BDA The Association of UK Dietitians

In association with:

THE INSTITUTE OF LEADERSHIP & MANAGEMENT APPROVED

ahpf

Future Leaders

Programme Guide

for 2023 Cohort

Future Leaders

Programme Guide for 2023 Cohort

Contents

Aim 3
Introduction 3
Information for applicants 4
  Learning Outcomes 4
  Benefits 4
  Core content 5
Activities 6
  Core Components 6
  Optional Components 6
Entry on to the programme 7
  Pre-requisites Essential 7
  Pre-requisites Desirable 7
Association Benefits 7
Association Requirements 7
Fees 2023 7
How to apply 8
  BDA Members 8
  Members of other associations 8
  Independent Applicants 8

For further information please contact:

Liz Stockley, CEO, British Dietetic Association

L.Stockley@BDA.UK.Com

Aim

To ensure that future association leaders have an opportunity to learn in a multi professional environment and are supported to govern and lead their association with vision and courage.

Introduction

Professional and membership bodies have specific requirements in terms of corporate leadership and governance. The members of these organisations are often called upon to take on governance roles. Members are generally experienced and knowledgeable about specific areas of professional activity, but their personal development does not always cover the set of skills required to support corporate leadership and governance.

The requirements and expectations of governors of professional and membership bodies are specific, carry legal obligations and can be complex. Governors are asked to lead corporate strategy, take difficult decisions and work understand multifaceted sets of information.

Sound leadership in governance is vital to the effective running and future growth of Associations. Governance is best described as the people (Directors or Trustees) who are responsible for strategic direction and the processes and systems they have oversight of to ensure performance. All Directors and Trustees have a legal and professional responsibility to provide leadership in the most effective way possible.

The BDA Future Leaders Programme will help association members develop the leadership skills and understanding of governance to enable them to step into these roles and deliver them with deep understanding and in line with good practice.

"It's been an honour to feel valued as a member and be included in the program, which makes me want to give back to an organisation that I value even more now I understand some of the complexities in how it's run!"

This is a unique programme, created by the BDA, specifically for future leaders of associations like the BDA. The programme is approved by the Institute of Leadership and Management.

This programme is not designed to develop profession specific or operational leadership skills, but is designed to support members of associations who will be better placed to deliver sound governance and to lead their associations in the future.

Information for applicants

Learning Outcomes

While the programme does not have any formal assessment, at the end of the programme participants will:

- Understand the principles of good governance and be able to apply these principles in leadership roles
- Have an understanding of the legal and regulatory system governing associations and the legal function of the Director or Trustee, other appointed roles and volunteer leadership roles in ensuring good governance and leadership of an association
- Be able to competently act as a Director or Trustee in developing and leading the strategy, corporate ethics and culture of an association
- Understand association structures and delegation, roles, responsibilities and accountability of Directors or Trustees, volunteers and staff and be able to apply this knowledge to amplify the impact of an association
- Understand the financial management principles and functions of a Director or Trustee and be able to apply this by having oversight and managing financial and other risks
- Understand and be able to demonstrate leadership within association governance structures
- Be aware of their own leadership qualities and be actively developing these
- Understand their own strengths and continuing development needs against a framework for Director/Trustee capabilities.
- Have the competency and confidence to apply for leadership roles

Benefits

The participant will enjoy the following benefits:

- A unique multi-association approach which will bring you into contact with a peer network from across the association sector
- A dedicated a protected online forum specifically for your cohort
- Short sessions and a flexible approach
- Support of dedicated and specialist governance trainers and facilitators
- Mentoring and ongoing personal development
- 12 months free membership of the Institute of Leadership and Management, which brings access to a wealth of leadership and management resources
- Small cohorts with dedicated learning opportunities

> *"From a personal perspective, it's given me the confidence to realise that there is no 'right time' or 'stage of career' to engage in leadership opportunities, but that we are all continuously learning and developing our leadership skills."*

Core content

The programme is structured and delivered to develop the participant's competence over four main areas:

1. **Responsibilities of the Director/Trustee**

- what does good governance look like
- leading the professional body and profession
- staff / Director /Trustee dynamics – working together to maximise impact

2. **Understanding Associations**

- role and function of a professional body
- strategic plan and work planning, what does an association do, approach to major areas such as partnerships, external relationships, marketing, developing the profession, etc.
- leading the profession
- understanding and analysing the external environment and how this impact on the association and the profession across the UK
- finance basics including how to read the finance reports and introduction to a financial planning cycle
- strategic finance, the role of Finance Director and the Finance, Audit and Risk requirements, approach to risk management
- Understanding Equality, Diversity and Inclusivity and how this relates to leadership of associations.

3. **Personal Awareness**

- self-assessment against leadership dimensions of authenticity, vision, achievement, ownership, collaboration
- self-assessment against Director/Trustee competencies
- understanding your own competence and future development requirements
- planning your development

4. **The equalities agenda**

- how does EDI fit within the leadership role
- what Future Leaders can do to improve leadership - by members from more diverse backgrounds

> *"Working in the NHS, careers can sometimes feel stagnant for periods, and opportunities like this are key to maintaining a motivated and progressive workforce!"*

Activities

You will be offered a range of activities that make up the programme. Most are essential components of the programme. A few are optional or will be subject to opportunities being available or are unnecessary due to prior experience.

