

# BME Staff Network Conference 2019 Report

**Theme: The impact of Unconscious Bias on our everyday decision-making.**

**Positively inclusive: helping BME colleagues to succeed.**

**#DHCFTBMEConf**

25<sup>th</sup> September 2019

Conference Room, Research & Development Centre, Kingsway  
Hospital, Derby



Produced by:

Harinder Dhaliwal - Head of Equality, Diversity and Inclusion

Clare Meredith - Equality, Diversity and Inclusion Advisor

**Equality, Diversity and Inclusion Service**

## Contents

### Contents

Summary .....	3
Introduction.....	4
Welcome address and Opening Remarks.....	4
Setting the context and journey: .....	5
The impact of Unconscious Bias on everyday decision-making.....	6
Multi-Cultural Lunch and Networking .....	7
Reverse Mentoring for Equality, Diversity and Inclusion (ReMEDI): Cohort 1 .....	7
Workforce Race Equality Standard (WRES) Action Plan Updates .....	8
Workshops: .....	9
Evaluation.....	10
Appendix 1: Staff Pledges poster .....	12
Appendix 2: David Shosanya: The impact of Unconscious Bias on everyday decision-making .....	13
Appendix 3: WRES Action Plan 2018-19 .....	13
Appendix 4: Evaluation of the Conference.....	15
Useful links and further information:.....	19

## Summary

The purpose of this report is to provide an overview of the 2019 BME Staff Network Conference which took place on 25<sup>th</sup> September 2019 at Kingsway Hospital in Derby.

Approximately 130 people attended the event, where the agenda included a thought-provoking and emotive session on 'Unconscious Bias' from an external facilitator and speaker, David Shosanya; updates on the 2018-19 Reverse Mentoring programme and their plans for Cohort 2 in 2019; and two action-planning workshops to address key areas in the Workforce Race Equality Standard, focusing on workforce diversity and representation and career development opportunities for BME colleagues.

The session was opened by Sharon Rumin, Vice-Chair Elect of the Network and Ifti Majid, Chief Executive and BME Sponsor.

The actions developed by the Network at the Conference have been used to develop the WRES Action Plan 2018-19, which can be found in Appendix 3. The actions include addressing the gap of BME staff in middle and senior management positions through recruitment and progression, overseen by a Steering Group headed by Claire Wright, Deputy Chief Executive and Board Equalities Lead, and working with People Development to create more opportunities for BME staff to access training opportunities and progress within the organisation. We received 41 completed evaluation forms and found that 58.5% rated their overall evaluation of the Conference as 'Excellent', and the remaining 41.5% rated it as 'Good'.

"I found listening to some of the experiences of my BME colleagues at the BME Conference to be very sobering and extremely thought-provoking. It frustrates me greatly as Staff-Side Chair that our BME colleagues continue to be disadvantaged and that there was a feeling within the room by some that actions taken were still paying lip service in regards to the bigger issues that need addressing. I am glad that there is great progress being made and heartened that the BME Network are being listened to and seem to be instrumental in pushing for positive change - this really does need to be done at pace. I hope everybody in the room like me went home that evening thinking about what they can do to help drive the changes that are needed. I am looking forward to attending next year's Conference and truly hope that the Trust continues on its journey and cannot emphasize enough how we all have a key role to play in the trust being truly inclusive to all."

'Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.' - Barack Obama.

- **Lee Fretwell, Staff-Side Chair**

## Introduction

### Welcome address and Opening Remarks: Sharon Rumin, Vice Chair Elect of the BME Network

The conference began with a moving welcome address from Sharon Rumin. Her speech described her own journey as a person from a BME background and the little progress made since Windrush 70 years ago as BME staff members are still underrepresented in senior positions. Her speech set the tone for an open, honest and thought-provoking conference.



DerbyshireHealthcare Retweeted  
⚡ Suki ⚡ @SukiK76 · Sep 25  
What an amazing opening by our BME chair opening our conference  
@SharonRumin #DHCFTBMECONF @derbyshcft @harinder\_d



1 2 9



## Setting the context and journey: Ifti Majid, Chief Executive and Executive Sponsor of the BME Network

Ifti thanked Sharon for a heartfelt and emotional start, and explained that the day was an opportunity for personal reflection and to give ourselves time to think about the impact that each member of staff has on their own environment.

