

Leadership, Management & Coaching Prospectus

2022-2023



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1. Foreword

The Trust is committed to excellence in training and education, with an aim to be recognised as an anchor organisation for the design and delivery of education and training for the health and care workforce. This prospectus aligns with Trust strategies to provide tailored pathways for all staff and an emphasis upon compassionate, inclusive leadership as one of our core values.

Our leadership, management and coaching programmes ensure that regional and national key objectives are achieved.

Specifically, this includes providing:

- Increased capacity and capability for professional and leadership development within professions, the NHS, and across the system
- High quality professional and leadership development, talent management and succession planning
- Support to leadership development across the city-wide system to develop strength in integrated working

The programmes within this offer build upon key strategies, research and leadership development drivers within Health and Care to provide a robust training environment capable of supporting a diverse, flexible, agile, and digitally literate workforce who are motivated, active, and engaged.

2. Leadership and Talent Management Strategy 2022-23

The Trust Leadership Development Prospectus is underpinned by the Leadership and Talent Management Strategy.

The strategy outlines our ambition to be a vibrant, clinically led organisation which has a leadership representative of the community it serves, how we will grow, develop, and retain our leadership capacity and capability, and our aim to create a more inclusive leadership style which is effective and compassionate.

This strategy addresses workforce challenges and risks, identified during our strategy development and engagement work by highlighting key drivers for a more inclusive leadership style which is effective, compassionate, and vibrant. Within the strategy several key areas of development are identified:

- Attracting more people into leadership positions, particularly from medical/clinical leadership backgrounds
- Attracting and developing more staff currently underrepresented in leadership roles, in particular staff that identify as Black Asian Minority Ethnic (BAME)
- Adopting a more systematic and consistent approach to leadership development, succession planning and talent management
- Supporting and improving the wellbeing of staff
- Responding proactively to the on-going leadership challenge of delivering stretching performance targets and financial balance, working across the system, leading continuous quality improvement, and providing equal opportunity for all employees

3. Enhanced Induction

Overview

Enhanced induction is a day long course designed to efficiently equip new managers (both joining the Trust and within the Trust) with the confidence, knowledge, and skills to implement key Trust policy and procedural frameworks within their department.

The course provides an overview of a wide range of areas, departments, and service critical function for all staff groups. It also acts as a refresher of key organisational drivers for staff in management roles.

Course outline

- Trust strategic aims and objectives
- Understanding your role as a manager
- Develop yourself and others through education and training
- Workforce Information Systems
- Application of recruitment, ESR and other management information systems, including TRAC, Business Intelligence, ERA and RA) to people management
- Quality, Safety & Risk Management
- Understanding of the management processes in relation to Quality Assurance, Patient Safety, Risk Management, Health and Safety and Managing Complaints.
- Managing Employees through wellbeing
- Practical application of better conversations at work
- Next steps

For more information regarding enhanced induction please contact nuth.Training.Adminisatration@nhs.net

4. Leadership Development Internal Offer

Overview

Our internal Trust leadership development offer is comprised of general leadership courses, NMAHP courses, courses with qualifications, coaching courses, and mentoring courses. The offer is tailored to identified workforce needs, covers a wide range of areas and is in line with the Trust strategy and the Flourish at Newcastle Hospitals agenda.



Below are the details of the general leadership programmes and the others will be outlined in following sections.

Foundations of Leadership - Establishing the Basics of Leadership

Our Foundations of Leadership programme is an introduction to leadership and consists of two sessions: Establishing the basics of Leadership and Discovering Self as a Leader. Each session will take place over half a day.

Establishing the basics of Leadership

This session includes a brief overview of the relationship between leadership and power, managing relationships and viewing things through the perspectives of others, the basics of communication, building resilience and showing civility at work.

Discovering Self as a Leader

This session focusses on your own personal leadership journey. It covers what it means to be a leader, what leadership means to you and the type of leader you want to be. It will include brief overviews of relevant leadership theories and discuss different types of leaders.

Intended audience

This programme is aimed at perspective leaders and those who would like to begin their career progression or those new to leadership roles but have not undertaken any formal leadership qualifications

Bitesize Sessions

Overview

Each month a speaker is invited to discuss a topic relevant to the issues facing the workforce for an hour. Previous sessions include:

- Embedding Resilience
- Emotional Intelligence
- Receiving feedback well

Intended Audience

Open to all staff

Chimp Management Keynote

Overview

These hour keynote sessions are designed for larger groups of people (up to 400), working in any discipline and at any level, to help gain an insight into the common challenges we all face at work, and how to tackle them.

