INTRODUCTION

This paper provides the six-monthly update of the activities of the East Midlands Leadership Academy (EMLA) to the Board of Nottinghamshire Healthcare NHS Trust who host EMLA. It briefly summarises activity over the last six months and highlights up and coming activity and issues for the next six months.

Its purpose is primarily to provide assurance to the Board that EMLA is a good organisation to be associated with, that there is no financial or reputational liability and indeed that there is mutual advantage in the current hosting arrangements which warrant continued support.

STRATEGY and BUSINESS PLAN

EMLA have produced a 3 year strategy document and an associated business plan focussed on the delivery of that strategy for this financial year. This includes how progress will be made towards our eight strategic objectives which are:

1. DRIVING INCLUSIVE LEADERSHIP FOR A PURPOSE: EMLA should provide a range of high quality leadership development programmes. The programmes will focus on developing leadership behaviours that will make a positive difference to patients and will be inclusive in their nature, attracting people from a wide range of backgrounds from the NHS workforce.

2. GROWING AN ENGAGED MEMBERSHIP:
   EMLA should operate a membership model with members made up of health and social care organisations from across the East Midlands. The type and range of programmes provided should be developed in collaboration with members. Methods of application and allocation of places should be developed in partnership with members and high quality marketing and communication materials and reports should be provided.

3. BEING A LOCAL DELIVERY PARTNER OF THE NHS LEADERSHIP ACADEMY:
   EMLA should retain its role as a Local Delivery Partner (LDP) of The NHS Leadership Academy, providing access to national offers to leaders in the East Midlands and influencing nationally what and how national programmes are provided. EMLA have a good reputation nationally amongst the network of LDPs and with the national team and this should be maintained.

4. WORKING WITH PARTNERS TO DEVELOP THE HEALTH and SOCIAL CARE SYSTEM.
   It is increasingly necessary for organisations and leaders to work across the health system, in partnership with others and across organisational types and boundaries. EMLA should support initiatives which develop leaders to work in this way and develop partnership arrangements of its own to develop the health and social care system.

5. ADOPTING THE OPTIMAL BUSINESS FORM.
   EMLA should be an agile and adaptable organisation adopting the most appropriate legal entity and constitution to suit the prevailing environment, particularly to maximise funding opportunities and security of income.
6. **BEING A GREAT PLACE TO WORK.**
EMLA should be a well led ‘great place to work’ taking advantage of all that is known about the advantages of an engaged workforce and positive organisational culture.

7. **HAVING RELATIVE FINANCIAL STABILITY**
EMLA is not a statutory body and does not have income secured for years to come. Financing through different funding streams should be sought and diverse and enough security to plan 1-2 years ahead is necessary.

8. **BEING A FUTURE FOCUSED LEARNING ORGANISATION**
EMLA will continually promote innovation, best use of technology and learning from industry. These should form part of the offer/benefits to members and also be part of EMLA’s learning and approach to its own development.
EMLA should be ‘trend spotting’ and ‘ahead of the curve’ in identifying the type of leadership and organisational development members are likely to need in the future.

Full copies of the Strategy and Business Plan are available on request.

**PERFORMANCE**

Comparing the total utilisations in 2012/13 with 2013/14 we saw a 32% increase in activity. Our performance in Q1 of this year compared to Q1 last year is very similar, however we are forecasting a very busy Q3 and Q4 and would expect to have run more programmes and seen approximately 10% more delegates by the end of this year compared to last.

Nottinghamshire Healthcare remains our biggest user of services and employs around 10% of the total NHS workforce in the East Midlands and their usage of EMLA is in-line with this.

<table>
<thead>
<tr>
<th></th>
<th>EMLA Total 2013/14</th>
<th>Notts HC 2013/14</th>
<th>EMLA Q1 2014/15</th>
<th>Notts HC Q1 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROGRAMMES/EVENTS</strong></td>
<td>240</td>
<td>Not applicable</td>
<td>67</td>
<td>Not applicable</td>
</tr>
<tr>
<td><strong>FACE TO FACE CONTACTS</strong></td>
<td>4964</td>
<td>420</td>
<td>1071</td>
<td>120</td>
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<tr>
<td><strong>DELEGATES</strong></td>
<td>2348</td>
<td>217</td>
<td>473</td>
<td>42</td>
</tr>
<tr>
<td><strong>NO. ORGANISATIONS</strong></td>
<td>44</td>
<td>1</td>
<td>40</td>
<td>1</td>
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</table>
PROGRAMMES and EVENTS

A directory of our core offer for this year has been published and is sectioned into early, mid, and senior leadership career as well as a ‘generic’ section which includes for example coaching and master classes. The directory is available on-line following the link below and hard copies will be available at the Board meeting.


Some highlights include:

- **Operational Leadership** – All 7 modules run in each of the five East Midlands counties to meet demand which has already been exhausted (over 600 places). We are planning to put on additional cohorts of this ever popular programme.

- **Leading Across Boundaries** – 16 multi-disciplinary and multi-agency clinical teams developing leadership skills through complex multi-agency service improvement projects. A second cohort of this will be run from November and will be targeted at transformation projects across the region.

- **Masterclasses** – our ‘Being Brilliant’ series – Staying Brilliant, Brilliant Teams and Brilliant Leadership is almost fully booked (over 400 people) and we are looking to expand capacity were we can. We also are pleased to have Nancy Kline – an international expert, author, researcher and presenter on coaching running a ‘Time to Think’ workshop for us on March 26 next year.

