

Newsletter

September 2010

Black Leadership Initiative International Symposium in South Africa

As part of the NBP's development of international links and extending of our network globally, the Black Leadership Initiative® (BLI) held the second in a series of international symposiums on the 3rd June in Johannesburg to explore and discuss black leadership in the 21st century.

Continuing the discussion from the BLI® symposium held in London in September 2009, the 'Zandile Kunene Memorial Symposium on Black Leadership' brought together black leaders from across the globe to deepen the exploration into the issues, challenges, opportunities and concepts around black leadership. Leaders from across sectors were invited to offer their perspective on the parameters and dynamics of black leadership and alternative leadership frameworks.

Held in partnership with the Matthew Goniwe School of Leadership & Governance (MGSLG), University of the Witwatersrand (WITS) and the Steve Biko Foundation, the symposium provided a significant forum for leaders from a rich diversity of cultures and professions to explore differences, debate and define black leadership paradigms and discuss the added value they bring into leadership roles, at a time of great change and opportunity for black leadership.

Those in attendance listened to presentations by Nkosinathi Biko, CEO of the Steve Biko Foundation, Herveen Singh from the University of Toronto who introduced the Sikh perspective on leadership, Rosemary Campbell-Stephens who presented on the concept of 'the authentic self' and her personal leadership journey and a number of South African presenters who challenged and produced great debate on black leadership dialogues.

Both the South Africa and the UK symposium were a great success and were received enthusiastically by participants from across sectors. The outcomes from the symposiums will form the basis of a research paper to be presented by Rajinder Mann to the Commonwealth Council for Educational Administration and Management (CCEAM) Conference in Australia later this year and will provide insight into the nature, practice and dilemmas facing black leaders today, which will further empower black professionals.

Rajinder Mann, Executive Director of the Black Leadership Initiative, commented, "The idea behind this will enable us to develop a professional development programme that is based on actual needs rather than proposed needs, therefore enabling black staff to fully unlock their potential."

Turn to page 6 for more on the symposium, our links with the Steve Biko Foundation and other work taking place in South Africa.



From the Editor

Welcome to the September edition of the NBP newsletter.

A lot has happened since our last newsletter in March and with many of us facing organisational change, we have been running some timely events on the impact of public sector cuts to help our members prepare. These briefings have been really well received so we will be scheduling further dates soon. See page 4 for more on this.

In May we held our Impact through Diversity conference in partnership with the Women's Leadership Network, bringing together BAME and women leaders from across the FE sector. If you weren't able to attend this event you definitely missed out! You can read some of the fantastic feedback on page 9.



SIAN SMITH

There have been many exciting developments with our work in South Africa including the Johannesburg symposium featured on the front page and our linking up with the Steve Biko Foundation. We have also just been selected to showcase some of our South African mentoring work as an exemplar project at a British Council Dissemination Event in Ghana in January. More on this in our next newsletter.

You can read updates on our Tackling Racial Inequalities (p.12) and Schools Inspection Shadowing (p.10) projects which are going from strength to strength and as always, we keep you up to date with NBP members who have recently achieved promotion. Read their stories from page 15.

If you have a success story you would like to share with our readers, or any comments on the articles featured in this newsletter, I would love to hear from you.

Sian Smith
Editor
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Robin's Column - Living in Interesting Times

The alleged Chinese curse - 'may you live in interesting times' - may have had more apposite historical reference points but for most of us, economically speaking at least, this is as 'interesting' as it's been in our lifetime.

There has been an extended hiatus in government since the May elections, with many statements of intent and an Emergency Budget, but since then government departments have been locked into their Whitehall offices planning for best and worst case scenarios in advance of the Comprehensive Spending Review in October. What is missing is the detail, and until that is forthcoming most of us can only conjecture on how bad it's going to get.



ROBIN LANDMAN

Of course, to quote Donald Rumsfeld, there are 'known knowns' - we all know the size of the deficit, and we also know that whichever party won the election, there were going to be swinging public sector spending cuts. The 'known unknowns' are where it gets interesting in the Chinese sense.

The Coalition government is committed to speedier deficit reduction, and the scale of the reductions in public spending, and where the cuts will be targeted are the key debating points. As we go to press there have been two noteworthy developments. Firstly, the Fawcett Society has sought leave to make a legal challenge to the government on the grounds that it failed to undertake the necessary impact assessment of the Budget on women in particular, and on minorities in general. Characteristically late in the day, their position has been cautiously supported, with caveats, by the hitherto non-interventionist EHRC.

Secondly, the Institute for Fiscal Studies (IFS) has calculated that the Budget has had a disproportionate impact on the less well-off sections of society. Specifically, the IFS analysis implies that, once benefit cuts and other considerations are taken into account, the government's claim that 'we're all in this together' is not quite accurate, and that those with the least are losing a higher percentage of their smaller incomes. At the same time as public spending cuts are biting, the likelihood is that increasing numbers of the least well-off sections in society will turn for assistance to charities and not-for-profit organisations to take up the role of the safety net that so many of us have come to take for granted.

For many of those organisations, though, their own existence is questionable, as local authorities and other sources of public support dry up.

In my view, all of the above means that the prognosis for minority communities for the best part of the current decade is bleak, if we continue to manifest the behaviour patterns we've slipped into over the past twenty years or more. Unless we develop a far greater sense of collective action, and revert to the sense of community, resilience and self-reliance that characterised our parents generations, we run the risk of large sections of our communities, with the exception of those who have 'made it', slipping into a permanent social underclass. Only concerted collective action can ensure that we emerge from this difficult period relatively unscathed. I hope that NBP members will rise to the challenge and provide the leadership that will be required.

To comment on this article go to Robin's blog on our website www.nbp.org.uk

Impact of Public Sector Cuts on BAME Professionals

How do we prepare for change caused by the deep budget cuts faced by the public sector?

The Network held our first round of events in July examining this question and helping Black, Asian and Minority Ethnic (BAME) professionals to understand key facts on the impact of public sector cuts and prepare for organisational change and the possibility of redundancy.

Attendees at three events held in Liverpool, Nottingham and London listened to presentations from NBP's Chief Executive Robin Landman OBE and HR Consultant Grace Haynes and enjoyed an evening of excellent food and networking.

These timely events are aimed at all staff working across the public sector who might be facing redundancy now or in the future. With over 40% of the BAME workforce working in the public sector it is inevitable that spending cuts will impact disproportionately on BAME professionals so these briefings are key in preparing for upcoming organisational change now, before restructuring takes place.

The event held on July 29th at the University of East London (UEL), was introduced by Femi Bola, Chair of the UEL Black, Asian and Minority Ethnic Staff Network and brought together over 60 attendees from UEL as well as other universities, colleges, councils and NHS organisations across London. Femi said: "We have had excellent feedback about the session and will be linking up with NBP to stage future events."

