

Allied Health Professionals Ethnic Minority Leadership Programme Application Pack *Nurturing leadership, growing representation*

# Thank you for your interest in the Allied Health Professionals Ethnic Minority Leadership Programme

The Allied Health Professionals Ethnic Minority Leadership Programme aims to provide holistic, bespoke professional leadership support for aspiring ethnic minority Allied Health Professionals with aspirations to progress to a Chief AHP or equivalent senior role within the health and adult social care sectors. Evidence such as the [NHS Workforce Race Equality Standard (WRES](https://www.england.nhs.uk/about/equality/equality-hub/equality-standard/workforce-race-equality-standard-2019-report/)), the Ten Point Race Equality Plan, [The “snowy white peaks” of the NHS](https://www.england.nhs.uk/wp-content/uploads/2014/08/edc7-0514.pdf), and [The McGregor-Smith Review](https://www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review) have long highlighted racism in the NHS and Social Care Sector and the inequality of opportunity of progression for ethnic minority staff. This programme is aligned with the current national and regional priorities from the [NHS Long Term Plan](https://www.longtermplan.nhs.uk/), [NHS People Plan](https://www.england.nhs.uk/ournhspeople/), Chief AHP BAME Strategic Advisory Group and [NHS England » NHS equality, diversity and inclusion (EDI) improvement plan](https://www.england.nhs.uk/publication/nhs-edi-improvement-plan/) .The programme is also open to ethnic minority adult social care AHPs to promote access across the care sector. As well as reducing inequality of opportunity, the evidence demonstrates that a diverse workforce and contributions from all AHPs irrespective of care settings is directly linked to good patient care.

The programme will include the following activities for Allied Health Professionals related to the following topics:

* Understanding your leadership style
* Board leadership and Political Awareness
* Clinical Governance Quality and Safety
* Communicating and presenting with impact
* Leading beyond boundaries
* Leading with authenticity as an ethnically diverse leader
* Career management
* Action Learning Sets
* Group Coaching
* Mentoring sessions with senior AHPs (once the programme has concluded).

The programme will combine online leadership modules from the NHS Leadership Academy with other activities including – group coaching, action learning sets, sponsorship, self-reflection and career management.

The support will be aligned with tangible actions that AHP colleagues can use to help them with their leadership and career development. This will empower ethnic minority Allied Health Professionals to take ownership of their leadership journey and career development, particularly for those with aspirations to progress to a Chief AHP or equivalent senior leadership role.

**Individual benefits:**

* Discover the right leadership style for you, rather than comparing yourself to others
* Increased self-awareness of your abilities, enabling you to identify which styles fit your strengths, your emotional intelligence and how best to use it; and how your behaviours might impact others
* Diverse leadership: able to make decisions effectively for the benefit and needs of the diverse community served
* The authority, capacity and motivation to implement change
* The tools to transform emotion into an asset
* Greater self-awareness and emotional intelligence will enable you to work with others more effectively
* Professional leadership skills and tools to lead beyond organisational boundaries
* Networking development – sustaining supporting relationships
* Career development guidance
* Increased understanding of your role and impact within the health and care system
* Work in partnership with sponsors to unlock career next steps
* Support the health and care system of the future by applying your learning of Inclusive leadership

To be considered for this programme you are required to read and complete this application form. The application will be reviewed by a shortlisting panel made up of system representatives who will review your details. The information you provide will be used to gain an understanding of your experiences and your vision as a leader.

You must complete the following application to be considered for a place on this programme.

To complete an application, you will need to provide a written statement of support from your named sponsor. Sponsors are expected to be senior leaders in your system (operating at a senior level who are Allied Health Professionals or Nurses) and must be part of a constituent organisation within the Black Country ICS or employed by the ICS. Your organisation should support you in identifying a suitable sponsor as part of the applicant process. Please ensure you send your sponsor and line manager this information pack, so they are clear about the level of support required. Please note your Sponsor does not need to be the same person as your line manager.

Indicative Programme Plan 12-month programme\* please note exact dates and times for all modules will be shared upon receipt of fully completed application forms. All modules, group coaching and action learning sets will be delivered virtually via Microsoft Teams.

