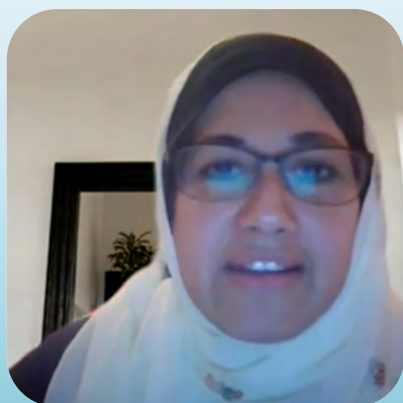
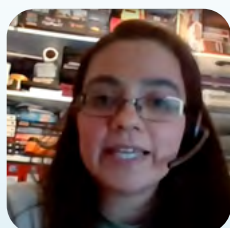


BAME Women Leadership Programme, Cohort One



Programme delivered by Thresholds

NHS England and NHS Improvement - South East



Executive summary

This one-day programme, *Career goal setting and planning* was delivered by threshold as part of their 5-module programme for women. This was offered to the NHS particularly for BAME women. It involved creating a viable action plan, using values vision and goals. It also covered getting the best from mentoring and included participants from previous cohorts to tell their stories.

Many talented BAME (Black, Asian and Minority Ethnic) join the NHS because they fundamentally believe in 'doing good'. Senior leaders are committed to understanding the barriers that prevent talented BAME staff from meeting their personal aspirations. Different pieces of work have been undertaken to support BAME women in the NHS, however without a more strategic, focussed approach, talented BAME women will look elsewhere. NHS staff surveys and internal evidence from staff reviews show that many BAME staff do not feel they are operating in a 'level playing field'. Career development overlaps with culture, leadership, accountability and talent processes, and it is for this reason that a BAME Women Leadership Programme was introduced. The programme centres purpose, happiness and clarity to enable participants to rediscover authenticity and renew/develop their passion for career advancement and progression.

This programme is aligned with the NHS People Plan 2020/21 pillars, 'Growing our future', 'Belonging in the NHS' and 'New ways of working and delivering care'. It is also aligned with our Model Employer Goals and the Workforce Race Equality Standard (WRES) to improve BAME representation at senior levels across the NHS.

Introduction

The programme is focussed on how and where women can evolve their career, role in the organisation and even the world at large. The programme seeks to build confidence, skills and encourage self-reflection to reduce the impact of micro-aggressions and internalised stereotyping based on race and gender. The programme includes development sessions, mentorship opportunities and ongoing evaluation to provide evidence-based continuous improvement for future programmes of this nature.

Pre-enrolment survey

Participants completed a pre-enrolment survey to assess their initial confidence and thoughts about leadership. There were 3 cohorts, and groups for each cohort were limited to a maximum of 12 people. They were then asked to complete a second survey after the workshop. In February 2021, 16 people had enrolled and completed the first enrolment survey. This group was reduced to 11 participants, and 5 were referred on to the next cohorts.

This report reviews the enrolment survey and post-workshop survey for Cohort 1.

All but one of the participants is employed by NHS England and NHS Improvement. Participants were aged between 30 and 59 years. Participants varied in terms of pay band and job area.

Career development

The majority of participants are already involved in other initiatives to support their career development. This is a group that has made a personal investment in identifying opportunities to support their career development.

We asked, "Why are you applying to this programme?", to understand their motivation, and what their expectations about the program might be. All the responses related to progression and confidence. Cohort 1 felt the programme would enable them to be more strategic in their approach to their careers, and to clarify their next career steps.



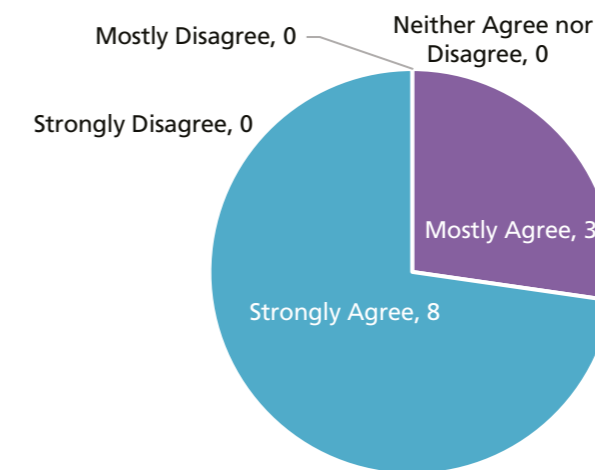


The Workshop Experience

The workshop was run on a confidential basis and all participants were encouraged to share their experiences with each other. It was important to provide a safe, non-judgemental space for BAME women to be themselves and talk about their fears, aspirations and motivations. The workshop covered identity, confidence, future planning and self-esteem.