- **Financial Services Development** – we host the FSD for the East Midlands and have an even ‘bigger and better’ offer for our finance colleagues this year, the FSD directory can be found on the link below and hard copies will be available at the Trust board meeting. This offer includes a specific programme to develop senior finance officers into potential Directors of Finance planned in collaboration with the DoF community.


The NHS Leadership Academy Programmes continue to run and the application deadline for all of the programmes closed at the end of June. We are currently in the process of finalising applicants and in some cases, selecting candidates to be put forward for the programmes.

The number of places, applicants and Nottinghamshire Healthcare’s applicants is tabulated below.

<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>FUNDED PLACES</th>
<th>NO. APPLICANTS</th>
<th>NOTTS.HC APPLICANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mary Seacole (early career leadership career)</td>
<td>54</td>
<td>44</td>
<td>3</td>
</tr>
<tr>
<td>Elizabeth Garrett Anderson (mid leadership career)</td>
<td>37</td>
<td>33</td>
<td>8</td>
</tr>
<tr>
<td>Nye Bevan Programme (senior leadership career)</td>
<td>6</td>
<td>19</td>
<td>1</td>
</tr>
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IMPACT of PROGRAMMES

Our latest Annual Report (see below for link and note that hard copies will be provided at the meeting) includes eight short case studies illustrating the impact of some of our programmes on the delegates themselves and the difference this had made to services to patients.


At a national level a group is being formed from representatives across the regions and the NHS Leadership Academy called the Leadership Development Evaluation and Research Group (LeaDER Group). Its aims will be to build a repository of research and knowledge about what works well and develop the evidence base for our work. Paul O’Neill will be chairing the group in its initial phase.

FUNDING

Our anticipated income for this year was as follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHS Leadership Academy</td>
<td>£999k</td>
</tr>
<tr>
<td>Health Education East Midlands</td>
<td>£600k</td>
</tr>
<tr>
<td>Membership Fees</td>
<td>£500k*</td>
</tr>
<tr>
<td>Financial Services Development</td>
<td>£150k</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>£2,249k</strong></td>
</tr>
</tbody>
</table>

(*estimated-partly depends on uptake of some programmes and uptake of membership)

In the early part of the year HEEM funding was set at £250k – a significant reduction. Further discussion and negotiations with HEEM have allowed them to consider and agree to fund three major programmes, Operational Leadership, Leading Across Boundaries and Emerging Leaders, the total cost of which is £350k and therefore in total our income from HEEM will be £600k as originally planned.

It is highly likely that this will be the emerging pattern, ie that any future funding received from HEEM will be to fund particular initiatives that align with their priorities. We are working with them and the LETCs over the next few months to develop this approach for next year.

DEVELOPMENTS

The Primary Care Development Centre (Nottingham) is an organisation formed for the benefit of primary care services in Nottingham and Derby to:

‘facilitate changes in organisational culture which will help equip NHS primary care organisations and professionals to respond more effectively to the changing patient and societal expectations and become a recognised centre of excellence for organisational, business, workforce, leadership, and service development and research in primary care’
EMLA, along with the two Local Medical Committees and the two (Nottingham and Derby) Universities are ‘founding members’ of this joint venture and I as Director of EMLA will sit as non-executive on the PCDC governing body.

We are already seeing better access to our programmes form primary care and we are working with them to develop a bespoke offer to Practice managers and GPs in particular.

A Data Base Management System (Linked-Up) is a national IT system designed to link up all Local Delivery Partners and the NHS Leadership Academy to manage our customers, gather data and produce reports. This is a complex ‘back-office’ improvement in which EMLA are leading the way. We are on track and on budget to have this implemented across all regions by the end of the year.

**REGIONAL AWARDS**

The 2014 NHS recognition awards process opened for nominations on Monday, 2nd June and will close on Friday 1st August. We plan to replicate the success of last year both in terms of the quality and quantity of nominations received.

The categories this year are:

- NHS Board Governing Body of the Year
- NHS Development Champion of the year
- NHS Emerging Leader of the Year
- NHS Patient Champion of the Year
- NHS Mentor / Coach of the Year
- NHS Inspirational Leader of the Year
- NHS Leader of Inclusivity of the Year
- NHS Innovator of the Year
- NHS Leadership Recognition award for outstanding collaborative leadership.

The nomination process is much the same as last year. All nominations are to be made electronically through the website and self-nominations will be accepted this year.

Nominations close on Friday, 1st August 2014 and the East Midlands ceremony will take place at The King Power Stadium in Leicester on 20th November in the evening. Nominations must be made via the website – the full criteria can be found here also. [awards.leadershipacademy.nhs.uk/em](http://awards.leadershipacademy.nhs.uk/em)

It will also be five years since the East Midlands Leadership Academy started in November and we will commemorate that anniversary at the awards ceremony.
HOSTING

EMLA continues to be successfully hosted by Nottinghamshire Healthcare.

We continue to explore ways in which we can maximise our effectiveness including consideration of an alternative business structure. A report we commissioned on this concluded that hosting by a Foundation Trust would all things considered be our best option. We are exploring the possibility of establishing a ‘trading arm’ in which our self-generated income could more effectively be managed. We will be keen to explore such opportunities with Nottinghamshire Healthcare when they become an authorised Foundation Trust and are currently scoping and understanding the practicalities and governance arrangements required with existing FTs.

We would therefore wish to remain as a hosted organisation of Nottinghamshire Healthcare NHS Trust and look forward to a continuing successful relationship.

Paul O’Neill
Director
East Midlands Leadership Academy

July 2014