



Ready Now Programme

Communications Pack

Intake 7 2019/20





Contents

About the programme

Introduction

Background

What is the Ready Now programme?

Who is the programme aimed at?

When, where and how will the programme run?

What's the cost of the programme?

What are the benefits for participants?

What are the benefits for organisations?

Who should organisations contact for more information?

Resources for you

Key messages

Social media

Web copy

Email marketing copy

Stakeholder newsletter / intranet copy

Blogs, case studies and YouTube videos

Supporting documents



About the programme

Introduction

The NHS Leadership Academy (the Academy) will be opening intake seven of the Ready Now programme. The programme will offer four cohorts starting from July 2019. There are up to 40 places available per cohort.

Applications for intake seven open on Monday 21 January. This communications pack provides information and resources to help you promote the programme.

Background

Nearly 20% of the 1.3 million people that work in the NHS are from black, Asian and minority ethnic (BAME) backgrounds, therefore it's really important that this diverse talent is nurtured and developed. Many work as doctors, nurses and midwives and without them the NHS wouldn't be able to function.

[The Snowy White Peaks report](#), published in 2014, looked at the representation of BAME colleagues in the London area, in particular people in senior management roles. The report found that only 1 in 40 chairs and no CEOs in London were from a BAME background. It highlighted that in London, a city where 40% of workforce and patients are BAME, 17 out of 40 Trusts had all-white boards. It also showed there was a significant decrease in BAME board members at both local and national levels. For example, there were no BAME executive directors across the Arm's Length Bodies including Monitor, the Care Quality Commission, NHS England, and Health Education England.

A further report from the [NHS Workforce and Race Equality Standard \(WRES\)](#), published last year, highlighted 75% of acute trusts reported a large number of BAME staff were bullied. 41% of BAME colleagues said they were bullied, harassed or abused compared to 18% of white staff in similar roles. Critically, BAME staff are also less likely to be released to attend non-mandatory external development or training, and it's evident that the NHS recruitment process has been shown to disproportionately favour white applicants. While [previous research](#) has highlighted concerns about the absence of BAME colleagues in senior NHS roles.



What is the Ready Now programme?

Ready Now is an innovative and inspirational positive action programme from the NHS Leadership Academy. The year-long programme will take senior leaders from a BAME 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 programme begins with the assumption that BAME staff face complex and unique challenges to their progression. These challenges are due to multiple day to day obstacles that are embedded within all aspects of the system. BAME staff have a particular and powerful role to play in changing this.

Ready Now gives participants the space to deeply consider how they lead. They will be encouraged to engage with experimental and new strategies for enhancing their leadership impact. The work involved here is key to enabling voice, choice and growing the confidence and capabilities to powerfully lead for inclusion, for the benefit of patients and staff.

The Ready Now programme fits into the Academy's wider body of work to promote diversity and inclusion throughout the health and care sector, including its work to develop more inclusive NHS Boards. There is a clear link between having a racially representative workforce at every level and the ability of the NHS to deliver high quality patient care. Additionally, being able to meet future challenges such as reducing health inequalities and having higher levels of staff engagement cannot be achieved without racial inclusion at senior levels.

Although the Ready Now programme primarily focusses on people from BAME backgrounds, the Academy strives in all its work to develop leadership that recognises all forms of inequality and effectively develops leaders that lead significant progress in establishing greater equality.

Who is the programme aimed at?

The Ready Now programme is for senior BAME leaders in the NHS, at band 8a or above, who are seeking further leadership development and support. It's designed to build upon the skills, experience and wisdom participants already have. It aims to nurture curiosity, expand horizons and help participants consolidate their practice with even more authority. It is a means to further develop their leadership skills, styles and behaviours; providing an opportunity to connect with contemporaries across the health care system more broadly.



Successful applicants will be working at band 8a or above (or the clinical equivalent) and aspire to go further. The programme is designed for leaders from underrepresented groups that want to become senior leaders in the NHS.

When, where and how will the programme run?

Application dates

Applications for the intake 7 of the Ready Now programme open on Monday 21 January 2019. Applications should complete the application process via NHSx on the [Academy's website](#). Applications close on Friday 1 March 2019.

Programme dates and locations

Intake 7 will consist of four cohorts (7.1, 7.2, 7.3 and 7.4) of up to 40 participants each. The year-long programme consists of 12 residential dates spread across five modules.

