

Request for expressions of interest to deliver learning sessions as part of the HPMA London Academy programme 2022/23: Stepping up as future focused people professionals

1. Summary

The [HPMA \(Healthcare People Management Association\)](#) is a membership organisation that supports the networking and professional development of HR and OD practitioners in the UK health sector. The HPMA is a charitable organisation.

The HPMA London Academy is run by the London Branch of the HPMA and has developed significantly in the last few years, delivering a broader programme to an increasing number of member organisations. A key change recently is that we have merged with the HPMA South East and South Central branches and so our Academy programme is now offered to HR directorates in member organisations in these new areas as well as to most NHS organisations in London and some national NHS bodies. We currently have 60 member organisations including acute trusts, mental health, commissioning organisations and central NHS organisations

The HPMA London Academy delivers a programme of learning events within different themes to support the professional development of the people profession, which includes all HR and OD practitioners.

Over the last year, people professionals in our member organisations have continued to face unprecedented challenges, supporting the wellbeing of NHS staff, delivering on the vaccine programme, working to recruit and retain staff to ensure the NHS can deliver the backlog of non Covid care. We have continued to run our programme online and have delivered our highest ever number of events and increased our capacity significantly to support the immediate and longer term development needs of people professionals.

Our programme participants say:

‘I have really enjoyed all the training sessions and have implemented many of the things learnt in my work’

‘(the sessions) have helped shape me as a manager and leader’

‘the approaches were new and I have changed the way I think and act’

‘increased my field of vision and enabled reflection and understanding’

‘I love the virtual programme’

‘online delivery has been excellent’

‘I’ve seen some amazing coaches using innovative tools and approaches to engage audiences’

‘more of the same would be good’

This year, as part of our talent management programme, we have been continuing with important work to improve diversity and inclusion in the people profession. Building on the research we conducted last year into the experience of black, Asian and minority ethnic people professionals, our **#InclusiveHR** social movement has gained momentum with over 35 HR and OD leaders making public pledges, and with the launch of our new [Realising your Potential Resource Hub](#). We launched a new leadership programme this autumn – the HR and OD Anti Racist Leadership Programme with 22 participants in senior HR and OD roles across a large number of NHS organisations.

We have been delivering the third year of our aspirant Deputy Workforce Director talent pool and the fourth year of the aspirant Business Partner programme. In addition we were delighted to win the national HPMA award, learning and development initiative for the aspirant leadership programmes we have delivered over the last five years.

We have been running more frequent meetings of the Strategic HR and OD network for HR business partners and heads of service, covering key priorities and have supported the Deputy Director network. In September.

Finally we were delighted with the success of our fourth annual conference which received excellent feedback.

2. Looking forward to our 22/23 programme: ‘Stepping Up as Future Focused People Professionals’

In 22/23 our programme will consist of 3 key strands:

1. **The core programme, also titled ‘Stepping Up as Future Focused People Professionals’ and designed around the following themes:**
 - Stepping up to the future of system working
 - Organisation design and development skills for all people professionals
 - Belonging in the NHS and addressing inequalities
 - Self and team
2. **Supporting people professionals to achieve their career goals and potential. The key elements of this strand are:**
 - Aspirant Deputy Workforce Director talent pool/programme
 - Aspirant Business Partner development programme
 - Bands 3 – 6 Emerging Leaders programme
 - A new series of sessions – Stepping up: Developing senior HR and OD leaders to move into broader leadership roles

Please note that we will only be commissioning for the band 3 – 6 Emerging Leaders programme and the Stepping up programme under this strand as the other programmes are either under development or have already been developed

3. **Provision of networking events to support the development of people professionals. These are:**

- Deputy HR Director Network (events run quarterly)
- Strategic HR and OD Network (10 network events a year)

This commissioning document is separated into 3 sections describing the aims and desired outcomes for each strand.