### 'Today is about what we can do differently tomorrow' – Ifti Majid

The Chief Executive then asked the Conference attendees to participate in an activity based on perceptions in the Trust. Attendees moved between four points in the room (North, East, South and West) to answer the questions, which included how many cases of overt racism had occurred in the Trust over a particular timeframe, and the positioning of BME colleagues in the Trust. Ifti revealed there were 34 BME colleagues at Band 7 and above, but the number drops to just 7 from Band 8a and above.



By looking at the Workforce Race Equality Standard (WRES) data and in anticipation of David Shosanya's presentation on 'Unconscious bias', Ifti invited the attendees to consider the possible reasons why people from a BME background are 2.86 times less likely to be appointed from shortlisting compared to white colleagues.

The Trust has undertaken actions to address the gap over the last year, including:

- Agreed and signed off BME inclusion targets for each AfC band (15% BME)
- Subscribed to the NeXT Director Scheme.
- BME members of staff have taken part in interview panels.
- The Executive team have been challenged by the CEO to each have an equality objective.
- Every new member of staff receives equality, diversity and inclusion training at induction with the Head of Equality, Diversity and Inclusion.



- Introduced a 'stop' in the disciplinary process for any case involving a BME member of staff. Their cases now go through a Director.

Ifti also asked the Conference attendees to write a pledge declaring one thing they will do differently tomorrow as a result of today. The Trust's Communications Team have made the pledges into a poster that will be displayed around the Trust. Please see Appendix 1.

## The impact of Unconscious Bias on everyday decision-making

Our guest speaker and facilitator, David Shosanya, delivered a powerful presentation on the impact of unconscious bias, exploring what it means and the strategies each of us can use to reduce unconscious bias.



Truths about unconscious bias:

- 1) It is natural
- 2) It is unintended
- 3) It impacts on decision-making and can have adverse consequences as a result.
- 4) It can be managed: we have a responsibility to manage our behaviour.

### 'What voices are missing?'

Key points from David's presentation including always considering what voices are missing from any discussion/decision, and what assumptions you are bringing to the situation. This is applicable to any instance where there is a dominant group i.e. recruitment panel.

The Conference was split into groups to discuss the impact of unconscious bias on different parts of an organisation, including succession planning, networks, performance management, promotion, work allocation and recruitment, and to



identify steps that could be used to reduce it.

David also emphasised the power of mentoring and exposure because proximity changes an organisation. Highlighting the Reverse Mentoring for Equality, Diversity and Inclusion (ReMEDI) programme at

Derbyshire Healthcare, he explained that giving people the opportunity to access spaces that they do not traditionally have access to is one of the ways to start these conversations and change the culture: ‘human connection provides us all with the impetus to move forward’.

David gave attendees the opportunity to speak openly about how they were feeling, with a mix of excitement, disappointment and optimism being highlighted. David’s PowerPoint presentation can be found in Appendix 2.



## Multi-Cultural Lunch and Networking

The Conference was catered for with a multi-cultural lunch (gluten-free vegetable and halal curries with naan bread) and attendees were given the opportunity to network with colleagues and celebrate Black History Month.

## Reverse Mentoring for Equality, Diversity and Inclusion (ReMEDI): Cohort 1

The pairs that participated in the ReMEDI programme shared their experiences and the professional and personal impacts that the programme had had on them. All of the pairs agreed that it had contributed to their personal development, and many pairs have agreed to keep meeting to continue the positive experience. Through a process of establishing boundaries and developing trust between the pairs, they were able to understand more about each other’s worlds, how people might react differently to external factors and how



some members of the community might experience barriers and obstacles in areas that are open to most.

Many also recognised the level of courage and bravery it takes to participate in this programme and take initiative, recognising a difference in their confidence and abilities after the reverse mentoring process.

The Reverse Mentoring programme is currently being rolled out to more people in September 2019, with BME mentors being encouraged to mentor managers and leaders in the organisation. Cohort 2 is being overseen by the ReMEDI Steering Group, led by members of Cohort 1.



## Workforce Race Equality Standard (WRES) Action Plan Updates

At the BME Annual Conference in 2018, attendees agreed to focus on three key areas in the WRES:

1. Indicator 2: The relative likelihood of staff being appointed from shortlisting across all posts.
2. Indicator 3: The relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
3. Indicator 4: The relative likelihood of staff accessing non-mandatory training and CPD.

Nicola Myronko (Head of People Resourcing), Amanda Wildgust (Head of Employee Relations) and Faith Sango (Head of People Development) delivered presentations on the progress made on each of the three WRES indicators above, highlighting the need for radically different actions to make a difference for BME colleagues in the Trust.