Intended Audience

Available for all employees

Evolving Leaders

Overview

This programme is based around three level 7 equivalent online modules;

Module 1 - Understanding own Leadership Impact

Module 2 - Strategic Networking and Influence

Module 3 - Understanding and Leading Quality Improvement and Change Management

The programme builds upon these modules with additional face to face sessions that will assist in embedding, applying, and developing the learning.

Intended Audience

Existing leaders who are interested in furthering their knowledge and learning new skills, to help develop themselves as leaders

Strategic Leaders

Overview

This programme will provide Trust leaders the space to reflect, recover, and look ahead to new and different ways of working in the NHS. To achieve this goal, we will explore topics such as building trust, addressing inequities, distributing leadership, coaching, and many more.

By the end of this programme, we hope to:

- Apply new frameworks, mindsets, and tools to lead advancement of Trust-wide priorities
- Determine ways in which you can advance workforce development and reduce inequities in your sphere of influence
- Take part in and lead collaborative coaching
- Plan how to incorporate NHS-wide changes into a local context

Intended Audience

Strategic level leaders

Unleashing Your Potential

Overview

A BAME specific leadership programme for bands 2-5 in support of our workforce race equality standards action plan as well as a similar programme specifically for our Disability and long-term health conditions staff.

Specific leadership programme for bands 2-5 in support of our workforce with disabilities and/or long-term health conditions.

Intended Audience

Available to staff who identify as Black, Asian, and Minority Ethnic (BAME) at Newcastle Hospitals in bands 2-5

5. NMAHP Internal Leadership Development Offer

Developing Our Talent

Overview

This programme is designed to help leaders and managers maintain their own mental wellbeing and resilience while supporting teams and delivering results for the organisation. Steve Head is a full-time speaker, inspirational trainer, coach, author, and also Coach to the England Wheelchair Rugby League Squad. This essential leadership programme equips leaders with some of the key management and leadership skills to grow professionally and teach them to embrace the challenges facing the NHS.

Each cohort undertakes 3 modules. Module 1 is taken over two days, Module's 2 and 3 are one day sessions.

Intended Audience

NMAHPs band 8+

Leading Empowered Organisations (LEO)

Overview

Dynamic leadership development programme that helps leaders to create environments for high performing individuals & teams and for professional practice and accountability to be a reality. The goal of the programme is to reach leadership potential.

Intended Audience

NMAHPS at bands 6-7

CHIMP Mind Management

Overview

CHIMP Management designed and deliver the following programmes to help people get the best of themselves by truly understanding how their minds work, and develop the skills needed to manage their emotions, thinking and behaviour.

- **Workshops:** This programme is available for staff nurses, midwives and allied health professionals, broken down into eight, 2-hour workshops run virtually via Teams by a specially trained Chimp Management mentor. Main aims are to support the participants (30 maximum) to develop psychological and emotional insight and the sessions involve teaching,

group discussion, personal reflection and time for questions. Development exercises are set at the end of each workshop, with a focus on applying everything learnt in practice.

- Masterclasses: These two hour sessions are for staff nurses, midwives and allied health professionals who, after taking part in the hour long 'Bite-size' sessions, would like to explore any of the key topics in more detail.

Intended Audience

All NMAHPs

6. Institute of Leadership and Management (ILM) Accredited Programmes

Who are ILM?

ILM are the UK's largest awarding organisation for management qualifications and has helped almost a million leaders and managers improve their skills through qualifications and certified training. ILM offers the next generation of leaders and managers internationally recognised qualifications that are underpinned by expert learning, delivery, and assessment materials.

Newcastle upon Tyne Hospitals have been an approved ILM centre since 2009, supporting over 1200 members of staff to achieve a range of nationally accredited leadership and management qualifications. This enables the design, delivery, and assessment of content to be validated against best-practice within National Leadership and Management standards, but also provides the adaptability to tailor our content and assessment from an NHS and Trust perspective. We currently offer two ILM Award in Leadership and Management Programmes – Level 3 and level 5.

Why do we offer ILM accredited programmes?