Below is some of the feedback received from attendees at the University of East London event:

"It was a **knowledge packed event**. It increased my sense of awareness to be more alert to what is happening out there thus putting me in a more empowering position to respond rather than to react. I went on and shared the information with my team meeting and they were quite appreciative and **amazed with the wealth of information** they were not aware of before now. It **increased my sense of self empowerment** - rather than waiting for the inevitable to happen, it made me more aware of the power I had to be more pro-active and influence the events and situations around me so they work better for me."

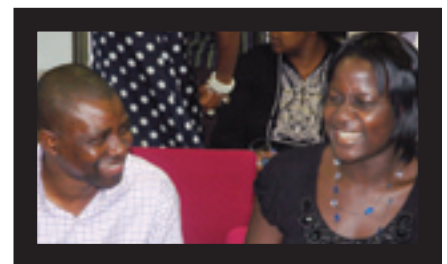
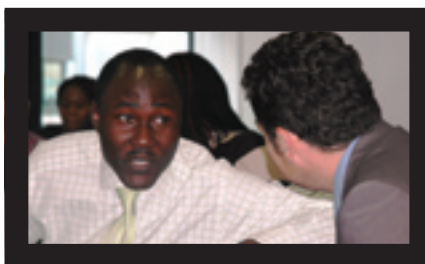
"It **opened my eyes** to the rights and power I have and which I should use. It reminded me again for the need to be continuously pro-active and take more control of my career management in order to **sharpen my employability** edge and thus put myself in a **stronger position** to take advantage of opportunities when they come up."

"It was fantastic to have the greater involvement of the NBP and the many others who attended from outside of local University network. It allowed a **rich pool of networking** and the opportunity to network upwards."

Having the bigger NBP present, created a greater **sense of validation**, justification and freshness for our local network which is relatively new. Those members who had never attended the local meeting were pleasantly surprised to experience the **wealth of experience and knowledge** provided by the bigger network."

"The event provided an analytical awareness of what is going on and its likely implication. In so doing it puts one in an **empowering position** to respond rather than reacting. Going further than just raising one's sense of awareness, the event actually provided **practical advice** on responding and thus having a greater influence on how the changes may affect the individual."

"What great reminders of how we can **take back some power and control** by constantly being ready to take advantages of opportunities when they come up. It was fantastic to have the greater involvement of the NBP and the many others who attended from outside UEL. We should have more cross working partnerships with the NBP - a **really worthwhile** evening."



A number of individuals who were unable to attend the briefings have contacted us for advice on how to manage any process of change. The Network's Associate HR Consultant, Grace Haynes, has provided a number of practical steps that an individual might want to consider when facing possible redundancy.

Before the Cuts Bite

- Join a union - whatever your past experience
- Have a look through your personal file and make sure everything is there
- If you haven't had a Performance Review meeting with your line manager during the past 12 months ask for one
- Do your research on where the cuts are likely to bite in your organisation
- Familiarise yourself with your own organisations policies and procedures (particularly those on redundancy)
- Ensure that you have a winning CV and/or a draft 'supporting statement' prepared in advance (it is not always easy to produce one when your job is at risk and you are not at your best)
- Get some interview practice

During the Redundancy Process

- If you are unfortunate and your post is made redundant you are likely to experience a range of emotions ranging from relief to shock, anger, immobilisation and loss - this is normal, acknowledge your feelings
- Try not to apply for every job that you see - even if tempted
- Begin a targeted job hunting process
- Consider who will provide you with a reference
- Regain control - you should only worry about those things you have control over!

Tips for Survivors

- Remember, this is year 1 of an ongoing process - so consider all of the above points
- Raise your game - the performance bar will rise
- Expect the best, plan for the worst
- Be pro-active with your career planning
- Learn to network
- Support those individuals whose posts are no longer part of the organisation - it could be yours next

A further round of briefings on this subject are scheduled for September and October in Bradford, Birmingham and Bristol, funded by Department for Communities and Local Government as part of our Tackling Racial Inequalities project (see page 12 for further details).

We will be scheduling further dates in the near future so keep checking our website for events in your area.



GRACE HAYNES

Developing Black Leadership Paradigms Internationally

There have been exciting developments in our international work in recent months including the Black Leadership Symposium in Johannesburg and the signing of a Memorandum of Understanding with the Steve Biko Foundation. Rajinder Mann, Executive Director of the Black Leadership Initiative, provides an update.



The South African Symposium on Black Leadership on June 3rd was held in honour of Zandile Kunene, former Executive Director of the Matthew Goniwe School of Leadership & Governance (MGSLG), who sadly passed away in February this year after a long fight with cancer. Zandile was a real inspiration to me. When I met her back in 2005 I had voiced the idea of a black leadership perspective and been largely met with scepticism; however when I shared my thoughts with Zandile we immediately connected and she informed me of the South African leadership perspective - Ubuntu. She delivered an excellent presentation on Ubuntu at the BLI® Changing Landscapes Conference in 2006, inspiring and motivating the audience.

Zandile worked tirelessly to ensure that perspectives on black leadership would reach audiences across the globe; in particular she wanted to have her footprint at the Conference of the Council for Commonwealth Education Administration & Management (CCEAM) of which she was the President so our discussions led to us hosting two symposiums - one in the UK in September 2009 and the South Africa symposium which took place in Johannesburg. It was therefore befitting that our South Africa symposium was dedicated to Zandile's memory and we will progress the BLI®'s partnership with MGSLG, helping to continue the work Zandile began and build on her legacy.

The keynote speaker at the South Africa symposium was Nkosinathi Biko, son of the late Steve Biko and CEO of the Steve Biko Foundation. Steve Biko was an anti-apartheid activist who led the Black Consciousness Movement in the late 1960's and rose to become the loudest voice of resistance in the country, injecting a dose of fresh energy into the struggle for freedom. His murder in 1977, while in police custody, marked a turning point in the political history of South Africa highlighting the brutality of South African security laws as well as the plight of black South Africans to the international community.

Inspired by his legacy, the Steve Biko Foundation promotes the values that Steve Biko lived and died for, seeking to strengthen democracy by advocating a culture where South Africans become architects of change. The Foundation promotes public dialogue on government policy, popular culture and race relations through high profile lectures and seminars and runs programmes designed to nurture and develop community based leadership.

I first visited the Steve Biko Foundation in April 2010 and met Obenewa Amponsah, Director of International Partnerships. The meeting with Obenewa was very positive and I was excited that we had a number of similar objectives to pursue. Following the symposium, the interest generated led to us being invited to an extended lunch by Nkosinathi and his wife Lobo. They were very interested in the work we have achieved in the UK and we spent time exchanging ideas and sharing experiences, leading to a meeting to formalise a Memorandum of Understanding (MoU) with the Foundation.