**Workshops:**

The Conference split into two workshops, focusing on developing three key actions required to make an impact for Workforce Diversity and Representation and Career Development Opportunities. The identified actions can be found in Appendix 3.

**Workforce Diversity & Representation****Workshop, Group 1**

(facilitated by Nicola Myronko, Head of People Resourcing and Amanda Rawlings, Director of People and Organisational Effectiveness):

**Workforce Diversity & Representation****Workshop, Group 2**

(facilitated by Claire Wright, Deputy Chief Executive and Director of Finance):

**Career Development Opportunities**

**Workshop** (facilitated by Faith Sango, Head of People Development):



## Evaluation

Approximately 130 people attended the event from all levels of the organisation, including:

- DHCFT BME Network
- Executive Board
- General Managers
- Area Service Managers
- People Services
- Estates & Facilities
- Derby City Council BME Network

We received 41 completed evaluation forms at the end of the Conference (please see Appendix 4 for a full report) and a summary of the key findings is provided below.

Q1: 58.5% rated their overall evaluation of the Conference as 'Excellent', and the remaining 41.5% rated it as 'Good'.

Q2: 78.05% rated the overall effectiveness of the Unconscious Bias session as 'Excellent', 19.51% rated it as 'Good' and 2.44% rated it as 'Fair'.

Q3: The word cloud below has been created in response to this question, which



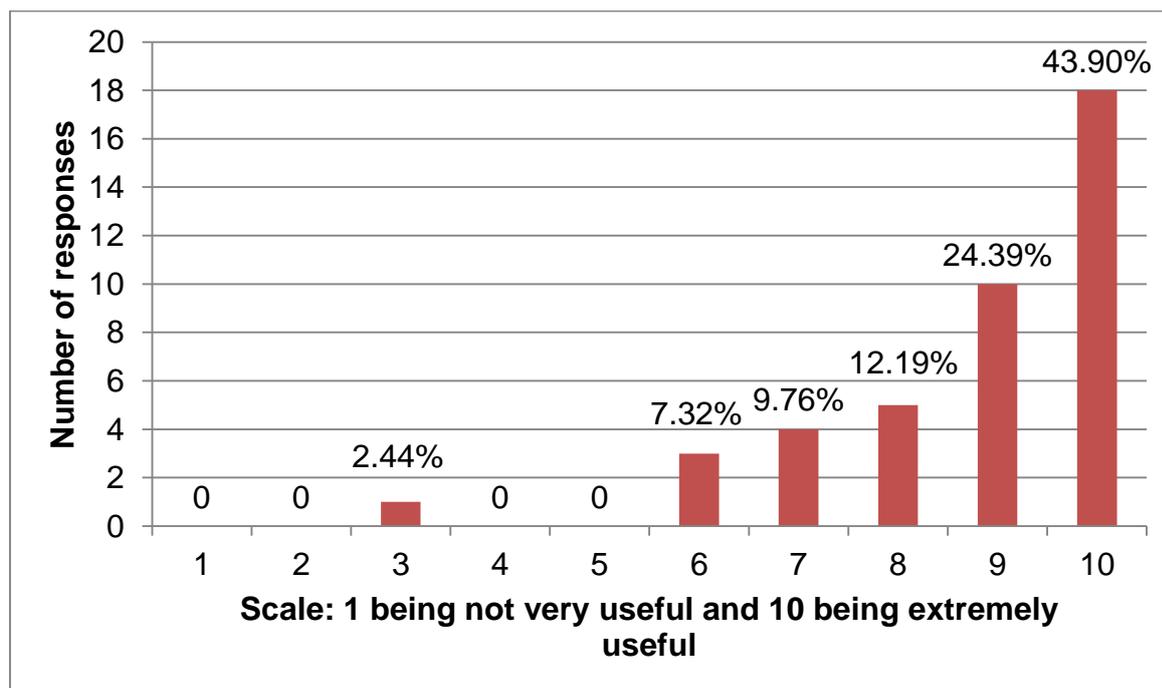
asked the attendees to describe the conference in 3 words, with the most recurring words as ‘thought-provoking’, ‘hopeful’ and ‘educational’.

Q4: 53.65% said that the Unconscious Bias session was the most helpful or of value to them, while 12.19% said it was career progression opportunities. Other information of value was cited the WRES data, networking with colleagues and signposting for the BME Network, among others.

