

Request for expressions of
interest to deliver short
learning sessions as part of the
HPMA London/South
East/South Central Academy
Programme 2025/26

HPMA
LONDON/SE/SC
ACADEMY CORE
PROGRAMME
2025/26

PURPOSE OF THIS DOCUMENT

We are commissioning our core programme for April 2025 to March 2026.

The purpose of this document is:

- To provide information on the HPMA and the HPMA London/SE/SC Academy
- To provide information on our achievements during this current financial year
- To layout our core programme of learning events for 2025/26
- To invite training providers to submit brief, high level proposals to deliver learning events as part of our programme

WHAT IS THE HPMA?

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 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 HPMALondon Academy has a strong tradition of collaborating with a diverse range of development providers. We are committed to deepening our partnerships with current providers while welcoming new contributors, especially those reflecting the diversity of our community in terms of gender, race, age, style, neurodiversity, and disability.

As a charitable membership organisation, we take pride in offering high-quality, low-cost development opportunities. We attract some providers who are able to offer low cost or even pro bono sessions in order to develop their network and showcase their expertise and brand, however we aren't limited to working with those able to offer low cost. Many of our providers offer competitive, charity-sector rates.

Many of our providers deliver one or two sessions as part of this programme and some providers will deliver all or most of the sessions within one theme. We plan to offer mini programmes on 'Digital Workforce Leaders' and 'Empowering Employee Relations' and look for one provider to deliver each of these.

We seek partners who deliver top-tier learning experiences, in return offering them the opportunity to connect with our extensive network of people professionals across NHS employers in London, the South East, and South Central. Our programme is primarily delivered online via Zoom, hosted by us, and we offer a range of event formats, including bite-sized, half-day, and full-day sessions.

SUCCESSES IN 2024-25

We're currently successfully delivering a full programme of 109 learning events under the title 'Developing people professionals to deliver high performing, compassionate services for staff & patients' and achieving very high attendance & satisfaction rates

We have successfully developed and commissioned a new Aspiring Leaders Programme for aspiring HRBPs, heads of service and HR and OD colleague who have the ambition & capability to move into more senior leadership roles. We are also delivering the 6th year of our very successful and well regarded Aspirant Deputy Director talent pool

We are continuing to create a step change in the experience, development and career outcomes for black, Asian and minority ethnic people professionals by supporting the scaling up of this work nationally. We promote this work under the banner of #InclusiveHR and currently xx organisations have signed up to the 5 step challenge to change.

Engagement in our Strategic HR & OD network and the Deputies network continue to be high and in person bookings for our national conference in November titled 'Creative, Innovative, Agile: The People Profession Shaping the Future of Health and Work' sold out very quickly.

DETERMINING OUR LEARNING PRIORITIES 2025/26

We have used the priorities laid out in the NHS People Plan, the People Promise, the NHS HR and OD vision and the recent KPMG/HPMA Navigating the Workforce Waves report (as set out visually on the following page) as guiding information in determining our learning needs.

We have also 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 undertaken focus groups with our Board, Deputy Director and Strategic HR/OD networks. We also had a good response rate to our annual LNA survey. This year the survey was aligned to the NHS People Profession Map and we analysed responses from the different functional areas of the people profession.

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

NHS People Profession Map

Development is in our DNA

NHS
England

NHS
England

NHS Long Term Workforce Plan

June 2023



Navigating the Workforce Waves

What is on the horizon for the people profession in healthcare, and why they need to respond

October 2024



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**



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ACADEMY

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SHAPING THE FUTURE OF INCLUSIVE AND INNOVATIVE PEOPLE PROFESSIONALS

This 2025/206 programme will be made up of the following



HPMA London Academy Programme 2025/26: Shaping the future of inclusive and innovative people professionals