It was an incredibly moving moment as the MoU was agreed in a room full of images of iconic figures including Nelson Mandela, Desmond Tutu and Steve Biko. Signing an agreement to work in partnership with the founder of the Black Consciousness Movement was a truly historic moment for us at the Network - the beginning of a new journey reinforcing the 'black led' element of our whole leadership.

The MoU demonstrates the commitment of the Steve Biko Foundation and the Network to combine efforts in promoting the concept and practice of black leadership in the UK, South Africa and globally. We plan to work on partnership publications giving a coherent voice to the concept of black leadership, offer mutual support to enable each other to establish a physical presence in each other's respective countries and review opportunities for further collaborative projects.

Building on the successful mode of the Steve Biko Memorial Lectures, held annually at the University of Cape Town since 2000, we will work together to develop a platform for dialogue in the UK with similar impact and presence. The Steve Biko Memorial Lecture is one of the leading vehicles for the articulation of ideas in the public domain in South Africa and is described as a 'resuscitative moment in the life of the nation' providing an opportunity to reflect upon issues such as identity, social action, challenges of development and the inextricable link between the individual and society. It is closely followed throughout Africa being broadcast on TV in 49 countries and played on 360 radio stations. The first step in emulating this in the UK will be an inaugural lecture by Nkosinathi Biko to be delivered at the University of Greenwich on 28th October 2010. Visit our website for further details of this landmark event.

On a final note, I would like to say a special thank you to Arlene Walsh, our South African contact, who played a major part in organising the South African symposium and facilitated the initial meeting with the Steve Biko Foundation. Without her help and continuing commitment none of this progress would have been possible.



Mentor Training at Johannesburg WITS University

We originally ran our award-winning BLI® mentor training programme in South Africa in 2009 for 18 Non-Governmental Organisation participants as part of the International Human Rights Exchange (IRHE) programme - a joint venture between Witswatersand (WITS) University, Johannesburg and Bard College, New York.

As a result of the impact made and the excellent feedback received from participants we ran a second programme this year. This year's course again received fantastic feedback; all participants reported positively with comments such as:

"The GROW model is very useful, the idea of mentoring as opposed to managing is also very helpful not only in this case but for future management style implementation."

"The workshop was mind opening and encouraging, made me aware of the value and impact that I am giving to the mentees."

"Very insightful session, useful tools and information which I intend to incorporate into my work."

The programme has made a real impact to develop mentors to support graduates from America, Germany and South Africa resulting in the opportunity for us to run the mentoring programme on a yearly basis.



BLI Mentors Link with Gauteng Principals

Three UK College Principals - Ian Millard from City of Wolverhampton College, Sujinder Sangha from Stockton Riverside College and Stella Mbubaegbu from Highbury College - accompanied us on our trip to meet with fellow Principals in Gauteng, South Africa who they are mentoring as part of the British Council Education Partnerships in Africa (EPA) programme.

The mentoring is a two pronged approach to develop links and mentoring support for South African Principals, but also provide mentors with an insight into the culture and history of African Diaspora communities.

Sujinder Sangha provided mentoring support to Louis Coetzer, Principal of the Western Public Further Education and Training College in Johannesburg. After visiting all six campuses of the college to develop a feel about the institution and assess what support and advice he could offer, Sujinder held two meetings to discuss the college's priorities and future directions and provided Louis with literature, information and guidance.

Sujinder said, "It was an exciting mutual learning experience. There are possibilities of developing student and staff links and exchange visits in the future. It was good to develop an awareness of South Africa's changing educational system and I intend to maintain liaison between us. In addition to visiting the college and attending various meetings it was also an awareness raising experience and indeed deeply educational."

We would like to thank Stella Mbubaegbu, Sujinder Sangha, Ian Millard and Nirmal Borkhataria for their participation in our South Africa projects and for their continuing support for the work of NBP.

If you would like to know more about our BLI® work in South Africa contact Rajinder Mann at rajinderm@nbp.org.uk

Impact through Diversity Conference Inspiring and Informative

The Network held its first joint conference with the Women's Leadership Network on the 26th May, reflecting our valuable partnership and commitment to working together to achieve diversity in the FE sector.

The London event, entitled 'Impact through Diversity: Making 2010 the Breakthrough Year', was supported by LSIS and Protocol National and brought together 210 participants from across the FE sector to focus on encouraging and supporting more BAME professionals and women into senior leadership roles.

Lord Herman Ouseley delivered the keynote speech and stressed that in today's highly competitive environment we must take personal responsibility for our own professional development and make breakthroughs happen for ourselves and for others.



Chief Executives of the national FE supporting organisations - David Collins from LSIS, Sue Dutton from LUK and Martin Doel from AoC - spoke about the importance of keeping equality and diversity on the agenda despite the difficult financial climate. Delegates were particularly inspired by the passionate talks from Principals Maureen Mellor, Nick Brown and Stella Mbubaegbu who spoke about their personal career and leadership journeys.

Practical workshops by sector specialists on subjects such as Harvesting Diversity: the Principal's role, Coaching and Mentoring for Impact, Making an Impact at Interview and Finance for Non-Finance People were well received by participants.

Comments from some delegates are below and their suggestions will help us to make next year's conference an even more momentous event.

"I was impressed by how much was built in to the day - very good value for money. There was a really warm and inspiring atmosphere."

"The whole day was very interesting and informative. More of these days would be most welcome."

"Thank you for a wonderful opportunity to learn, a skill that is never fulfilled. You never stop learning."

"I enjoyed the whole day - meeting likeminded people and networking. Also giving me the confidence to climb the ladder of success."

"Loved the Principals journey session, very inspiring. More please."

"A thoroughly enjoyable, well organised day. Great for networking, lunch was brilliant too. I have learnt loads."

"This may open a new chapter for me, thank you."

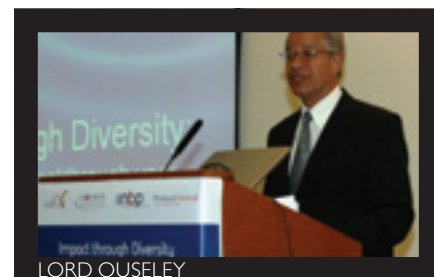
"Listening to guest speakers talk about their success stories including their personal values and influences and the fact that anything is achievable was most significant and meaningful."

"It was great to hear such a large group of women and BME delegates talking as one voice."

"I really appreciated sharing views with like-minded individuals and benefitting from new knowledge about developing leadership within the present political situation and recession."



THREE COLLEGE PRINCIPALS



LORD OUSELEY

Photos from the event were taken by students at Barking & Dagenham College.

