BAME Network Chairs Development Programme
(South East region)
2021

Part 1 Introduction to programme and evaluation of enrolment

NHS England and NHS Improvement - South East

Foreword

"Having been a BAME network chair in the past, I am delighted to launch this programme on behalf of NHS England and NHS Improvement South East. It gives me great pleasure to support these leaders to make a difference."

Cavita Chapman, Head of Equality, Diversity and Inclusion

The Black, Asian and Minority Ethnic (BAME) Staff Network Chairs Development Programme aims to improve individual, workforce and organisational BAME experience. The programme was launched on 27/01/2021, has core staff involved in evaluation, implementation and programme management. This is the first programme of its kind launched in the South East funded by NHS England and NHS Improvement. It is aligned with the aspirations of the Workforce Race Equality Standard (WRES), NHS leadership development and staff retention. The programme is delivered in six sessions with scope for additional sessions if need has been identified. The programme will be evaluated at all stages to measure efficacy, support continuous improvement and inform future network development programmes.

How this programme is designed

- Developed with specialists in education
- Psychological wrap around throughout the year
- Certificates given after every learning course

1. Purpose

The programme is designed to address three key areas.
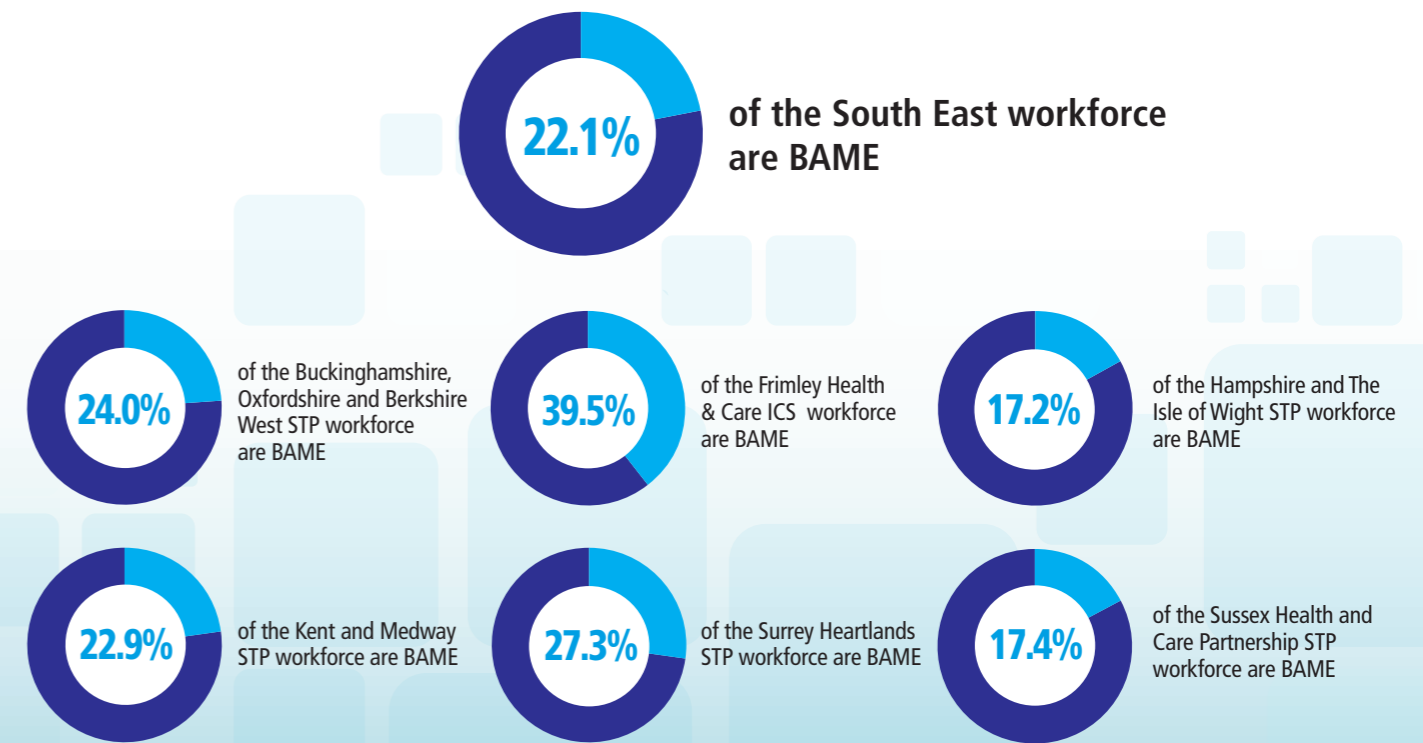
1. Individual development

