

South East Coast Ambulance Service NHS Foundation Trust Inclusion Working Group

Notes of a meeting held on Wednesday 19th January, Sussex Boardroom

Present

Adrian Hogan	(AH)	Infection Control Lead (deputising for NB)
Angela Rayner	(AR)	Inclusion Manager
Ariel Mammana	(AM)	Staff -side representative
Colin Taylor	(CT)	Head of Risk Management (Interim)
Derek Smith	(DS)	Senior Operations Manager - 111
Francesca Okosi	(BC)	Director of Workforce Transformation (Chair)
Isobel Allen	(IA)	Assistant Company Secretary
Janine Compton	(JC)	Head of Communications
John Rivers	(JRi)	Patient/Public Representative
Louise Hutchinson	(LH)	Patient Experience Lead
Marcia Daigo	(MD)	Associate Director for Organisational Development (Interim)
Mark Bailey	(MB)	Operating Unit Manager – Banstead EOC
Robert Ivey	(RI)	HR Business Partner
Sally Wentworth-James	(SWJ)	Head of Clinical Education
Steve Graham	(SG)	Head of HR Operations (Interim)

Apologies

Janine Compton	(JC)	Head of Communications
Jim Reece	(JR)	Patient/Public Representative
Nicola Brooks	(NB)	Head of Clinical Governance and Standards (Deputised by AH)
Steve Bradley	(SB)	CQC and Non Clinical Governance Lead
Sue Skelton	(SS)	Associate Director of Operations

Secretariat:

Asmina Islam Chowdhury	(AIC)	Inclusion Coordinator
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Guests:

Andrew Pattison	(AP)	Clinical Operations Manager
Noor Ghazaleh	(NG)	Member of Cabinet Office
Rob Parsons	(RP)	Learning and Development Lead - Risk Management
Patience Keet-Harris	(PKH)	ECSW, & Diversity Champion

1. Welcome and Apologies

1.1 AR welcomed all members and guests to the meeting and explained that the Chair would be arriving imminently. It was noted that there were a number of new members to the group as a result of reviewing the membership as part of the revision of the Terms of Reference and the re-structure of the senior management team. Introductions were made and apologies recorded as above.

2. Review of notes of the meeting held 12th October 2015

2.1 The notes of the meeting held on 12th October 2015 were reviewed and **agreed** as an accurate record with one correction to be made;

2.1.1 LH to be added to the list of attendees and removed from the list of apologies.

Matters Arising

2.2 There were no matters arising

Action Log

2.3 56. 1.1 (24/04/2015) Cultural Competency Training – It was agreed that this action would now be reassigned to SWJ as the member on the IWG. Richard Ward would be arranging this training and dates to be circulated to new members of the IWG and any training leads who had yet to attend an “Experts by Experience” training session.

Action: Action 56.1 - It was agreed that this action would now be reassigned to SWJ and dates would be circulated to new members of the IWG and training lead, including all new training leads.

Date: February 2016

2.4 62.1 (22/07/2015) Update of Trust picture library – Following the request from Communications team for an extension to this action, it was agreed that AR would commission a photographer to take the images, but these would require sign off by the Communications team to ensure due process is followed. The need to ensure a continuous update in the new Communications strategy was also noted.

Action: AR to commission photographer to progress the update of the picture library with Comms team sign off.

Date: February 2016

2.5 63 4 (22/07/2015) Equality Objective Review – AR reported that a meeting had taken place with MD and Pam Fricker, however AR would be meeting with SWJ in order to take forward following Pam’s retirement.

Action: AR to meet with SWJ to ensure the equality objective was met.

Date: February/March 2016

2.6 65.2 (22/07/2015) ePCR Diversity Monitoring – FO reported this action could now be closed as the development of a new communications strategy was now underway, and engagement with staff and stakeholders would be undertaken to inform this area of work.

2.7 67 1 (22/10/2015) Equality Objectives 2015 - progress on action plans – Action outstanding and is to be chased with HR Operations Manager, Gerald Wilabus.

2.8 67 2 (22/10/2015) Equality Objectives 2015 - progress on action plans – SG to progress and provide update at next meeting.

2.9 68 2 (22/10/2015) WRES Action Plan – SMART action plan outstanding for HR Operations Manager

Action: GW to provide SMART action plan against WRES action plan.

Date: February 2016

2.10 69.2 (22/10/2015) Staff Wellbeing, Mind: Time to Change – It was agreed that this action would remain open until the spring when the next issue of SECAMB News was due for publication.

