

Developing Aspirant Ethnic Minority Nursing and Midwifery Leaders Programme (DAL) Cohort 2 - Line Manager Information

Nurturing leadership, growing representation

About the Developing Aspirant Ethnic Minority Nursing and Midwifery Leaders Programme (DAL) Programme

The Developing Aspirant Ethnic Minority Nursing and Midwifery Leaders (DAL) Programme aims to provide holistic, bespoke professional leadership support for aspiring ethnic minority nursing and midwifery leaders within health and adult social care sectors. Evidence such as the [NHS Workforce Race Equality Standard \(WRES\)](#), the Ten Point Race Equality Plan, [The “snowy white peaks” of the NHS](#), and [The McGregor-Smith Review](#) has long highlighted racism in the NHS and the inequality of opportunity of progression for ethnic minority staff including Nurses and Midwives and therefore this programme will directly address that in line with the current national and regional priorities from the [NHS Long Term Plan](#), [NHS People Plan](#), Chief Nursing Officer & Chief Midwifery Officer Ethnic Minority Action Plan and [Midlands Workforce Race Equality and Inclusion Strategy](#). It is also being opened up to ethnic minority adult social care nurses to promote access across the care sector as well as health colleagues. As well as reducing inequalities of opportunity, the evidence demonstrates that a diverse workforce in which contributions from all nurses and midwives irrespective of care settings are valued is directly linked to good care. Working for race equality is rooted in the fundamental values, pledges and responsibilities of the NHS constitution. This priority is not new; however, a lack of meaningful action has resulted in insubstantial progress.

The programme will include educational activities for nurses and midwives regarding:

- Workforce planning including recruitment and retention
- Governance
- Reciprocal mentoring
- Board leadership

- Report writing/project management/quality improvement
- Influencing and negotiating
- Systems Integration
- Imposter syndrome
- Political awareness
- Telling your story with confidence
- Dealing with micro-aggressions
- Career management

The programme will combine the [Mary Seacole programme](#) from the NHS Leadership Academy with nursing and midwifery specific activities including coaching, mentoring, financial management, action learning sets, executive sponsorship, a support network, system management, a leadership stretch assignment (to be supported by parent organisation), self-reflection and talent management such as interview skills and supporting statement preparation.

The support will be aligned with tangible, demonstrable outcomes and career progression opportunities. This will empower ethnic minority nurses and midwives to fulfil formal leadership roles and turn their success into consistent team success and to champion compassionate care for all people and service users.

As one of the participants on the DAL Programme they will be supported through the programme to work with their sponsor organisation to agree and support a suitable leadership stretch assignment where they will be able to put their learning into action and demonstrate their skills. The leadership assignment can be outside the attendee's direct team and area of work i.e. within the system, to support enhanced learning and networking opportunities. As a sponsor we look to you to support the stretch assignment and facilitate the growth of the aspiring ethnic minority nursing/midwifery leader in your organisation.

DAL is currently a pilot programme and this is cohort 2. A formal evaluation is being undertaken of cohorts 1 and 2 to measure success, with the ambition for the programme to become a future substantive learning and development offer.

Benefits for the Sponsoring Organisation

Nearly a quarter of nurses and midwives in NHS Midlands are from an ethnic minority background, rising to a third in some systems. However, evidence shows that the experiences of staff within this 23% of our workforce and their access to opportunities for development and progression still do not yet correspond with those of their white colleagues; the gap is still stark in many places.

The impact of persistent discrimination on the physical health and mental well-being of our nursing and midwifery colleagues cannot be underestimated, nor the impact on care and organisational efficiency. Although ethnic minority leadership representation amongst this part of the workforce is showing signs of improvement over time, with only 3.5% of provider chief nurses coming from BAME backgrounds compared to 20.5% of the nursing and midwifery workforce, there is a clear need for further accelerated improvement in this area.

The NHS Long Term Plan, The WRES and the NHS People Plan, The Chief Nursing Officer & Chief Midwifery Officer Ethnic Minority Action Plan and the Midlands Workforce Race Equality and Inclusion Strategy all outline the ambitions of ensuring the leadership of our organisations is representative of the overall ethnic minority workforce. This programme will support those ambitions by creating a talent pipeline into senior positions and subsequent programmes such as the NHS England and NHS Improvement sponsored aspiring Deputy Directors of Nursing course and Getting to Equity Sponsorship Programme.

The programme will also provide the following benefits to organisations:

- A positive impact on the care of people by helping staff reach their full potential
- A diverse workforce able to make decisions effectively for the benefit and needs of the diverse community they serve
- Participants bringing positive and productive changes within their teams and services in areas such as increasing staff morale and improving the care people experience
- A healthier degree of leadership skills throughout the organisation rather than just at a senior level
- Building a powerful, regional support network of like-minded, influential leaders
- Demonstrating proactive inclusive leadership and its implementation in practice
- An active ethnic minority talent management initiative, identifying other talented staff via the application process, in addition to those who are successfully accepted on the programme.
- A competent ethnic minority emerging leader to inspire others within the organisation
- Retaining and sustaining talent and monitoring and tracking career progression
- Meeting Inclusion objectives in line with the organisations leadership strategy, Equality strategy, Equality Act 2010 and the Equality Delivery System
- Implementation of inclusive leadership in practice
- Wider awareness within and across organisations of the Inclusion agenda and its benefits
- Better succession planning, due to having an increased number of capable leaders in the pipeline
- A wider pool of professional skills to draw on within the organisation
- Structured, evidence-based perspectives on decision-making which have a positive impact

- People with greater positive impact on organisational culture
- Leaders who have powerful strategies to achieve change
- A healthier degree of challenge throughout the organisation rather than just at a senior level

It is important that the individuals who participate in the programme are supported to be effective in their own organisations, particularly to ensure that each participant has the time and space to engage effectively with the programme, carry out assignments and create a learning environment within their organisation where they can apply the learning from the programme.