	Cohort 7.1	Cohort 7.2	Cohort 7.3	Cohort 7.4
Module 1	1-3 July 2019	17-19 July 2019	28-29 August 2019	25-27 September 2019
Module 2	16-17 September 2019	18-19 September 2019	23-24 October 2019	27-28 November 2019
Module 3	12-13 November 2019	19-20 November 2019	16-17 December 2019	18-19 February 2020
Module 4	4-5 February 2020	10-11 February 2020	3-4 March 2020	23-24 April 2020
Module 5	1-3 April 2020	20-22 April 2020	6-8 May 2020	3-5 June 2020

An appreciation of achievement event will take place on 4 June 2020 for all programme participants. This is a mandatory element of the programme.

Ready Now is a year-long programme. It provides a combination of face to face, online and self-directed workplace-based learning. This includes taught elements, group work, psychodynamic processes, experiential learning and a constantly evolving range of approaches to support participant success. It's a



truly blended learning experience, drawing on cutting edge research on the issues that influence the progression of BAME leaders and affect the NHS.

The modules will take place at the NHS Leadership Academy's offices in Leeds city centre.

What's the cost of the programme?

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 and will be asked to sign a document expressing their 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, their organisation will be liable to bear the full cost of the programme: £2,800.

What are the benefits for participants?

The aim of the Ready Now programme is to release the leadership potential of participants with the specific learning needed to:

- Progress into more senior roles within the NHS
- 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
- Developing BAME leaders to reach their potential meaning better patient care delivered at the front line
- Harness skills to create more inclusive cultures in the wider system



What are the benefits for organisations?

Organisations will benefit from supporting their employees to participate on The Ready Now programme through:

- A positive impact on patient care by helping staff reach their full potential
- Work at a faster pace towards the equality agenda
- Provide the best environment in which BAME staff can thrive
- Inspire 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 that the organisation
- Increasing the number of inspiring and innovative leaders in the organisation's talent pipeline for better succession planning
- Demonstrate improved leadership practices thus having a greater positive impact on organisational culture and inclusive, patient centred care

Who should applicants and organisations contact for more information?

More information about the Ready Now programme and how to apply can be found in the e-book provided with this communications pack and on the [Academy's Website](#).

Alternatively, phone the Academy on 0113 322 5699 or email readynow.nla@hee.nhs.uk



Resources for you

Key messages

Corporate messages

- Ready Now is part of a strategic initiative by the Academy to address the underrepresentation of BAME senior leaders (Board members) at local and national levels; promote diversity and inclusion throughout the health and care sector to develop more inclusive Boards. The Snowy White Peaks and WRES reports both highlighted this.
- The Ready Now programme seeks to provide a leadership experience that can assist participants to effectively develop their leadership ability and address the particular challenges that BAME leaders face
- The programme is designed to influence the development of more inclusive cultures in the NHS as a whole
- There is a clear link between having a racially representative workforce at every level, and the ability of the NHS to deliver high quality patient care
- Being able to meet future challenges, such as reducing health inequalities and having higher levels of staff engagement cannot be achieved without racial inclusion at senior levels
- The programme offers a blended learning experience that draws upon cutting edge research on the issues that enable the progression of BAME leaders and affect the NHS

Organisational messages

- Ready Now has been designed to improve patient care by utilising and unleashing the talents of BAME leaders at the most senior levels
- The programme seeks to ensure that participants are equipped to accelerate the pace of change towards a more inclusive NHS as they progress through the system
- Participants will be supported to realise their potential with the specific learning needed to progress their career and provide the NHS with outstanding, inclusive leaders for the future
- Participants will bring positive and productive changes to their teams, services and patients in areas such as increasing staff morale, improving patient experience and effective service redesign
- Cross-system learning will be critical to serving the needs of diverse communities with complex needs. During the Ready Now programme, participants will benefit from 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

- The Ready Now programme can play a crucial role in your organisation's success and succession planning by increasing the number of inspiring and innovative leaders in the organisation's talent pipeline for better succession planning
- Participants will be exposed to the very latest thinking and techniques from our world-class faculty and bring it back to your organisation; demonstrating improved leadership practices thus having a greater positive impact on organisational culture and inclusive, patient centred care