Schools Inspection Shadowing Programme Success



The Black Leadership Initiative® is working with Ofsted and the National College for Leadership of Schools and Children's Services to give aspiring school leaders the opportunity to shadow Ofsted inspection teams and improve their chances of promotion within the sector.

The schools inspection shadowing programme aims to address the under representation of BAME staff at senior levels within schools by enabling more BAME teachers to develop the necessary skills and knowledge to achieve promotion within the sector and to consider applying to become school inspectors.

Launched in 2008 following the success of our long-standing FE sector inspection shadowing programme, the schools programme has so far provided 74 BAME teachers with the opportunity to visit other schools and gain an insight into the inspection process and the skills and knowledge required by inspectors. Of the 74 participants, 15 have already achieved promotion since taking part and seven of these have been promoted to positions of headship. A further 15 delegates will be shadowing inspections in the autumn term this year.

The programme is open to BAME primary and secondary school teachers with middle or senior management experience who are aspiring to headship. Following a briefing day provided by Ofsted, they attend two full inspections, observing lessons and meetings with staff, students and other stakeholders. Participants receive expert mentoring support and guidance from a host inspector and ongoing career development and coaching support from the BLI®, helping them to further develop their skills.

Reema Reid shadowed two inspections in September and December 2008 and has since been promoted to Co Head of Loughborough Federation of Schools.

Reema began her career in the education sector working as a teaching assistant in a primary school but quickly became concerned that many of the teachers she was supporting had little knowledge of the children they were working with and that her role had little influence in improving the lives of young people. Determined to reach a position with stronger influence, Reema resigned from her teaching assistant position and enrolled on a college course to qualify as a teacher.

Motivated by the lack of BAME leaders in senior positions and therefore lack of role models to young BAME people in schools, Reema aspired to reach a headship position in which she could further influence change, particularly for children from poor socioeconomic backgrounds. She had already progressed to middle management and then to a Vice Principal position when she applied to take part in the shadowing programme.

Reema says: "I had high expectations from the Ofsted shadow programme but was unsure of exactly what to expect. The NBP offered excellent induction to the programme and ensured that a rigorous process of selection aided me in reflecting on if I was ready for the programme. The staff at the NBP were always friendly and supportive".

"The shadow programme gave me insight and confidence as well as preparing me for the future role as a head teacher. The whole process was an excellent form of CPD. I was able to understand how head teachers play an important role in driving standards whilst working within a rigorous framework."

"It has given me the confidence to believe that I could successfully lead a school and have a better understanding of the importance of accountability of school leaders."

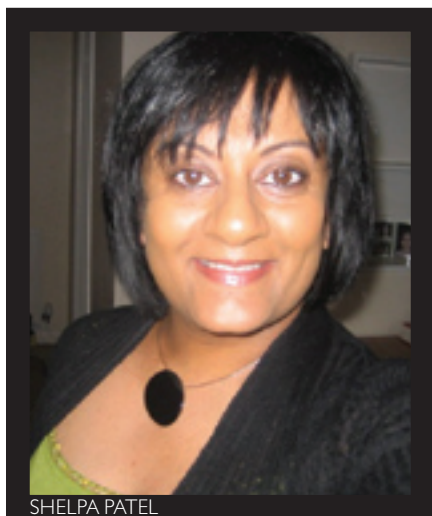
"I have now put the skills and knowledge learned into practice, by taking up the post of a Co Head of School. I felt more prepared than I would have after engaging in the Ofsted shadow programme to successfully lead a school through the Ofsted schedule. I hope to inspire others to reach for the stars by being a role model to BME teachers, middle managers, support staff and most of all to the pupils in the schools that I successfully lead."

Reema's career doesn't stop here; she aims to progress further to become a head teacher of a two form entry school as well as an additional Ofsted inspector to address the imbalance of BAME inspectors in schools. She offers this advice to other BAME professionals looking to progress in their career:

"Ensure that you have a good mentor - someone that you can talk to when the going gets tough as well as having the confidence to believe that you can be more than just a middle manager if you want to be. Equip and challenge yourself by engaging with high quality CPD and sign up to organisations such as NBP and the National College to support you and keep you up to date with current issues."



REEMA REID



SHELPA PATEL

Shelpa Patel became Headteacher of Woodfield Infant School, Wolverhampton in June 2010 after taking part in the shadowing programme earlier this year.

Shelpa spent most of her teaching career in large three form entry inner city primary schools in London. From early on she held positions of responsibility but continually struggled with confidence; despite her achievements and abilities Shelpa felt out of her comfort zone in middle management and not capable enough to carry out more senior roles. When she came up against difficulties she felt she did not have access to the support networks and advice which could help her overcome them. These challenges made her unsure whether she ever wanted to be a Head and often led to her considering leaving the sector.

In 2002, after returning to the Midlands, Shelpa progressed to become Deputy and then Acting Head; successfully bringing her school out of Special Measures Category while in this position gave her the confidence to aspire to headship. In addition to her own determination and perseverance, Shelpa credits the inspection shadowing programme with renewing her confidence in her abilities and as instrumental in her achieving her Headship position.

She says; "The Ofsted shadow programme is one of the best professional development opportunities that I have ever had. I wanted to understand the inspection process better and in particular learn how to observe lessons more effectively to ensure that my judgements were accurate as this would be a key aspect of a Headteacher's role. I wanted to be able to ask lots of questions and learn. The programme allowed me to do all of this fully - the HMI I had was incredibly supportive."

"I learnt the importance of impact and of evaluating the things you implement in your school, how to observe a lesson in order to measure learning and progress and how to write more effective lesson observations. Having access to an HMI and sharing my thoughts and judgements during an inspection with him made me have more self confidence in my abilities and made me realise that I really knew what I was talking about and doing!"

"I would like to train as an additional inspector within the next few years - this is a direct result of being on the Ofsted shadow programme. A huge thank you for the opportunity that I had through the NBP to experience an Ofsted Inspection from the other side!"

What advice would Shelpa offer to fellow professionals aiming to progress? "Make sure that you know your area of specialism inside out - become as knowledgeable as you can and do not wait for others to give that knowledge to you - be proactive and get it for yourself! Knowledge as they say is power!"

If you would like to apply for the schools inspection shadowing programme or find out more contact Karen Wallace - karenw@nbp.org.uk

Tackling Racial Inequalities - Regional Events and Good Practice

Adeola Elugbadebo-Solomons, TRIF Project Manager, provides an update on the project including upcoming events and explains how you can be part of the feedback and consultation process.

During this period of austerity, we shall ensure our support for NBP members continues to grow through free regional events and positive action programmes as part of our Tackling Racial Inequalities Fund (TRIF) project based on the award-winning Black Leadership Initiative® (BLI).