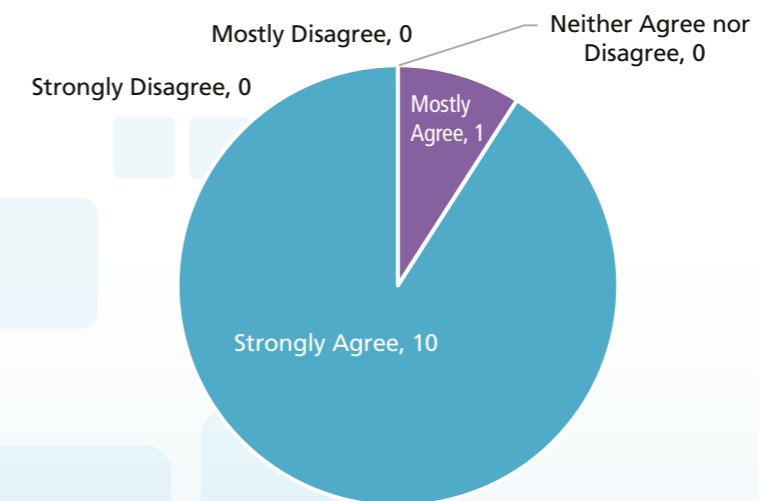
Participants were asked to rate their agreement with a series of questions about the workshop. All participants agreed that the content of the workshop was relevant to them; the majority strongly agreed.

The content was relevant to me



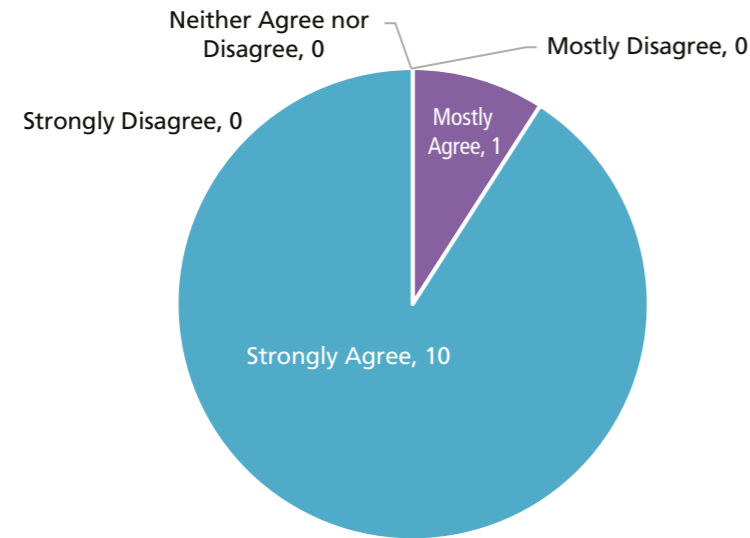
Most participants strongly agreed that it was important to them that the workshop and/or the program was restricted to BAME women. All participants agreed that the workshop was inclusive.

I felt the workshop was inclusive



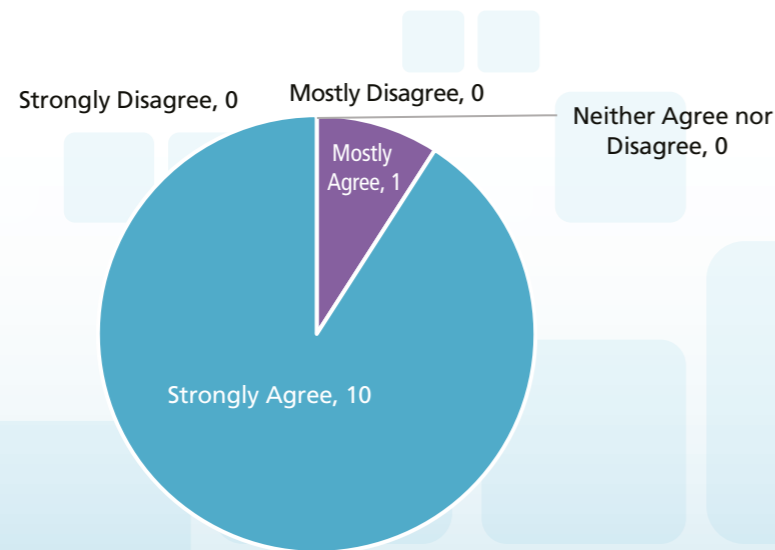
All statements around facilitation of the workshop were agreed with, and in the majority were strongly agreed with.

The facilitators created an engaging environment



All participants agreed with the statement that they would recommend the workshop to others.