Research has shown that BAME people are held back for a range of reasons including lack of support for personal development, inconsistent appraisals with a paucity of opportunities to explore their career aspirations and identify progression opportunities. This programme seeks to address this gap and provide a safe space for BAME people to assess their needs and develop confidence without fear. This will support the second key area and also provide the South East region with richer understanding of BAME staff development needs that are not being covered.

2. Organisational development

This programme attempts to give network chairs and leads the opportunity to develop skills and resilience to support their providers and ICS/STP to improve workforce race equality, focus on WRES aspirations and reduce race-related health inequalities. BAME network chairs and the wider staff network have historically been used as a resource to inform Boards, HR, Freedom to Speak Up Guardians (FTSUG) and staff side about BAME staff needs and methods for increasing engagement. To ensure organisations get the best support from BAME networks to reduce inequalities and widen BAME stakeholder engagement, we need to ensure BAME network chairs have the skills to speak to key decision-makers and communicate with confidence. This will help the rest of the workforce, which is our third theme.

3. Workforce

Developing a sustainable BAME leadership pipeline to meet the target set by Sir Simon Stevens (2020) of 20% BAME representation across senior roles and across bands is significant to the rest of the workforce. If we develop core groups of BAME people, they will go on to support others and/or be a role model to others thus improving retention and also attracting fresh BAME recruits into the NHS which will support our long-term plans to increase our w...

22.1% of the South East workforce are BAME

24.0% of the Buckinghamshire, Oxfordshire and Berkshire West STP workforce are BAME

39.5% of the Frimley Health & Care ICS workforce are BAME

17.2% of the Hampshire and The Isle of Wight STP workforce are BAME

22.9% of the Kent and Medway STP workforce are BAME

27.3% of the Surrey Heartlands STP workforce are BAME

17.4% of the Sussex Health and Care Partnership STP workforce are BAME

2. Programme structure and content

The structure is underpinned by the continuous improvement model and shaped by ongoing needs assessment that is captured from consultation with staff networks, surveys and review of themes from discussions in sessions. We will have input in our sessions from counselling psychologists, communication coaches, career coaches and those involved in developing leadership skills.

3. Evaluation

The programme will be evaluated and reviewed at all stages. We will capture qualitative and quantitative data and share themes with researchers working in relevant fields. In general, NHS workforce development programmes are under-evaluated and that makes it difficult to measure efficacy, demonstrate value for the organisation and justify public sector expenditure.