2.11 It was **agreed** to close the following actions, which had been completed:

61.1 (24/04/2015) – Membership Review

62.2 (24/04/2015) – Update of Trust picture library

63.3 (22/07/2015) – Equality Objectives 2015

64.6 (22/07/2015) – WRES Subgroup & progress

65.1 (22/07/2015) – ePCR Diversity Monitoring

65.3 (22/07/2015) – ePCR Diversity Monitoring

67.3 (12/10/2015) – Equality Objectives 2015 - progress on action plans

67.4 (12/10/2015) – Equality Objectives 2015 - progress on action plans

68.1 (12/10/2015) – WRES action plan

69.1 (22/10/2015) - Staff Wellbeing, Mind Time to Change

70.0 (12/10/2015) – IWG membership

71.0 (12/10/2015) – Quality account 2015

3. Review of IWG activities since last meeting

3.1 Round table updates were provided from members regarding work that had been undertaken relating to the Inclusion agenda since the last meeting. Activities recorded were as follows: IHAG subgroup, workshop for E&D training needs; the inaugural meeting of the National Ambulance LGBT Partnership, Diversity Champions network meeting, and Joint IHAG and Governor event to review the Inclusion Strategy.

3.2 MB advised that works were ongoing at Banstead to improved access for wheelchair users following the relocation of the staff rest room. This work is being supported by CT, who is developing Personal Emergency Evacuation Plans (PEEP) for affected staff members.

3.3 AH advised that the clinical directorate were being encouraged to take part in a safer recruiting course. Link to be sent to AIC, for circulation to the wider group.

Action: AH to provide details of the safer recruitment course for circulation.

Date: February 2016

3.4 FO confirmed that the Executive team had agreed to pledge support the MIND: Time to Change programme and this would be included within the Health and Wellbeing Strategy.

3.5 SWJ advised that she would be looking at the population demographic to ensure that we were providing training to suit our customer base. SWJ also advised that the request for a second key skills day had been approved by the Executive team and was awaiting sign off by the Investment Appraisal Group. The second day would focus more on the psychological side of treatment rather than clinical.

3.6 The group discussed the gap between our clinically innovative achievements and the underpinning infrastructure, focussing on the need to ensure that we support our staff. The group also noted that customer service is as important as the clinical innovations, and a need to address the recruitment processes within the Trust.

3.7 FO advised that there had been conversations regarding improved patient representation and the Non- Executive Directors had challenged whether all the “hard to reach” groups were represented in the current engagement processes. AR confirmed that young people were currently not represented on the IHAG. It was agreed that the issue of considering the involvement of young people would be discussed in the review of the Inclusion strategy and it was anticipated that an organisation who worked with young people could be asked to join the group. It was also agreed that a mental health organisation should be sought to provide specialist representation on the IHAG.

Action: AR to include the recommendation to seek representation from partnership organisations for mental health and young people in the review of the Inclusion Strategy.

Date: February 2016

4. Equality Objectives 2015 and progress on action plans

4.1 All leads had been asked to provide an update on progress prior to the meeting;

4.1.1 **Action 1.1 Lead: Nicola Brooks – Clinical** - Develop steps to ensure the health needs of our population are considered in the development of clinical pathways.

Update showed that all actions had been completed. This was challenged as, as members felt that we were not on track to deliver the goal as the Clinical Pathways Lead is not yet in post. AH advised that he was confident the Clinical Directorate could deliver the goal by 31st March. It was agreed Q4 update would be marked as amber and feedback given to NB.

Action: Goal 1. Q4 update to be marked as amber and feedback provided to NB.

Date: February 2016

4.1.2 **Action 2.1 Lead: Louise Hutchinson – Patient Experience** - Understand impact on disabled patients and carers of not being able to convey assistance equipment.

Update from LH showed that progress up to Q3 is up to date and Q4 work to liaise with hospital trusts on how improvements can be made is in progress. LH is also liaising with North West Ambulance Service on work they have undertaken in this area.

4.1.3 **Action 3.1 Lead: Gerald Willabus – Recruitment** - Develop steps to improve the percentage of BME staff in the workforce.

SWJ advised that she would take this forward with Gerald Willabus, to look at the need to improve BME figures within our graduate courses. A number of actions had been designated to DV and reported on. However, the action plan does not outline how the recruitment strategy would be updated to ensure more diverse recruitment methods are embedded.

Timeline on how the objective will be met via the recruitment strategy also still outstanding, as per action 67.1.

Action: SWJ to liaise with Gerald Willabus and investigate possible improvements to the universities contracts to improve BME recruitment.

Date: February / March 2016

- 4.1.4 **Action 3.2 Lead: Steve Graham – HR** Review current Bullying and Harassment and Whistleblowing policies and procedures to ensure they are relevant to the outcome of the staff survey and informed by national guidance and best practice. Ensure new policies and procedures are communicated to staff.