THEMES OF CORE PROGRAMME

Leading Change:
Culture, leadership &
organisation
development

Workforce Strategy &
Planning: Enhancing
Innovation for Better
Patient Care

Developing high
performing people
services

Developing business &
financial acumen

Digital workforce
leadership

Creating diverse &
inclusive workplaces

Developing your
mindset, impact &
influence

Pathways to success
building your career

Developing skills &
knowledge in medical
staffing

Building stronger
employee relations:
skills development
series

Strategic HR & OD
network

ADDITIONAL OFFERS



LEADING CHANGE: CULTURE, LEADERSHIP & ORGANISATION DEVELOPMENT

This series of sessions will be designed for mid-career and senior people professionals, focusing on developing skills to diagnose and influence workplace culture. We anticipate that participants will gain valuable insights and tools to foster a positive work environment and improve team performance.

- Change management
- Restorative Just Culture
- Culture development
- Mediation & conflict resolution skills
- Managing teams in conflict
- Create resilience in teams
- Understanding & managing team dynamics
- Intro to organisation design
- Series of sessions on organisation development
- System working & system leadership
- Talent management & succession planning
- Coaching skills
- Large scale change & organisation design
- Compassionate leadership
- Consulting skills

WORKFORCE STRATEGY & PLANNING: ENHANCING INNOVATION FOR BETTER PATIENT CARE

This series of sessions is aimed at people professionals looking to enhance their expertise in workforce strategy, planning, and productivity. We anticipate that participants will be equipped with actionable insights and tools to drive workforce effectiveness and organisational success.

- Demystifying data analytics: an introduction
- Developing analytics & modelling skills & knowledge to forecast workforce trends
- Presenting data with impact to facilitate & influence planning outcomes
- Developing a workforce strategy & people plan
- Developing proactive attraction & retention strategies
- Leveraging productivity through efficient people practices

DEVELOPING HIGH PERFORMING PEOPLE SERVICES

This series of sessions is designed for people professionals seeking to enhance innovation & productivity within the people function. Participants will gain valuable insights and practical tools to drive productivity and foster a high-performing HR environment.

- Quality & continuous improvement for the people function levels 1 & 2
- Managing workflow - prioritising & managing our workload
- Designing service models for the people function to enhance effectiveness - for senior people professionals
- Team development & performance
- Risk assessment & decision making



DEVELOPING BUSINESS & FINANCIAL ACUMEN

This series of sessions is designed for people professionals to develop essential business and financial acumen critical for effective decision-making in the NHS. Participants will gain the skills and knowledge necessary to navigate financial complexities and contribute to the strategic goals of their organisations, ultimately enhancing their impact and effectiveness in the workplace.

- How funding flows through the NHS organisation
- Writing winning business cases
- Guide to budgeting
- Project management level 1
- Project management level 2 incl. managing multiple projects with different workstreams



DIGITAL WORKFORCE LEADERSHIP

This series of learning sessions is aimed at people professionals looking to enhance their skills as digital workforce leaders. Participants will be equipped with the knowledge and tools to drive digital transformation within their organisations.

- How to use digital /AI transformation within the people function to deliver productive & more efficient services with staff experience at the core
- Harnessing growth mindset -be on the front foot of leading the strategic people agenda, moving from transactional to transformational
- Organisational development - leading cultures that are open to digital & AI transformation
- Future of health & work – understanding how digital transformation is shaping delivery of healthcare and what this means for the workforce



CREATING DIVERSE & INCLUSIVE WORKPLACES

This series of learning sessions will be designed for people professionals looking to enhance their skills in creating and leading diverse and inclusive workplaces. The series will encourage participants to think differently in their everyday work while also focusing on actionable initiatives. Additionally, attendees will explore how to become effective allies and sponsors for underrepresented groups. Participants will be equipped with insights and strategies to foster a culture of inclusivity within their organisations.

- Neuro-inclusion at work
- Racial diversity inclusion
- Disability inclusion
- Socio-economic inclusion
- Sexual safety
- Allyship & sponsorship



BELONGING

INCLUSION

DIVERSITY

EQUITY



DEVELOPING YOUR MINDSET, IMPACT & INFLUENCE

This series of sessions is designed for people professionals wanting to have the greatest impact and presence within their organizations. We anticipate that participants will gain valuable insights and strategies to elevate their influence and drive positive change in their workplace.

