



DATED 11 November 2024

FLORENCE NIGHTINGALE FOUNDATION

AND

United Kingdom Health and Security Agency

LEADERSHIP PROGRAMME AGREEMENT

THIS LEADERSHIP PROGRAMME AGREEMENT DATED 11/11/2024 BETWEEN

- (1) **Florence Nightingale Foundation** (incorporated and registered in England and Wales with company number 00518623 and registered with the Charity Commission for England and Wales with charity number 229229) whose registered office is at 10-18 Union Street, London SE1 1SZ (**FNF**); and
- (2) United Kingdom Health and security Agency (UKHSA) (incorporated and registered in England and Wales whose registered office is 10 South Colonnade, London, E14 4PU (the **Commissioner**);

each a “**Party**” and together the “**Parties**”.

INTRODUCTION

- (A) The Commissioner is United Kingdom Health and Security Agency UKHSA. The purpose of this opportunity is to provide nurses and midwives a facilitated learning space which will enable them to lead their teams in a manner which promotes clinical excellence. This will be facilitated by the consideration of contemporary principles of leadership which is underpinned by a systems approach and takes into consideration the wider political context.
- (B) FNF promotes improvements to health, clinical outcomes and patient experience, through building nursing and midwifery leadership capacity and capability. It does this by enabling nurses and midwives to access sophisticated and bespoke leadership development opportunities, both in the UK and overseas, tailored to the nurse’s and midwife’s needs and our charitable objectives.
- (C) The Commissioner wishes to benefit from FNF’s leadership development opportunities by enrolling [UKHSA Leadership programme] working across the organisation on a **lead**ership programme. This Agreement sets out the terms and conditions on which the Parties have agreed that the leadership programme shall be delivered to the individuals. Full information regarding the programme is attached at **Annex B**.

AGREED TERMS

1. FNF obligations

1.1. During the Term (as defined in clause 4), FNF shall:

- 1.1.1. Deliver the leadership programme as set out in **Annex B** (the **Programme**) to the Commissioner (each a **Participant**, together the **Participants**) within one year of the date of this Agreement;
- 1.1.2. Provide the Commissioner with a written evaluation report after completion of the Programme; and
- 1.1.3. Respond to feedback from Participants in the Programme by making reasonable adjustments required to ensure that relevant learning needs are met. FNF will share the feedback and reasonable adjustments with the Commissioner and together with its own branding, use the Commissioner’s branding in the delivery of the Programme.

together, the “**Services**”.

- 1.2. Time of performance shall not be of the essence. FNF shall use its reasonable endeavours to perform the Services in accordance with any commencement or end dates specified for performance. Any Services which do not have specified commencement or end dates shall be performed by FNF within a reasonable period of time.
- 1.3. If a programme is cancelled by the commissioner due to unforeseen circumstances the FNF will review and discuss on a case by case basis if any funds can be returned. The FNF will not incur any costs as a result of the cancellation.

2. Commissioner obligations

2.1. The Commissioner shall:

- 2.1.1. Decide, at its sole discretion, which individuals will apply to be enrolled on the Programme (and shall give FNF reasonable notice of the names and contact email addresses of the Participants before the Programme is due to commence (If one delegate cannot attend then another delegate may attend in their place for the entire programme); All details of participants must be using our FNF enrolment form with GDPR submission.
- 2.1.2. Provide a minimum of 30 days' notice if a Programme date needs to be changed to allow FNF to provide sufficient notice for associates and facilitators.
- 2.1.3. Provide 6 weeks' notice when the Commissioners will be in attendance at certain Programme days as part of team building process;
- 2.1.4. If utilising commissioner organisation premises to provide venue and catering for face to face programme days and provide these details to FNF with 6 weeks notice in order to send out Programme agendas accordingly
- 2.1.5. Provide support to the delivery of the programme where expressly set out in Annex B; and pay the sum of as set out in the proposal in Annex B in advance, as the total Programme cost which will include travel expenses.

2.2. Each Party shall be permitted to refer to the fact that the Commissioner is engaging with FNF's leadership development opportunities in both internal and external communications.

3. Nominated leads

3.1. Each party shall nominate an appropriate lead who shall be the principle contact point for the operation of this Agreement (**Nominated Lead**) and notify the other Party in writing, the name of the Nominated Lead and their contact email address.

