

IMPROVING HEALTH
THROUGH PEOPLE.

REQUEST FOR EXPRESSIONS OF INTEREST TO DELIVER LEARNING SESSIONS AS PART OF THE HPMA LONDON ACADEMY PROGRAMME 2024/25

HPMA
LONDON
ACADEMY
DEVELOPMENT
PROGRAMME
2024-25



PURPOSE OF THIS DOCUMENT

We are commissioning our core development programme for April 2024 to March 2025.

The purpose of this document is as follows:

- To provide information on the HPMA and the HPMA London Academy
- To provide information on our achievements over the current financial year
- To lay out our proposed core programme of learning events for 24/25
- To invite training providers to submit brief, high level proposals to deliver learning sessions as part of our programme

We will share proposals with the HPMA national team so there is potential to provide sessions for HPMA members nationally as well as for the HPMA Northern Academy.



WHAT IS THE HPMA?

The HPMA (Healthcare People Management Association) is a membership organisation that supports the networking and professional development of people professionals (HR and OD) in the UK health sector.

The HPMA is a charitable organisation and the HPMA London Academy is aligned to the London, South East and South Central regions of the country.

For more information, see the following links

[HPMA HOMEPAGE](#)

[HPMA LONDON BRANCH
PAGE](#)



OUR MODEL

The HPMa London Academy has a history of working collaboratively with a fantastic range of development providers. Our aim is to continue to deepen our relationship with existing providers whilst also seeking and inviting new providers to contribute to our programme. We are particularly interested in attracting providers who represent our diverse community.

As a charitable membership organisation, we have a long history of providing low cost, high quality development opportunities.

We partner with a range of providers interested in working with us in different ways. For example, some providers work with us on a pro bono or low cost basis in order to support the NHS and showcase their development offer and brand. Other providers offer competitive, charity sector rates.

Our aim is to find partners who offer high quality learning opportunities and in return, showcase their training to our network of people professionals from a wide range of NHS employers in London, the South East and South Central. There is also the potential to deliver sessions for the HPMa nationally and for the HPMa Northern Academy.

We plan to deliver a range of events, including bite sized sessions, half day and full day sessions.



SUCCESSES IN 2023 - 24

We're currently successfully delivering a full programme of 150 learning events under the title 'Developing a collaborative & inclusive people profession to deliver integrated health & care' and achieving consistently high satisfaction rates

The implementation of the second anti-racist leadership development programme for people professionals has been highly successful and created a blue print for other regions in the country to follow

The continuing success of our award winning aspirant programmes to support the development of aspiring Business Partners and Deputy Directors of HR. We are now delivering our 5th aspirant business partner programme and the 5th year of our aspirant Deputy Director talent pool

The success of our ongoing work to create a step change in the experience, development and career outcomes for black, Asian and minority ethnic people professionals. We have proactively promoted this work under the banner of #InclusiveHRand have produced a toolkit to provide information and support to organisations signing up to the 5 step challenge to change. So far over 55 organisations have signed up and we were shortlisted for the national HPMA awards

We have supported the development of the national Future People Leaders Programme of aspiring Deputy Directors of HR in the NHS



DETERMINING OUR LEARNING PRIORITIES 2024/25

We have used the new NHS People Profession Map , the NHS People Promise and the new NHS workforce plan as guiding information to design our learning needs analysis.

We have undertaken a detailed learning needs analysis to ensure that the training programme we provide is relevant, high quality and incorporates sufficient stretch and challenge for our members. This analysis has enabled us to fully understand the challenges and priorities facing our member organisations in order that we can determine the skills, competencies, knowledge and behaviours for our current and future people practitioners.

This year, we have opened up two survey questionnaires – one for our junior staff in bands 2 to 6, and one for more senior staff in bands 7 and above roles, for London and nationally. We have also run focus groups with our key strategic networks.

Our findings are reflected in the overarching themes of our programme.

NHS People Profession Map

Development is in our DNA

July 2023

NHS
England



NHS
England

NHS Long Term Workforce Plan

June 2023



People Promise



We are
compassionate
and **inclusive**



We are **recognised**
and **rewarded**



We each have
a voice that
counts



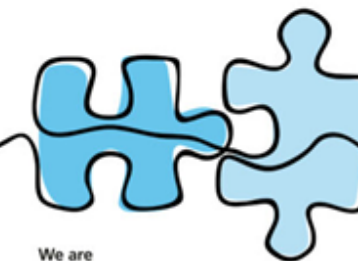
We are
safe and
healthy



We are
always
learning



We work
flexibly



We are
a team



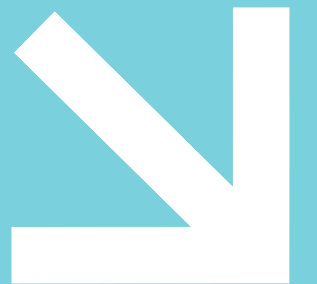
London
ACADEMY

@HPMALondon



DEVELOPING PEOPLE PROFESSIONALS TO DELIVER HIGH PERFORMING, COMPASSIONATE SERVICES FOR STAFF AND PATIENTS

This 2024/ 25 programme will be made up of the following



HPMA LONDON ACADEMY PROGRAMME 24/ 25

Developing people professionals to deliver high performing, compassionate services for staff & patients