It was agreed that SG would now be the lead for this area of work. Update provided showed that new whistleblowing policy - now known as the Raising Concerns at Work policy had now been ratified and signed off .

SG advised that the Bullying and Harassment policy may not be ready for April 2016 as it was waiting for ratification by staff side and Workforce Development Committee.

- 4.1.5 **Action 4.1 Lead: Marcia Daigo – OD** Achievement against E&D competency for all staff in personal development and appraisal reviews including executive and non-executive board members.

The update showed that this action was now complete with an interim measure in place until the new appraisal year started in April 2016. The group discussed the challenges regarding completion of appraisals and the change in culture required to ensure that appraisals were seen as a way to support staff development and wellbeing. It was also agreed that the database needed to be more user friendly to assist senior managers in managing staff that are not completing staff appraisals.

Action: MD to look at accessibility of the appraisals database.

Date: February / March 2016

- 4.1.6 **Action 4.2 Lead: Marcia Daigo / Sally Wentworth-James** Cultural competency training needs analysis to be undertaken in collaboration with the IHAG in light of Experts by Experience training.

Action plan showed progress as complete for Q3 and in progress for Q4. Following the ED workshop in November 2015, 20 outcomes had been identified for inclusion within E&D training. The Training Needs Analysis has received approval from IHAG and will see a more tailored statutory and mandatory training programme based on staff group.

- 4.1.7 **Action 4.3 Lead: Lead: Marcia Daigo / Sally Wentworth-James** Design and implementation of a cultural competency training programme tailored to staff role.

Progress reported as complete for Q3 and in progress for Q4. RP liaising with Richard Ward to ensure that that the identified outcomes are being included in plans and in case study format for Clinical Education.

4.2 AR advised that Equality Objective setting for the next financial year had been set for 17th March 2016. Leads would be expected to attend to report progress and contribute to revised equality objectives for the year 16 / 17. These will go to the Board for approval at the May 2016 meeting

4.3 A copy of the Equality Objectives relating to the above actions can be found below.



Proposed Equality
Objective 2015 - 27-C

5. Workforce Race Equality Standard (WRES)

5.1 AR updated the group that Executive approval of the WRES action plan had been given at the May 2015 board meeting. Following this all action leads were asked to provide SMART action plans on how the actions would be met, and where more than one lead was identified for an action an overall lead was to be agreed.

5.2 Progress thus far against the action plan was discussed and following feedback it was approved with the following amendments.

5.2.1 Action 15: Assigned to Head of HR Operations.

5.2.2 Actions 5, 8, 91 17, 22 and 23 assigned to HR Business Partners (HRBP's). RI to confirm whether the HRBP's would take forward for their respective areas of the business, with RI to report back to IWG on whether RI would lead as the member on the IWG.

Action: RI to confirm way forward for HRBP WRES actions
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Date: February 2016

5.2.3 Actions 19: It was agreed that this would be split into actions 19a and 19b to differentiate between internal and external requirements, and 19a would be reassigned to SG.

5.2.4 Actions 6 and 16: Awaiting SMART action plan from Gerald Willabus, as per action 68.2.

5.3 An updated copy of the WRES action plan can be found below.



Wres action plan by
individual role update

6. Trauma Risk Management (TRiM) – Andrew Pattison

6.1 The group received a presentation from, Andrew Pattison (AP) who had has been leading the pilot on TRiM, a trauma focussed peer support system for staff in Guildford, and West Sussex. AP explained that the scheme was outside of the HR functions and was supported by four coordinators and 29 practitioners, who are able to access further support for staff including Team Prevent and counselling services with the use of a case reference number to retain anonymity.

6.2 AP outlined the TRiM process, the different referral routes available to access and assessment, and the benefits that TRiM was able to deliver supporting staff that had been affected by the Shoreham Air Show incident.

6.3 AP stated that he hoped for a SECamb wide rollout as the positive effects of the pilot were becoming apparent, and informed staff that any SECamb staff member wishing to access the TRiM service was welcome to do so, even if they were outside the pilot area. It was noted that at present TRiM stood outside of the normal HR procedures to retain anonymity and due to the staff perception of HR involvement. A copy of the presentation can be found below.



TRiM - IWG Meeting
19012015 - Andrew F

6.4 FO thanked AP for his presentation and noted that the TRiM was a fantastic pilot, and that she hoped that it would be part of the Employee Assistance Programme. However, it was noted that there was a need to change the rhetoric regarding HR involvement and negative perceptions. FO felt it is important to reinforce HR's function to support staff. AP advised that the availability of TRiM had elicited feedback from staff who felt supported by the Trust, which has been a positive outcome of the pilot.