The aim of ILM is to enable the Trust to develop managers and leaders at all stages of their career to meet the changing demands of the service. Suitability for all of our programmes is assessed on an individual basis via application form, and there is no pre-requisite to complete an ILM 3 prior to starting an ILM 5 programme.

How do I achieve an ILM qualification?

- Undertake a mandatory ILM induction
- Attend study days as required
- Undertake work based learning and independent study as directed
- Complete written assignments

ILM programmes are delivered via our online platform (however a blended learning offer is currently in development) so it is completely flexible to you. All assessment and support takes place in house by the Leadership Team.

ILM 3 Award In Leadership and Management

Overview

The ILM 3 award in Leadership and Management is a 12 month flexible programme which consists of 3 modules. The core focus is centred around understanding key themes of great leadership, motivating others and the practical application of development tools to teams and individuals. Each module consists of learning, self-directed study and is assessed via an 850 – 1500 word written assignment.

Learning Objectives

Module 1 – Leading and Motivating the Team Effectively

1. Know how to communicate the organisations vision and strategy to the team
2. Know how to motivate and develop the team.

Module 2 – Understanding Leadership Styles

1. Understand leadership styles
2. Understand leadership qualities and review own leadership qualities and potential

Module 3 – Developing Yourself and Others

1. Know how to identify development needs
2. Know how to develop self and others to achieve organisational objectives

Intended Audience

The ILM 3 Award in Leadership and Management is particularly suited to practicing team leaders, supervisors and emerging leaders who are seeking to improve their awareness of effective leadership and management and have no formal training. It would also be suitable for those with responsibility for large or complex streams of work but no direct line management responsibility.

ILM 5 Award In Leadership and Management

Overview

Similarly, to the ILM 3 it is a 12 month flexible modular programme and it consists of 2 modules. ILM 5 provides an opportunity to develop your existing skills and experience, improve your performance and prepare for more senior responsibilities. Building on experience, reflection and academic theory, the focus is upon understanding your leadership impact on others and building effective teams. Each module consists of learning, self-directed study and is assessed via a 3000 word written assignment.

Learning Outcomes

Module 1 – Assessing Your Own Leadership Capability and Performance

1. Understand leadership styles within an organisation
2. Be able to review effectiveness of own leadership capability and performance in meeting organisational values and goals
3. Be able to adopt an effective leadership style to motivate staff to achieve organisational values and goals

Module 2 – Developing and leading Teams to Achieve Organisational Goals and Objectives

1. Understand the importance of leading teams to achieve organisational goals and objectives
2. Be able to develop and lead teams

Intended Audience

ILM 5 is designed for staff with responsibility for managing multiple or complex staff groups, with responsibility for managing those who manage others, or responsibility for work streams and projects across multiple departments.

7. Learning to Lead Together - Newcastle System Stewardship

Overview

The Collaborative Newcastle System Leadership Development Programme was launched in 2019 to respond to the growing need for senior leaders to work within and across an increasingly complex system. The place-based programme facilitates the development of collaborative relationships and supports innovative approaches to system-wide issues. It is designed, delivered, evaluated, funded, and overseen by its five partner organisations, Place Based Leaders, Newcastle City Council, Voluntary sector, Cumbria Northumberland Tyne and Wear and The Newcastle upon Tyne Hospitals NHS Foundation Trusts.

Multi-professional leaders complete a pre-programme engagement survey, and a gap analysis highlights the leadership behaviours for development, thus recognising the skills required to work effectively in Newcastle. Throughout the programme the participants have access to coaching; shadowing and mentoring offers and are encouraged to develop peer support networks.

All sessions are interactive, and participant focused, led by experts with experience in, and knowledge of, the challenge's that leaders face, and they provide opportunity to convert learning into practice. A key component of the programme is collaborative work. Collaboratives are formed, with representation from each of the partner organisations, to work collaboratively on an area of shared interest, based on Collaborative Newcastle health and care priorities. The focus of quad work is on learning, sharing, and experimenting rather than delivering hard outcomes.

Successful applicants will be in a role that requires cross-organisational collaboration, have Line Manager support and Line Managers are required to actively engage in the development of their colleague, for example, through joint completion of a "Role Conversation".

