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NYE
BEVAN
PROGRAMME

Nye Bevan

Participant Guide



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Introduction

The Nye Bevan programme has been specifically designed to develop senior leaders. It's been shown to accelerate individuals into executive roles, helping them perform better at board level, and help boards better meet operational challenges today and enable change for tomorrow. It also supports senior leaders to move beyond leadership within their area of professional expertise, into executive roles that span organisational boundaries.

Designed with national and international experts in health and organisational performance, the programme offers support and learning to build personal resilience, confidence and capabilities over 12 months. Successful completion of the programme leads to an NHS Leadership Academy Award in Executive Healthcare Leadership.

The Nye Bevan programme has developed over 1,000 senior leaders, with nearly 40% of recent graduates reporting being in a more senior role, which 90% directly attribute to the programme.

“The change and delivery we all face depends on our professional leaders, especially those at the most senior levels.”

Gill Rooke,
Head of National Programme Delivery,
NHS Leadership Academy

As part of the ambitions of the [NHS Long Term Plan](#) and [Interim People Plan](#), the NHS Leadership Academy will be providing additional development opportunities for:

- Registered healthcare professionals in the NHS and wider health and care sector who are clinicians at one below board/governing body level – or equivalent – including those with backgrounds other than in nursing and medicine, such as those working in and across the diverse professions falling within the Allied Health Professionals (AHP) umbrella, clinical pharmacists and health care scientists
- Those working in the Department of Health and Social Care (DHSC) and the national health and care arm's length bodies

For this intake, we will be including additional learning elements above and beyond the Nye Bevan programme to help support the transition from professional leadership to corporate executive leadership and specifically address the challenges in these roles.

Programme benefits

As a participant on the programme, you will:

- 1 Develop the skills, knowledge, attitudes and behaviours to succeed and operate successfully at executive level as part of the board
- 2 Learn how to move beyond leadership within your area of professional expertise, into executive roles that span organisational boundaries
- 3 Tackle real workplace issues, reflecting what is needed at board level to promote safe, high-performing, and continuously-improving organisations. Making immediate, positive changes in your health and care organisations to provide better services, increase patient outcomes and experiences, improve staff engagement and morale
- 4 Build your personal resilience, confidence, influence and capabilities to prepare for the challenges and demands of an executive director
- 5 Focus and improve your personal impact, behaviours and challenges to improve organisational outcomes; to build and lead a culture of inclusive, patient-centred, compassionate care
- 6 Become critically aware of your personal approach to leadership - biases, blind spots, attitude to diversity - and how to continue to develop after the programme
- 7 Work more strategically with greater collaboration across large and complex programmes, departments, services and systems of care; whilst building a powerful regional and national support network of influential leaders
- 8 The additional learning elements will provide registered healthcare professionals (clinicians) and those working in the Department of Health and Social Care (DHSC) and the national health and care arm's length bodies, with the skills required to reach the very top of the health and care landscape, gaining experience to work more effectively and collaboratively across local and national systems

Who's the programme for?

The Nye Bevan programme is for senior clinical or non-clinical leaders aspiring to executive director (or equivalent) roles across the NHS, including providers, commissioning organisations, arm's length bodies, national organisations, and wider health and care.

It's for you if you are:

- Aspiring to move into a board role within the next two years, or already in the first two years of your board role
- Ready and committed to further developing your skills, knowledge, attitudes and behaviours through a demanding leadership development programme with peer assessment
- Motivated by the opportunity to apply your new executive leadership approach directly to your organisations

"I joined the Nye Bevan programme not really knowing what to expect. Within my trust, securing a place on the programme was widely recognised, which really made me feel the NHS valued my input and could see the worth in developing me to be a future executive leader."

Chris Oliver,
Chief Operating Officer,
Mid Cheshire Hospitals NHS Foundation Trust

Programme overview

The Nye Bevan programme is 12 months long and you'll be working for at least 15 hours a week.

Registered healthcare professionals (clinicians) and those working in the Department of Health and Social Care (DHSC) and the national health and care arm's length bodies will benefit from additional learning elements above and beyond the programme, specific to your roles.

The Nye Bevan programme offers blended learning across action learning sets, residential workshops, online and work based learning; requiring dedicated time and focus. Based on the principles of self-managed learning, it's designed to mirror some of the challenges of working at executive director level and requires you to take responsibility and accountability for the areas you choose to focus on.