4. Analysis of enrolment survey for Session 1

There were 26 people enrolled on the first session, all of whom completed a survey to provide the programme management team with a baseline of needs of the cohort. The ICS/STP represented were BOB, HIOW, Sussex, Kent and Surrey Heartlands. On 28/01/2021 the programme managers contacted Frimley ICS to ask for a BAME network representative to be enrolled on future sessions.
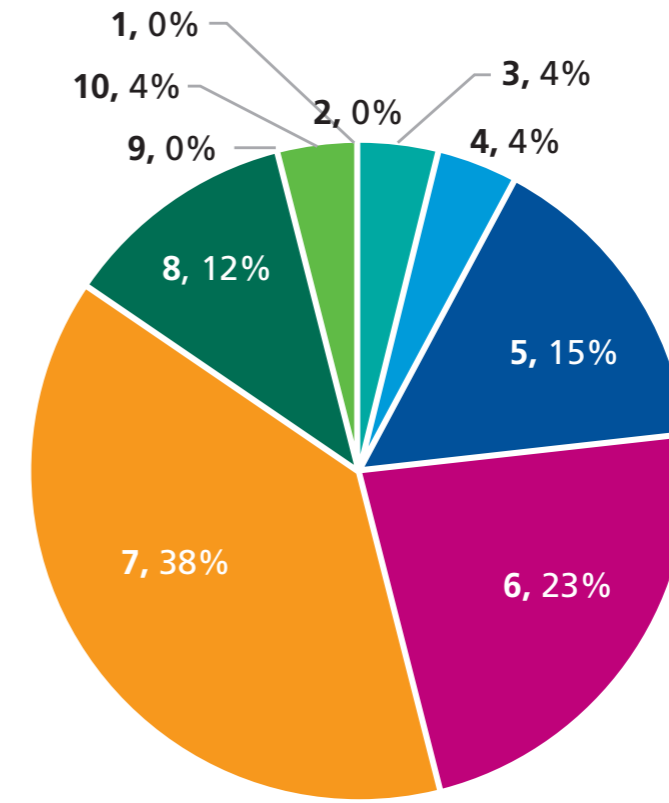
4.1 Confidence

The confidence of the participants in both leading their BAME staff networks and their career development was high. More than half selected 7 or above on the scale of 1 to 10 on the two questions about confidence - 1 is having no confidence, and 10 is extremely confident. The chairs indicated that they were more confident about developing their careers than leading their networks, which is something programme managers will explore further.

> **"How confident are you about leading your BAME staff network?"**
>
> - 54% selected 7, 8 or 10 – high on the confidence level
> - 38% selected 5 or 6 – in the mid-range of confidence
> - Only 8% selected 3 or 4 – with low confidence, and nobody had selected 1, 2 or 9.

Chart 1 How confident are you about leading your BAME staff network?
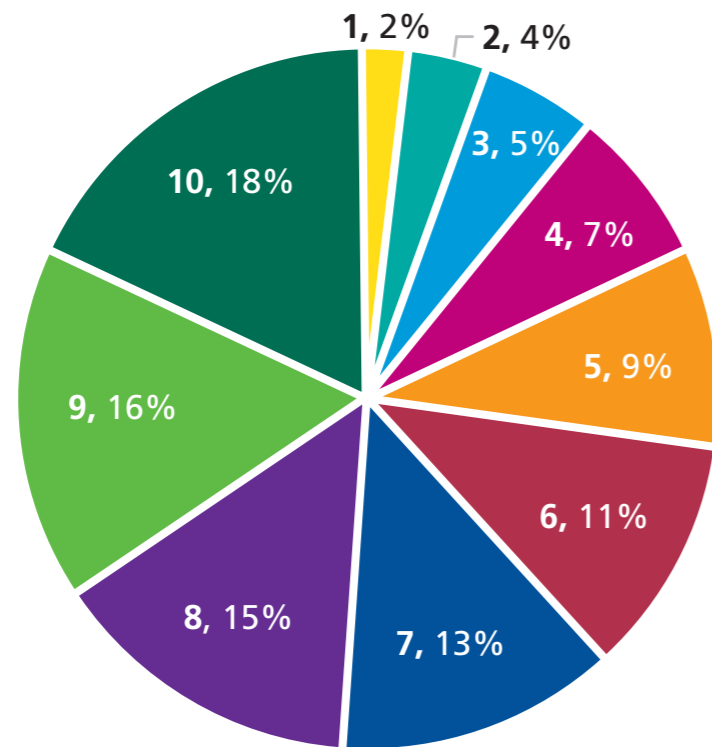
N = 26

> **"How confident are you about developing in your career?"**
>
> - 49% selected 8, 9 or 10 – high confidence levels
> - 40% selected 4, 5, 6 or 7 – mid ranged confidence levels
> - 11% select 1, 2 or 3 – lower confidence levels

Chart 2 How confident are you about developing in your career?