3.2. At the date of this Agreement the Nominated Lead for:

3.2.1. FNF is [REDACTED] whose contact email address is [REDACTED] and

3.2.2. The Commissioner is UKHSA and nominated lead is [REDACTED] whose contact email address is [REDACTED]

4. Duration

This Agreement shall commence on the date stated at the beginning of it and shall expire on whichever is the later of (1) its first anniversary; or (2) the date of completion of the Programme by all Participants, subject to any earlier right of termination under this Agreement (the **Term**).

5. Termination of this Agreement

- 5.1. Either party may terminate this Agreement, for any reason, by giving not less than six weeks' written notice which shall include by email to the other party's Nominated Lead.
- 5.2. If this Agreement is terminated in accordance with this clause 4 before any Participants have embarked on the Programme, FNF will reimburse the Commissioner with any remaining sums paid up to the date of termination. Deductions will be made for any costs reasonably incurred to FNF.

6. Payment

The Commissioner shall pay any sums due under this Agreement to FNF in accordance with FNF's payment terms as set out on any invoices issued to the Commissioner from time to time.

7. Suspension of services

- 7.1. If FNF is prevented or delayed in performing the FNF Services by any cause attributable to the Commissioner, FNF (without prejudice to its other rights):
 - 7.1.1. may suspend performance of the FNF Services until the Commissioner remedies its default;

- 7.1.2. shall not be liable for any costs or losses sustained by the Commissioner as a result of such suspension; and
- 7.1.3. may charge the Commissioner (and the Commissioner shall pay under this Agreement) costs or losses reasonably incurred by FNF arising from the Commissioner's default, subject to clause 9.

8. Data Protection and Confidentiality

In this clause, the following definitions shall apply:

Business Contact Data	means business contact information relating to the Commissioner employees and/or FNF personnel (as applicable) including names, business email addresses, business phone numbers and business addresses;
Confidential Information	means commercial, financial, marketing and technical information, know-how, trade secrets and other information in any form or medium howsoever disclosed or accessed, whether before or after the date of this Agreement (together with any reproductions of such information in any form or medium), which in each case (either in its entirety or in the precise configuration or assembly of its components) is not publicly available (save for where such information entered the public domain as a result of a breach of this Agreement);

- 8.1. The Parties shall comply with its respective obligations relating to data protection, and may exercise its respective rights and remedies, set out in Annex A.
- 8.2. FNF shall keep in strict confidence all Confidential Information relating to the Commissioner, this Agreement and/or the services performed under it, and shall not use or disclose the same, save: (i) for the purposes and as required for the proper performance of this Agreement; or (ii) with the prior written consent of the Commissioner on a case by case basis; or (iii) as may be required by law, any governmental, regulatory or supervisory authority (including any securities exchange) or any other authority of competent jurisdiction to be disclosed.
- 8.3. Where any disclosure is made pursuant to clause 8.2 (i) or (ii) above, it shall be done subject to obligations equivalent to those set out in this Agreement and FNF shall ensure such recipient of the Confidential Information complies with such obligations. FNF shall be responsible to the Commissioner in respect of any disclosure or use of such Confidential Information by the recipient.
- 8.4. Each party recognises that any breach or threatened breach of this clause 8 may cause irreparable harm for which damages may not be an adequate remedy. Accordingly, in addition to any other remedies and damages, the parties agree that the non-defaulting party may be entitled to the remedies of specific performance, injunction and other equitable relief without proof of special damages.
- 8.5. To the extent any Confidential Information is Protected Data (as defined in Annex A), such Confidential Information may be disclosed or used only to the extent such disclosure or use does not conflict with any of Annex A.
- 8.6. Each party shall not initiate or participate in any actions or conduct tending to injure, bring into disrepute, ridicule, damage or destroy the goodwill of any of the other.
- 8.7. This clause 8 shall survive termination of this Agreement.

9. Limitation of liability

- 9.1. The extent of FNF's liability under or in connection with this Agreement (regardless of whether such liability arises in tort, contract or in any other way and whether or not caused by negligence or misrepresentation) shall be as set out in this clause 9.
- 9.2. Subject to clause 9.6, the liability of FNF shall not exceed the price paid under this Agreement by the Commissioner as set out in the proposal at Annex B.
- 9.3. Subject to clause 9.6, FNF shall not be liable for any consequential, indirect or special loss.
- 9.4. Subject to clause 9.6, FNF shall not be liable for any of the following (whether direct or indirect) loss of profit, loss of revenue, loss or corruption of data, loss or corruption of software or systems, loss or damage to equipment, loss of use, loss of production, loss of contract, loss of commercial opportunity, loss of savings, discount or rebate (whether actual or anticipated) and/or harm to reputation or loss of goodwill.
- 9.5. Except as expressly stated in this Agreement, and subject to clause 9.6, all warranties and conditions whether express or implied by statute, common law or otherwise are excluded to the extent permitted by law.
- 9.6. Notwithstanding any other provision of this Agreement, FNF's liability shall not be limited in any way in respect of the following:
 - 9.6.1. death or personal injury caused by negligence;
 - 9.6.2. fraud or fraudulent misrepresentation;
 - 9.6.3. any other losses which cannot be excluded or limited by applicable law.

