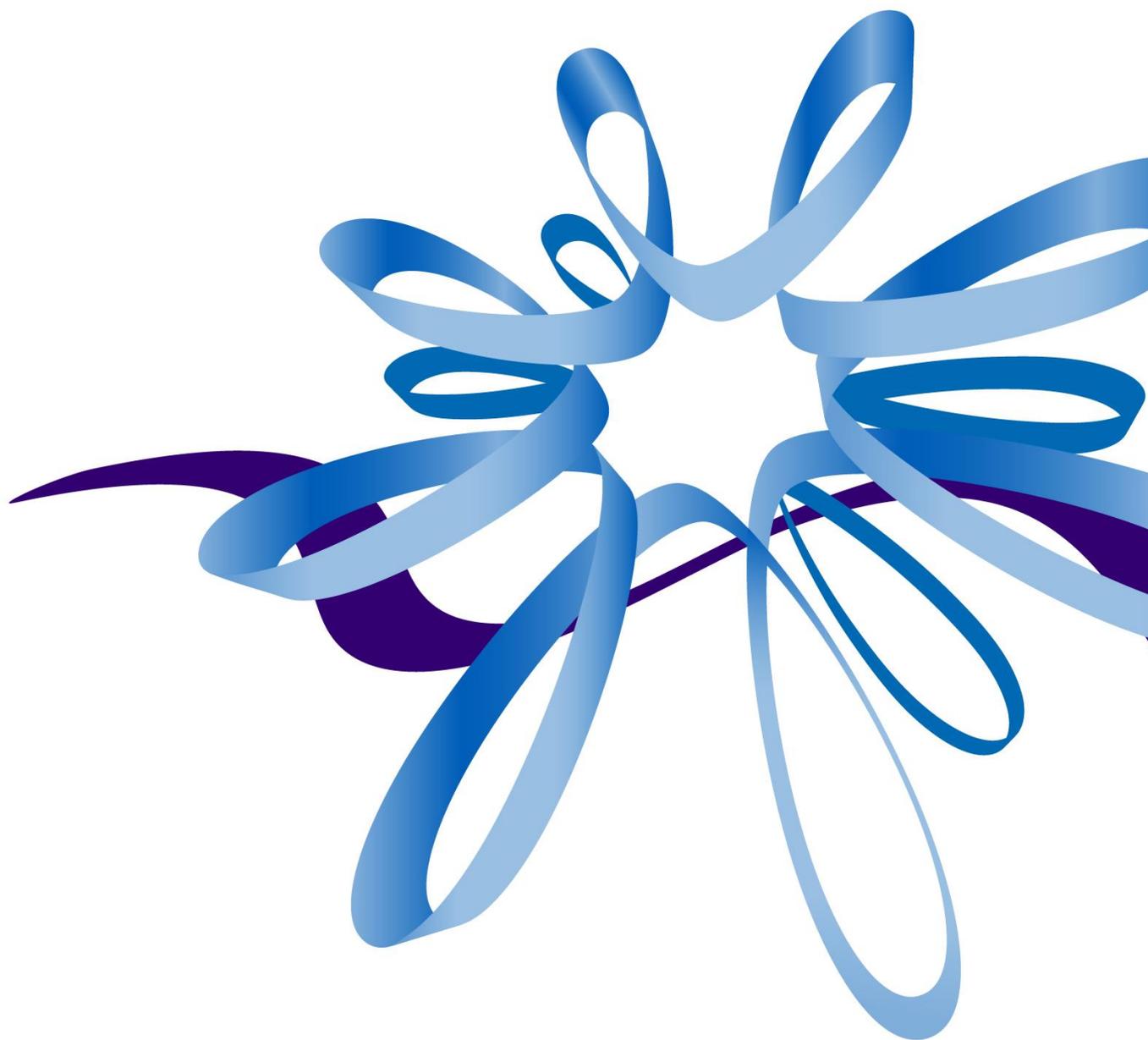# 'In Place' Leadership Innovation Fund

Application Pack

Welcome to the NHS Leadership Academy 'In Place' Leadership Innovation Fund application pack. You will find the following information contained in this document:

- **Why are we offering the 'In Place' Leadership Innovation Fund?**
- **Application Guidance**
- **Application Form**
- **LeaDER Framework**

If you require further guidance please contact your Local Leadership Academy:

Local Leadership Academy :	Kent, Surrey and Sussex Leadership Academy
	leadership.kss@hee.nhs.uk

1. Why are we offering the 'In Place' Leadership Innovation Fund?

The NHS Leadership Academy is proud to offer the 'In Place Leadership Innovation Fund' with the network of Local Leadership Academies (LLAs) to support local systems and organisations to develop innovative, inclusive and compassionate leadership and organisation/ system development to support achievement of the ambitions of the Five Year Forward View – in place.

We know that this will not be achieved through further top-down reorganisation but from leaders at all levels in the system being supported to innovate and test new approaches. Whether it is at organisation, neighbourhood or system level, we are keen to seed and support innovations that enhance the lives of many; improving population health and patient care through the development of great, evidence-based leadership, system and organisational development.

This flexible grant offer can support organisations and systems working in new ways to develop leadership across their local health and care system to equip themselves to lead, to have the confidence when needed to relinquish power and unlock it in others, to have the knowledge to help shape new ways of working and to have behaviours that engage, empower and excite staff and activate communities.

Additionally, NHS funded organisations have been asked to work in a way that is potentially unfamiliar, surrendering organisational boundaries by sharing knowledge and resource and becoming local systems of health and care. This has many implications for leaders within these systems and brings the challenge of defining, developing and deploying the best talent to deliver the vision for their local populations.

We also know that there is a need for new and more dynamic relationships with citizens, of more inclusive ways of working and in working across difference. We seek a fairer and more equal society with greater diversity and representation at all levels of leadership as we raise our aspiration for our generation and the next.

2. Application Guidance:

2.1   Who is eligible to apply?

Applications are invited from NHS funded organisations and their wider system collaborative partners in place, including:

- established systems such as early ACSs, ACOs etc. including health and care partners and public services and voluntary sector;
- emergent systems;
- single organisations delivering or commissioning NHS funded care.

You **can apply** if your organisation is a registered NHS organisation based in the geographical area of the Local Leadership Academy to which you are applying.

You **cannot apply** if you are from a non-NHS organisation; however, applications from a collaborative of organisations are very welcome, provided the lead applicant is an NHS organisation (as described above) which will assume legal and financial responsibility for all aspects of the project.

2.2   What funding is available?

You can apply for a grant of between £10,000 and £50,000

Your project spend must be complete by 31 March 2018.

2.3   What is the funding criteria?

Please ensure that you provide as much information as you can so that your proposal can be assessed against this criteria:

1. How well does it align with the strategic objectives of the Network of Leadership Academies:
Increase the availability, scale and reach of high quality, high impact, leader and leadership development opportunities.
Enable, convene and support whole system talent management.
Ensure the presence of inclusive, compassionate and collaborative leadership knowledge, skills, attitudes and behaviours at all levels of health and care.
Support the leadership behaviours required to effectively implement the ambitions of the Five Year Forward View and the creation and development of Sustainability and Transformation Partnerships and Accountable Care Systems.
Is focussed 'in-place' i.e. for a defined population, staff group working together/collaborating on shared issue, geographical area, neighbourhood.

2. How practical is the suggestion?
Is the proposal likely to be delivered and completed on time and (mostly) delivered this financial year?
Is the budget reasonable and if used to part-fund an initiative are the other financial resources approved and available?
Will all of the budget be used this financial year (even if some aspect of the work is outstanding e.g. final reports/evaluation)?
There is a named lead NHS Organisation and identified NHS Senior Responsible Officer from that organisation supporting the project and having strategic oversight.