N = 26

- 1, 2%
- 2, 4%
- 3, 5%
- 4, 7%
- 5, 9%
- 6, 11%
- 7, 13%
- 8, 15%
- 9, 16%
- 10, 18%

4.2 Support for network chairs

There is inconsistency in the level of support provided to network chairs. For example, one respondent said they received training for their role, does not have protected time, but:

- **Is supported by the FTSUG**
- **has administrative support**
- **provides regular updates to the HR Director**
- **provides regular updates to the Board**

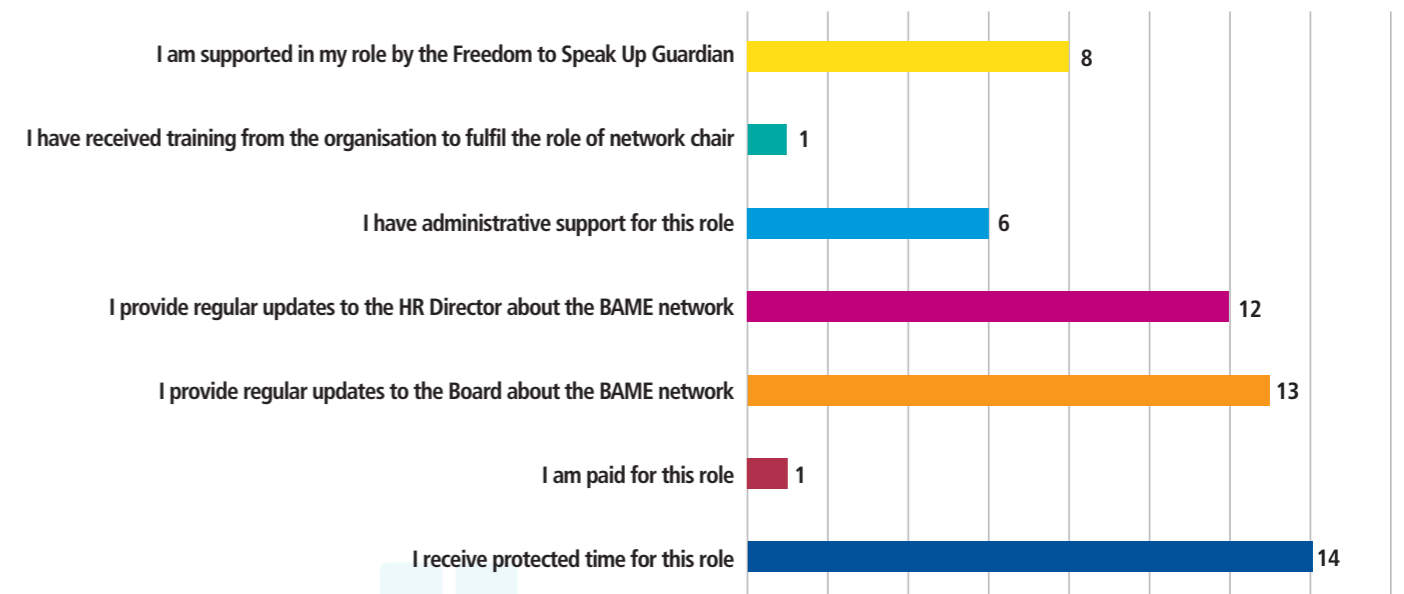And, the one respondent who is paid for the role also stated that they:

- **are supported by the Freedom to Speak up Guardian**
- **have admin support**
- **provide regular updates to the HR Director**
- **provides regular updates to the Board**
- **have protected time**

Both the respondents recorded high levels of confidence (7s and 8s) for questions about leading the staff network and developing their career.

We found that 14 respondents have protected time allocated for the role. One third are supported by the Freedom to Speak Up Guardian, and a quarter have administrative support. Half report regularly to HR and/or the Board. Just one respondent received training for their role and just one is in a paid post. These areas will be considered for further discussion to develop support for providers to ensure a robust structure for their network.

Chart 3 Do any of the following apply to you as the BAME Network Chair?