The HPMA has a long history of working with partners to deliver development events to its network of HR and OD practitioners in the health sector. We have continued to widen our collaboration with a range of excellent training provider and we would like to continue to grow and develop these relationships as well as inviting other providers to work collaboratively with us in the delivery of the 2022/23 programme. We would particularly like to work with more providers of Black, Asian or minority ethnic background so that our network of training providers reflects the diversity in our community of HR and OD practitioners.

The purpose of this briefing is to identify training providers who would be interested in partnering with the HPMA London Academy to deliver the sessions in our programme. Our aim is to find partners who are interested in delivering sessions pro bono and at low cost and in return, the partner will be able to showcase their training to our network of HR/OD professionals from a wide range of NHS employers in London and to our new member organisations based in Kent, Sussex and Essex.

Partner organisations will not only be able to promote their brand but also their multi-day training courses to this audience.

This paper sets out more information on what we are planning to deliver and our proposal for how we work with partner organisations to achieve this.

We invite training providers to submit expressions of interest to deliver our learning events under the 3 strands of our development programme, the core programme and the networking events.

2. Background to the HPMA London Academy

The purpose of the Academy is to improve the capability, practice and impact of HR & OD practitioners. It is the first Academy of its kind in the UK although academies are currently under development elsewhere in the UK.

The Academy has the following vision and objectives:

HPMA London Academy

Our Vision: *Improving health through people*

Our Strategy

Professional networks	Continuous development	People and HR excellence
Sharing experience, challenges & successes	Building competence, confidence & credibility	Great people management leading to improved patient outcomes

Our objectives

- To **provide the best possible development opportunities** to enhance the competence and capabilities of workforce colleagues across member organisations
- Stay abreast of **current thinking** in people management to ensure development delivered is continually challenging and **stretching** our members.
- Provide **networking opportunities** across member organisations to enable the sharing of best practice in people management; increase **collaboration** across organisations; consolidate knowledge and **accelerate learning**
- Maintain current membership and attract new members in a **sustainable way**
- Work closely with our **partners** including member organisations, development providers, sponsors, CIPD, HFMA, local authority organisations, the Leadership Academy, HEE etc.
- Utilise our resources in the most **cost effective way**, continuing to deliver low cost, high quality development and attract additional central funding where possible



Our membership includes 100% of HR directorates in London NHS trusts plus commissioning organisations and an increasing number of trusts from the South East and South Central areas including Kent, Surrey, Sussex, Essex, Hertfordshire and Bedfordshire. Overall we currently have 60 member organisations with an estimated HR workforce of 2,500 people. We deliver a programme of events and learning opportunities.

Our events programme aims to support the development of a large community by offering development events. In 2022/23, we currently anticipate delivering a mixed programme of online and in person events. We expect that the online events will be short interactive learning sessions (90 mins to half a day) making full use of the technology to support participation and engagement in the session. We would also like to deliver in person events, and aim for this to be a mix of half day or full day events depending on the learning objectives. In order to reach as many of our members as possible we ideally will offer 20 – 30 delegate places per event although some events may be able to accommodate higher numbers of 60 or 70. Providers are asked to bear this in mind when considering the design of events.

This year, we're also interested in running hybrid events and are keen to hear from providers who have experience or who have ideas about how to run these events effectively.

For more information on the HPMA London Academy, please see our central hub <http://www.hpma.org.uk/branches/london>. To see our current and past events, go to our [Eventbrite page](#) where you can access more information on who we are and what we do including our current events.

3. Our Learning Needs Analysis

We have undertaken a detailed learning needs analysis to ensure that the training programme we provide is relevant, of 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 undertaken focus groups with our Board and Development Groups. Our development group members have also undertaken further focus groups with colleagues in their organisations. We also 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.

As the basis of this learning needs analysis, we used our revised competency framework. This year, we did a light touch revision of our competency framework with our Development Group, where we kept our original competency headings but updated with examples from the CIPD profession map.