Core Components

The following are core components of the programme and you are expected to attend these sessions and proactively engage with the open learning aspects:

1. Core training sessions covering good governance, leadership, strategic thinking and strategic management, roles and responsibilities of Directors, Trustees, Board skills
2. Finance basics – reading finance report, basics of financial planning
3. Understanding associations, strategic planning and major areas of association activity, strategic finance, taking the long view and approach to risk management
4. Understanding EDI and how it relates to leadership roles in associations
5. Shadow a Directors/Trustee meeting within your own association
6. Self-assessment against director competencies to identify strengths and possible future development needs
7. Institute of Leadership and Management associate membership and work through self-assessment of Dimensions of Leadership https://www.institutelm.com/learning/leadership-framework.html
8. Participate in peer networks
9. Mentoring
10. Reflection on experience and learning

> *"My experiences of the BDA Future Leaders programme is really helping me on the first step of that journey - becoming a better leader. Sharing experiences with other likeminded professionals and discussing topics from self-development to management and strategy within an organisation such as the BDA is enabling me develop a broader understanding of what I need to do to achieve my goals."*

Optional Components

Individual associations may provide a range of development opportunities for members.

Future Leader participants are able to access these opportunities

- BDA Social media training
- BDA Media spokesperson training
- Attendance/observing of director level, committee or other Board meetings within their own organisation

Completion of the programme requires satisfactory attendance at core modules which run for half day sessions throughout the year. An entry and exit questionnaire are also required to be completed. At the end of the programme a certification of attendance and completion will be provided by the Institute.

Entry on to the programme

Pre-requisites Essential

To be eligible for the programme an applicant must fulfil the following essential criteria:

- Be an association member in good standing
- Demonstrate commitment to the profession and support of your manager for release
- Be committed to a programme of around 6 months with around 50-60 hours of learning
- Be comfortable with an on-line learning environment
- Be willing to engage and feedback during and after the programme

Pre-requisites Desirable

It is also desirable for an applicant to have:

- Experience of an association leadership or other volunteer role; or,
- Experience of leadership role outside of an association

Association Benefits

Associations will benefit from this programme by developing a cohort of members who will be familiar with the leadership requirements of associations, capable of delivering sound governance and who are more confident in applying for vacancies in future.

Associations will also benefit from their future leaders learning alongside members of different associations, sharing best practice and gaining insight into potential strategy for their own association

Association Requirements

Associations should prepare to support their own Future Leader cohort through shadowing and insight opportunities from existing Directors/Trustees as well as opportunities to observe governance in action. Associations are required to provide opportunities for programme participants to shadow board, committee or other governance meetings. Associations should also plan to include any association specific content on their: teams; governance structure; strategic plan; relevant documentation; etc.

Fees 2023

- £1050
- £700.00 for applicants sponsored by AHPF
- £700.00 AHPF member

The BDA will review your progress and update your funder at the six-month point and if your progress is deemed unsatisfactory you may be removed from the programme. Funded registrants that fail to complete the programme in the allotted 12-month timeframe may have to re-imburse their AHP.

How to apply

Application Deadlines

For the first tranche in 2023 please ensure the BDA receives your application by 28 February 2023. The second intake of 2023 can apply between 1 March and 30 June 2023.

BDA Members

To apply as a BDA member, please send a letter of application covering:

1. Why you want to complete this programme, emphasising your interest in association governance roles
2. How you would like to contribute to your professional association, when you have completed the Programme
3. That you have support from your employer, or have a plan to be released from work to complete the sessions and participate fully
4. How long you have been a member of the BDA and confirming you have no outstanding debt with the association

Members of Other Associations

The BDA welcomes applications from members of other associations via their association. Your association will be able to provide you with details of their specific requirements.

You will be asked to send a letter of application, which will be shared with the BDA, covering:

1. Why you want to complete this programme, emphasising your interest in association governance roles
2. How you would like to contribute to your professional association, when you have completed the Programme
3. That you have support from your employer, or have a plan to be released from work to complete the sessions and participate fully
4. How long you have been a member of the Association

Independent Applicants

The BDA welcomes applications from individuals. Please send a letter of application, which will be shared with the BDA, covering:

1. Why you want to complete this programme, emphasising your interest in association governance roles
2. How you would like to contribute to your professional association, when you have completed the Programme
3. That you have support from your employer, or have a plan to be released from work to complete the sessions and participate fully and you acknowledge the individual participant fee

Course Dates 2023

Agreed dates for modules in 2023 are:

EDI Module:

- 21st April
- 19th May
- 11th July
- 6th October

Finance Module:

- 16th March
- 25th May
- 27th June
- 27th September

Leadership and Professional Development Module:

- 9th March
- 15th May
- 13th June
- 29th November

Note, these are subject to change and additional dates may be added.