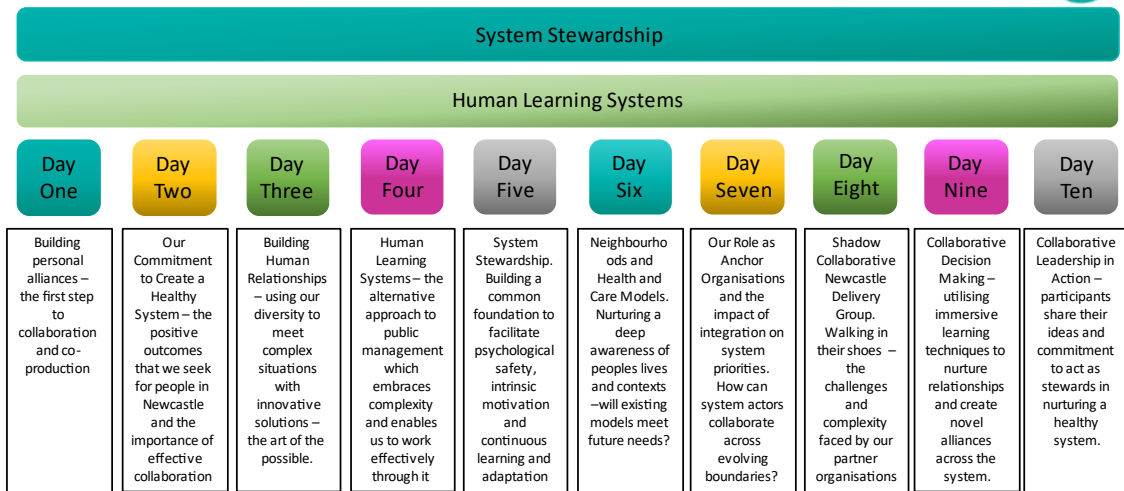
Example testimonials:

Participant "Sometimes, management courses, they are just in isolation, just for yourself, and they don't influence the wider sphere you work in. Whereas the potential for these courses is to inform the way organisations are going to function in the future".

Collaborative Newcastle Delivery Group "...seeing tangible links between the collaborative work of the Quads and the delivery of Newcastle's strategic priorities."

Learning to Lead Together. Newcastle System Stewardship

Redesigned format for cohorts 5 and 6



Objectives

Each session has its own learning outcomes. An example of the objectives include:

- Understand the roles and responsibilities of key senior leaders working as stewards of the Newcastle City system
- Understand the changing landscape in relationship to system stewardship with a focus upon legal, business, and people contexts
- Apply the impact of effective system leadership traits to own role, organisation and wider Health and Care system
- Critically analyse organisational barriers to collaborative working within the Collaborative Newcastle partnership group
- Identify key Collaborative Newcastle priorities that ensure the practical application of system stewardship behaviours and attributes

Intended Audience

Aimed at individuals in senior/middle leadership positions where collaborative working has been identified as a key part of their role or through succession. Participants should have the vision, capacity, and capability to go on to develop relationships and lead services or projects across organisational boundaries within Collaborative Newcastle. Expressions of Interest are invited from, but not limited to:

- Newcastle upon Tyne Hospitals NHS Foundation Trust
- Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust (CNTW)
- Place Based Leaders
- Newcastle City Council
- Voluntary Community Sector

8. Leadership & Management Apprenticeship Programmes

Apprenticeships are government funded learning programmes that allow learners to gain and develop their skills whilst still employed. They can take from one to four years to complete dependent on the level of the apprenticeship. By taking an apprenticeship, learners can gain both experience and a nationally recognised qualification.

We internally offer information, advice, and guidance to match learners with the correct Apprenticeship for them and work with external Training Providers who will support Apprentices throughout their learning journey. The apprenticeships that we recommend are;

Team Leader or Supervisor Apprenticeship

Overview

This level 3 apprenticeship will prepare you with the critical tools to become an effective team leader or supervisor. An external Training Provider will support your learning, whilst you gain experience within your workplace environment.

- This apprenticeship covers:
- Leading and managing people
- Communication
- Finance
- Building relationships
- Decision making
- Operational Management
- Project management

Who it's for

This programme is for employees who are managing and developing team members and managing projects.

Chartered Manager Apprenticeship

Overview

This is a level 6 degree apprenticeship that will explore what it takes to be responsible for people, projects, operations and/or services to deliver long term organisational success, with the professional recognition of their ability to deliver impact. An external Training Provider will support your learning, whilst you gain experience within your workplace environment.