We are in the second year of the TRIF project and have already achieved enormous success in extending the delivery of our positive action programmes, such as career development workshops, mentoring, work-shadowing and our bespoke Intercultural Competencies training, to colleagues within public and voluntary and community sector organisations.

Through independent research surveys being conducted by the Change Institute, TRIF beneficiaries are telling us that these positive action programmes are having a positive impact on their personal and professional development and are attributing factors in helping them instigate organisational change and strengthening their employment prospects in these difficult times.

In assessing the overall impact of positive action programmes on TRIF beneficiaries, their organisations and to an extent their communities, it is important to consider the potential impact of current public sector cuts on general recruitment and career progression, as well as on the broader equality and diversity agenda.

In this respect, we are also interested in the views of public and voluntary and community sector employers to enable an assessment that is embedded within current economic and social realities.

If you would like to contribute to either the TRIF Beneficiary or Employer surveys, please visit our website.

We are also running free regional thematic review and networking seminars aimed at past TRIF and BLI® beneficiaries as well as senior strategic staff and middle managers from public and voluntary and community sector organisations. These events will take place in Bradford on 23rd September, Birmingham on 30th September and Bristol on 1st October.



ADEOLA ELUGBADEBO-SOLOMONS



These regional events will provide opportunities for attendees to find out about forthcoming activities linked to our TRIF project and to:

- Be part of the feedback and consultation process that will inform Department of Communities and Local Government of the impact of sustainable positive action programmes
- Find out about the Network's plans and priorities in relation to tackling racial inequalities and how bespoke programmes can be rolled out in their organisation
- Learn how our award winning BLI® programmes can help BAME professionals to progress their career
- Support development of positive action programmes for BAME communities

We will also be launching a good practice guide for all sectors at our February 2011 regional dissemination events. We are looking for exemplar case studies around equality and diversity. If you have a personal story to tell or your organisation has good practice to share, we would like to hear from you.

To find out more about the TRIF project and how you can benefit please visit our website www.nbp.org.uk/projects/tackling_racial_inequalities/ or contact us at trif@nbp.org.uk

The Network Signs Strategic Partnership Agreement with LLUK

Building on our long standing relationship, the Network recently signed a strategic partnership agreement with Lifelong Learning UK, the sector skills council for the lifelong learning sector.

The agreement recognises the two organisations' shared commitment to collaborate on activities that will support the achievement of a diverse workforce in the lifelong learning sector. As part of the agreement, the two organisations will work together:

- To implement the Workforce Strategy for the Further Education sector in England
- To attract and develop a diverse lifelong learning workforce that more closely represents the learner population and the community which it serves
- To ensure that we have robust labour market information for the lifelong learning sector
- To take joint leadership of the successor body to the Workforce Race Advisory Council (WRAG) and to implement the recommendation of the review conducted by Lord Ouseley

Sue Dutton, Acting Chief Executive of Lifelong Learning UK said, "Lifelong Learning UK is delighted to sign this agreement with the Network and we are fully committed to working with all in the sector in order to support the achievement of a more diverse workforce."



Robin Landman OBE, Chief Executive of the Network for Black Professionals, welcomed this agreement saying, "This agreement with Lifelong Learning

UK represents a significant commitment to work together with employers and all sector bodies in order to continue to build the sector as a vibrant, welcoming and inclusive place to work for all members of the community."

Network Supports Newham College Awards for Outstanding Students

We were delighted to support Newham College's annual Outstanding Bright Stars Awards which took place in June this year to celebrate the achievements of the College's students.

Over 70 students were honoured with awards for academic and vocational successes as well as individual and personal achievements. Robin Landman OBE, one of 400 people who attended the event, presented Ibrahim Shodeide with the 'Champion in Promoting Equality & Diversity' award.

Principal Denise Brown-Sackey summed the event up by saying: "Tonight was a momentous evening. The staff feel incredibly proud of the students here tonight and it is fantastic to see just how far they have come. The College and our students are going from strength to strength and we can't wait to welcome more next year. We should celebrate local talent as often as possible, because as tonight is testament, there is plenty to be found."



ROBIN LANDMAN & IBRAHIM SHODEIDE

Reader Contribution: Journey for Life

Nassrein Din, Careers Advisor at Middlesbrough College, shares her experience of travelling to Saudi Arabia to complete a pilgrimage to 'Mecca - the Hajj'.

Hajj is one of the five pillars of Islam and has probably been the most important journey of my life so far. All adult Muslims must complete Hajj at least once during their lifetime as long as they are healthy and can afford it. Hajj is the biggest gathering of people on earth, and involves travelling, reciting the Quran, reading prayers at the Mosque in the holy city of Mecca whilst circulating around the holy 'Kabbah' and visiting the Prophet Mohammed's Mosque in Medina.

Preparing for Hajj was very exciting - getting clothing sorted, meeting friends to tell them, going shopping and getting immunised. Waiting anxiously for the visa was however frustrating but I knew that Hajj would require great patience, perseverance and altruism. It's not just a personal spiritual journey, but one that is all about how you behave yourself and also how you treat and respect others. Every year for many centuries people have come to the same place, wearing the same clothes, reciting the same verses and worshipping in the same way. It is actually an incredible display of the oneness of mankind in the world. At least two or three million people arrive from all over the world; all different colours and speaking different languages, but what links them is that they are all believers and have come to Mecca as Allah's guests - each of them individually chosen by Allah. Shoulder to shoulder they stand equal before Allah. I felt so privileged to be amongst fellow hajjis - strangers meeting by chance destined for the same place, with similar dreams, hopes and prayers.

My heart full, and eyes desperate to see the holy 'Kabbah' I was amazed by the size and beauty of what stood before me. My energy and spirit all focussed in belief and prayer. I felt so honoured to share in the moment alongside all these strange and yet familiar people. I joined the pilgrims as they circulated the Kabbah completing the duty of 'Thuwaaf'. They moved like huge waves at varying speeds around and around. The ritual of walking between the two small hills of 'Safa' and 'Marwah' was equally crowded; the moment of seeing the Kabbah had already energised my heart, fatigue and lack of sleep could not stop me now. Moving on to the tents of Mina was an amazing experience; a sea of thousands of tents is the only way to describe the massive camp of Hajjis.



Then we travelled to 'Arafat' and in the open planes of this great space we prayed for forgiveness for all mankind. This is the day of Hajj after which pebbles are thrown back in Mina to huge stone pillars to signify the stoning of evil. The experience is indescribably overwhelming and very emotionally and physically draining; there is pain, suffering, hope and strength permeating the air. The importance of this event cannot be exaggerated, it was truly incredible and one I will cherish forever - sharing it with millions of others in unison was unbelievably humbling.