Context for the commissioning of our programme for 2022/23:

- The delivery of health and social care is undergoing significant change with the creation of integrated care organisations from April 2022. This poses significant development needs for people professionals as they step up to systems wide roles and responsibilities, requiring the development of a new mind-set and skills.
- The NHS is facing unprecedented challenges as the recovery from the Covid pandemic commences and the traumatic impact of these events on NHS staff are fully highlighted. We are seeing an increase in burnout amongst HR and OD colleagues and capacity for personal and professional development is tight. At the same time there is recognition of the restorative and rejuvenating impact of our development events and we are looking at every more creative ways of providing development opportunities to fit around the changing patterns of work.
- The work of the HPMA London Academy is increasingly focused on the development of career pathways and talent management for the people profession, highlighted by the launch of our resource hub. The golden thread running through all our programmes is the priority to deliver greater equality, diversity and inclusion across our profession. The programme this year therefore has a greater emphasis on supporting staff to ‘step up’ and achieve their potential within an environment which explicitly supports greater equality and inclusion for the profession.
- NHS England and NHS Improvement are about to publish the Futures Review into the future of the HR and OD profession and people services in the NHS and what this means for the development of HR and OD colleagues to support the future of healthcare. This is a very positive step forward for the development of the profession and we will be shaping our programme throughout the year to respond to the development needs identified through this review.

In summary we found that the overarching priorities for our HR and OD teams are as follows:

- **Health and wellbeing of our NHS staff**

Supporting individuals and teams to deal with the impact of Covid, particularly the burnout and trauma and need to address the huge backlog. This was described as the need to ‘reset’, bringing teams back together and supporting them with the significant challenges ahead.

- **Key emphasis on the equality, diversity and inclusion agenda**

This is about supporting staff in the NHS to feel that they belong through the development of supportive and compassionate cultures and leaders. There is a need for the people profession to develop the

knowledge, policies and OD skills to support such change and find innovative and effective ways to ensure long term sustainability of such change.

- **Changing approach to development and leadership with a greater focus on talent**

Improving approaches to talent managements was one of the key priorities identified by colleagues. There is a need to develop the skills to both identify and develop current and future leaders in a more consistent and effective way.

- **Recruiting and retaining staff**

High vacancies, turnover and skills shortages are some of the biggest challenges facing the NHS and colleagues. We would like to support HR and OD colleagues to think creatively about how to take Individualised approach to creating a positive employee experience and how to use the power of the NHS brand to attract more people into the NHS.

- **Workforce planning and delivering new ways of working**

Developing innovative workforce strategies and plans to support the delivery of new models of healthcare and systems wide working is a key priority. We have included a number of sessions to develop the skills and knowledge to achieve these goals.

- **Embracing digital and technological transformation**

Changing working practices and embracing digital solutions and opportunities is another key challenge facing people professionals and we are keen to explore development opportunities to support the scale of transformation required.

- **Organisation design and development**

Enhancing organisation design and development skills for HR professionals has emerged as a key priority through the LNA process and we are keen to explore innovative ways of delivering development in this area.

4. What We Aim to Deliver

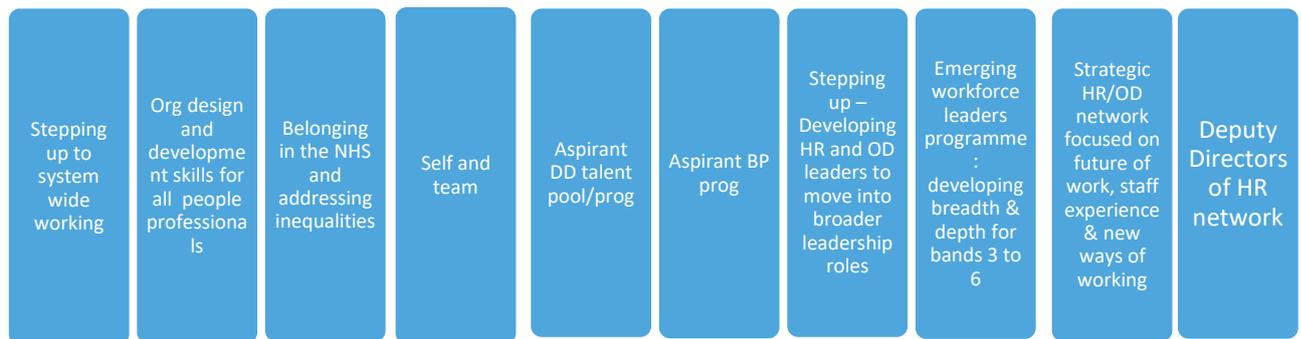
As outlined above the 2022/23 HPMA London Academy programme, **Stepping up as future focused HR and OD professionals**, consists of 3 strands and is outlined in the following visual:

HPMA London Academy Programme 22/23

Strand 1 Core programme: Stepping up as future focused people professionals

Strand 2 Supporting People professionals to achieve their career goals and potential

Strand 3 Networks



Strand 1 The Core Programme: Stepping up as future focused people professionals

The core programme is designed around supporting HR/OD professionals to deliver future focused HR and OD services to meet the changing needs of our organisations, staff and patients. We have identified a series of themes and indicated the learning events we would like to deliver as part of these themes.

Note for legal providers: We would like to continue to deliver a full programme of legal sessions. We have made some suggestions where the topics clearly fit into the programme and we welcome your suggestions on the topical sessions you could deliver as part of this programme.

1. Stepping up: supporting the business and system wide working

This theme is to support all HR and OD colleagues to work in a joined up and more collaborative way both as part of the wider health and care system and within their organisations. The first series in leading and influencing is aimed at senior HR and OD colleagues who have responsibility for leading and influencing systems development. It includes the collaborative leadership skills required to work across organisational boundaries and work with leaders in social care and primary care. We have identified a number of development sessions to support senior leaders to develop the mind-set and skills to become effective systems leaders, but welcome new ideas on the skills and development required.

The other three strands are core development modules aimed at all people professionals operating at both across the system and within their own organisation. They include the skills required to work more effectively in supporting the business priorities including the development or workforce planning/ resourcing, digital and business acumen knowledge and skills. These skills have been identified as

critical priorities for people professionals in stepping up to deliver the scale of the change required to support effective system wide working.

We are open to one provider delivering a series of linked events under one theme but also interested in hearing from providers who could deliver one off events.

We anticipate that these sessions could be either half day or full day sessions and run either as in person or virtual events depending on the learning objectives of the session.

Series of sessions on leading & influencing in the new system for senior leaders

Presence & influence without authority

Developing a system mindset

Developing the people vision & strategy

Collaborative leadership across organisational boundaries and matrix working

Senior people leaders developing & shaping governance

Managing change across a system

Series of sessions on service & workforce planning at system level

Developing a people plan

OD skills for service and workforce planning

Using data & evidence to inform people strategy

Attracting & retaining the NHS workforce

Managing & planning the medical workforce

Series of sessions on becoming a digitally savvy people professional

Become a digital enabler to support staff experience

Balancing innovation and risk in developing digital solutions

How to use social media to benefit you and your organisation (could be 2 separate sessions)

