

ROSALIND  
FRANKLIN  
PROGRAMME

# Rosalind Franklin

## Line Manager Guide



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# NHS Leadership Academy

The NHS Leadership Academy is part of the NHS and 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 experience 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.

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# Rosalind Franklin

The Rosalind Franklin programme is for clinical or non-clinical middle leaders across health and care, aspiring to lead large and complex programmes, departments, services or systems of care.

It aims to help shape middle leaders' knowledge, skills, attitudes and behaviours to help them become outstanding, compassionate and inclusive leaders, working at all levels across the health and care system, to help improve services for people who access them.

Successful completion of the programme leads to an NHS Leadership Academy Award in Senior Healthcare Leadership.

“As part of our continuous commitment to developing outstanding leadership at all levels and given the growing body of evidence; it is important that we recognise the significant role played by individuals operating in critical, middle level ‘connecting’ leadership roles. Those who are leaders of leaders, providing the crucial link between strategic and team levels of leadership – and the impact they have upon the experiences of staff and the people who use health and care services. In response to this and our research findings, the Rosalind Franklin programme has been developed. The programme has been designed to support participants explore what they will need in order to be the outstanding, compassionate, inclusive leaders of health and care in the future.”

Alan Nobbs,  
Head of Programme Design and Practice,  
NHS Leadership Academy

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# Benefits of supporting an application

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

1. Improve the organisation's success with participants bringing immediate positive and productive changes to their teams, services and service users in areas such as increasing staff morale, improving service user experience, effective service redesign, reduction of waste and more efficient use of resources
2. Develop participants to work more strategically with greater collaboration across large and complex programmes, departments, services and systems of care; leading to less waste and more efficient use of resources
3. Enable participants to build a powerful, regional and national support network of like-minded, influential leaders
4. Give participants the opportunity to build self-compassion, confidence and capabilities to meet the demands of senior leadership within the challenging, transforming environment of the health and care system
5. Increase the number of compassionate, inclusive, inspiring and innovative leaders in the organisation's talent pipeline for better succession planning
6. Improve leadership practice which will have a greater positive impact on organisational culture and inclusive, person-centred care





# Who should I encourage to apply?

The Rosalind Franklin programme is for clinical or non-clinical middle leaders in health and care who are:

- Directly leading people who manage others ie. a step beyond first line management. This group is likely to include those who work in a traditional team based in a structured medium to large organisation
- Individuals who may not directly lead a team now but as part of their role; lead a project, pathway or service across a network or system. This includes managers, clinicians of all disciplines and those in postgraduate training
- A professional who leads teams of experienced professionals that may exist on a temporary basis before dissolving, and then realigning again around specific issues. This group might include those leading complex projects and initiatives who operate at pivot points between other professional groups and need to balance operational and strategic demands
- Managing complex programmes and projects, substantial budgets, politically sensitive and significantly impactful work

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# 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.

The Rosalind Franklin programme is nine months long with work based application (where set activities are put into practice at work). 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.



# Programme dates

## Cohort 16 – Southampton

Virtual campus opens	23 March 2020
Foundation workshop	20 - 22 April 2020
Impact group 1	10 June 2020
Impact group 2	28 July 2020
Impact group 3	17 September 2020
Impact group 4	5 November 2020
Celebration workshop	14 December 2020

## Cohort 17 – Leeds

Virtual campus opens	31 March 2020
Foundation workshop	18 - 20 May 2020
Impact group 1	6 July 2020
Impact group 2	24 August 2020
Impact group 3	13 October 2020
Impact group 4	1 December 2020
Celebration workshop	19 January 2021

## Cohort 18 – Bristol

Virtual campus opens	6 April 2020
Foundation workshop	26 - 28 May 2020
Impact group 1	16 July 2020
Impact group 2	1 September 2020
Impact group 3	14 October 2020
Impact group 4	3 December 2020
Celebration workshop	21 January 2021

## Cohort 19 – Peterborough

Virtual campus opens	11 May 2020
Foundation workshop	8 - 10 June 2020
Impact group 1	28 July 2020
Impact group 2	14 September 2020
Impact group 3	4 November 2020
Impact group 4	11 January 2021
Celebration workshop	23 February 2021



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# Cost

The programme costs £1,200 per person.

The cost is fully inclusive of the four face-to-face workshops (including lunch and refreshments) and access to the virtual campus. Accommodation and travel are not included.



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# Contact

To find out more please email  
[franklinprogramme@leadershipacademy.nhs.uk](mailto:franklinprogramme@leadershipacademy.nhs.uk)  
or call **0113 322 5699**.



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