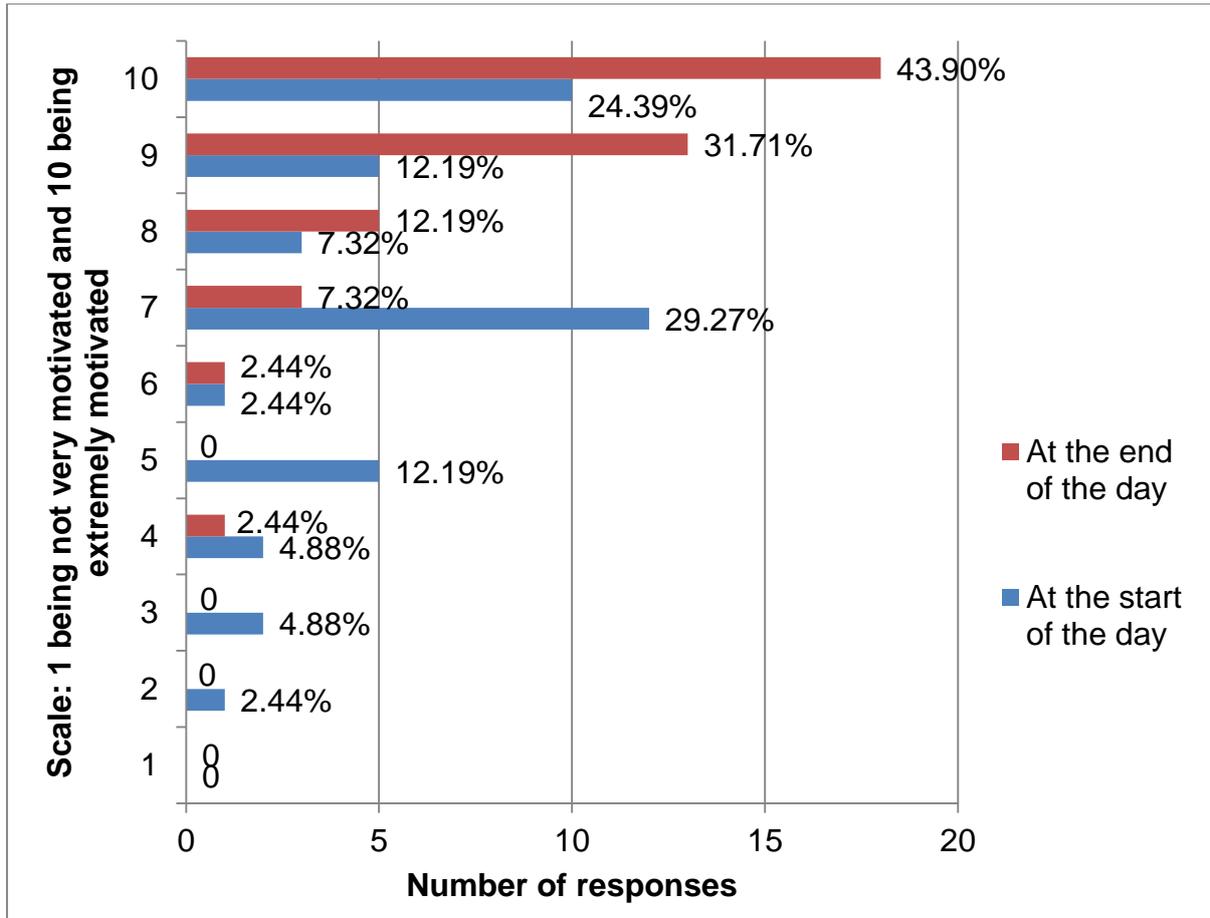
Q5: 12.19% of respondents declared that they would be sharing the ‘Inclusive Leadership’ questionnaire with their team or managers, another 12.19% said they would be putting the information from it into practice.

Q6: 39.02% of respondents said there was nothing of little value in the Conference. Other responses included too much detail on the statistics on the WRES data and the fact that more BME staff needed to be encouraged/freed to attend the Conference.

Q7: The graph below shows that the majority (43.90%) found the event extremely useful (top of scale) in developing the BME Network and themselves.



Q8: The graph below shows that the majority of responses (29.27%) felt partially motivated at 7/10 at the beginning of the day, while by the end of the day, the level of motivation increased to 10/10 for 43.90% of respondents.



Q9: The majority of respondents believed that developing their understanding of unconscious bias had benefitted them and their work, closely followed by the benefit of having a different perspective and the opportunity to network with other colleagues in the Trust.