Series of sessions on being a business focussed HR/OD professional

Financial acumen for HR professionals

Maximising people analytics

Developing project management skills

Supplier and contract management

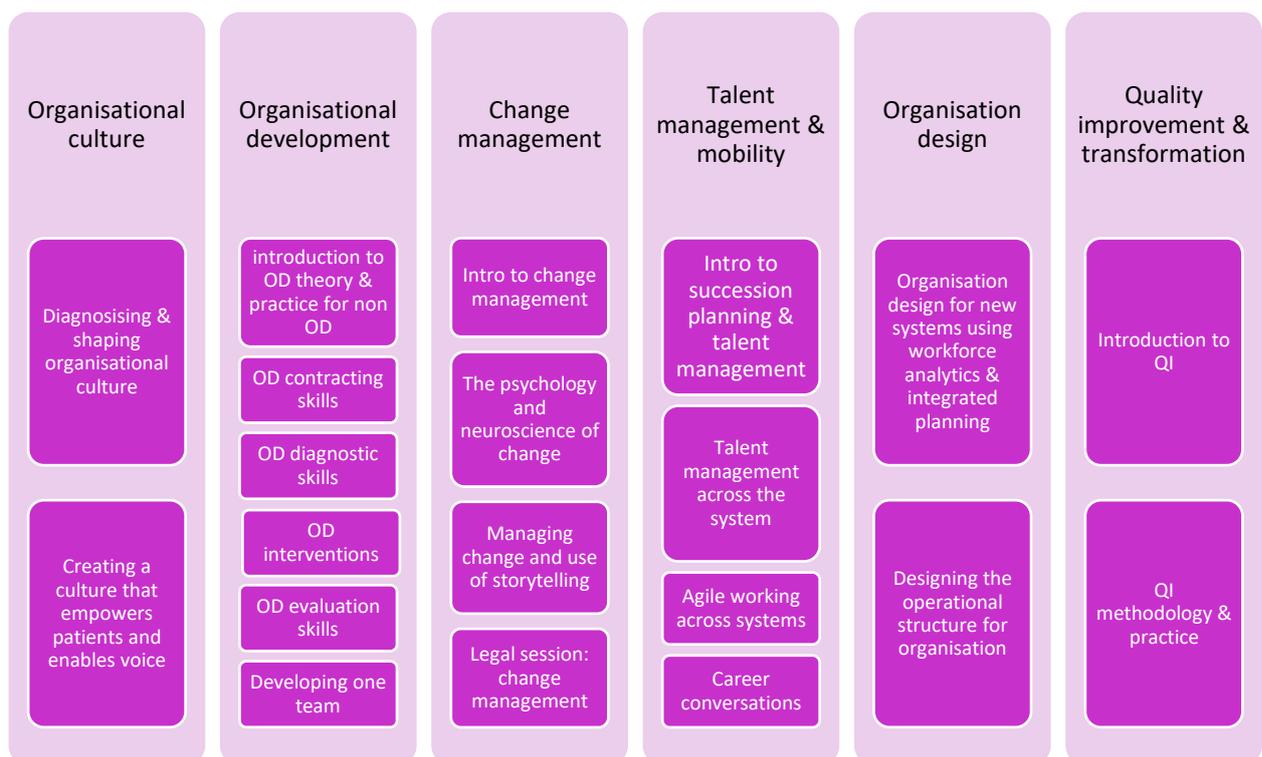
Business writing skills

Understanding governance

2. Organisation design and development skills for all HR/OD professionals

This theme focuses on supporting all HR and OD professionals to develop the organisation design and development, talent management and quality improvement skills to deliver on the workforce priorities across organisations and the system.

The talent management capability includes moving people between organisations. The sessions on OD could be short online micro skills sessions or run as longer in person sessions.



3. Belonging in the NHS and addressing inequalities

This theme focuses on supporting HR and OD colleagues to become more aware of the different experiences of our diverse workforce and to develop the mind-set and behaviours to enable everyone in the NHS to feel a sense of 'belonging' and to feel valued at work. We have been leading a lot of work around the experience of black, Asian and minority ethnic HR and OD professionals in the NHS and started a programme of work around anti-racist leadership including our #InclusiveHR social movement. We also plan to widen this work to develop more awareness and action on the wider equalities agenda and are looking to work with providers who can support us in this space and indicate sessions they could run.

These could be run as shorter 90 minute or half day online sessions or longer full day in person sessions.



4. Self and team

Our regular programme theme around working with self and teams continues to be needed more than ever as the last 2 years have really challenged the resilience of all HR and OD professionals and all the teams they are working with. We anticipate that these sessions could be run as short or longer full day sessions, in person or online.