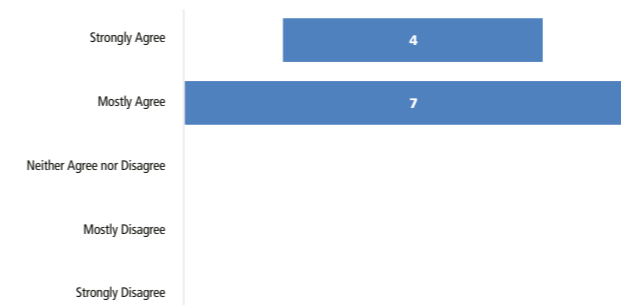
I would recommend this workshop to my organisation or network



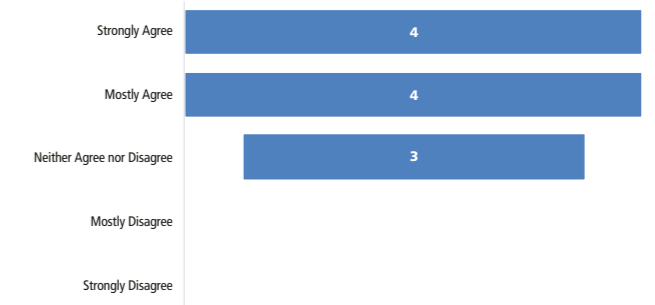
Confidence

Before starting the programme, the participants were asked to consider their confidence in their career and its progression by grading statements on a five point scale from 'strongly disagree' to 'strongly agree'. For the six statements posed, before the workshop the responses were largely neutral, with more disagreement than agreement. Following the session, there was no disagreement from anyone. This is a significant shift from the earlier responses.

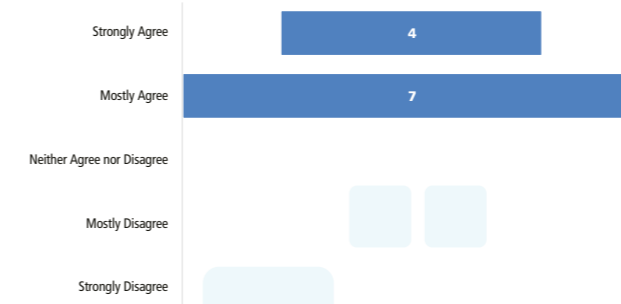
I have a clearer idea of what I want from my career



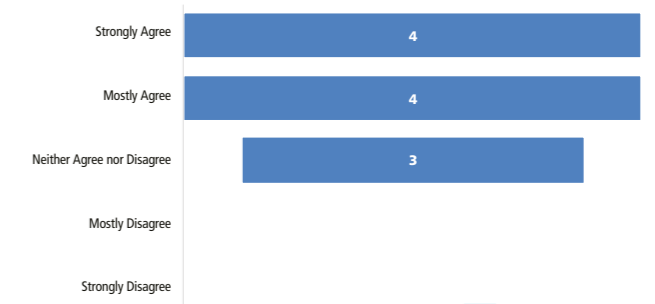
I feel more confident that I can get what I want in my care



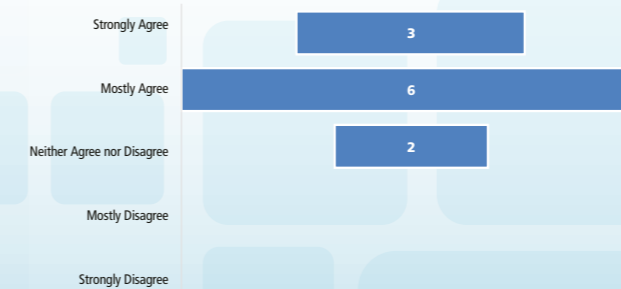
I have an increased sense of direction for my career



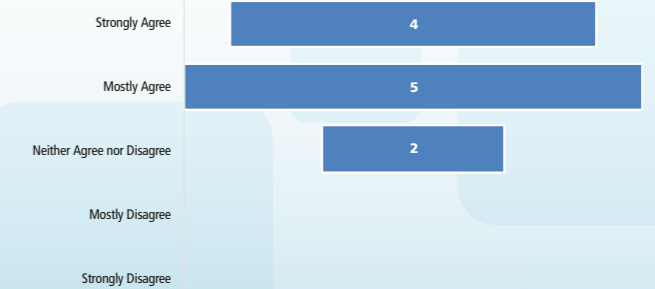
I feel I have greater support in my career



I feel more confident in being able to ask what I want in my career



I have a stronger network of peers that I can rely on



The participants were asked what further support they might need to help them achieve their goals.



Workshop and programme reflections

Please comment on any aspect of the programme experience that you would like to see improved.



Please comment on any aspect of your programme experience that you found most valuable.



Please provide any additional comments about your experience with the programme.



Conclusion

Following the workshop, the women were given the opportunity to be paired with mentors to continue on their leadership development journey. The next stage will also be evaluated and feed into future staff development programmes.

Note

if you would like this publication in other formats please contact Diane.Wright17@nhs.net or Sandra.Elsenussi@leadershipacademy.nhs.uk. This report is subject to ongoing review, and may be updated.

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