Core programme with some sessions for more senior colleagues

Core programme for emerging workforce leaders (bands 2 to 6)

Talent programmes

Networks

Collaborative & integrated system working

Developing organisation & business skills to create great places to work

Creating a great employee experience

Developing EDI

Developing your mindset, presence & impact

Developing great places to work

Developing great employee experience

Developing presence, impact & mindset

Aspirant OD talent pool

Aspire DP or DP & heads of service leadership programme

OD network

Strategic HR & OD network



COLLABORATIVE & INTEGRATED SYSTEM WORKING

This theme is about supporting people professional to lead improvement, change and innovation at system level in order to deliver integrated health and care. We have identified a range of development sessions to equip our people professionals with the skills, knowledge and behaviours to deliver people solutions.

- Develop system working & collaboration
- Developing workforce strategy & people plan
- Strategic workforce planning (advanced) including engagement, influence & in depth case studies
- Delivering large scale change including organisation design
- Designing reward & recognition strategies for attraction & retention

DEVELOPING ORGANISATION & BUSINESS SKILLS TO CREATE GREAT PLACES TO WORK

This theme is about providing people professionals with the skills to support the business to develop effective services and create great places to work

- Approaches to culture development & change
- OD skills & interventions
- Organisation design models and approaches
- Continuous improvement methods
- Creating a restorative just culture
- Using data & analysis to provide insight & make decisions
- Financial acumen – review forecast spend, ROI, align people & finance plans
- Creative approaches to resourcing & selection
- Developing business cases
- How to design good work
- Use digital to support people practices
- How to shape & embed digital from a people & culture perspective

SUPPORTING TEAMS & CREATING A GREAT EMPLOYEE EXPERIENCE

This theme is about supporting people professionals with the skills, knowledge and behaviors to develop cultures, structures and practices to provide the best employee experience.

- Inclusive & compassionate leadership
- Collaborative working
- Conflict resolution
- Mediation skills
- Coaching skills
- Consulting skills
- Team development
- Create resilience in teams
- Creating greater staff wellbeing – taking it off the page into reality
- Approaches to employee engagement
- Partnership working
- Talent identification, engagement & planning incl. succession planning
- Talent development with limited resources



DEVELOPING EQUALITY, DIVERSITY & INCLUSION

This theme focuses on supporting people professionals to become more aware of the different experiences of our diverse workforce and to develop the mindset and behaviours to enable everyone in the NHS to feel a sense of 'belonging' and to feel valued at work. We would like to run sessions on the following areas and welcome other suggestions:

- How to identify & mitigate system bias in people practices
- Neurodiversity & inclusion
- Anti racism & inclusion
- Gender identity & inclusion
- Disability & inclusion
- Intergenerational working & inclusion
- Women in the workplace

DEVELOPING YOUR MINDSET, PRESENCE & IMPACT

This theme is about supporting people professionals to develop their communication skills, resilience, personal impact, presence and relational skills.

- Communicating with clarity & impact (2 sessions – written & verbal)
- Skills for influence & challenge (advanced & introduction level)
- Strategies for developing self belief & confidence
- Strategic thinking
- Commercial mindset
- Ethical decision making
- Resilience
- Your career development - Identifying & using your transferable skills to work across HR specialisms
- Your career development – interview skills

EMERGING WORKFORCE LEADERS PROGRAMME

This strand delivers depth and breadth of training and development to bands 3-6, developing people to be effective in their role and to develop for the future.

Developing great places to work

- Understanding your organisation's strategy & how this connects to your work
- Workforce planning (introduction)
- Organisation development (introduction)
- Approaches to staff wellbeing

EMERGING WORKFORCE LEADERS PROGRAMME

This strand delivers depth and breadth of training and development to bands 3-6, developing people to be effective in their role and to develop for the future.

Supporting teams & creating a great employee experience

- Intro to coaching skills
- Intro to facilitation skills
- Tools & techniques to drive employee engagement
- How data can be used & communicated
- Developing a customer focused approach
- Developing EDI - How to proactively identify & build inclusion into your work
- Conflict resolution

EMERGING WORKFORCE LEADERS PROGRAMME

This strand delivers depth and breadth of training and development to bands 3-6, developing people to be effective in their role and to develop for the future.

Developing mindset, presence & impact

- Communicating with clarity & impact
- Skills for influence & change (introduction)
- Using analysis & problem solving techniques
- Developing my career

STRATEGIC HR&OD NETWORK

This network meets monthly and is for HR and OD business partners and heads of service. The purpose is to share good practice, network and support career development. This year, we would like to run 75 minute development sessions focused on the specialist knowledge areas of the NHS People Profession Map.