10. Force majeure

- 10.1. In this clause, **Force Majeure** means an event or sequence of events beyond a party's reasonable control preventing or delaying it from performing its obligations under this Agreement, including but not limited to an act of God, natural disaster, epidemic, pandemic, law, or governmental order, rule, regulation or direction, judgment, order or decree, labour dispute including, but not limited to, strikes, industrial action, lockouts or boycott and any act of sovereign including war or threat thereof. Inability to pay is not Force Majeure.
- 10.2. A party shall not be liable if delayed in or prevented from performing its obligations under this Agreement due to Force Majeure, provided that it:
 - 10.2.1. promptly notifies the other of the Force Majeure event and its expected duration; and
 - 10.2.2. uses reasonable endeavours to minimise the effects of that event, which may include carrying out the Programme virtually rather than face-to-face.
- 10.3. If, due to Force Majeure, a party:
 - 10.3.1. is or is likely to be unable to perform a material obligation; or
 - 10.3.2. is or is likely to be delayed in or prevented from performing its obligations for a continuous period of more than 6 months;either party may terminate this Agreement on not less than six weeks' written notice.

11. Notices

- 11.1. Any notice given by a party under this Agreement shall be (a) in writing and in English; (b) signed by, or on behalf of, the party giving it (except for notices sent by email); and (c) sent to the relevant party at the address set out in clause 3.
- 11.2. Notices may be given, and are deemed received (a) by hand: on receipt of a signature at the time of delivery; (b) by post: at 9.00 am on the second Business Day after posting; (c) by Royal Mail International Tracked & Signed post: at 9.00 am on the fourth Business Day after posting; (d) by fax: on receipt of a transmission report from the correct number confirming

uninterrupted and error-free transmission; and (e) by email on receipt of a delivery email from the correct address.

11.3. Any change to the contact details of a party as set out in clause 3 shall be notified to the other party and shall be effective: (a) on the date specified in the notice as being the date of such change; or (b) if no date is so specified, three Business Days after the notice is deemed to be received.

11.4. All references to time are to the local time at the place of deemed receipt.

11.5. This clause does not apply to notices given in legal proceedings or arbitration.

12. Further assurance

Each party shall at the request of the other party, and at the cost of the requesting party, do all acts and execute all documents which are necessary to give full effect to this Agreement.

13. Assignment and sub-contracting

13.1. FNF may at any time assign, sub-contract, transfer, mortgage, charge, declare a trust of or deal in any other manner with any or all of its rights under this Agreement, provided that it gives prior written notice to the Commissioner.

13.2. The Commissioner shall not assign, sub-contract, transfer, mortgage, charge, declare a trust of or deal in any other manner with any or all of its rights under this Agreement, in whole or in part, without FNF's prior written consent.

14. Set off

Each party shall pay all sums that it owes to the other party under this Agreement without any set-off, counterclaim, deduction or withholding of any kind, save as may be required by law.

15. Severance

15.1. If any provision of this Agreement (or part of any provision) is or becomes illegal, invalid or unenforceable, the legality, validity and enforceability of any other provision of this Agreement shall not be affected.

15.2. If any provision of this Agreement (or part of any provision) is or becomes illegal, invalid or unenforceable but would be legal, valid and enforceable if some part of it was deleted or modified, the provision or part-provision in question shall apply with such deletions or modifications as may be necessary to make the provision legal, valid and enforceable. In the event of such deletion or modification, the parties shall negotiate in good faith in order to agree the terms of a mutually acceptable alternative provision.

16. Waiver

16.1. No failure, delay or omission by either party in exercising any right, power or remedy provided by law or under this Agreement shall operate as a waiver of that right, power or remedy, nor shall it preclude or restrict any future exercise of that or any other right, power or remedy.

