge of £150 for non-attendance unless you notify leadership.sw@leadershipacademy.nhs.uk 10 working days in advance of the event date or your attendance is deputised.
We are very pleased to be bringing you a new masterclass called Brilliant Leadership facilitated by Mike Martin from Art of Brilliance.

We all know how to be the best, brilliant version of ourselves, but at times this can be hard. As a leader, it's even more challenging. We know that when we are not at our best, the impact it has goes way beyond us. If we are having a bad day, everyone around us feels it and if they look to us for leadership, they feel it even more.

The Brilliant Leadership sessions take the best bits of positive psychology and neuroscience, rip out all the big words, jargon and waffle and present you with some simple, easy to implement ways to make being your best self a habit again instead of an irregular treat.

It will take a bit of time and effort; the habits you have, some of which are helping you not to be the best version of you, took a long time to perfect. You have got them well-honed and may have mastered some. Therefore, it will take a bit of time to create new habits that support the best version of you, but it will be worth it.

The best thing about it is, that the best version of you is a better leader, colleague, friend, spouse, parent, sibling, child and human. You'll also tend to be less stressed, healthier and live longer.

Target audience:
Open to colleagues, clinical and non-clinical, those who have an interest in leadership and those in a leadership or management role across the South West region.

Dates and times:
- Test session – Tuesday 27th October 2020, 12.30 – 13.00 (virtual, via Microsoft Teams)
- Part one - Tuesday 3rd November 2020, 10:00-11:00 (virtual, via Microsoft Teams)
- Part two - Wednesday 11th November 2020, 10:00-11:00 (virtual, via Microsoft Teams)

Please note, the test session is optional, we will be using Microsoft Teams for part one and two of the masterclass. The test session is for those who would like to test their access prior to part one of the masterclass.

By registering your place, you will be signing up to the dates above. The workshops are complementary and there is optional activity to do in the week between. Details of this will be sent after part one of the masterclass.

Outcomes:
The aim of the masterclass is to give participants some simple interventions that will help them form habits to support them to be their best selves and in a lot of cases make positive changes to their thinking. Success will depend on the time spent applying these interventions in their own life and then as leaders building them in to the way their teams operate. The changes can be profoundly positive.

Register your place:
To obtain a place you will need to register via the link below. Places will be allocated on a first-come, first-served basis. Once registered, your place is confirmed. Joining instructions will be sent two weeks prior to the each session.

There is no fee to attend, by registering you will be signing up to a cancellation charge of £150 for non-attendance unless you notify leadership.SW@leadershipacademy.nhs.uk 10 working days in advance of the event date or your attendance is deputised.

Click here to book your place: https://healtheducationyh.onlinesurveys.ac.uk/brilliantleadership
We are pleased to introduce our new Virtual Leadership Masterclass Series. The series has been specifically developed to respond to your needs and to support you in developing your skills to work and lead in a virtual world.

This series is in response to the stakeholder survey we undertook during August following a pause in our work to support the pandemic effort. Over 90% of respondents identified Leading Virtually as the current leadership development need within their organisation and at the same time they identified they had gaps in their internal capability to provide this type of intervention. You also told us that you are currently ready for development opportunities. Our Masterclass Series has been provided in response to your feedback.

The masterclass will take place virtually on Microsoft Teams, in a group format. The 2-hour, 15 minute time commitment enables leaders to easily fit a learning session in between professional and personal obligations and includes a short 15 minute break.

**Target audience:**

The range of masterclasses available cater for all leaders, clinical and non-clinical. We encourage registrations from those who are new to the virtual world and those who are familiar but would like to explore how we maximise the virtual connections.

**Virtual Series:**

**Presence, Power & Impact in the virtual space**  
Tuesday 20th October, 14.00 – 16.15

Increase awareness and skills around virtual presence. Being able to have a strong impact in the virtual space is a capability that is new for many leaders, who traditionally have worked predominantly in a physical office space.

This masterclass will explore how leaders can connect with deeper values and sense of self in the virtual space, identify what can enhance their presence, power and impact so they can thrive in their new working environment.

**Leading Virtual Teams**  
Thursday 29th October, 14.00 – 16.15

Understand how leading virtual teams differs from face-to-face working. Leading virtual teams presents a unique challenge. Practices – good and bad – are amplified in the virtual space and this applies to the assumptions we all hold around leading and following.