3. Quality/Impact/Evaluation
Does the proposal articulate what difference/impact it is likely to achieve?
Is there a plan to evaluate and capture meaningful learning and impact and is this built-in from the start?
Does the proposal seek to work collaboratively with the local Leadership Academy throughout the life of the project?
Is there potential for scale and spread and are there any proposals as to how this might be achieved.

2.4   What can and cannot be funded?

We can fund the following activities which support your project:

- temporary staff required to deliver the project;
- facilitation, research and consultancy fees;
- event costs such as venue hire and catering;
- training costs for project participants;
- costs associated with marketing and communications.

We cannot fund the following:

- core costs for your organisation which are not directly connected to the project (eg existing staff, rent);
- costs incurred before the grant offer is made;
- costs beyond 31 March 2018;
- purchase of materials or equipment which are not connected with the project.

2.5   What is the process?

Step	Activity	Who	Timescale
Step 1	Review Application Pack, liaise with colleagues and partners and decide if you wish to submit an application	Applicants	From application pack release date of 22nd September 2017
Step 2	Prepare application and submit to LLA	Applicants	27th October 2017
Step 3	Applications assessed by LLA	LLA	By 10th November 2017
Step 4	Applicants notified of outcome and MOU Issued	LLA	w/c 13th November
Step 5	MoUs to be returned	Applicants	20th November 2017
Step 6	Purchase orders/invoicing to be arranged and money transferred to lead NHS Organisation	LLA	November 2017

Step 7	Project delivery	Applicants	As per application, to be complete by 31 March 2018
Step 8	Submission of monitoring information/evaluation report	Applicants	By 30 June 2018

Please note: your application for a grant is not a guarantee of acceptance.
The funding is limited and we anticipate that demand will be higher than the total funds available. Each application will be assessed by your LLA, using a nationally agreed scoring template. You will be notified of the outcome of your application by email.

2.6   What will I be committing to if I am successful in obtaining the grant?

We expect funded projects to commit to the following:

- deliver the project in line with the proposal and timeframe contained in your application, subject to any adjustments requested by your LLA;

- provide metrics and case studies in order to measure the impact of the initiatives and inform the wider health and care system;

- pioneer innovations in leadership, talent management, inclusion, system and organisational development by testing approaches, resources and materials together with the NHS Leadership Academy and local leadership academies;

- openly support counterparts in other systems by sharing learning and insights, successes and failures;

- submit a post-project report (template will be provided) to your LLA with a breakdown of outputs, outcomes and expenditure/return on investment;

- acknowledge the NHS Leadership Academy funding in any communications associated with the project.

If you are successful in obtaining the grant, you will be asked to enter into a Memorandum of Understanding (MoU) with your LLA to confirm acceptance of the conditions outlined above.

'In Place' Leadership Innovation Fund

Application Form

The NHS Leadership Academy is proud to offer the 'In Place' Leadership Innovation Fund with the network of Local Leadership Academies (LLAs) to support local systems to develop innovative, inclusive and compassionate leadership and organisation/ system development to support achievement of the ambitions of the Five Year Forward View – in place.

3.1   Help with your application

We are delighted that you have decided to apply for a grant from the 'In Place' Leadership Innovation Fund and we're looking forward to reading your proposal.

Please refer to the comprehensive guidance notes which accompany this form. They will assist you with completing the form and will also provide details of the terms and conditions of any funding offer.

If you have any questions or need assistance with the application process, please contact your LLA.

3.2   Filling in the form

This form is in pdf format. You should download and save a copy before you begin to fill it in.

You must ensure that the person/people with responsibility for the financial and delivery aspects of your project fully understand the proposal and accept the terms and conditions of funding.

Declaration

Senior Responsible Officer for the Project

Full name:	
Job role/ title:	
Team/department:	
Address (if different from above)	
Direct phone number:	
Email address:	

The legally responsible contact must be an authorised signatory for your organisation. This contact will be responsible for ensuring that the application is supported by the applying organisation and that any funded project (including monitoring and evaluation) is delivered as set out in the application.