16.2. No single or partial exercise of any right, power or remedy provided by law or under this Agreement shall prevent any future exercise of it or the exercise of any other right, power or remedy.

16.3. A waiver of any term, provision, condition or breach of this Agreement shall only be effective if given in writing and signed by the waiving party, and then only in the instance and for the purpose for which it is given.

17. Costs and expenses

Each party shall pay its own costs and expenses incurred in connection with the negotiation, preparation, signature and performance of this Agreement (and any documents referred to in it).

18. Resolution of disputes

Any disputes will first be raised with each Party's Nominated Leads and the Parties will attempt to resolve the matter by negotiation or mediation in the first instance.

19. Entire agreement

This Agreement constitutes the entire agreement between the Parties and supersedes and extinguishes all previous agreements, promises, assurances, warranties, representations and understandings between them, whether written or oral, relating to its subject matter.

20. Variation

No variation of this Agreement shall be effective unless: (i) it is in writing and signed by both Parties (or their authorised representatives); or (ii) it is in writing (including by email between Nominated Leads) and makes express reference to this clause 20.

21. Third party rights

This Agreement does not and is not intended to confer any contractual benefit on any person pursuant to the terms of the Contracts (Rights of Third Parties) Act 1999.

22. Governing law

This Agreement, and any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with it or its subject matter or formation, shall be governed by, and construed in accordance with, the laws of England and Wales.

23. Jurisdiction

Each Party irrevocably agrees that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with this Agreement or its subject matter or formation.

AGREED by the parties on the date set out at the head of this Agreement

<div>Signed for and on behalf of the Supplier</div> <div><div>Signed by:</div><div></div></div> <div>Date Signed: 26/11/2024</div>	<div>Signed for and on behalf of the Buyer</div> <div><div>Signed by:</div><div></div></div> <div>Date Signed: 27/11/2024</div>
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Annex A
DATA PROTECTION

Part A
Operative provisions

1 Definitions

1.1 In this Schedule:

applicable law	means applicable law of the United Kingdom (or of a part of the United Kingdom);
Controller	has the meaning given in applicable Data Protection Laws from time to time;
Data Protection Laws	means, as binding on either party or the Services: (a) the GDPR; (b) the Data Protection Act 2018; (c) any laws which implement or supplement any such laws; and (d) any laws that replace, extend, re-enact, consolidate or amend any of the foregoing;
Data Subject	has the meaning given in applicable Data Protection Laws from time to time;
GDPR	means the General Data Protection Regulation, Regulation (EU) 2016/679, as it forms part of domestic law in the United Kingdom by virtue of section 3 of the European Union (Withdrawal) Act 2018 (including as further amended or modified by the laws of the United Kingdom or of a part of the United Kingdom from time to time);
International Organisation	has the meaning given in applicable Data Protection Laws from time to time;
Personal Data	has the meaning given in applicable Data Protection Laws from time to time;
Personal Data Breach	has the meaning given in applicable Data Protection Laws from time to time;
processing	has the meaning given in applicable Data Protection Laws from time to time (and related expressions, including process, processed and processes shall be construed accordingly);
Processor	has the meaning given in applicable Data Protection Laws from time to time;
Protected Data	means Personal Data received from or on behalf of the Commissioner in connection with the performance of FNF's obligations under this Agreement; and

Sub-Processor means any Processor engaged by FNF (or by any other Sub-Processor) for carrying out any processing activities in respect of the Protected Data on behalf of the Commissioner.

2 Commissioner's compliance with Data Protection Laws

The parties agree that the Commissioner is a Controller and that FNF is a Processor for the purposes of processing Protected Data pursuant to this Agreement. The Commissioner shall, at all times, comply with all Data Protection Laws in connection with the processing of Protected Data. The Commissioner shall ensure all instructions given by it to FNF in respect of Protected Data (including the terms of this Agreement) shall at all times be in accordance with all Data Protection Laws. Nothing in this Agreement relieves the Commissioner of any responsibilities or liabilities under any Data Protection Laws.

3 FNF's compliance with Data Protection Laws

FNF shall process Protected Data in compliance with the obligations placed on it under Data Protection Laws and the terms of this Agreement.

4 Indemnity

The Commissioner shall indemnify and keep indemnified FNF against all losses, claims, damages, liabilities, fines, sanctions, interest, penalties, costs, charges, expenses, compensation paid to Data Subjects, demands and legal and other professional costs (calculated on a full indemnity basis and in each case whether or not arising from any investigation by, or imposed by, a supervisory authority) arising out of or in connection with any breach by the Commissioner of its obligations under this Schedule.