Knowledge, skills, and behaviours that will be explored include:

- Operational Strategy
- Business Finance
- Developing Collaborative Relationships
- Sales and Marketing
- Leading and managing people

Who it's for

This programme is for employees who may be a Manager, Senior Manager, Head of Department, Operations Manager, or anyone with significant management responsibilities.

Senior Leader Apprenticeship

Overview

This level 7 apprenticeship (with option of completing a masters degree) will enhance your knowledge, skills and behaviours expected of Senior or aspiring Senior Leaders. An external Training Provider will support with your learning, whilst gaining experience within your workplace environment.

- The apprenticeship explores themes that include:
- Leading on the development and critical review of operational policies and practices
- Setting the overall strategic direction
- Leading and influencing agreed projects
- Make decisions about organisational resource requirements

Who it's for

This programme is for employees who may be responsible for reporting results relating to their area of responsibility to a Board, trustees, shareholders, executive team or to other senior management within the organisation.

9. Leadership Congress

Launched in autumn 2018, our Leadership Congress continues to grow capability and capacity, building a stronger leadership community within Newcastle Hospitals. It is aimed at senior and strategic leaders in the Trust with true engagement in large scale organisational change and development. This engagement at scale is supporting the ongoing development of the Newcastle Leadership Behaviours, What Matters To You and also considers other big issues Newcastle Hospitals face. Events run throughout the year, with details advertised through an ever increasing register of participants held within Education & Workforce Development.

10. Bespoke Leadership Development Training

When to request

If you are unable to find a standard course in our training directory which meets your specific needs, we would welcome your suggestions in order to assist with the development of bespoke training, tailored to your specifications and based on your particular departmental requirements.

We provide bespoke training and/or facilitated development programmes within organisational critical areas across the Trust. Courses can be structured and timetabled according to your workplace requirements and can be delivered within your department or at one of our training venues across the Trust.

Content and timescales are considered on an individual basis. For an informal discussion around your training requirements please contact us via email – nuth.leadershipandod@nhs.net

Examples

Bespoke training is adapted to need and may include areas such as;

- Support into team meetings
- Team building days
- Specialist learning and development activities
- Supporting the development of training through education advice and guidance
- Signposting and access to resources available
- Team development package
- Co-production of team development sessions
- Bespoke development planning and signposting to appropriate training
- Bespoke development sessions or masterclass attendance
- Subject matter expert input into project or research design

11. The NHS Leadership Academy National Leadership Programmes

Our external partner NHS North East and Yorkshire Leadership Academy (NEYLA) offers a range of national leadership programmes. These professional leadership programmes are the first set of national programmes to combine successful leadership strategies from international healthcare, private sector organisations and academic expert content.

They are available for everyone working in health and NHS funded care. There are programmes for different levels of leaders. Please see the programmes detailed below;

Edward Jenner Programme

Overview

The Edward Jenner programme is your first port of call if you are looking to build a strong foundation of leadership skills that can help enhance your confidence and competence in your role. The programme has been designed to offer flexibility as a suite of online short courses.

The programme consists of an introductory module and is then split into two levels which cover;

- Exploring what leadership means
- The importance of relationships in leadership
- Leading your team and beyond
- How you can manage staff as a leader

Who it's for

Anyone aspiring to their first leadership or management role in the next 1-2 years

This programme is free to anyone working in health and NHS funded care.

Mary Seacole Programme

Overview

A popular 6-month leadership development programme, designed in partnership with global experts, recently refreshed and delivered by experienced facilitators to develop your knowledge and skills in leadership and management.

The course is 6 months long with 100 hours of online study (5 hours per week). There will also be 3 full day behavioural workshops (delivered virtually currently). It is delivered in 12 units that cover;

- Fundamentals of leadership
- Fundamentals of Finance
- Recruitment and selection
- Fundamentals of HR
- Appraisals and annual review

Who it's for

First time leaders in healthcare. Those in a formal position of leadership with responsibilities for people and services.

The programme costs £995 per person for those providing NHS funded care.

Elizabeth Garrett Anderson Programme

Overview

The Elizabeth Garrett Anderson Programme is a 24-month master's degree programme in Healthcare Leadership. It will equip you with confidence to challenge the status quo and drive real and lasting change to improve the patient experience.

