

**South East Coast Ambulance Service NHS Foundation Trust
Inclusion Working Group**

Notes of a meeting held on 1st December 2017, Nexus House

Present

Angela Rayner	(AR)	Inclusion & Wellbeing Manager (Deputy Chair)
Ariel Mammana	(AM)	Staff -side representative
Derek Smith	(DS)	Operating Unit Manager - 111
Giles Adams	(GA)	Head of Compliance
Helen Edmunds	(HE)	Senior Clinical Education Manager
John Rivers	(JRi)	Patient/Public Representative (PB deputising)
Julie Ormrod	(JO)	Paramedic Practitioner Coordinator (deputising for AC)
Katie Spendiff	(KSp)	Membership Coordinator (deputising for IA)
Kevin Steer	(KS)	Financial Controller
Mark Bailey	(MB)	Operating Unit Manager – East EOC
Paula Dooley	(PD)	Patient/Public Representative
Sam Achagra	(SA)	Project Manager
Sophie May	(SM)	Resourcing Manager (Acting)
Steve Graham	(SG)	Interim Director of HR (Chair)
Will Bellamy	(WB)	Operating Unit Manager / Chair of Pride in SECamb

Apologies

Andy Collen	(AC)	Consultant Paramedic (JO deputising)
Clare Irving	(CI)	Associate Director of HR (SM deputising)
Janine Compton	(JC)	Head of Communications
Jim Reece	(JR)	Patient/Public Representative (PD deputising)
Ian Jeffreys	(IJ)	Head of BP's and Employee Relations
Isobel Allen	(IA)	Assistant Company Secretary (KSp deputising)
Steve Singer	(SS)	Head of Learning & Development & OD

Secretariat:

Asmina Islam Chowdhury	(AIC)	Inclusion Advisor
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1. Welcome and Apologies

1.1 SG opened the meeting, and welcomed members, and deputies. Round table introductions made for benefit of new members including;

- WB who would be taking on role of Operating Unit Manager on the IWG covering Field Ops and representing the Trust LGBT network, PRIDE in SECamb in his capacity as chair.
- GA would now be representing the Quality and Safety Directorate as Head of Compliance covering complaints, safeguarding, patient experience, governance and CQC.

2. Review of notes of the last meeting

2.1 The notes of the meeting held on Monday 12th June were reviewed and **agreed** as an accurate record with the following amendments;

- Add action for SG regarding capturing diversity monitoring for Board members.

Matters Arising

2.2 None.

Action Log

2.3 Progress made with outstanding actions was noted as confirmed in the Action Log and completed actions will now be removed.

3. Review of IWG activities since last meeting

3.1 AR advised that this item was aimed at focussing attendees on the work that had been done since the last meeting to support the Inclusion agenda. Round table updates were provided from members. Activities recorded were as follows:

- WB provided an update on work the Trust were undertaking alongside the National Ambulance LGBT Network (NALGBTN) on development of a trans- awareness package. The work stream is divided into two areas that will look at how we support both our patients and our people. SECamb Specialist Paramedic and Diversity Champion, Steph Meech, is leading on the people element. WB advised that members of the Trust network would be meeting early in 2018 to identify priorities as SECamb have received 16 requests to join regional Pride events
- MB advised that EOC had been reviewing the front end messaging for 999 and there would be further engagement with members of the IHAG and Governors on 8th December.
- AR advised that 111 had engaged with the team on advice regarding a number of projects on the equality analysis process, and met with a member of IHAG to discuss potential impacts of the projects.

4. Equality Objectives 2017/18.

4.1 The group received progress updates on the actions which support the delivery of the Trust's equality objective for the current financial year as below;

“The Trust will improve the diversity of the workforce to make it more representative of the population we serve”



WRES & Equality 04 Equality Objective
objectives 2017-18 Reaction plan 2017-18 p

4.1.1 Action 1 – Improving the quality of diversity monitoring information held on ESR.

AIC provided an update from Sally Spencer, Workforce Information and Planning Manager. Baseline data as at April 2017 has been provided and will be used as a comparator to measure progress made against the action. The ESR and Resourcing teams have been working in conjunction to address over 1500 errors on the system, and this has been reduced to around four of five. The teams would be looking at a process to encourage improved completion of diversity monitoring data when staff join the Trust.

Progress agreed as on track to complete the action by March 31st 2018.

4.1.2 Action 2 - Introduce an Equality and Diversity workshop for managers

AIC provided feedback on lack of effectiveness of equality and diversity training packages as standalone courses for managers, and best practice was to integrate within other training. At the Diversity Champions meeting the CPD session was a pilot of Dignity and Respect training session which had resonated with all staff who attended, a recommendation made for this to be rolled out across the organisation. A member of the Ignite team had also attended the session and a follow up meeting with the trainer has been arranged. SG advised that this was also a key element of the Culture and Organisation Development (OD) work plan, and the group were considering roll out of a similar module for delivery by Ignite with Specialist support for all staff, however there were concerns about the operational capacity.

Following discussion, members agreed that the action would be updated to "Including equality and diversity / behavioural modules within training for managers."