N = 26

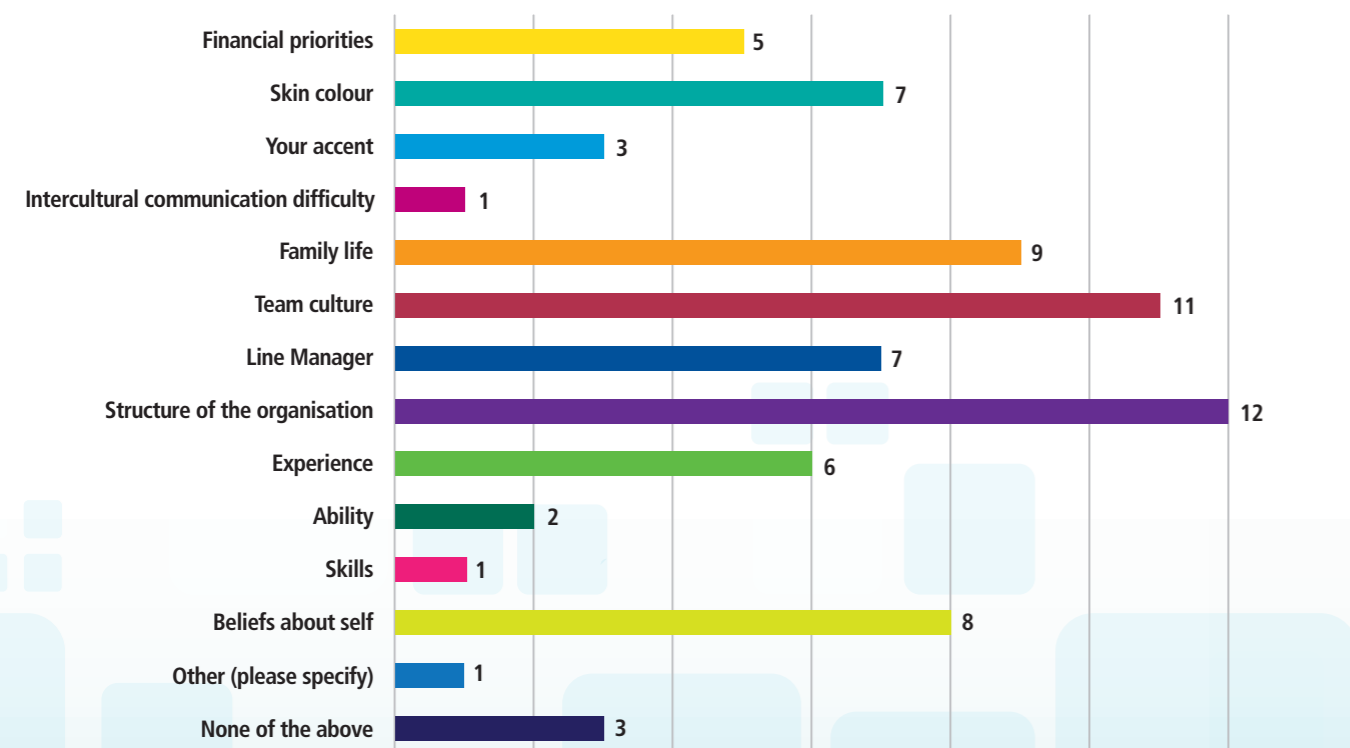|	Value
I am supported in my role by the Freedom to Speak Up Guardian	8
I have received training from the organisation to fulfil the role of network chair	1
I have administrative support for this role	6
I provide regular updates to the HR Director about the BAME network	12
I provide regular updates to the Board about the BAME network	13
I am paid for this role	1
I receive protected time for this role	14

4.3 Challenges

BAME staff in the NHS have varying levels of actual institutional and process support. We wanted to find out about how the South East was doing in this respect. We asked: "If you have tried to move up in your career, or if you have already done so, which of the following areas have held you back?". Our results support the theory that structure, and process remain problematic for BAME staff. Of note is also the fact that confidence (belief about the self) and family life (lifestyle) is also listed. The NHS is committed to flexible working and we may need to consider targeting communication about this to our BAME workforce.