Q10: 17.07% of respondents believed the event could be improved by giving more time for the guest speaker and 12.19% would have liked more staff to attend the Conference.

Q11: The majority of responses were themed around thanking the BME Network for the enjoyable day, along with general comments around the need for non-BME staff to have spoken up more.

**Appendix 1: Staff Pledges poster**



Action(s)	When	Owner	Update/Outcome	Position
<p><b>Workforce Diversity &amp; Representation:</b></p> <p>Introduction of BME Inclusion target of 15% BME representation in each of the AfC paybands across the Trust.</p> <p>Actions identified by two workshops:</p> <ol style="list-style-type: none"> <li>1) Disruption of the interview panel with inclusion advocates;</li> <li>2) Non-traditional interview process to meet diverse needs;</li> <li>3) Adapting external and internal advertisement of posts to reach out to the local community.</li> </ol>	<p>First meeting met on 17/10/19.</p> <p>Steering Group to report to ELT (IM email 26/9/19).</p>	<p><b>Recruitment Action Steering Group:</b></p> <p>Suki Khatkar Claire Wright Sandra Bennett Hannah Burton Sara Boulton Harinder Dhaliwal Clare Meredith Nicola Myronko Amanda Rawlings Rubina Reza Sharon Rumin Bal Singh Nadine Thomas David Tucker</p>	<p>Update as of 17/10/19: Steering Group had inaugural meeting on 17/10/19 and agreed key actions, including introducing 'inclusion advocates' into the recruitment process for shortlisting and interviewing for (initially) Band 7 and above.</p>	Ongoing
<p><b>Career Development Opportunities:</b></p> <ol style="list-style-type: none"> <li>1) Masterclasses from April 2020 to support people to progress in the organisation, to include support with job applications and interview skills. Career coaching in appraisals, even for those who are not sure if they would like to progress.</li> <li>2) Promotion of development opportunities: Managers and leaders need to know what is available for staff, to include shadowing and secondments to learn</li> </ol>	<p>Report to Equality Forum quarterly on progress.</p> <p>14</p>	<p><b>Faith Sango</b></p> <p><b>With support from EDI Service and BME Network</b></p>		Ongoing

<p>about and gain access to other services.</p> <p>3) Streamline Training Needs Analysis process. Managers need to be asked more disruptive questions before they refuse an application, and must give a reason why it has been refused.</p>				
<p><b>All</b></p> <p>1) Reverse Mentoring for Equality, Diversity and Inclusion (ReMEDI) programme: To be rolled out to wider Trust, especially senior leaders at Band 7 and above, mentored by a second cohort of colleagues from a BME background.</p> <p>2) WRES Experts Programme, designed to support the organisation to embed best practice with regards to race equality.</p> <p>3) Review WRES National Report for learning what works in other organisations with improving scores.</p>	<p>Oct 19- Jun 20</p> <p>When released on WRES England website.</p>	<p><b>ReMEDI Steering Group:</b></p> <p>Ifti Majid Claire Wright Amanda Rawlings Bal Singh Surinder Khakh Tray Davidson Harinder Dhaliwal</p> <p><b>Rubina Reza</b></p> <p><b>EDI Service</b></p>	<p>ReMEDI mentors and mentees identified. To be paired and trained in November 2019.</p> <p>Programme launched on 9<sup>th</sup> October 2019.</p>	<p>Ongoing</p>

## Appendix 4: Evaluation of the Conference

Q1: What is your overall evaluation of the Conference?

Excellent	Good	Fair	Poor
-----------	------	------	------

<b>24</b>	17	0	0
-----------	----	---	---

Q2: What is your rating of the overall effectiveness of the Unconscious Bias session?

Excellent	Good	Fair	Poor
<b>32</b>	8	1	0

Q3: Please share 3 words to describe the conference:

Word	Number of occurrences	Word	Number of occurrences
<b>Caring</b>	1	Inclusive	3
<b>Challenging</b>	4	Informative	7
<b>Change</b>	1	Inspirational	6
<b>Educational</b>	6	Interactive	1
<b>Emotional</b>	4	Interesting	4
<b>Empowering</b>	1	Moving	2
<b>Encouraging</b>	1	Open	3
<b>Energising</b>	1	Positive	3
<b>Engaging</b>	4	Powerful	4
<b>Enjoyable</b>	2	Progressive	1
<b>Enlightening</b>	3	Reflective	3
<b>Evocative</b>	1	Relevant	1
<b>Exciting</b>	2	Saddening	1
<b>Eye-opening</b>	5	Shared ownership	1
<b>Frank</b>	1	Stimulating	1
<b>Heartening</b>	1	Thought-provoking	8
<b>Helpful</b>	1	Tiring	1
<b>Honest</b>	5	Trust	1
<b>Hopeful</b>	8	Uplifting	1

Q4: As you reflect on the information provided throughout the conference programme, what information was the most helpful or of value to you?