Participant messages

- The programme will take you on a transformational learning journey, helping you realise your potential and take that next step up to a more senior role, to the boardroom and beyond
- The programme will enable you to make invaluable contributions to transforming the strained systems we currently have
- You will contribute to a more inclusive leadership culture that better represents the demographic of our country and showcases the depth and breadth of talent across the NHS
- You will have opportunities to engage in processes and experiences that enable you to meet the challenges and take advantage of the opportunities that your leadership must respond to
- Be developed to reach your potential meaning better patient care is provided
- At the end of the programme, you will be in a position to showcase your leadership learning and have the confidence to influence a more inclusive NHS for the benefits of staff
- You will be able to effectively influence change within the NHS so that it achieves considerably greater levels of race equality specifically and the whole spectrum of equality generally
- You will build a powerful, regional and national support network of like-minded, influential leaders from across the system, to gain support from and test out innovative ideas
- The programme will help you realise your leadership potential with the specific learning needed to progress your career and provide the NHS with outstanding, inclusive leaders for the future.
- You will be more adept at convincing others of your potential, by providing concrete evidence that supports the difference your learning has made in an extended work context
- Your work involved in the programme is key to enabling voice, choice and growing the confidence and capabilities to powerfully lead for inclusion, for the benefits of patients and staff



Social media

Twitter

#ReadyNowProg

<http://bit.ly/1NH7ZNn>

Are you an aspiring BAME leader at band 8a or above wanting to develop your leadership abilities? #ReadyNowProg could be for you! Find out more today <http://bit.ly/1NH7ZNn>

The #ReadyNowProg for BAME leaders will help you to gain a stronger understanding of you and the leadership strengths your diversity brings. For more information visit <http://bit.ly/1NH7ZNn>

Help create change in equality and diversity across the healthcare sector. Find out more information on the #ReadyNowProg for BAME leaders and apply today <http://bit.ly/1NH7ZNn>

The #ReadyNowProg enables BAME leaders to grow your confidence and capabilities to powerfully lead for inclusion. For more information or to apply <http://bit.ly/1NH7ZNn>

Facebook and LinkedIn

The Ready Now programme is now open for applications. The year-long programme takes senior leaders from black, Asian or minority ethnic (BAME) backgrounds on a transformational leadership journey. If you want to take the next step in your leadership development find out more today: <http://bit.ly/1NH7ZNn> #ReadyNowProg

Applications for the Ready Now programme are now open! Designed for BAME leaders it enables participants to realise their potential and take that next step up to a more senior role into the boardroom and beyond. If you are ready to take a step forward in being an inspirational leader find out more today: <http://bit.ly/1NH7ZNn> #ReadyNowProg



Are you at Band 8a, the clinical equivalent, or above? Do you aspire to go further? The year-long programme aims to positively reinforce that the NHS should be more inclusive of the communities in which it serves. Find out more: <http://bit.ly/1NH7ZNn>] #ReadyNowProg

Are you at Band 8a, the clinical equivalent, or above? Do you want to be instrumental in helping to make the NHS the best healthcare organisation in the world? The Ready Now programme is now open for applications! Designed for BAME leaders it enables you to grow your confidence and capabilities to powerfully lead for inclusion: <http://bit.ly/1NH7ZNn> #ReadyNowProg

Social media queries

When posting on social media you will receive replies across all platforms, some of which can be negative and directed at both the programme and the Academy. If you require any assistance please contact the National Academy team by emailing communicate.nla@hee.nhs.uk.

Further information

If you need any further advice or support with social media, please contact Laura Briscoe; Social Media Lead at the Academy: laura.briscoe@hee.nhs.uk

Web copy

The [Academy's website](#) provides information about the Ready Now programme and how to apply. You can either direct people to these pages or use the copy on your own website and direct people to start their applications on [NHSx](#).



Email marketing copy

Prospective applicant mailing copy

Title: Applications are now open for our Ready Now programme – start your application today

Dear [First name],

Applications for our 2019 intake are now open.

We are looking for senior BAME leaders at band 8a or above who are aspiring to make their move to a senior/board level role.

The Ready Now programme is an innovative and inspirational positive action programme from the NHS Leadership Academy that will enhance your skills, knowledge and ability to succeed. It has been designed to improve patient care by utilising and unleashing the talents of BAME leaders at the most senior levels.

It's a truly blended learning experience, drawing on cutting edge research on the issues that influence the progression of BAME leaders and affect the NHS.