It comprises of 7 study modules with 15 hours per week of study time. 50% of the time is work-based application (activities set online are put into practice at work), 35% online learning and 15% face to face residential behavioural development workshops and action learning sets (ALS) – currently delivered online. The programme covers;

- Ensuring patients have excellent quality and safe experiences
- Understanding how you make a difference to an improved patient experience
- Enable others to give their best to improve the patient experience
- Embed behaviours that improve the patient experience
- Inspire person-centred coordinated care
- Make decisions based upon the best available evidence to improve patient experience.

Who it's for

Any middle to senior level leader with responsibility for other leaders and those aspiring to lead large and complex programmes, departments, services or systems of care. The programme cost is £6,000.

12. 360 Feedback & Psychometrics

Psychometrics

There are many different types of psychometric tools that are available to the Trust. These tests are used to measure a specific aptitude or skill, while others delve into particular traits. These tests are available in various formats, however they are divided into two types: personality profiling and cognitive testing. The reasons you may want to use psychometric measures include;

- Self-reflection and development
- Identifying strengths and weaknesses
- Team building and communication
- As part of recruitment – assessment of potential candidates
- Identify a person's learning, working, communication etc preferences

The type of tool you will use will be suited to the need that you have.

360-degree feedback

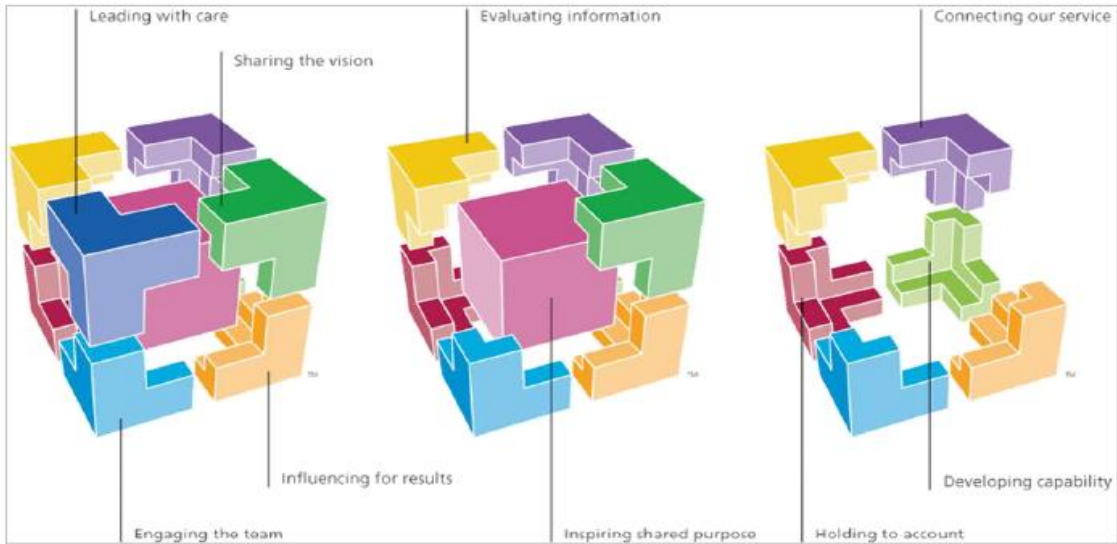
360-degree feedback is a common development tool often used alongside a number of different types of interventions to promote leaders' effectiveness. In a standard 360-degree feedback, typically between 8 and 10 people complete questionnaires or give structured feedback describing the performance of the individual under review.

The 360-degree questionnaire usually consists of a number of statements clustered against the competencies that the review intends to measure. This information is then fed back to the individual and helps them understand the impact of their behaviour on others and better understand themselves as a leader.

Since its inception in May 2014 the Healthcare Leadership Model 360-degree feedback questionnaire and self-assessment questionnaire has been accessed by more than 17,000 individuals within the NHS mainly for the purpose of self or leadership development. Over this time, it has been very favourably received with over 80% finding the 360 degree report to be 'very or extremely useful and relevant' (NHS Leadership Academy, 2018).

The Healthcare Leadership Model is made up of nine 'leadership dimensions'. For each dimension, leadership behaviours are shown on a four-part scale which ranges from 'essential' through 'proficient' and 'strong' to 'exemplary'.