5 Instructions

5.1 FNF shall only process (and shall ensure FNF personnel only process) the Protected Data in accordance with Section 1 of Part B of this Schedule and this Agreement (including with regard to any transfer to which paragraph 10 of this Part A relates), except to the extent:

5.1.1 that alternative processing instructions are agreed between the parties in writing; or

5.1.2 otherwise required by applicable law (and shall inform the Commissioner of that legal requirement before processing, unless applicable law prevents it doing so on important grounds of public interest).

5.2 If FNF believes that any instruction received by it from the Commissioner is likely to infringe the Data Protection Laws it shall be entitled to cease to provide the relevant Services until the parties have agreed appropriate amended instructions which are not infringing. Any payment payable to FNF shall not be discounted or set-off as a result of any delay or non-performance of any obligation in accordance with this paragraph 5.2.

6 Security

6.1 FNF shall implement and maintain the technical and organisational measures set out in section 2 of Part B of this Schedule to protect the Protected Data against accidental, unauthorised or unlawful destruction, loss, alteration, disclosure or access.

7 Sub-processing and personnel

7.1 FNF shall:

- 7.1.1 not permit any processing of Protected Data by any Sub-Processor without the prior specific written authorisation of the Commissioner;
- 7.1.2 prior to any Sub-Processor carrying out any processing activities in respect of the Protected Data, ensure such Sub-Processor is appointed under a binding written contract containing materially the same obligations as under this Schedule (including those relating to sufficient guarantees to implement appropriate technical and organisational measures) and ensure such Sub-Processor complies with all such obligations;
- 7.1.3 remain fully liable to the Commissioner under this Agreement for all the acts and omissions of each Sub-Processor as if they were its own; and
- 7.1.4 ensure that all persons authorised by FNF or any Sub-Processor to process Protected Data are subject to a binding written contractual obligation to keep the Protected Data confidential.

8 Further Sub-Processors

The Commissioner shall reply to any communication from FNF requesting any further prior specific authorisation of a Sub-Processor pursuant to paragraph 7.1.1 of this Part A promptly and in any event within 10 Business Days of request from time to time. The Commissioner shall not unreasonably withhold, delay or condition any such authorisation.

9 Assistance

- 9.1 FNF shall (at the Commissioner's cost and expense) assist the Commissioner in ensuring compliance with the Commissioner's obligations pursuant to Articles 32 to 36 of the GDPR taking into account the nature of the processing and the information available to FNF.
- 9.2 FNF shall (at the Commissioner's cost and expense) and taking into account the nature of the processing, assist the Commissioner (by appropriate technical and organisational measures), insofar as this is possible, for the fulfilment of the Commissioner's obligations to respond to requests for exercising the Data Subjects' rights under Chapter III of the GDPR in respect of any Protected Data.
- 9.3 FNF shall at the Commissioner's cost and expense refer to the Commissioner all requests it receives for exercising any Data Subjects' rights under Chapter III of the GDPR which relate to any Protected Data. It shall be the Commissioner's responsibility to reply to all such requests as required by applicable law.

10 International transfers

FNF shall not process and/or transfer, or otherwise directly or indirectly disclose, any Protected Data in or to any country or territory outside the United Kingdom or to any International Organisation without the prior written authorisation of the Commissioner except where required by applicable law (in which case the provisions of paragraph 5.1 of this Part A shall apply).

11 Audits and processing

FNF shall, in accordance with Data Protection Laws, make available to the Commissioner on request such information that is in its possession or control as is necessary to demonstrate the FNF's compliance with the obligations placed on it under this Schedule and to demonstrate compliance with the obligations on each party imposed by Article 28 of the GDPR, and allow for and contribute to audits, including inspections, by the Commissioner (or another auditor mandated by the Commissioner) for this purpose (subject to a maximum of one audit request in any 12 month period under this paragraph 11).

12 Deletion/return

- 12.1 On the end of the provision of the Services relating to the processing of Protected Data (the **Processing End Date**), at the Commissioner's cost and expense and the Commissioner's option, FNF shall either return all of the Protected Data to the Commissioner or securely dispose of the Protected Data (and thereafter promptly delete all existing copies of it) except to the extent that any applicable law requires FNF to store such Protected Data. To the extent the Commissioner has not notified the FNF within 30 days of the Processing End Date that it requires the return of any Protected Data FNF is irrevocably authorised to securely dispose of the Protected Data at the Commissioner's cost and expense.