During this session we will explore participants’ own assumptions and use a range of techniques to help them understand how to build connectivity with team members.

**Virtual Meetings**  
Thursday 5th November, 14.00 – 16.15

Develop the ability to establish practices and tools for collaborating virtually. Participants will create a common framework for what it takes to design and run effective virtual meetings. They will learn that listening well in the virtual space is essential to effective virtual meetings.

This masterclass will identify what practices teams should amplify or stop/change to connect meaningfully, as well as helping participants shift their mindset from seeing meetings as events to seeing them as a process.

**Virtual Strategic Leadership**  
Friday 13th November, 14.00 – 16.15

Develop a virtual strategy and create engagement, particularly when responding in a crisis.

This masterclass will help senior leaders develop the capability to frame strategic transformation, design and lead virtual strategy conversations, explore renewal in a current crisis, develop strategy development and engagement capabilities.

**Register your place:**

To obtain a place you will need to register via the links above. Places will be allocated on a first-come, first-served basis. Once registered, your place is confirmed.

There is no fee to attend, by registering you will be signing up to a cancellation charge of £150 for non-attendance unless you notify leadership.SW@leadershipacademy.nhs.uk 10 working days in advance of the event date or your attendance is deputised.
This executive suite comprises a range of flexible offers to support you as an executive leader and as part of lifelong learning across your career. It recognises that sometimes you lead in unprecedented circumstances and supports you to meet these challenges in a sustainable way.

Developed to support executive leaders meet the challenges of leadership over the coming years, the materials here in this executive suite are provided to open the space for co-development of leadership and lifelong learning with executive leaders. It seeks to create a leadership community building on the ambitions of the NHS People Plan, NHS People Promise and the Leadership Compact (due to be published).

The resources and offers here are a combination of existing well-being and leadership development content for NHS senior leaders mixed with elements specially commissioned for the Executive Suite. This means that a small number of offers are limited to NHS leaders, however the vast majority of resources are available to all senior leaders across health and care. Over the coming months we will be working with partner organisations to extend the offer.

Prerana Issar, Chief People Officer, introduces the Executive suite in the following video

Click here to watch the video: https://youtu.be/XdXBh1Brj0o
## UPCOMING EVENTS

All our regional events are managed by the **South West Leadership Academy**, we attempt to base events centrally to the region, however this isn’t always possible taking into account our geography. All events are managed on a first-come, first-served basis unless stated otherwise. Please note cancellation fees may apply for non-attendance, please check booking terms and conditions upon registration.

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<thead>
<tr>
<th>Event Name</th>
<th>Date</th>
<th>Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILM 7 CEO Programme</td>
<td>5 October</td>
<td>Virtual</td>
</tr>
<tr>
<td>ILM 7 CEO Programme</td>
<td>6 October</td>
<td>Virtual</td>
</tr>
<tr>
<td>Mentoring Programme</td>
<td>6 October</td>
<td>Virtual</td>
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<tr>
<td>ILM 7 CEO Programme</td>
<td>11 October</td>
<td>Virtual</td>
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<tr>
<td>Introduction to Coaching Supervision</td>
<td>11 October</td>
<td>Virtual</td>
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<tr>
<td>Coaching Skills for Leaders</td>
<td>14 October</td>
<td>Virtual</td>
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<tr>
<td>ILM 7 Exec Director Programme</td>
<td>14 October</td>
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<td>ILM 7 Exec Director Programme</td>
<td>16 October</td>
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<td>Authentic Leader</td>
<td>20 October</td>
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<td>ILM 5 Coaching &amp; Mentoring</td>
<td>20 October</td>
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<tr>
<td>Authentic Leader</td>
<td>22 October</td>
<td>Virtual</td>
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<tr>
<td>Stepping Up Bridging Session</td>
<td>26 October</td>
<td>Virtual</td>
</tr>
<tr>
<td>Brilliant Leadership Masterclass</td>
<td>27 October</td>
<td>Virtual</td>
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To book your place on any of the events above please take a look at our dates for your diary page and follow the ‘book now’ links. [www.southwestleadership.nhs.uk/dates](http://www.southwestleadership.nhs.uk/dates)
JOIN THE CONVERSATION!

If you would like to see anything in the next edition of our Newsletter, or have anything to contribute, please get in touch at:

leadership.SW@leadershipacademy.nhs.uk

COMING SOON.....

New Directors Programme