



Stepping Up

Line Manager Guide



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NHS Leadership Academy

The NHS Leadership Academy works for those involved in the health and 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.

Stepping Up

Stepping Up is a positive action leadership development programme from the NHS Leadership Academy. The two to three month long programme is for black, Asian and minority ethnic (BAME) colleagues in bands 5 to 7 (or equivalent) roles.

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 by:

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

“The NHS Leadership Academy is helping to develop senior BAME leaders in health and care with a number of inclusion programmes and interventions. The Stepping Up programme forms part of this important work.”

Tracie Jolliff,
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. Or 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 Stepping Up programme seeks to provide a leadership experience that can assist participants to effectively and sustainably develop their leadership ability and not 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

As an organisation with a colleague participating on the programme you'll:

- Positively impact on patient care by helping staff reach their full potential
- Be representing the population you serve to ensure the best patient care is being delivered at the front line
- Unlock previously untapped creativity and productivity
- Work at a faster pace towards the equality agenda
- Provide the best environment in which BAME staff can thrive
- Reduce attrition – there's a national shortage of nurses, doctors and other medical professionals and a large proportion of these colleagues come from BAME backgrounds
- Inspire other BAME colleagues to progress into more senior roles

Who should I encourage to apply?

The programme is aimed at BAME leaders and aspiring leaders across health and care 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 health and care sector.

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



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, provision of study leave as appropriate, providing the opportunity, space and support for them to bring their learning back to the workplace and to have ongoing conversations 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 Stepping Up programme was suggested to me by my line manager. It made me see things in a very different light. It gave me the confidence to constructively challenge, to continue to seek promotion, to value the input of peers.”

Margaret Lynes,
Inspection Manager,
Care Quality Commission



Programme dates

The Stepping Up programme runs over two to three months.
The modules will take place in either Leeds or London.

Cohort 5.1 (band 7)

Module 1	15 - 17 October 2019	London
Module 2	12 - 13 December 2019	London

Cohort 5.6 (bands 5 & 6)

Module 1	25 - 26 November 2019	Leeds
Module 2	8 - 9 January 2020	Leeds

Cohort 5.2 (bands 5 & 6)

Module 1	21 - 22 October 2019	Leeds
Module 2	16 - 17 December 2019	Leeds

Cohort 5.7 (band 7)

Module 1	27 - 29 November 2019	Leeds
Module 2	14 - 15 January 2020	Leeds

Cohort 5.3 (bands 5 & 6)

Module 1	29 - 30 October 2019	London
Module 2	4 - 5 December 2019	London

Cohort 5.8 (bands 5 & 6)

Module 1	2 - 3 December 2019	Leeds
Module 2	16 - 17 January 2020	Leeds

Cohort 5.4 (band 7)

Module 1	5 - 7 November 2019	London
Module 2	21 - 22 January 2020	London

Cohort 5.9 (bands 5 & 6)

Module 1	10 - 11 December 2019	London
Module 2	28 - 29 January 2020	London

Cohort 5.5 (bands 5 & 6)

Module 1	21 - 22 November 2019	London
Module 2	23 - 24 January 2020	London

Cohort 5.10 (bands 5 & 6)

Module 1	12 - 13 February 2020	London
Module 2	24 - 25 March 2020	London

Cost


The Stepping Up 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 and will be asked to sign a document expressing your intention to do so, prior to taking a place.

If participants withdraw from the programme before fully completing it, and without extenuating circumstances agreed with the NHS Leadership Academy, your organisation will be liable to bear the full cost of the programme. The cost for band 5 and 6 is £970 and the cost for band 7 is £1,310.

Contact

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