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| --- | --- | --- | --- | --- | --- |
| January 2025 | February 2025Module 1 | March 2025Module 2 | April 2025Module 3 | May 2025Module 4 | June 2025Module 5 |
| Launch of the programme**21.1.24** **0915-11.00am via MS Teams** | Introduction to Board Leadership  | Clinical Governance and Quality  | Leadership Management and you | Understanding your leadership style | Communicating and presenting with impact  |
|  |  |  | **Action Learning Set Group 1** | **Action Learning Set Group 2** | **Action Learning Set Group 3** |
| July 2025 | August 2025 | September 2025 | October 2025 | November 2025 | December 2025 |
| Leading beyond boundaries  |  No activity | **Group Coaching** **Cohort 1** | **Group Coaching** **Cohort 2** | **Group Coaching** **Cohort 3** | **Group Coaching** **Cohort 4** |
| **Action Learning Set Group 4** | No activity | **Action Learning Set Group 1** | **Action Learning Set Group 2** | **Action Learning Set Group 3** | **Action Learning Set Group 4** |
|  |  |  |  |  | **AHP Alumni Celebration event \***  |

# Eligibility

This programme is targeted at ethnic minority Allied Health Care Professionals across health and social care with aspirations to become a Chief AHP or equivalent senior leadership role.

The programme is targeted at individuals who demonstrate and fulfil the following criteria:

* From an ethnic minority background
* Working at band 6– 8c or equivalent banding in Adult Social Care settings
* See NHS Pay scales [Pay scales for 2024/25 | NHS Employers](https://www.nhsemployers.org/articles/pay-scales-202425)
* Working in any NHS setting (primary care, acute, community, mental health, learning disability) and social care setting
* HCPC registered
* Mandatory training up to date
* Evidence of continuing professional development
* Have a track record of demonstrable leadership and ambition
* Have robust written, verbal and IT communication skills

We will be looking for applications supported by evidence from your own experience. We want to find out about what drives and motivates you as well as your experiences. Please use the application form as an opportunity to tell us about your values, strengths, development aspirations, and ambitions.

Top tips for supporting your application

Here are some top tips for supporting your application.

* Use the same language that is used in the advert/ programme/ course content
* Evidence why this is the right development opportunity for you at this time
* Don’t hesitate to ask for help from a peer, line manager or lead AHP
* Detail your experience and leadership skills summarising what your end goal is: influencing policy/ changing practice/ empowering the team
* Evidence that you have taken opportunities to step up into a leadership capacity e.g.: presenting, mentoring, teaching, advocating
* Detail your strengths and think about your leadership style describing where there may be gaps in your knowledge and how the programme will help you
* Describe what the programme will do to enhance your skills: build networks, benchmarking, new opportunities and impact on self and others
* Reference the level of analysis and learning that has worked i.e.: critical analysis and research/ developing new ideas from an evidence-base
* Provide a background to your journey and be transparent. Include your core values and personal attributes
* Summarise your interpretation of the programme -personal aims and how it will benefit you, your team and your organisation

The role of a Sponsor

**Sponsorship or Mentorship?**

Participants in the programme are expected to engage and work with a sponsor throughout and beyond the programme. Sponsors, in addition to passing on knowledge and advice similar to a mentor/mentee relationship also use their seniority and organisational capital to actively advocate and ‘open doors’ to promote their sponsees’ careers. While sponsors (in addition to mentors and champions) have made a pivotal contribution to the success of leadership programmes, they can find establishing a positive and productive cross-cultural relationship with their sponsees rewarding but challenging.

Sponsorship is focused on advancement and predicated on power. It involves active support by someone appropriately placed in the organisation who can influence decision-making processes or structures and advocates for an individual’s career development and progression.

1. Sponsorship – not mentorship – provides the visibility, access to power, and professional risk cover required to place high-potential leaders on the fast track to career progression: this is referred to as the “sponsor effect.

A study by the Centre for Talent and Innovation called ***The Sponsor Effect*** found that 40% of men and 52% of women enjoyed satisfactory career advancement compared to their unsponsored peers. The benefits of sponsorship have long since been understood and realised by (white) men, but much less so by woman workers and employees from minority communities.

The role of a Mentor is mainly focused on the personal development of their mentees, whereas sponsors focus on the career advancement of their sponsees. More importantly, sponsorship, unlike mentorship, is a two-way relationship: sponsees are not passive bystanders waiting for stretch assignment opportunities.