The NHS 360 Leadership Model is centrally administered through the NHS National Leadership Academy currently at a cost of £40 per person (+VAT). An online portal is available to request facilitators, track rater progress and access data.



There are usually costs attached to psychometrics and 360 feedback. If you would like to discuss the options available to you please contact nuth.leadershipandod@nhs.net.

13. NHS Graduate Management Training Scheme (GMTS)

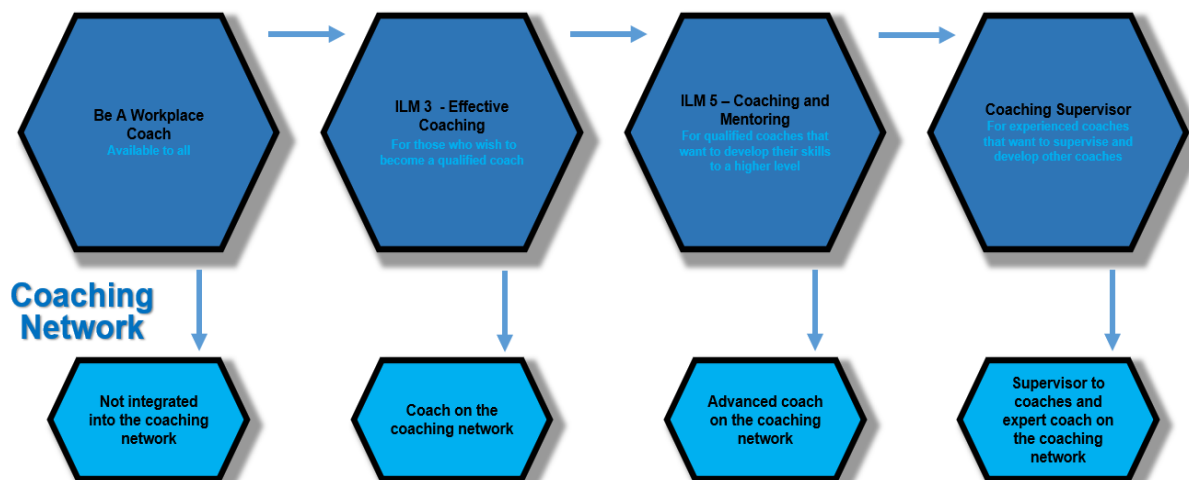
The NHS graduate management scheme offers the opportunity to develop into a future leader in a specialism including; general management, human resources, finance, policy and data analytics. Trainees on the scheme work on 3 different placements to get a wide experience of working for the NHS.

We have Graduate Management Trainees on placement within the Trust each year recognising this as a talent pipeline. The Trust employs a number of NHS Graduate Management Trainees and following significant stakeholder engagement has been successful in increasing our potential to access this cohort of talent. The number of graduates that we are employing each year is increasing in line with regional and national developments.

If you are interested in applying for a trainee for your area or would like more information please contact nuth.leadershipandod@nhs.net.

14. Workplace Coaching Offer

Coaching Courses



Be a Workplace Coach

Overview

Workplace coaching can be accessed for several different purposes, this unaccredited course will covers;

- Effective coaching within the workplace
- The importance of effective and ethical contracting in coaching
- The process of effective workplace coaching
- The role of recording, reflection and supervision
- Undertake a coaching conversation

Intended Audience

Open to all staff who are interested in or want to find out more about being a workplace coach or those wanting to learn basic coaching skills.

ILM Level 3 Award in Effective Coaching

Overview

An internally run accredited qualification, for those aspiring to effectively coach others within an organisation. The course covers:

- Understanding Good Practice in Coaching within an Organisational Context
- Undertaking a minimum of 6 hours of Coaching within an Organisational Context
- Reflecting on Coaching Skills within an Organisational Context

Intended Audience

Open to all staff who want to develop their coaching knowledge, skills and understanding and enhance their ability and confidence in coaching.

ILM Level 5 Certificate in Effective Coaching and Mentoring

Overview

An externally run accredited qualification for those aspiring to enhance their current skills and wishing to take their coaching journey to a more advanced. The course covers:

- Understanding the Skills, Principles and Practice of Effective Coaching and Mentoring
- Undertake a minimum of 18 hours Effective Coaching or Mentoring within an Organisational Context
- Review own ability as a Coach or Mentor within an Organisational Context
-

Intended Audience

Open to all staff with prior knowledge and practice and have responsibility for effective coaching and mentoring as part of their daily role within an organisational context.