- Influencing and negotiation skills level 2 incl. influencing at senior level
- Influencing & negotiation skills level 1
- Facilitation skills level 1 and 2
- Presence, impact, confidence
- Resilient mindset
- Growth mindset
- Communicating with clarity
- Presentation skills
- Difficult messaging
- Ethical decision making
- Commercial mindset

PATHWAYS TO SUCCESS: BUILDING YOUR CAREER

This series of sessions on career development is designed to empower individuals in enhancing their career journeys. We anticipate that participants will be equipped with the knowledge and confidence to take charge of their careers and fulfil their potential.

- Career development - developing behaviours to achieve my potential eg curiosity, networking etc
- Interview skills
- Writing a winning application
- Building my personal brand

DEVELOPING SKILLS & KNOWLEDGE IN MEDICAL STAFFING FOR HR AND OD

This series of sessions is designed for people professionals seeking to enhance their skills and knowledge in medical staffing. Participants will be equipped with practical skills and knowledge to navigate the complexities of medical staffing in their organizations.

- Maintaining High Professional Standards (MHPS), providing insights into relevant policies and frameworks that ensure quality and safety in medical staffing
- Basic overview of medical staffing - a foundational understanding of medical staffing through a basic overview of key concepts and terminology
- Rules and regulations governing doctors in training rotas and their implications for workforce planning
- Job planning and appraisal processes for consultants and Specialty and Associate Specialists (SAS), emphasizing effective terms and conditions



BUILDING STRONGER EMPLOYEE RELATIONS: SKILLS DEVELOPMENT SERIES

This series of sessions is designed for Employee Relations (ER) staff to enhance their skills and knowledge responding to the increasing complexity and volume of ER cases.

We plan to run this as a series of sessions where participants can attend all of the sessions or pick those that are most relevant to them. We are looking for either a solo provider or a range of providers to deliver these. By the end of the series, participants will be well-equipped to foster positive employee relations and effectively address the complexities of modern workplace challenges.

- Reflective ER practice, risk and decision making
- Understanding power dynamics & difficult conversations
- Mediation & informal resolution skills/Just Culture
- Debiasing investigations & cultural competency
- Report writing skills & quality assurance of investigations
- Implementing policy using avoiding harm principles



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 different areas of the NHS HR and OD vision for the profession:

- Prioritising the health of wellbeing of our people
- Creating a great employee value proposition
- Ensuring inclusion and belonging for all
- Supporting and developing the people profession
- Harnessing the talents of our people
- Creating improvement, change and innovation
- Embedding digitally enabled solutions
- Enabling new ways of working and planning for the future

BENEFITS TO YOU

There could be many benefits to working with the HPMA London Academy including:

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

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

COMMISSIONING SCHEDULE

Deadline for short proposals 25 November 2024 although please submit earlier if ready

HPMA London/SE/SC Academy arrange Teams calls to discuss sessions in more detail Nov/Dec/Jan & shortlist potential providers

Final selection, confirmation & notification to providers Early Feb 2026

Delivery of learning events April 2025 to March 2026

Publish programme to HPMA London members in early March 2025

Agree dates, details & publicity of sessions to be delivered Feb - early March 2025

EXPRESSION OF INTEREST FORM

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

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

Provide an indication of potential aims & objectives 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 professional

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 HPMALondon including design costs and expenses. Please note that we have rarely been able to pay above £1k for the design & delivery of an online session and although the rates vary, our average rate would be much less than this.

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

Please indicate how you would approach working with a diverse group of participants in your sessions.



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 online hosting using Zoom 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
- Lorna Reeves, Event Co-ordinator, lorna.reeves@gstt.nhs.uk
- Isabelle Meakin, Event Co-ordinator, isabelle.meakin@gstt.nhs.uk

RACHAEL TYLER



DIANA CLIFF



LORNA REEVES



ISABELLE MEAKIN