- Unconscious bias session (23)
- Career progression opportunities (5)
- Networking with other colleagues and sharing experiences (4)
- WRES data (3)
- Ideas from the workshops for action (3)
- Signposting for the network (1)
- Knowledge of completed actions towards this goal (1)
- All valuable (1)

- Not sure (1)

Q5: How do you intend to use the 'inclusive leadership' questionnaire shared with you at the Conference to build on your inclusive leadership development needs?

- Share with my team/managers (5)
- To put into practice (5)
- Not sure (4)
- To reflect on my own leadership and use it to identify areas for development (2)
- Did not receive this (2)
- To reflect on the conversations I have with staff (1)
- Invite people to share their views (1)
- None (1)
- Not relevant (1)
- Developing myself (1)
- I challenge the leadership team already. Often this leaves me on the outside (1)
- Add to skill set (1)

Q6: What aspects of the conference were of least value to you?

- None/All beneficial (16)
- Lack of time for discussion/presentations were rushed (3)
- Reverse Mentoring (2)
- Too much detail on the statistics (2)
- Personal stories (1)
- The fact Band 7 leaders were encouraged to attend, not BME staff (1)
- Have not decided yet (1)

Q7: How relevant/useful was this event to develop the BME Network/yourself?

Scale	1 Not Very Useful	2	3	4	5	6	7	8	9	10 Extremely Useful
<b>Number of Responses</b>	0	0	1	0	0	3	4	5	10	18

Q8: How motivated and engaged with the BME Network did/do you feel?

A) At the start of the day:

Scale	1	2	3	4	5	6	7	8	9	10
-------	---	---	---	---	---	---	---	---	---	----

	Not Very Motivated									Extremely Motivated
<b>Number of Responses</b>	0	1	2	2	5	1	12	3	5	10

B) At the end of the day:

Scale	1 Not Very Motivated	2	3	4	5	6	7	8	9	10 Extremely Motivated
<b>Number of Responses</b>	0	0	0	1	0	1	3	5	13	18

Q9: Please say in what ways have you/your work benefited professionally?

- Develop understanding of unconscious bias (6)
- Different perspective (5)
- Networking (4)
- Recognise my own impact (3)
- Make a change (3)
- Develop understanding of BME issues (2)
- Encouraged to pursue career progression (2)
- I have been educated (2)
- Opportunity to develop (1)
- Develop understanding of cultural diversity (1)
- Challenge my assumptions (1)
- Prioritised BME issues (1)
- Being noticed and heard (1)
- More motivation (1)

Q10: In what ways could the event be improved?

- More time for presentations & guest speakers (7)
- Invite more staff (5)
- Empower BME Network to have more involvement in the day (personal stories) (3)
- Bigger room (3)
- Hold leaders accountable for the actions identified (1)
- Move around the room to sit with different groups throughout the day (1)
- Better outcomes in data next year (1)
- More advertising/promotion (1)
- More bite-sized sessions (1)
- Hear more from non-BME colleagues (1)
- More sharing of ideas (1)

- Not sure (1)
- Nothing (1)

Q11: Please use the space below to share any additional comments and/or suggestions you may have:

- Thank you/Enjoyable day/Glad to be part of it (5)
- Give more time for external speaker (2)
- Voices of non-BME attendees not heard much (2)
- Give more time for workshops (1)
- How do we challenge some of the toxic management that continues to retain toxic culture? (1)
- Looking forward to the implementation of a disruptive approach in addressing the lack of equality for BME staff/service users. (1)
- Enable all staff to attend, especially BME staff (1)
- Should contact all BME staff to ask how they are feeling and what they need i.e. a separate survey as the Staff Survey is not enough (1)

### **Useful links and further information:**

[NHS Equality and Diversity Council WRES Report](#) (published in May 2019, covers 2018)

[A Model Employer: Increasing black and minority ethnic representation at senior levels across the NHS](#) (January 2019)

[Learning Lessons to Improve our People Practices – Baroness Dido Harding](#) (May 2019)

[A Fair Experience for All: Closing the ethnicity gap on rates of disciplinary action across the NHS workforce](#) (July 2019)