1. In return for a sponsor legitimately using his or her social and political capital to provide significant career advancement opportunities, a sponsee (with the prerequisite track record for delivering results) provides value-added currency in the form of complimentary technical skills, cultural insight, access to new/wider networks, useful intelligence from junior members of staff in the organisation and personal leadership capabilities, all of which can be utilised to support the sponsor’s interests.

Sponsor and line manager support

All applicants will be asked to provide an individual **statement of support** from their sponsor. Please ensure you have spoken with your sponsor to confirm their support.

In addition to the supporting statement, participant sponsors/line managers will be invited to attend the programme onboarding/launch day and alumni celebration event. Sponsors should read and understand the time commitment and information contained in this application pack. Sponsors must be working at a senior level within the same professional field or the Nursing or Midwifery staffing group level in the system.

# Sponsor Details

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| --- | --- |
| Full Name (First, Last) |  |
| Job Title |  |
| Organisation |  |
| E-mail address |  |

# Sponsor Statement of Support (no more than 200 words max)

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# Line manager approval

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| --- | --- |
| Full Name (First, Last) |  |
| Job Title |  |
| Organisation |  |
| E-mail address |  |
| Telephone number |  |

# Applicant Details

|  |  |
| --- | --- |
| Full Name (First, Last) |  |
| Job Title |  |
| Organisation |  |
| Please indicate your job title |  |
| Please indicate your job band/grade or equivalent |  |
| Please state your ethnicity |  |
| E-mail address |  |
| Telephone number |  |
| HCPC Registration Number |  |
| Is mandatory training up to date? |  |
| Do you require any reasonable adjustments to support your participation in the programme? If so, please state these. |  |

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# Expression of interest (Applicant to complete)

Please respond to the questions below to give your reasons for applying for this programme, providing information you believe is relevant to the requirements of the programme described. **Question 1 is a video submission** and following this, there is a maximum word count of 200 words per question. The scoring criteria provide information on what the shortlisting team will be looking for when marking applications.

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| ***Video submission question. Please take a video recording of yourself for this question and submit it to the following telephone number via WhatsApp 07989728062. Clearly state your name (First, Last), organisation and e-mail address in the accompanying text.***Please submit a video recording that lasts no more than **1 minute** to tell us about yourself and your motivations, aspirations and why you want to do this programme.*Scoring criteria: please articulate your motivations and aspirations. Why is this the right intervention for you at this point? How committed are you to career progression?* |
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| * 1. What development do you expect to gain from this programme that you could not get elsewhere? (Max 200 words)*Scoring criteria: what do you wish to gain from the programme and why will the programme fulfil your ambitions? What will you gain from different parts of the programme?*
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| * 1. In what ways are you looking to improve your leadership style and practice ? (Max 200 words)*Scoring criteria: what is your current leadership style and areas for development?*
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| * 1. What do you feel you will contribute to the programme? (Max 200 words)*Scoring criteria: what are your strengths from professional practice or outside work?*
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| * 1. How will your team and organisation benefit from engagement in this programme? (Max 200 words)*Scoring criteria: what specific benefits will be gained from you being on this programme? (Max 200 words)*
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| * 1. How is your organisation supporting you to undertake the programme? (Max 200 words)*Scoring criteria: what support will you receive from individuals in your organisation and who have you spoken with?*
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# Your Commitment

Participants will be required to agree on 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:

* Approximately 15-20 days of released time for external study over the 12-month duration
* Ongoing liaison with the nominated sponsor to disseminate and apply learning within the system
* Completion of a reflection log during the programme
* Networking and peer support with other participants in the programme
* Attendance at all programme modules is a mandatory requirement to complete the programme and obtain a certificate of completion.

What happens next?

The allocation of places on the programme will be based on your ability to demonstrate both leadership and commitment.

Places are not guaranteed and will be awarded following review by the system shortlisting panel. There are 20 places available across health and social care in total. Decisions will be based on details taken from the application process. Allocation of successful candidates will be confirmed week commencing the 13th January 2025 via email. Unsuccessful candidates will be informed within the same week.

**Please return your application including a statement of support from your sponsor and/ or line manager approval to bcicb.workforce@nhs.net by noon 8th January 2025**