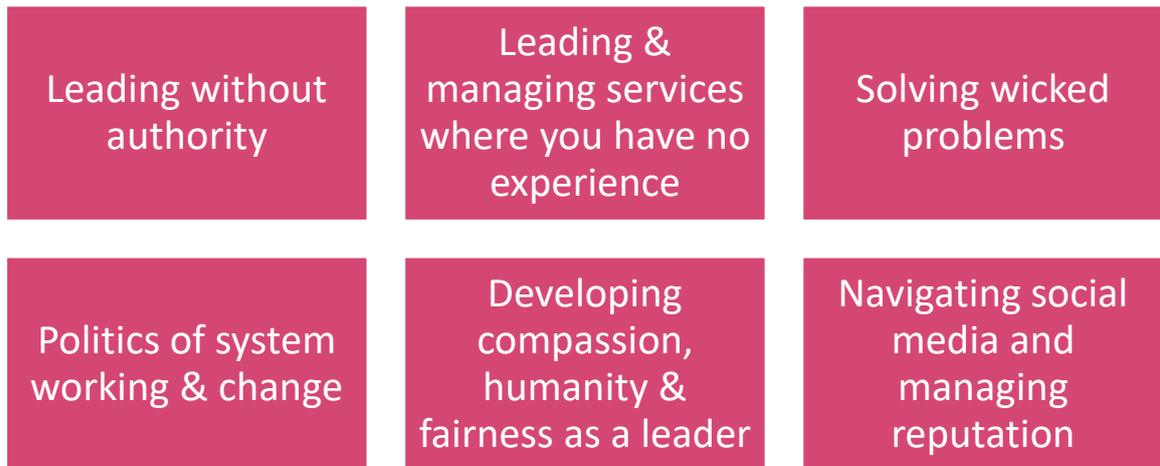


Strand 2 Supporting HR and OD Professionals to Achieve their Career Goals and Potential

As outlined above this strand outlines how the HPM London Academy is supporting the development of people professionals through the creation of a strong talent management framework including aspirant development opportunities for each stage in the career pathway. Much of this work is already underway but we are particularly interested in hearing from development providers keen to support the development of practitioners looking to move into broader leadership roles as well as our bands 3 – 6 emergent leaders.

1. Stepping up – Developing HR and OD leaders to move into broader leadership roles

This series is for HR and OD professionals in bands 8b and above roles who are in broader leadership roles or preparing to move into this role. These sessions link with the sessions in strand 1 on system working and organisation design.



We anticipate that these sessions could be run as short or longer full day sessions, in person or online.

2. Emerging workforce leaders programme: developing breadth & depth for bands 3 to 6

We would like to plan several series of sessions to support people in junior bands to fulfil their potential. We envisage that these series could be run as short 1 or 2 hour online sessions or several topics could be run as part of a longer in person session. In our learning needs analysis, we heard that people wanted support around managing their resilience, progressing their careers and also building their understanding of key areas of HR such as OD, change management, analytics etc. These sessions are designed to complement the longer sessions offered in the rest of the programme which colleagues in bands 3 to 6 are also welcome to attend.



Our ideas for bite sized training topics are as follows:



Strand 3 Supporting Our Network Events

The HPMA London Academy supports the following networks:

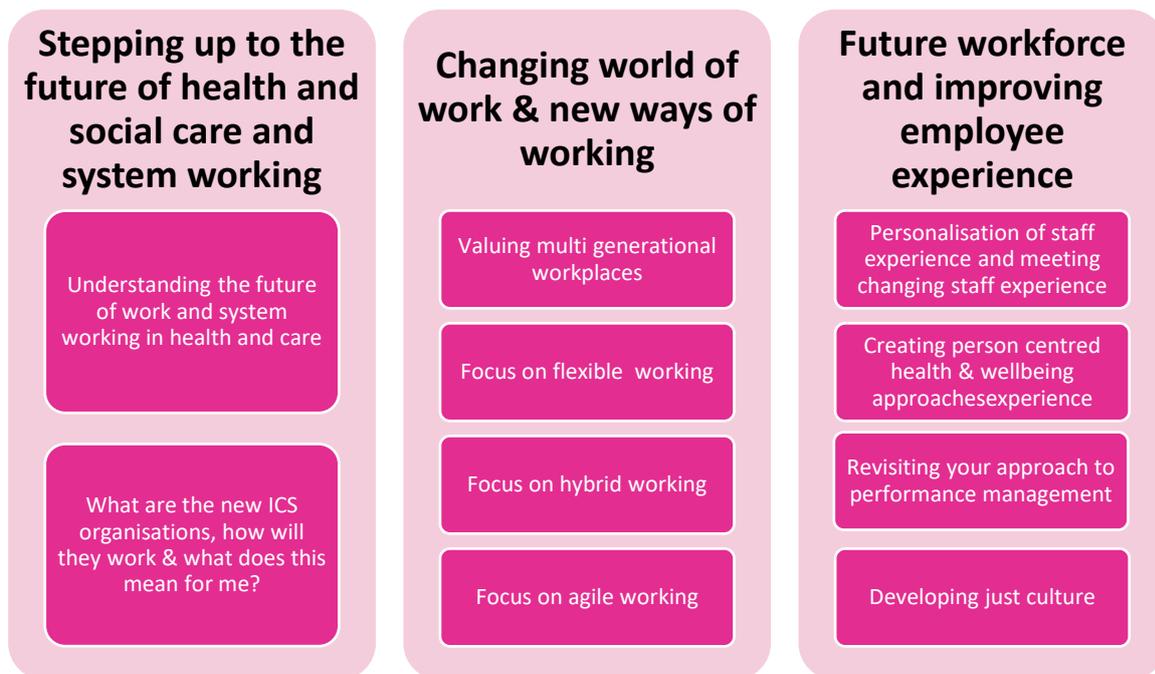
- The Deputy HR Director Network. To be run quarterly
- The Strategic HR and OD Network. To be run 9 times throughout the year. We'll aim to have regular updates from the NHS regional teams in London, South East and South Central as well as development sessions with the focus set out in the diagram below.

Strategic HR and OD network

Our strategic HR and OD network is aimed at HR and OD Business Partners, Heads of Service and all those in similar band 7 or 8 roles. We usually have updates from regional NHS colleagues at NHS England and NHS Improvement before covering a current priority area in more detail.

These sessions are 60 or 90 minutes and are likely to be delivered virtually.

In the coming year, we would like to work with providers to facilitate sessions or speak on the following priority areas:



Deputies' network

We plan sessions for this network in consultation with the Deputies' steering group and will take note of all the offers included in this commissioning process when we plan these meetings.

4. Benefits to providers from partnering with the HPMA London Academy

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

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

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

5. What do you need to partner with the HPMA?

We are open to working with a range of organisations for example, training providers, smaller consultancies, NHS trusts etc. The following are important considerations for us:

- Demonstrating experience of working within the NHS and the HR/OD community and understanding the needs of our network
- Ability to provide meaningful and insightful learning to stated objectives on the topics required in a development session.

We are charity and networking organisation, and keep our membership rates for our NHS member organisations low. We have a budget for delivery of our programme and we should stress that our price per session probably does not account for very much design time. We therefore tend to work with more providers who are able to offer relatively low cost sessions. Some providers also offer pro bono sessions. During our shortlisting process, we look at the quality of the training that's offer, the likely appeal of these sessions to our members, track record, understanding of the needs of HR and OD professionals in the NHS and price.

6. Roles and responsibilities for our events programme

Once we have received the expressions of interest, we will contact shortlisted providers and arrange a follow up Teams or Zoom call to discuss the proposal further.

For the development sessions which are part of our core programme, once we have engaged providers, we will follow up to clarify all the details on the session (which of course can be changed). Our aim is to send out a summary programme to HPMA London Academy members in March 2022 so teams can plan their development. We will then publicise each event in more detail 4 to 6 weeks before the actual event.

The following table sets our roles and responsibilities for both HPMA and the provider organisation although these are negotiable.