Signature:	
Print name:	
Date:	

By signing the form, the contact is also accepting the full terms and conditions of funding as set out below

Section A
About your organization

Hints and tips

1. What is the full official name of your organisation?

Q1 and Q2
These should be legally registered name and address of your organisation.

2. What is the main registered address, including postcode, of your organisation?

3. Who is the main contact for this application?

Full name:	
Job role/ title:	
Team/department:	
Address	
Direct phone no:	
Email address:	

Q3 and Q4
Please nominate **two** contacts

4. Who is the secondary contact for this application?

Full name:	
Job role/ title:	
Team/department:	
Address	
Direct phone no:	
Email address:	

Section B
Collaborating Partners

5. Are you working with any partners in this project? If so, please provide details in **Section C**

Section C
Your project

6. What is the title of your project?

Please provide a brief title of no more than 15 words

Q6

Use a good descriptive title for the project that would make sense to others not familiar with the proposal.

7. Why is there a need for this project?

Please write up to 300 words

Q7

Outline a rationale for the project. How do you know - include drivers/evidence.

8. What do you propose to do?

Please write up to 300 words

Q8

Outline your ideas and rationale. Is this a new activity, expansion of existing activity, adoption and testing of good practice from elsewhere?

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Application reference number	

9. How do you propose will do it?

   Please write up to 500 words

Q9

Outline your approach and proposed timescales. Your project spend must be fully completed by 31 March 2018

What is the timescale for your project?

Activity	Commence by	Complete by

Section D

Project costs

10. Please tell us how you plan to use the funding.

Item	Total cost	Amount from this grant
Total		

Q10
Please list all costs exclusive of VAT.

11. If your total project cost is higher than the grant amount, please tell us how you will source the additional funding.

Section E

Markers of success

12. What outputs do you expect to see as a result of the investment in your project?

Q12
Outputs can be defined as what is produced as a result of the project (product, service, materials etc)

13. What outcomes do you expect to see as a result of the investment in the project and delivery of outputs?

Q13

Outline what you anticipate to be the short, medium or long-term effects of the investment in the project and resultant outputs.

14. What impact do you want the project to have on your local STP, system, neighbourhood, organisations, teams and / or individuals?

Q14
Outline what you want to be the impact of the project on your local systems, organisations, teams or individuals. Consider quality, care, culture, performance, behaviors. How you will evidence any change.

Section F

Monitoring, evaluation and learning

15. Please complete the grid below to outline how you will monitor and evaluate the project.

All grant projects will be expected to produce an evaluation report which will be due in Q1 2018.

This template should be used as the basis for that report. Items in coloured boxes should be completed before the project starts or when funding is awarded.

Project name	
Organisation	
LLA	
Named Project Lead	
DESCRIPTION OF THE PROJECT *What are you intending to do? What will be the duration of the*	

project? *How do you know it will work?*	
CONTEXT *What are the drivers for the project?* *What is the situation you are trying to improve?*	
IMPACT- PLANNING STAGE ***What do you want to be the impact of the project on your local STP/ Organisation/Teams and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)***	
IMPACT- AFTER *What was the actual impact of the project on your local STP/*	

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Organisation/Team and/ or Individuals? (consider the impact on quality, care, culture, and performance etc)	
Was this different to your expected impact?	
What are your conclusions about this?	
Were there any financial impacts of the project?	
PROJECT OUTPUTS-PLANNING STAGE *How will you know that the project is successful?* *What will be the visible and*	

tangible difference? *What are your benchmarks and how will you measure and evidence the change?* *What metrics/data will you use?*	
PROJECT OUTPUTS- AFTER *What happened?* *What difference has the project made to date?* *How is this evidenced?*	
LEARNING- AFTER *What new leadership skill, knowledge, behaviours have been developed by individuals and/ or organisations as a result of the project?* *What have been the lessons*	

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learned by the project management team? *What would you do differently?*	
RECOMMENDATIONS- AFTER What would you recommend to others who are interested in thinking about how the impact of this project could be further enhanced?	