



Ready Now

Line Manager Guide



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NHS Leadership Academy

The NHS Leadership Academy works for those involved in the health care system. Its purpose is to deliver outstanding leadership at all levels to improve the NHS, people's health and their experiences of the NHS. It does this by offering a range of tools, models, programmes and expertise to support individuals and organisations to develop leaders to make a real difference.



Ready Now

Ready Now is the innovative and inspirational positive action programme from the NHS Leadership Academy. The year-long programme takes senior leaders from a BAME (black, Asian or minority ethnic) background on a transformational learning journey, helping them to realise their potential and take that next step up to a more senior role, to the boardroom and beyond.

The aim of the Ready Now programme is to release the leadership potential of participants so they can:

- Progress in their careers
- Provide the NHS with outstanding, inclusive leaders for the future
- Effectively influence change within the NHS so that it achieves considerably greater levels of race equality specifically and the whole spectrum of equality generally

“There’s a clear link between having a racially representative workforce at every level, and the ability of the NHS to deliver quality patient care. Additionally, being able to meet future challenges, such as reducing health inequalities and having ever-higher levels of staff engagement, cannot be achieved without racial inclusion at senior levels.”

Tracie Jolliff,
National Director of Inclusion,
NHS Leadership Academy

What's positive action?

The Equality Act 2010 allows service providers to take action that may involve treating one group more favourably where this is a proportionate way to help members of that group overcome a disadvantage or participate more fully, in order to meet needs they have that are different from the population as a whole.

Under the provisions of positive action, organisations may lawfully take measures to meet special needs or to train, develop or encourage people from a racial group that is under-represented in particular types of work – for example, senior leadership positions in the NHS.

Positive action is separate and distinct from positive discrimination, the preferential treatment of a particular group at the point of selection, which is illegal in this country.

The Ready Now programme seeks to provide a leadership experience that can assist participants to effectively and sustainably develop their leadership ability and address the particular challenges that BAME leaders face. The programme is not just about the development of individuals; it is an initiative designed to influence the development of more inclusive cultures in the NHS as a whole.



Benefits of supporting an application

Participants on the Ready Now programme will be supported to realise their leadership potential with the specific learning needed to progress their career, and to provide the NHS with outstanding, inclusive leaders for the future. Organisational benefits include:

- A positive impact on patient care by helping staff reach their full potential
- Working at a faster pace towards the equality agenda
- Inspiring other BAME colleagues to progress into more senior roles
- Participants bringing positive and productive changes to their teams, services and patients in areas such as increasing staff morale, improving patient experience and effective service redesign
- More strategic working with greater collaboration across large and complex programmes, departments, services and systems of care, leading to less waste and more efficient use of resources
- Building a powerful, regional and national support network of like-minded, influential leaders
- Increasing the number of inspiring and innovative leaders in the organisation's talent pipeline for better succession planning
- Demonstrating improved leadership practices thus having a greater positive impact on organisational culture and inclusive, patient centred care

At the end of their journey, participants will be in a position to showcase their leadership learning and have the confidence in themselves to influence a more inclusive NHS. Participants will be more adept at convincing others of their potential by providing concrete evidence that supports the difference their learning has made in a wider work context.

Who should I encourage to apply?

Ready Now is a positive action programme aimed at senior leaders from a BAME background.

Applications are welcome from individuals working in the NHS or providing NHS funded care. Applicants must be working at Agenda for Change Band 8a or above (or equivalent level).

The programme is designed for leaders from underrepresented groups that want to become senior leaders in the NHS.



How can I support my team member?

The process begins with a talent management conversation between you and your team member to discuss how the programme can unleash their potential.

Agreements should be made to allow your team member time to participate in all programme components, attend face to face activities and the provision of study leave as appropriate. Providing the opportunity, space and support for participants to bring their learning back to the workplace and to have ongoing conversations is particularly important to build more inclusive cultures.

Your team member may also 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 your team member 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.



“The Ready Now programme is very unique – I’ve never experienced anything like it before. In fact there’s no other programme like it in the NHS! It’s a programme about you, discovering the real you and once you have found yourself taking the knowledge back with you to challenge the status quo. It’s about how you operate in the healthcare system and how you can positively influence system change that translates into an inclusive system.”

Ram Jassi,
Head of Commercial Finance,
University Hospital Southampton NHS Foundation
Trust and Ethnicity Inclusive Network (EIN) Chair

Programme dates

The Ready Now programme consists of 12 residential dates spread across five modules. The modules will take place at the NHS Leadership Academy's offices in Leeds city centre.

An appreciation of achievement event will take place on 8 June 2021 for all programme participants. This is a mandatory element of the programme.

Cohort 8.1

Module 1	18 - 20 May 2020
Module 2	14 - 15 September 2020
Module 3	23 - 24 November 2020
Module 4	1 - 2 February 2021
Module 5	17 - 19 May 2021

Cohort 8.2

Module 1	26 - 28 May 2020
Module 2	16 - 17 September 2020
Module 3	7 - 8 December 2020
Module 4	8 - 9 February 2021
Module 5	24 - 26 May 2021

Cohort 8.3

Module 1	10 - 12 August 2020
Module 2	8 - 9 October 2020
Module 3	11 - 12 January 2021
Module 4	7 - 8 April 2021
Module 5	1 - 3 June 2021

Cohort 8.4

Module 1	7 - 9 September 2020
Module 2	16 - 17 November 2020
Module 3	25 - 26 January 2021
Module 4	12 - 13 April 2021
Module 5	7 - 9 June 2021

Cohort 8.5

Module 1	30 September – 02 October 2020
Module 2	25 – 26 November 2020
Module 3	27 – 28 January 2021
Module 4	20 – 21 May 2021
Module 5	16 – 18 June 2021

Cost

The Ready Now programme is fully funded by the NHS Leadership Academy. However, this does not mean it is free. Participants must commit themselves to the full journey of the programme.

As the line manager of a participant on the programme, you will be asked to sign terms and conditions to express your commitment to support the participant throughout the programme. And to agree that your organisation will be liable to bear the full cost (£2,800) of the programme, should that participant withdraw from the programme without good reason, as determined by the NHS Leadership Academy.



Contact

To find out more, please email
readynow@leadershipacademy.nhs.uk
or call 0113 322 5699.

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