Programme Aims

The programme aims to equip individuals with:

- Encouragement to look within themselves for the right leadership style, rather than comparing them to others
- Increased awareness of themselves and their abilities, enabling them to more clearly identify; which styles fit their strengths, their emotional intelligence and how best to use it, how their behaviours might impact on others
- The authority, capacity and motivation to implement change
- The tools to transform emotion into an asset
- Greater self-awareness and emotional intelligence, enabling them to work with others more effectively
- Professional leadership skills and tools to excel at system level
- Networking development – sustaining supporting relationships
- Career development guidance
- Understand their role and impact within the health and care system
- Work in partnership with sponsors to unlock career next steps
- Developing practice-based learning via stretch assignments
- Potential career progression
- Support the health and care system of the future through inclusive leadership

Role of the Line Manager and support required

Thank you for enabling an individual from your organisation to attend the DAL Programme

Agreements should be made to allow your team member time to participate in all programme components, attend face-to-face activities, complete their identified leadership assignment,

meet with their named sponsor, provide study leave as appropriate, provide the opportunity, space and support for them to bring their learning back to the workplace. Your team member may also wish to talk to you about their learning and development experience, therefore it is important you dedicate time to identify 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 total time commitment required is 23 days of released time over 12 months for external study plus a flexible 1 day per week/4 days/8 half days etc per month to complete the leadership assignment. **Please provide your approval and name in the application process** to confirm you are happy for the full release of time of the participant to engage with the programme.

A key part of the programme will be for the individual to have the support of an executive level sponsor and deputy sponsor. The sponsor will need to help the programme attendee to identify and agree a suitable leadership assignment within the ICS/LMNS where they will be able to embed the learning from the programme and demonstrate their ability. It is important that the sponsor supports the leadership assignment throughout, meeting with the participant on a regular basis and ensuring their long-term success. The leadership assignment can be outside the attendee’s direct team and area of work i.e. within the system, to support enhanced learning and networking opportunities. Full information on sponsorship can be found in the accompanying sponsors information pack.

Attendance on the programme cannot be seen in isolation and the participants will need the support of their sponsors and line managers to ensure that the learning and experience gained from the programme will be impactful in their future development.

The Programme Schedule

Please note some programme elements may be subject to minor changes following ongoing evaluation feedback.

Month	Programme Element	Time commitment
1	<ul style="list-style-type: none"> Initial on-boarding mentor and sponsor preparation choosing a leadership stretch assignment setting up support network Writing skills workshop 	<ul style="list-style-type: none"> 2 x half day events [compulsory for ALL participants and sponsors] 1 x half day workshop

2-7	Mary Seacole programme and putting learning into action as part of the leadership stretch assignment [Seacole programme is 6 months in length]	<ul style="list-style-type: none"> 100 hours of online study plus three face to face workshops
8-11	<ul style="list-style-type: none"> Action Learning Sets x 3 (6 weekly intervals) Masterclasses covering: board leadership, telling your story with confidence, dealing with micro-aggressions, commissioning, workforce and retention, governance, influencing and imposter syndrome career coaching / career workshops reciprocal mentoring between participant and executive sponsor 	<ul style="list-style-type: none"> 6 hours per set 7 x half day workshops 1 x half day career workshop 2 hours every other month
12	Celebration event Deep dive into programme evaluation and experience	TBC

Programme Overview

September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023	July 2023	August 2023
On-boarding											
	Mary Seacole Programme						Mary Seacole Results				
Define stretch assignment	Undertake stretch assignment									Disseminate results	

							ALS	ALS	ALS		
							2 x ½ day master-class	2 x ½ day master-class	2 x ½ day master-class		
	Writing skills workshop								Career / talent workshop		
Set up reciprocal mentoring		Reciprocal mentoring		Reciprocal mentoring		Reciprocal mentoring		Reciprocal mentoring		Reciprocal mentoring	
											Celebration

Participant Learning Agreement and Contract

Participants will be required to agree a learning contract that will set out the expectations for engagement and commitment during the programme.

As part of the programme participants will be expected to commit to the following:

- 23 days of released time for external study over 12 months
- A flexible 1 day per week/4 days/8 half days etc per month to complete the leadership assignment in their system
- Ongoing liaison with a nominated sponsor to disseminate and apply learning within your organisation on a suitable stretch assignment
- Written assignments and reflections during the programme
- Access to the team of facilitators
- Networking with other participants on the programme