To pass the Nye Bevan programme, you'll have to demonstrate your readiness to make the principles of the NHS Constitution a reality for patients, carers and staff. This means evidencing that you are ready to lead in a system and take action that actively promotes equality – that your actions, behaviour and decisions are congruent with the notion that leadership in the NHS, especially at executive levels, means patient care, staff engagement and taking responsibility for developing and engaging a diverse workforce.

The programme is fully accredited, leading to an NHS Leadership Academy Award in Executive Healthcare Leadership.

Learning and commitment

The learning methods are a cutting-edge blend to keep you inspired and motivated via a flexible state-of-the-art virtual campus, residential, face-to-face development and online tutor support.

There are three core learning methods on this programme:

- 1. Work based learning** – this takes the work you are already doing and uses it as the basis for your learning. It focuses your attention on what is practical and helps to lighten the study workload as some of the learning is within your day-to-day job.
- 2. Face-to-face learning at:**
 - **Workshops** – there are four residential behavioural development workshops during the course of the programme based at the NHS Leadership Academy in Leeds. They focus on your personal and behavioural development through face-to-face group work, experiential and simulation learning activities and social networking opportunities.
 - **Learning sets** – your learning set provides you with a forum to explore the links between individual, group and organisational dynamics to equip you with the practical skills to craft your leadership role, style and skills. Your learning set meets seven times during the programme for full day working sessions.
- 3. Online via the virtual campus** - the virtual campus is where you can find all the resources you'll need for your studies. It provides a range of different learning formats such as e-learning nuggets, simulation events, webinars, videos, psychometric assessments, surveys, electronic journals and books, tutorial and discussion boards, learning journals, social networks and more.



Programme dates

Participants are required to commit at least 15 hours a week to the programme, with 18 out of office days being required for face-to-face meetings during the one year period.

| Residential | Cohort 28 | Cohort 29 |
|-------------|----------------------|------------------------|
| 1 (4 days) | 28 – 31 January 2020 | 11 – 14 February 2020 |
| 2 (3 days) | 1 – 3 April 2020 | 7 – 9 April 2020 |
| 3 (3 days) | 6 – 8 July 2020 | 13 – 15 July 2020 |
| 4 (2 days) | 7 – 8 September 2020 | 15 – 16 September 2020 |

| Residential | Cohort 30 | Cohort 31 |
|-------------|------------------------|-----------------------|
| 1 (4 days) | 18 – 21 February 2020 | 25 – 28 February 2020 |
| 2 (3 days) | 15 – 17 April 2020 | 4 – 6 May 2020 |
| 3 (3 days) | 27 – 29 July 2020 | 5 – 7 August 2020 |
| 4 (2 days) | 28 – 29 September 2020 | 5 – 6 October 2020 |

Registered healthcare professionals (clinicians) and those working in the Department of Health and Social Care (DHSC) and the national health and care arm's length bodies will benefit from additional learning elements specific to your roles.

Modules and assignments

You'll go through the programme as part of a cohort of 49 people and will work directly with a learning set of around seven people with a learning set adviser. Building your personal network is an important part of leadership, so you'll also have the chance to exchange views with people from other cohorts and alumni from previous cohorts.

Learning set members will provide each other with support and challenge as they progress through the programme. Your learning set members will also act as internal examiners, reviewing submissions and providing formative feedback.

The three elements which you'll be required to submit will be peer assessed by your learning set, reaching pass or fail judgements and ultimately deciding with the learning set adviser, which set members are recommended for the NHS Leadership Academy Award in Executive Healthcare Leadership.

Below is a breakdown of the elements which are to be submitted throughout the 12 month Nye Bevan programme.

| Element | | Assessment |
|---------|--|-----------------------|
| 1 | Opening statement and learning contract | 4,000 word assignment |
| 2 | Evidence of meeting both personal learning goals and programme learning outcomes | 8,000 word assignment |
| 3 | Closing statement | 2,000 word assignment |

Additional learning elements

Registered healthcare professionals (clinicians) and those working in the Department of Health and Social Care (DHSC) and the national health and care arm's length bodies will benefit from additional learning elements specific to your roles.