For me Hajj clearly identified the need and importance of assisting and caring about those around me and supporting them to achieve their personal and spiritual goals. As a female I was particularly impressed with the manner in which people looked after and supported each other. The Hajj was an amazing and life changing experience that has enlightened and strengthened my own perspective of life's journey ahead.

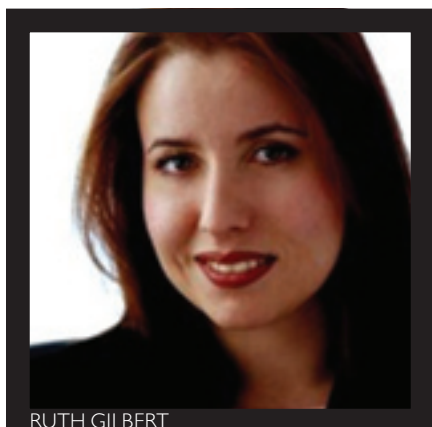
Thank you to Nassrein Din for your contribution. If any of our readers would like to submit an article for consideration for the next NBP newsletter please email Siân Smith at sians@nbp.org.uk

Ruth Gilbert Appointed Principal of Southwark College

Ruth Gilbert took up the position of Principal of Southwark College in July 2010. She shares her leadership journey and advice for BAME professionals seeking to advance their career.

Ruth has seven years experience as a Deputy Principal in two FE colleges but began her career in the private sector working in commercial management for blue chip companies before running her own management consultancy in London. Realising early in her career that a desk-based job was not for her, Ruth took up a range of temporary posts to explore what she wanted to do next.

She says: "It was easy to work out what I didn't like and I quickly realised I needed to re-think my approach. I went back to my passions at school - I loved learning and had inspirational teachers so I decided to re-train as a lecturer at my local FE College. The tutor told me I would have to teach part-time to qualify for the programme and offered me some teaching hours - within 5 weeks I was a full-time teacher."



RUTH GILBERT

A self professed 'study junky' with a strong belief that a passion for learning is key to working in education, Ruth has participated in a range of leadership and management programmes in addition to her academic qualifications. She has worked hard to develop her interpersonal skills by studying counselling and attaining diplomas in performance coaching and business coaching and is a qualified lecturer, assessor, examiner and personal trainer. Ruth encourages her staff to develop the same passion for learning and takes pride in recognising the potential of junior colleagues and supporting them to build confidence and achieve the success they are capable of.

Key to Ruth's personal career journey have been her commitment to actively seeking out mentors, both within the FE Sector and in the commercial world, who she has drawn on for support and guidance, as well as a determination to ensure she enjoys the job she is carrying out.

She says: "I made a promise to myself in my early twenties that as I was going to work for most of my life, it was too many hours, days and years to spend without enjoying it. I therefore ensure I do work I enjoy, with people I enjoy working with. I realised through experience that it is no good doing a dream job in a toxic environment. If you don't share the values or culture propagated by an organisation - leave. Find somewhere you enjoy working."

"It is a difficult time to become a principal - deep public funding cuts, significant change and it is a great challenge. However, I think I work best under pressure and I'm excited by the potential of Southwark College. I am working on a five year plan to take Southwark College through to being an Outstanding institution."

Ruth offers the following tips to fellow BAME professionals looking to progress in their career:

- Ask for help - don't be shy
- Be prepared to admit you don't know how to do something and learn from others
- Ask for feedback and be prepared to hear things you don't want to hear - it helps you grow and be more self-aware
- Seek out mentors - the best in their fields and lots of them
- Recognise you can't be an expert in everything and surround yourself with people who have different skills and approaches to yourself
- You must have a passion for learning - always
- Don't be in too much of a hurry to progress - sometimes you can be technically competent but lack the emotional and political maturity to cope with the demands of more senior posts. Recognise that this expertise comes with more time and experience

‘Secondment Experience Extremely Positive’

Sanjida Rahim recently completed a secondment at Burton College managing the Aim Higher project and has now been appointed as Programme Area Manager at the College. She tells us about her career journey.

Born in a village near Islamabad in Pakistan, Sanjida has always been a high achiever and trend setter; she was the first girl in her family and first girl in her village to attend secondary school, also receiving the highest marks in the village, and one of the first Women’s Guards in the Pakistani Army. After two years training in the army, Sanjida was hugely disappointed to be told she was not physically strong enough to join permanently so went on to study a degree in Islamabad before moving to England with her husband to complete her education.

Arriving in England at a difficult time for migrant communities in the UK, Sanjida applied to her local college in Burton College to study English and improve her dialect. Her parents had instilled in her the importance and value of education and inspired her to further her studies. Her ambition was to follow in their footsteps and become a teacher but she was further disappointed to be told that there were no suitable courses. Not one to be beaten, Sanjida went from door to door in Burton recruiting other young girls newly arrived from abroad; soon she had enlisted 15 young Asian women - enough to start an English class.

On completion of her course, Sanjida set up a part-time agency training translators and interpreters. When her first daughter began school, the satisfaction she got from helping children in her daughter’s class renewed her determination to make teaching her career. She left her interpreting job to teach Urdu in a secondary school and was the first Pakistani Migrant woman to attend Burton College to study on an Adult Teaching Course.

Sanjida had to overcome much discrimination in the UK; she received racist insults and was even refused service in shops. Opposition also came from her own community. When due to start her first teaching job, men from the Mosque Committee asked her Father-in-Law and her husband to stop her, claiming that her working in a male dominated environment would set a bad example and “she will lead our daughters astray”. Respecting her right to make her own decisions, her Father-in Law refused to do anything to prevent her from taking the job.

After graduating as a Specialist in Religious Education in Secondary Teaching, Sanjida began teaching RE at a secondary school and trained as an Outdoor Expedition Leader. She was keen to teach English to Speakers of Other Languages (ESOL) so completed a Masters in Applied Linguistics and took up a position lecturing in ESOL at Sutton Coldfield College. Six years on, Sanjida felt her skills and knowledge were not being fully utilised and was on the lookout for a new opportunity. When the college underwent merger to become part of the new Birmingham Metropolitan College, Sanjida met Bobby Upple from the Network who informed her of a secondment opportunity at Burton College. She applied and was pleasantly surprised when she was offered the one year secondment.

Sanjida says: “I thoroughly enjoyed the experience of working in Burton College to manage the Aim Higher project. I made a lot of good progress with outside agencies and the college working together. The whole experience was extremely positive and I received a lot of contentment out of this work. Bobby Upple and Garry Phillips (my mentor at Burton College) have been very supportive through the whole year. The position in Burton allowed me to use my own initiative and I was given more autonomy to achieve excellent results.”