6.5 Discussion took place regarding the development of the new Health and Wellbeing strategy which is being led by HRBP Gary Sharp, and SG invited AP to be involved in the conversations regarding the inclusion of TRiM within the strategy.

Action: SG to ensure Gary Sharp liaises with Andrew Pattison regarding TRiM

Date: February 2016

7. Diversity Champions

7.1 PKH tabled an update from the Diversity Champions following the last meeting on 23rd November 2015. The morning CPD session had focussed on mental health and included a presentation on the Mind Blue Light programme, TRiM and a presentation on Post-Traumatic Stress Disorder (PTSD) by Dr Mechergui of the Sussex Partnership Trust.

7.2 The afternoons network session, saw the group agree their Terms of Reference and group etiquette, provide feedback on a resource webpage for the network, and the development of a toolkit for use at engagement events. The group are also looking to develop their identity in order to increase their visibility and are currently designing a logo for use on promotional materials and badges. The next meeting is scheduled for 24th February 2016.

8. Inclusion Hub Advisory Group (IHAG)

8.1 JRi provided an update to the group on the IHAG activities since the last IWG meeting which included member participation at various meetings and engagement activities. The last meeting of the IHAG took place on 13th January 2016. Agenda items included:

- An update on the outcomes of the Joint IHAG/Governor meeting. A process has been agreed to undertake a light touch review of the Inclusion Strategy
- Feedback from EDS/Equality Objective sub group. The recommendation was not to undertake a full re-grading process of the EDS this year. We are excelling in most outcomes and achieving in the remainder. It was proposed that instead the focus should be on developing meaningful Equality Objectives and a date has been set for 17th March to undertake this process.

- There was a workshop on communications for the new HQ/EOC led by Mark Wall. Members were concerned that plans were only just being developed with the move a little over a year away. They specifically requested that these concerns were relayed to the IWG.
- Members also heard from RP on progress to develop a new training needs assessment for Equality and Diversity, and were made aware of an internal project to collect the NHS number at point of making a 999 call.

8.2 The date of the next IHAG meeting is 13th April 2016.

9. Foundation Council (FC) Update

9.1 IA updated that the management of the FC had now moved back to the Workforce Transformation Directorate as part of an integrated process for staff engagement. The next meeting was being organised by AR who has agreed to act as caretaker whilst recruitment is underway for a new member of staff who will take over. The next meeting of the FC is due to take place on 18th February, REAP permitting.

10. Equality Analysis process and checkpoints

10.1 It was agreed that this item would be deferred and commenced electronically.

11. Open session, horizon scanning and future agenda items

11.1 Bullying and Harassment – FO advised that at the recent WDC meeting, it had been accepted that there is a culture of endemic bullying and harassment within the Trust and the Trust recognised that this could not continue and had to be addressed. FO invited members of the IWG to attend the focus group on 29th January to help develop the Trust People and OD strategy.

Action: AIC to circulate invitation to People and OD Strategy Focus Group to all members of the IWG

Date: January 2016

11.2 The Kings Fund – Making the Difference Report. AR advised the group that a new report had been published by the Kings fund on bullying and harassment within the NHS which showed that the ambulance was the worst of all NHS sectors. Data also shows that SECAMB is currently below the sector average in many areas.

Action: AIC to circulate “Making the Difference” report to members of the IWG

Date: January 2016

11.3 Inclusion strategy review process – Taking feedback from an engagement event held on 8th December 2015, work has commenced to revise the strategy. A first draft with suggested changes will be circulated to those who attended on 8th December. The second draft will be circulated to IHAG, FC, Governors, IWG and other identified key stakeholders. A task and finish group will contribute to a final draft, before being submitted to the May 2016 Board for sign off.

11.4 Ambulance Leadership Forum – AR advised that the National Ambulance Diversity Forum would be taking a stand at ALF 2016 where they would be promoting the Experts by

Experience programme and promoting the work undertaken to re-launch the National Ambulance LGBT forum.

12. Any other business

12.1 It was agreed that the meetings would be moved back to a 10:00am start.

Action: AIC to amend and recirculate meeting invitations with new times.

Date: February 2016

13. Effectiveness of the meeting

13.1 Group reflected that it had been a good meeting. PKH commented that as a member of operational staff it had felt inspiring to see staff welfare so high up on the agenda.

14. Date of Next Meeting

14.1 The next meeting will be held on **24th May 2016** in the **Boardroom, Banstead Headquarters**.