Respondents were able to select as many options as they chose to from a pre-determined list.

Chart 4 ' If you have tried to move up in your career, or if you have already done so, which of the following areas have held you back? (Please select all that apply)

N = 26

Option	Value
Financial priorities	5
Skin colour	7
Your accent	3
Intercultural communication difficulty	1
Family life	9
Team culture	11
Line Manager	7
Structure of the organisation	12
Experience	6
Ability	2
Skills	1
Beliefs about self	8
Other (please specify)	1
None of the above	3

Capturing data, as shown in Table 1, of individual responses, means that we will be able to conduct more thorough qualitative interviews. The findings will be used to inform later evaluation work.

Table 1 Survey response combinations (each row is one person's response) – 'If you have tried to move up in your career, or if you have already done so, which of the following areas have held you back?'

Beliefs about self	Skills	Ability	Experience	Structure of the organisation	Line Manager	Team culture	Family life	Intercultural communication difficulty	Your accent	Skin colour	Financial priorities
■											
					■		■				
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4.4 Development

The final question on the survey was "Which of the following elements of leadership would you like the opportunity to explore for your own career development?". With this question we can tailor what might be reviewed with the participants during the development programme.

Most participants said they would like to explore how to create vision, and two thirds would like to explore organisational skills. Two thirds would also like to further explore understanding equality and human rights. Perseverance and understanding inclusion were the next two options most selected.

Empathy, humility and compassion were the options chosen least, but this is not indicative that participants do not wish to explore soft skill' further. They opted more for skills as perseverance (14), courage (13), self-awareness (13) and emotional intelligence (12).

Nine of the eleven who want to think about working with others, also selected emotional intelligence as an area to explore.

Of the sixteen who want to explore understanding equality and human rights, three quarters also want to further explore understanding inclusion.
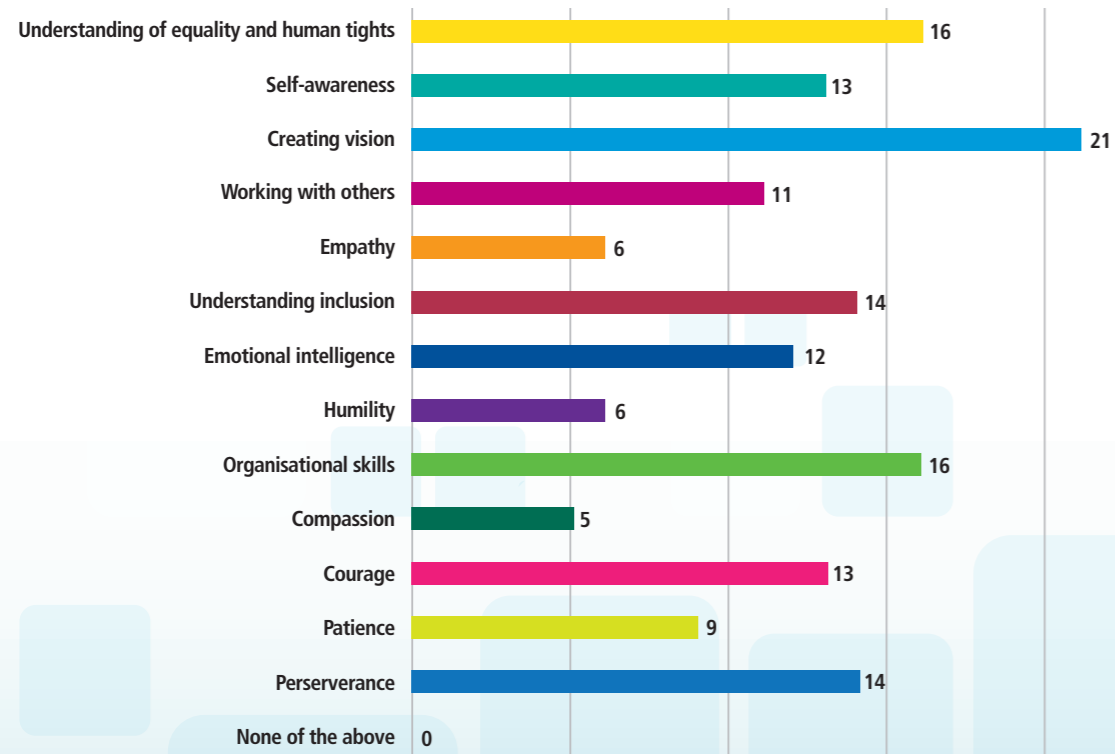
All six respondents who wish to explore empathy also noted that they would like to explore:

- **Organisational skills**
- **Emotional intelligence**
- **Understanding inclusion**
- **Working with others**
- **Creating vision**
- **Understanding equality and human rights.**

Eight of the thirteen respondents who want more information around self-awareness also want to think about emotional intelligence. Seven of the nine who would like to explore patience also make up half of the people who want to explore perseverance.

Chart 5 Survey Responses - Which of the following elements of leadership would you like the opportunity to explore for your own career development? (Please select all that apply)
N = 26

Element	Value
Understanding of equality and human tights	16
Self-awareness	13
Creating vision	21
Working with others	11
Empathy	6
Understanding inclusion	14
Emotional intelligence	12
Humility	6
Organisational skills	16
Compassion	5
Courage	13
Patience	9
Perserverance	14
None of the above	0

Capturing data, as shown in Table 2, of individual responses, means that we will be able to conduct more thorough qualitative interviews. The findings will be used to inform later evaluation work

Table 2 Survey response combinations (each row is one person's response) 'Which of the following elements of leadership would you like the opportunity to explore for your own career development?'

Table 3 Coverage of BAME networks across the south East

Provider and ICS		BME networks
BOB ICS		**Yes**
Berkshire Healthcare NHS FT	BOB	Yes
Buckinghamshire Healthcare	BOB	Yes
Oxford Health NHS Foundation Trust	BOB	Yes
Oxford University Hospitals	BOB	Yes
South Central Ambulance Service	BOB	Yes
Royal Berkshire NHS FT	BOB	Yes
Frimley Health NHS FT	Frim	Yes
HIOW ICS		**Yes**
Hampshire Hospitals	HIOW	Yes
Isle of Wight	HIOW	Yes
Portsmouth Hospitals NHS Trust	HIOW	Yes
Solent NHS Trust	HIOW	Yes
Southern Health NHS FT	HIOW	Yes
University Hospital Southampton	HIOW	Yes
Kent ICS		**Yes**
Dartford & Gravesham	Kent	Yes
East Kent Hospitals	Kent	Yes

Provider and ICS		BME networks
Kent & Medway Social Care Partnership	Kent	Yes
Kent Community Health	Kent	Yes
Maidstone & Tunbridge Wells	Kent	Yes
Medway NHS Foundation Trust	Kent	Yes
Surrey Heartlands ICS		**Yes**
Ashford & St. Peters	Surrey Heartlands	Yes
Central Surrey Health	Surrey Heartlands	Yes
Royal Surrey County Hospital	Surrey Heartlands	Yes
Surrey & Borders Partnership	Surrey Heartlands	Yes
Surrey & Sussex Healthcare	Surrey Heartlands	Yes
Sussex ICS		**Yes**
Brighton & Sussex Uni Hosp NHS	Sussex	Yes
East Sussex Healthcare	Sussex	Yes
Queen Victoria Hospital	Sussex	Yes
South East Coast Ambulance	Sussex	Yes
Sussex Community NHS FT	Sussex	Yes
Sussex Partnership NHS FT	Sussex	Yes
Western Sussex Hospitals	Sussex	Yes

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Programme leads: **Cavita Chapman**, Head of EDI, and **Olivia King**, Regional Equality Manager, South East, NHS EI

Data, analysis and reporting: **Catherine McGill**

Authors: **Olivia King** and **Catherine McGill**

Programme support: **Yovina Senders** and **Diane Wright**

NHS England and NHS Improvement - South East