- Employee engagement & experience
- Employee relation & policy
- Learning & development
- Organisation development & design
- People analytics
- Resourcing
- Specialist equality, diversity & inclusion
- Talent management
- Medical & dental practices
- Digital solutions
- Employee health & wellbeing

BENEFITS TO YOU

There could be many benefits to partnering with the HPMA including;

01

The NHS is one of the biggest employers in the world and the biggest employer in Europe and so offers exposure to a large potential market for training organisations

02

Opportunity to showcase your training offering to HR and OD professionals from 60 or more NHS organisations, to promote your offering more widely to those who have attended the events and broaden your network within the NHS

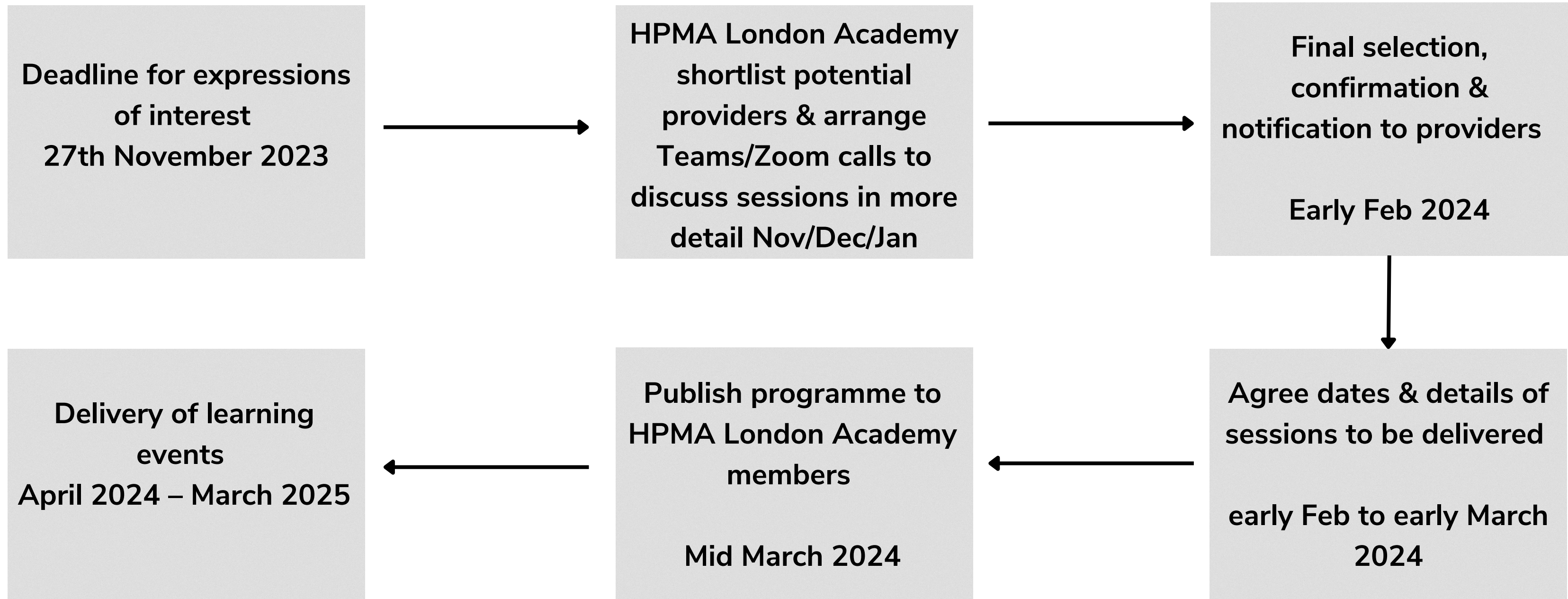
03

Opportunity to keep close to the NHS and keep up to date with the current issues and challenges facing HR and OD professionals



COMMISSIONING SCHEDULE

Here is the commissioning process and timeline



THE EXPRESSION OF INTEREST FORM

To apply for the HPMA London Academy Programme, whether one or several sessions; please complete the expression of interest form. Below is the information we will consider:-

[ACCESS FORM](#)
[HERE](#)

Which strands and sessions in the programme are you interested in delivering?

Provide an indication of potential aims for the session(s) or what the session(s) would cover

Outline track record of delivering similar sessions particularly including experience of delivering training within an NHS context and to HR/OD professionals

Outline cost considerations for delivery of the elements of the programme you could provide i.e. whether the offer is pro bono or the price offered to the HPMA including design costs and expenses

Proposed numbers for the group and suggested target group to benefit from the programme

Any other information that is relevant

HOW WE RUN OUR EVENTS PROGRAMME

- We aim to run a streamlined events management process, where our HPMA London Academy team is responsible for the promotion, booking and set up of the event including any hosting as well as agreeing the content of the sessions and the evaluation. Once agreed, our delivery partners can focus on providing the publicity text for sessions, the design and delivery of the session.
- For an overview of how we see the roles and responsibilities working, please follow this link.

[Roles & responsibilities,](#)
[click here](#)

THANK YOU

We really look forward to hearing from you with your thoughts on what you could deliver in our programme.

If you have any queries at all, please contact the team:

- Diana Cliff, Programme Development Manager, diana.cliff@gstt.nhs.uk
- Rachael Tyler, Development Director, rachael.tyler@gstt.nhs.uk
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