Sanjida has now been appointed as Programme Area Manager of Foundation Learning, Skills for Work and 14-19 Engagement at Burton College and she has set up the ‘Inspire Women’s Academy’ in partnership with Burton College to support and empower women in Burton who might not participate in mainstream services. She aspires to progress to a position where she can plan and deliver at strategic level and to acquire a Doctorate in the area of Community Engagement. Sanjida attributes all of her successes to the unconditional love and support of her family and also acknowledges the part the NBP has played in her career progression saying:

“The NBP has been instrumental in supporting me in my pursuit to find a worthwhile job in my home town because I feel now it’s time to give something back to my community. I would like to work with the Network to make it possible for others like me who have the will, the skills and knowledge, but need to have been given that chance to prove themselves. I would like to take this opportunity to thank Rajinder Mann and Bobby Upple for their support and of course the NBP for making it work for me.”



SANJIDA RAHIM

‘NBP Membership Significant Factor in My Reaching Vice Principal’

Mandeep Gill has recently been appointed Vice Principal Transforming Learning at John Ruskin College.

Mandeep initially qualified as an Accountant but was not fully satisfied by his work so decided to take a six month career break and began lecturing at a university and college. He loved every minute of teaching and the six month career break became his passion and long term career.

In 2000, he began his first full time education post as a Course Coordinator at Richmond upon Thames College. During 10 years at the college Mandeep progressed to Senior Tutor then Head of Business School. On 12th July this year he was appointed Vice Principal Transforming Learning at John Ruskin College.

Mandeep has faced many challenges in his career but has been able to overcome these by viewing them as opportunities to learn and grow, reflecting on and finding ways to meet his development needs, and most importantly, with support and motivation from his wife of 10 years. A devoted family man, Mandeep credits his wife and two children with being his greatest motivation and driving force.



MANDEEP GILL

As an NBP member Mandeep has benefitted from a number of our programmes including Talent Management, Ofsted inspection shadowing and mentoring and he recognises the Network as a substantial factor in his success:

“I am forever indebted to NBP. The membership has supported me on various programmes and courses and allowed me to build networks, listen to and share many experiences with different people. Through the courses I attended I have increased my knowledge and understanding of FE all of which I bring back to my organisation. I have been able to reflect upon my own experiences while learning from the experiences of others which have helped me to grow personally. NBP membership has therefore been a significant factor in me reaching VP at the age of 36.”

“I am very grateful to the Talent Management Team, especially, Grace Haynes. The biggest advantage for me was having Grace reflect and provide feedback on the application forms before submission and give me sound advice about interviews. Grace has a very positive attitude and she always made me feel confident.”

“The Ofsted shadowing was one of the most impressive programmes I have undertaken. The knowledge I gained, in one week, in how to truly reflect upon a College’s performance, and the encouragement I received from Gloria Dolan - HMI, has influenced me so positively that I am now applying to be a part-time inspector.”

“My mentor, Paula Whittle, Principal at Hammersmith and West London College has been inspirational.”

“I am really fortunate to be mentored by Paula as she has a wealth of experience and is an excellent listener who genuinely cares. Paula has helped me to reflect on certain incidents and offered me excellent advice and guidance. It is this advice and guidance that I have followed and put into practice. Under the current financial circumstances being faced by us all, I hope the relevant people do not lessen, in any way whatsoever, the support that is offered by NBP.”

With more than 90% of learners from a BAME background and its senior leadership team 75% BAME, John Ruskin College is highly focused on equality and diversity. Mandeep’s ambition is to become a Principal of a college that helps young people recognise their own worth and potential and he sees his appointment at John Ruskin College as another positive step toward filling that ambition.

He says: “I aspire to become a Principal who not only supports learners to achieve qualifications but places enormous emphasis on learners appreciating their own worth. One of the most important factors that has always influenced me is the learner. I absolutely believe, and have always exercised, that to teach learners a subject should never be our only focus. Our real task is to help them understand their own worth and potential, to ignite in them a passion for self-improvement and growth.”

“Many people, surprisingly, including myself, told me ‘you can’t.’ When I began to analyse ‘you can’t’ I realised ‘can’t’ means one of two things: 1. not going to; 2. don’t know how to. I now analyse the ‘can’t’ and ensure that if I am not going to, that decision is based on sound reasoning; if I don’t know how to, I find a way to learn to. So, my advice to others; analyse the ‘can’t.’”

'NBP Support Gave Me Confidence to Apply for Senior Positions'

Congratulations to Altaf Hussain who has recently been promoted from Director of Students Services to Vice Principal Students & Community Relations at Luton Sixth Form College.

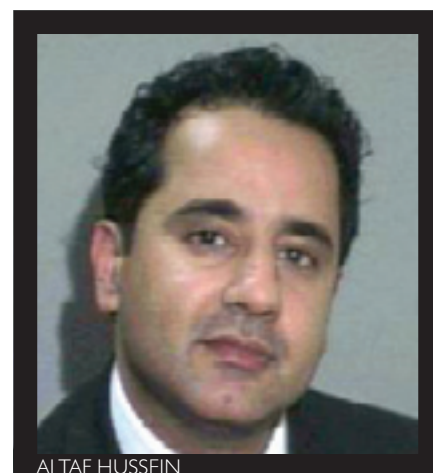
Altaf's career began in the private sector working in retail, sales and customer service in a highly pressurised and target driven environment. He made the move into the further education sector 13 years ago starting out as Careers Adviser at Stoke-on-Trent College. Keen to progress but with no management positions available in the college at the time, Altaf made the decision to move to Reading College where he gained a few years experience before applying for a management position that became available back at Stoke. This flexibility and being willing to move where the work is have been key to Altaf's progression along with a businesslike approach with a focus on meeting the needs of customers.

In 2004, Altaf was appointed Director of Student Services at Luton Sixth Form College becoming the first BAME member of the Senior Leadership Team. He commented: "The move to a sixth form college was a deliberate one. I had previously been in large FE colleges and, although that was very exciting, I was conscious that I wanted to focus further on improving the quality of experience for young people at 16, many of whom were from BME backgrounds. I still remember my first couple of days in the job when two Asian students told me that they saw me as a positive role model. That made me feel great, but also made me realise that I had an important role in ensuring that every young person was given the best possible life chances.

"I have been fortunate to be learning from some of the best leaders in the educational sector. It was very important for me to feel valued and respected and I have a great relationship with Luton Sixth Form College staff, and Simon Kitchener, Principal, has been particularly supportive."

Altaf's area of responsibility has grown steadily over the last few years to include strategic responsibility for recruitment, marketing, pastoral support, careers, learning resources and security. He has also been actively involved at both a local and national level on matters related to community cohesion and safeguarding. After successfully being appointed as Vice Principal this year, Altaf is committed to continuing his professional development and career progression and aspires to become a Principal within the next few years.