At the end of your journey, you'll be in a position to showcase your leadership learning and have the confidence in yourself to influence a more inclusive NHS.

“The Ready Now programme changed my outlook on work, and how I approach work. In addition to this it gave me the confidence to challenge those who undermine equality and diversity with logical and reasoned arguments, as well as more emotive and compelling reasons.”

Robin Gwinnett, Training Manager, South Western Ambulance Service NHS Foundation Trust

Find out more at the [NHS Leadership Academy website](#).

We look forward to supporting you in your leadership journey.

Best wishes,

NHS Leadership Academy



NHS HR and OD leads

Title: Funded leadership development for your BAME employees

Dear [First Name],

The Ready Now programme is now open. The programme is the innovative and inspirational positive action programme from the NHS Leadership Academy.

The year-long 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.

“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, Director of Inclusion, NHS Leadership Academy

Applications for the Ready Now programme are now open for BAME leaders working in bands 8a and above. The programme is fully funded by the NHS Leadership Academy.

Find out more at the [NHS Leadership Academy website](#) or contact us on 0113 322 5699.

Best wishes

NHS Leadership Academy



Stakeholder newsletter / intranet copy

Applications for the fully funded Ready Now programme for BAME leaders is now open

Are you a black, Asian or minority ethnic (BAME) leader at band 8a, the clinical equivalent or above? Do you aspire to go further? Do you want to be instrumental in helping to make the NHS the best healthcare organisation in the world?

Ready Now is the innovative and inspirational positive action programme from the NHS Leadership Academy. The programme will take senior leaders from BAME backgrounds 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.

Fully funded, Ready Now is a year-long programme which provides a combination of face to face, online and self-directed workplace-based learning.

Applications are now open – please visit [the NHS Leadership Academy website](#) to find out more.

Blogs, case studies and YouTube video

The blogs, case studies, and YouTube videos listed below can be used to help you promote the programme:

Blog title	Author	Normal Link	Social media link
We must change the bullying culture in the NHS	Tracie Jolliff, director of inclusion	http://www.leadershipacademy.nhs.uk/blog/must-change-bullying-culture-nhs/	http://bit.ly/2f3yddG
Leaders who 'perform' on racial inclusion don't fool BAME staff	Tracie Jolliff, director of inclusion	https://www.leadershipacademy.nhs.uk/blog/dont-fool-bame-staff/	https://bit.ly/2MeWNdR
A personal story of Black History within the NHS	Morvia Gooden, senior programme lead for inclusion	http://www.leadershipacademy.nhs.uk/blog/personal-story-black-history-within-nhs/	http://bit.ly/1Hqs4A8
"As a black woman you have to work twice as hard to get to where you want to be"	Morvia Gooden, senior programme lead for inclusion	http://www.leadershipacademy.nhs.uk/blog/black-woman-work-twice-hard-get-want/	http://bit.ly/2ml83tx

Being inclusive made me a more skillful midwife	Morvia Gooden, senior programme lead for inclusion	http://www.leadershipacademy.nhs.uk/blog/inclusion-midwifery/	http://bit.ly/2s7GLM0
“Thanks to the Ready Now programme I can hold my head high and don’t feel alone anymore”	Ranjita Sen, former programme participant	http://www.leadershipacademy.nhs.uk/blog/thanks-ready-now-programme/	http://bit.ly/2tbzJW4
Participant experience on the Ready Now programme	Ram Jassi, former programme participant	http://www.leadershipacademy.nhs.uk/inclusion-week-2016/participant-experience-ready-now-programme/	http://bit.ly/2u6lxth
Participant experience on the Ready Now programme	Patrick Nyaumbu, former programme participant	https://www.youtube.com/watch?v=rVgYJCicFhc	http://bit.ly/1JQsi74
Participant experience on the Ready Now programme	Eddie Olla, former participant	https://www.youtube.com/watch?v=WsE6YBo869I	https://bit.ly/2DcEhzR
“We need to have the tenacity to face the difficult questions head on.”	Doreen Black, former participant	https://www.leadershipacademy.nhs.uk/blog/face-difficult-questions-head-on/	https://bit.ly/2AQhAjo

Supporting documents

The following supporting documents also accompany this communications pack for your use:

- Applicant guidance e-book
- Line manager guidance e-book
- Programme flyer

If you have any queries about this pack, or need further marketing communications help or advice, email marketing.nla@hee.nhs.uk