This will include:

| Date | For registered health professionals (clinicians) | For those working in the Department of Health and Social Care (DHSC) and the national health and care arm's length bodies |
|---------------------|---|---|
| W/C 13 January 2020 | Orientation day – to introduce the connecting experience and cross sector organisational visits | |
| From March 2020 | Up to six cross sector organisational visits (system leadership in action) | |
| March 2020 | Learning with Leaders 1 (masterclass – national system leadership) | |
| May – June 2020 | Learning with Leaders 2 (masterclass – wider public sector leadership) | |
| September 2020 | NHS Operating Board game – a fully immersive whole day simulation providing deep insights into operational and financial management within a system context | |
| W/C 12 October 2020 | | Stepping up to the Board (national ALB masterclass) |

Additional learning elements

| Date | For registered health professionals (clinicians) | For those working in the Department of Health and Social Care (DHSC) and the national health and care arm's length bodies |
|--|---|---|
| November 2020 | Learning with Leaders 3 (learning from clinicians who have transitioned into senior leadership) | |
| The connecting experience will begin later in the programme and participants will have up to 6 months after the end of the programme to complete | Connecting experience - self-organised, minimum of 10 days work experience providing an opportunity for participants to learn from, and engage with other organisations and sectors at the national and local level | |
| Ongoing – throughout the programme and beyond | Career coaching, support and guidance | |
| Ongoing – throughout the programme and beyond | Access to an online, clinical leadership career portal | |
| Ongoing – throughout the programme and beyond | Mentoring from Chief Executives and other senior leaders | |

Additional information on these dates will be available on the [NHS Leadership Academy website](#).

If you are a registered healthcare professional (clinician) working in the Department of Health and Social Care (DHSC) and the national health and care arm's length bodies, please contact us bevanprogramme@leadershipacademy.nhs.uk or **0113 322 5699** to discuss your application.

Cost and funding options

The NHS subsidised cost for the programme is £4,500. Fully inclusive of all accommodation, tuition and access to the online virtual campus.

For those working in the Department of Health and Social Care (DHSC) and the national health and care arm's length bodies, the total cost for the programme including the additional learning elements is £6,500.

For registered healthcare professionals, the additional learning elements will be fully funded. The total cost of the programme with the additional learning elements is £4,500. This is due to the under-representation of clinicians in senior level leadership positions and the ambitions of the [NHS Long Term Plan](#) to support more senior clinicians take on these roles, supporting their transition from professional leadership to corporate executive leadership.

Self-funding

Participants are able to self-fund a place on the programme. Please be aware standard practice is to invoice for payment in full before the programme starts. We offer an opportunity to pay the full amount over two installments within one financial year.

Bursaries

The Academy's bursary scheme supports talented individuals from under-represented groups across leadership levels who, without financial help, would miss out on the opportunity to access its excellent leadership development programmes.

There are a very limited number of bursaries (covering the programme fee), which are available to those who have exhausted all other possibilities for funding and belong to groups such as:

- BAME
- People with disabilities
- LGBT+

To find out more including applying for a bursary please visit <https://www.leadershipacademy.nhs.uk/programmes/bursary-information>

Application process

As 50% of the programme centres on work based application of your learning it's essential that your manager and organisation are aware of and support the commitments involved. Given the nature of your role and tasks it's important for you to jointly consider the feasibility of you creating the time to apply your studies to the workplace. We also recommend you agree with your manager from the outset what support they'll provide to help protect this time.

Along with your line manager or budget holder in your employing organisation, you will both need to sign a copy of the programme terms and conditions which need to be submitted.

All applications must be completed online via www.nhsx.uk

The following documents will also be required to support your application:

1. A 1,000 word (\pm 10%) personal and supporting statement answering the following questions:
 - What is it that interests me and what would I like to get out of the programme?
 - What is my relevant experience and my aspiration to move into an executive director or equivalent role?
 - Why should I have a place on this programme and why now?
 - You have had a conversation with your line manager to discuss your talent management aspirations. And as part of this, you have their and the organisation support to commit the time required for the programme.
2. Signed terms and conditions (either bursary or non-bursary)

Once you've submitted your application form:

1. Applications will be reviewed for eligibility and you'll be invited to attend an assessment interview.
2. As part of the interview you'll be required to give a 10 minute presentation on **"What is the unique contribution you would bring to the Nye Bevan programme?"** To encourage creative approaches to presenting, the use of PowerPoint is not allowed and you're encouraged to use other props or visual aids as appropriate.

Following your assessment interview, you'll then be notified whether you've been successful in securing a place on the Nye Bevan programme and which cohort you've been allocated to.

Contact

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



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