He explains how the Network has supported him personally in his career journey so far, as well as Luton Sixth Form College as an organisation: "I would encourage all BME staff to take full advantage of the support and encouragement that the Network can offer. I was supported by the NBP when I was accepted to be on the Senior Leadership Programme (now the Aspiring Principals Programme) - I think that made a big difference as it allowed me to associate with other senior managers much earlier than normal and gave me the confidence to apply for senior positions."



ALTAF HUSSEIN

"If it wasn't for that support, I may not be where I am now. I will always be grateful to the Network."

"Corporate membership of the NBP has ensured that equality & diversity continues to be at the centre of our ethos and values at Luton Sixth Form College. There is a huge amount of knowledge and information that members can access as well as a wide range of courses that all staff especially BME staff can access. We are ensuring that equality and diversity is embedded into the fabric of our operations and that everyone is respected, valued and acts with integrity."

‘Mentoring Motivated Me to Focus on Career Aspirations’

We are delighted to congratulate Mani Kumari-Lal on her recent appointment as Head of International Development at Walsall College.

Beginning her career in the private sector, Mani juggled full time university education with a full time management position, teaching her valuable lessons about time management, organisational skills and meeting deadlines. As the first daughter in her family to go to university, Mani's ambition was to work in the education sector so she could communicate the benefits of engaging in education to local communities.

She began working at City College Birmingham in 2002 and was soon promoted to Marketing Manager but with no opportunity for progression at the college, Mani was tempted back into the private sector in 2006 when she was head hunted for a position as Director of Communications and Equality & Diversity. She soon missed working in education and when the opportunity to join the marketing team at South Birmingham College arose in 2007, she jumped at the chance and progressed at the college to the position of Assistant Director of Admissions, International Development and Marketing.

Mani says: “South Birmingham College has been one of the best places that I have worked. It also has one of the most diverse management teams that I have seen in any FE College. The organisational culture of working towards a common goal is contagious. The Senior Management Team at South Birmingham College have an open door policy, Mike Hopkins, the Principal, is never too busy to offer his support and Sardul Dhesi, a Vice Principal, has been a real mentor to me.”

South Birmingham College actively encourages its staff to join the NBP, attend networking events and take part in career development activities. Principal Mike Hopkins, a BLI mentor since 2007, strongly believes in promoting diversity and encouraging his managers to progress and Mani benefitted greatly from the NBP programmes she participated in.



MANI KUMARI-LAL

She says: “The NBP has given me the opportunity to meet role models and to network with a diverse range of people from other colleges. Meeting other managers in the sector during networking events organised by the NBP has really inspired and motivated me, as we've shared experiences, talked about solutions and encouraged each other. I have really learnt from every event and actually had fun whilst learning.”

“I think the mentoring programme was brilliant. Janak Patel, Principal at Forest of Dean College, was my mentor, and absolutely fantastic. His advice is always structured and exceptionally communicated.”

“He is inspiring, motivational and extremely professional; everybody who has the opportunity should take advantage of the mentoring programme. Having Janak as my mentor has really motivated me to focus on my career aspirations.”

Despite thoroughly enjoying her job at South Birmingham, when Mani saw the post as Head of International Development at Walsall College advertised on the NBP website, she knew it would be a fantastic opportunity for her career development. She was highly encouraged that Walsall College have a diverse management team including BAME Principal Amarjit Basi and have a Grade 1 for Equality & Diversity. Applying for the job was one of the biggest challenges of her career but with the support and confidence boost from her mentor, Mani was successful in her application.

Starting her new position at the end of September, Mani's main role will be to increase the funding and number of international students and she aims to develop further as a senior manager and expand the portfolio of support and curriculum areas that she has experience of. Although sad to be leaving South Birmingham College behind, Mani is looking forward to the new role at Walsall and excited about a new challenge. Mike Hopkins has offered to mentor Mani when she takes up her new position and the Network is happy to continue to support Mani in her career journey.

Find the Perfect Job Candidate with NBP

Advertising your job vacancy with the Network for Black Professionals is a fast and effective way of reaching a wide range of talented and diverse professionals, helping you to find the perfect candidate.

Maximise your visibility - Your advert will appear on our website 24 hours a day, 7 days a week until the closing date.

Connect with diverse professionals - Vacancies are emailed directly to all NBP members - that's 3,000 highly qualified potential applicants receiving your vacancy straight into their Inbox.

Widen your audience - Advertising to a wider audience will enable you to attract diverse candidates, helping you to meet your equality and diversity commitment.

Fast and efficient - Post a job in just a few minutes and reach skilled and experienced candidates the same day, increasing the number of high quality applications for your vacancy.

Cost-effective advertising - Competitive pricing at just £100 per advert for members and £250 for non-members as well as your company logo included at no extra cost.

To advertise your vacancy now or for further information contact Sarah Maskew at: sarahm@nbp.org.uk or on 01902 393979

NBP & BLI Events 2010-11

Date	Event	Location
23rd September 2010	TRIF Thematic Review	Bradford
23rd September 2010	Briefing: Impact of Public Sector Cuts	Bradford
23rd September 2010	Briefing: Impact of Public Sector Cuts	Birmingham
30th September 2010	TRIF Thematic Review	Birmingham
30th September 2010	Briefing: Impact of Public Sector Cuts	Birmingham
12th October 2010	FE Ofsted Shadowing Briefing	Birmingham
13th October 2010	Schools Ofsted Shadowing Briefing	Birmingham
19th-20th October 2010	FE Mentor Training	Birmingham
21st October 2010	FE Mentee Training	Wolverhampton
13th November 2010	Schools Mentee Training/ Career Development Workshop	Wolverhampton
16th November 2010	Career Development Workshop	London
18th November 2010	Career Development Workshop	Wolverhampton
30th November 2010	Schools Mentor Training	Birmingham
7th-8th December 2010	FE Mentor Training	London
9th December 2010	FE Mentee Training	London
18th January 2011	Schools Mentor Training	London
20th January 2011	FE Mentor Refresher	Birmingham
22nd January 2011	Schools Mentee Training/ Career Development Workshop	London
2nd February 2011	TRIF Dissemination Event	North West
8th February 2011	Career Development Workshop	North
9th February 2011	TRIF Dissemination Event	Midlands
15th February 2011	Career Development Workshop	Wolverhampton
16th February 2011	TRIF Dissemination Event	London
8th March 2011	Sixth Form Mentor Training	Birmingham
9th March 2011	Sixth Form Mentee Training	Birmingham

Events are subject to change - please check our website for up to date information and for further details of all events - visit www.nbp.org.uk/coming_events



Approved Centre

Wolverhampton Science Park, Glaisher Drive, Wolverhampton, West Midlands. WV10 9RU