HPMA London Academy	Provider
Programme design and management	

Specify the themes, sessions, target audience to be delivered in this document.	Submit EOI. If shortlisted by the Academy team, we'll arrange a 30 min Teams or Zoom call to discuss further.
Based on the EOIs received and follow up meetings, during January/February 2022, the Academy team will plan the programme for the whole year (April 2022 to March 2023) and specify months for the delivery of each event. We aim to be as flexible as possible to accommodate provider preferences.	Once the EOI has been accepted, provide HPMA with; <ul style="list-style-type: none"> - available dates during the month specified - event outline including titles of session - - aims/objectives of sessions - outcomes - summary of content or draft programme - length of session - max number of delegates - named facilitator with biography - Indication of how the session meets the identified competencies etc.
Publicise the whole programme to HPMA London Academy members via email, website, social media etc. during March/April 2022. Publicise full details of each event and open bookings via Eventbrite 4 to 6 weeks before each event. We will check in with provider before we publicise each event.	Option to provide HPMA with any publicity materials for sessions and publicise event to own contacts who are HPMA London members.
Organise the virtual or in person hosting of the event. The HPMA London Academy events team will host most of the virtual sessions although some sessions may be hosted by providers. The HPMA Academy team will arrange room bookings.	Provide HPMA with all room or hosting requirements for the session
Manage bookings and supply attendance list at least one week before the event	Provide HPMA with any pre-work or handouts to be circulated to participants in advance.
Send reminder email and any prework to delegates one week before each event.	
HPMA Survey Monkey feedback questionnaire circulated at end of event and report sent to provider	
Email any materials to participants if advised by provider organisation.	Event materials including presentations etc. can be shared with attendance list either before or immediately after the event. This is optional.
Facilitate post-event promotion	Option to share selected materials from each event or a blog post with HPMA members via the HPMA website or LinkedIn.

Quality assurance

Outline of event including aims/objectives of the event, programme, outcomes etc agreed with Programme Development Manager including a verbal discussion between the Programme Development Manager and the Facilitator to agree content for the each session prior to the new financial year. There will be an opportunity to refresh these two months in advance of the event.

Option for HPMA members to be involved in the delivery of any event as appropriate e.g. through co-facilitation, presenting case studies, group facilitation etc. This is to be agreed when the event outline is agreed and is dependent on the HPMA or the provider being able to source suitably qualified co-facilitators or presenters.

Resources

Where organisations offer sessions on a pro bono basis, HPMA London will refund reasonable expenses as agreed in advance. Otherwise, design time and expenses should be included in the delivery costs.

To keep costs low, we suggest any materials are emailed to participants either before or after the event as appropriate. They can then print the materials or access them on their own devices.

7. Request for Expressions of Interest

We are looking for expressions of interest in running the different elements of the programme for the HPMA London Academy.

If you are interested in delivering any of the strands specified, send us a brief expression of interest to allow us to shortlist providers and match what you can offer against our programme themes.

1. Which strands of the programme you would be interested in delivering
2. Provide an indication of potential aims for the session(s) or what the session(s) would cover
3. Outline track record of delivering similar sessions particularly including experience of delivering training within an NHS context and to HR/OD professionals.
4. Outline cost considerations for delivery of the elements of the programme you could provide i.e. whether the offer or pro bono or the price offered to the HPMA including design costs and expenses
5. Proposed numbers for the group and suggested target group to benefit from the programme
6. Any other information that is relevant

We will then shortlist providers who could deliver the different aspects of the programme ensuring that we can deliver a programme that falls within our budget.

To discuss this briefing with Rachael Tyler, Development Director or Diana Cliff, Programme Development Manager, please contact Diana Cliff diana.cliff@gstt.nhs.uk or Rachael Tyler Rachael.tyler@gstt.nhs.uk

If you are interested in delivering this training, please complete the google form by 22 November 2021 or sooner if that's possible, then we can schedule a call. If you have any problems with this timeframe, please just let Diana know.

Proposed schedule

Deadline for initial expressions of interest	9am 22 November 2021
HPMA London Academy review expressions of interest and shortlists potential providers who could deliver the different aspects of the programme. Teams or Zoom discussions to seek further information and discuss sessions with providers	8 Nov onwards as EOIs are received Nov/Dec/Jan
Final selection confirmation and notifications to providers	Mid February 2022
Agree dates and details of the session	Mid February 2022 – early March 2022
Delivery of learning events	April 2022 to March 2023