Coaching Supervisor

Overview

An externally run accredited qualification for experienced coaches to gain the required knowledge, skills and understanding to effectively supervise other coaches.

The course covers a range of tools, techniques, and models of coaching supervision to meet the needs of the coach. Gain an understanding of how forming an equal relationship in a safe and non-judgemental environment will allow the coach to reflect on their practice and experiences. The importance of maintaining standards, providing Continuous Professional Development (CPD), and monitoring the quality of the coaching process.

Intended Audience

Open to all qualified coaches, who want to gain supervisory knowledge and skills and who want to practice as confident and competent coaching supervisors.

15. Mentoring Offer

'I've always had three mentors in my life – one for the job I want, one for the job I have and one for life.' – Dr Sue Smith

Mentoring can be an effective tool which supports learning and development of staff. It is a long term and individualised plan and is the passing on of support, guidance and advice. It usually takes place between an experienced member of staff who can use their greater expertise to support the development of a less experienced member of staff.

Our mentor offering is still in its beginner phase however due to the growing needs of the organisation identified through feedback from staff members we are hoping to develop it into a very effective programme which offers support for a wide range of staff.

Over the next year we are planning to develop:

- Bitesize sessions – These are hour long sessions which will deepen participants understanding of what being a mentor means as well as ensuring mentees fully understand what they are committing to.
- Health Care Academy Mentors – We have a thriving healthcare academy within the trust and to continue supporting the newly qualified Healthcare Assistants we are developing a HCA buddy system. On an individual basis the newly qualified Health Care Assistant would be paired up with a more experienced colleague to give them advice, guidance and support for as long as they need as they take on their first role.
- Mentor Development and Network –Following the growth of our coaching network, we would like to offer the same for mentorship. We will offer development opportunities for those who have come forward to become mentors and add them to our 'bank'. We will then be able to pair up mentors and mentees effectively.

16. Management Training Offer

In addition to Enhanced induction for new managers, we work with Learning and Development to offer the following courses:

- **Dignity, Inclusion, Micro-aggression & De-escalation** - This is a half-day session is designed to provide an overview of micro-aggression, de-escalation tools and techniques, and the importance of integrating EDI in the workplace. Learning outcomes will consider the components of aggression and micro-aggression; the impact that these may have in the workplace; and practical cases studies.
- **Emotional Intelligence for Managers** - This session provides an overview of Emotional Intelligence and its benefits to improving team functioning. Learners will identify what emotional intelligence is, the elements of emotional intelligence and the benefits of emotional intelligence both the personally and professionally. Learners will also identify elements of EI using case studies and develop strategies for improving emotional intelligence in teams.
- **Absence Management** - The session is designed to provide knowledge and support for those managing staff absences. The session will provide information of trust's policies and procedures and strategies which can be used to reduce staff absences.
- **Appraisal Training for Appraisers** - This session aims to reaffirm existing knowledge and skills and to aim towards best practice. Areas covered in the session include exploring what an appraisal is and examine the skills, attributes and conditions required to carry out an effective appraisal; acknowledging the benefits of an appraisal to both the individual and the organisation; and recognising how to plan for an appraisal meeting, set clear goals and objectives, and how to record the outcome of an appraisal.
- **Caring and Courageous Conversations / Managing Difficult Conversations** - This session is designed to support staff in identifying the skills and knowledge needed to hold a Courageous and Caring Conversation with staff. Session outcomes include the importance of active listening; potential barriers and the role of planning; and strategies that can be used to support caring and courageous conversations.
- **Disciplinary - Performance Management** - The session will give you the understanding of how to ensure both minor and gross misconduct are handled appropriately, roles and boundaries of an appropriate investigation and disciplinary hearing and understand the different penalties that employees can be given.
- **Managing Capability - Performance Management** - The session is designed to support individuals to manage performance capability issues effectively. The session builds knowledge and confidence in handling these issues objectively, fairly and appropriately in line with internal policies / procedures.

- **Financial Management Awareness for Managers** - The aim of this half day workshop is designed for managers to improve their understanding of how finances work within the Trust, their role within them, how to ensure financial compliance, and the difficulties the Trust faces to ensure financial sustainability.

If you would like any additional information about management courses, please contact the Trusts learning and development team who co-ordinated these courses.