13 Survival

- 13.1 This Schedule shall survive termination or expiry of this Agreement:

13.1.1 indefinitely in the case of paragraphs 4 and 12 of this Part A; and

13.1.2 in the case of all other paragraphs and provisions of this Schedule, until the later of:

- (a) the termination or expiry of this Agreement; or
- (b) return or secure deletion or disposal of the last of the Protected Data in the FNF's (or any of its Sub-Processor's) possession or control in accordance with this Agreement.

Part B

Data processing and security details

Section 1—Data processing details

Processing of the Protected Data by FNF under this Agreement shall be for the subject-matter, duration, nature and purposes and involve the types of Personal Data and categories of Data Subjects set out in this Section 1 of this Part B.

1 Subject-matter of processing:

Performance of this Agreement

2 Duration of the processing:

For the Term and thereafter if the Data Subjects agree to additional services (e.g. being part of the alumni group). Additional consent will be sought for this.

3 Nature and purpose of the processing:

To carry out the Services to the Data Subjects. Necessity, legitimate interests.

4 Type of Personal Data:

Identity data including name, title, date of birth, gender, pronouns, nationality, professional registration number, qualification year

Contact data including personal address, work address, email address, phone number

Financial data including pay band

Special category data including ethnic origin (with opt-in consent for equal opportunities purposes only)

5 Categories of Data Subjects:

Individuals enrolled on the Programme or Programme alumni

Section 2—Minimum technical and organisational security measures

FNF shall implement and maintain the following technical and organisational security measures to protect the Protected Data:

In accordance with the Data Protection Laws, taking into account the state of the art, the costs of implementation and the nature, scope, context and purposes of the processing of the Protected Data to be carried out under or in connection with this Agreement, as well as the risks of varying likelihood and severity for the rights and freedoms of natural persons and the risks that are presented by the processing, especially from accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to the Protected Data transmitted, stored or otherwise processed, FNF shall implement appropriate technical and organisational security measures appropriate to the risk, including as appropriate those matters mentioned in Articles 32(1)(a) to 32(1)(d) (inclusive) of the GDPR.

ANNEX B PROPOSAL

Leadership Development Programme Proposal: United Kingdom Health Security Agency

Executive Summary

The Florence Nightingale Foundation (FNF) is pleased to propose a leadership development opportunity for senior team leaders working at band 8a.

The cost of the programme is £46,000 (£2,300 per person) for a cohort of up to 20.

Introduction

The Florence Nightingale Foundation (FNF) is pleased to propose a leadership development opportunity for clinical matrons employed in the United Kingdom (UK) Health Security Agency. In a recent national review of the leadership development required in health and social care to ensure an inclusive and collaborative future, Messenger & Pollard (2022) recommended targeted and systematic investment. It was asserted that clinical leadership is central to influencing the culture and behaviour of teams and that development opportunities should be available throughout all levels of the hierarchy. Inclusive and collaborative leadership should be embedded as the responsibility of all leaders to promote a culture of respect.

The Foundation has a national reputation for developing and delivering exceptional and unique leadership programmes for nurses and midwives. The programmes are consistently evaluated as "transformational" and 100% of participants would recommend to a colleague. The programmes are intended to enhance the participants ability to successfully influence within their immediate role and transfer their learning to other contexts and platforms which require them to exercise their authority and impact on change. The programmes will enable participants to explore, define and develop their unique approach to leadership. This is with the view of developing the pipeline of senior leaders who are seeking opportunity to develop as compassionate and authentic leaders who have the confidence to exercise their authority, collaborate effectively and influence culture at a local and systems level. 86% of our leadership programme participants go on to achieve promotions with two years of completing their programmes and many describe reconnecting with their commitment to their profession as the most valued outcome.

Our principles of leadership development are:

- Nurses, midwives are leaders at every level and throughout their careers.
- Self-awareness and emotional intelligence are at the heart of leadership development.
- Leadership is underpinned by our values, motivations, and aspirations. Leadership is therefore truly unique to the personal and professional journey.
- Leadership is enacted when the person defines their sphere of influence and steps into their authority.
- Leaders embed a culture of respect and learning for all. They have the commitment to promoting shared decision making across health and care systems.

Aim



UKHSA
programme.pdf



FNF Leadership prog
PID v0.4.pdf

Summary table of programme delivery:

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