Action: AIC to update Equality Objective action plans to reflect changes discussed.

Date: January 2018

4.1.3 Action 3 - Identify top three areas for focussed action by protected characteristics across the Trust, in comparison to population data.

- a) Undertake further detailed data analysis to identify any specific directorates, departments, job roles and pay bands where protected groups of staff are poorly represented. Work with senior managers in those areas to develop action plans to identify and address any underlying issues.

SG noted that IJ had returned to the Trust earlier in the week following a period of long term illness. AR tabled an update on behalf of IJ, advising that the HR Business Partners (HRBP's) have been focussing on data analysis and comparing Trust internal data against the external data in order to inform our plan. Research to date had included

NHS Workforce Race Equality Standard Report

Sussex and East Surrey WRES Data

SECamb Equality Data November 2016

Surrey Council Equalities Snapshot Report

SECamb HR BAME Report

Office of National Statistics Data

SECamb Demographics 2016

East Sussex in Figures

West Sussex Joint Strategic Needs Assessment

Kent County Council Equality and Diversity Data

An action plan will be provided at the next meeting.

Action: IJ to provide SMART action plan detailing how Equality Objective 2017 action 3a will be delivered.

Date: October 2017

- b) Analyse staff survey results by directorate, department and teams where staff have indicated that the Trust doesn't provide equal opportunities for career progression or promotion. Identify possible issues and liaise with HR Business Partners and managers to agree potential solutions.

SG advised that SS was currently off on long-term sickness but due to return within a couple of weeks, and this would be progressed at this time.

- 4.1.4 Investigate recruitment opportunities via local job centres and organisations to increase applications from underrepresented groups.

Group discussed updates provided by SM and that analysis would be required to understand if any benefit had been derived from advertising directly with the centres at Ashford and Crawley. Representative from Crawley Job centre would be meeting with SM in January to discuss work placements and parameters.

SM advised that Access to Work would be visiting the Trust in January to deliver a lunch and learn session, that will raise awareness around reasonable adjustments.

SM also outlined work being undertaken to recruit ex-military personnel to the service via the Step into Health programme, and was advised to link with Richard Crouch who had built up links in this area as part of his Diversity Champions role.

Action: SM to liaise with Richard Crouch to progress Step into Health work stream for potential recruitment of ex-military personnel.

Date: Jan 2018

Members discussed papers shared by SM on Leonard Cheshire Change 100 apprentice programme, including benefits and challenges from when this had been piloted previously within the Trust. DS also discussed plans for apprenticeship scheme currently being investigated within 111, however noted that to set up the scheme was highly labour intensive in terms of administration.



Change100 Employer Brochure 2018.pdf



Change100 Student Brochure 2018.pdf

SG noted that the Trust needed to co-ordinate the various avenues currently being explored (including Job centres, apprenticeships) outlining challenges, and benefits for a more detailed discussion at the IWG in February 2018.

Action: SM to seek feedback on previous trial of Leonard Cheshire programme to assess what benefits were realised.

Date: December 2017

Action: SM to provide a paper for circulation to IWG members in advance of the next meeting on current programmes being explored.

Date: February 2018.

Members agreed that the action was on track for completion by March 31st 2018.

5. Workforce Race Equality Standard (WRES).

5.1 The group received progress updates on the action plan, which aims to deliver further progress against the WRES.

5.1.1 Action 1. Increase the number of applications and appointments from BME candidates.

1a. Encourage applications from underrepresented groups ensuring information is included in job adverts, to specifically encourage applications from underrepresented groups.

Further to the circulated update, SM advised that the Trust had seen an increase in BME applicants, with this figure now at 7%.

Discussion was held around the equal opportunities wording on NHS Jobs, and it was agreed this required further refinement.

Action: SM to investigate whether the standard wording can be customised and to liaise with the Inclusion team and IHAG in identifying an appropriate message.

Date: Jan / Feb 2018

1b. Apply for funding for a Community Development Worker who will work with external stakeholders to increase applications from BME candidates.

SM shared feedback from colleagues at North West Ambulance Service regarding the Community Development Worker role, and lack of significant impact this had made. It was agreed that the role should be adapted to include the analysis, investigation of alternative recruitment pathways and administration to support progress against the Inclusion agenda. SG supported this and requested that the business case be refreshed based on the feedback given, and submitted.

SM was advised to link with colleagues at Police and Fire, who have a Positive Action recruitment policy, as well as West Midlands Ambulance Service (WMAS) who undertook a number of community outreach measures to lay foundations in recruiting from a more diverse pool.

Action: SM to update and submit business case for a Community Development / Positive Action recruitment advisor.

Date: Jan / Feb 2018

Action: SM to contact counterparts at Police, Fire and WMAS to seek advice on their positive action measures being undertaken.

Date: Jan / Feb 2018

WB noted that Canterbury Christ Church University may also be looking to develop positive action measures and suggested using SECAMB's HEKSS contacts to progress.

Action: HE to share contact details for HEKSS liaison.

Date: Jan / Feb 2018

Action 1e - Investigate the funding for specific BME places on student paramedic courses.

HE provided an update advising that this has been investigated, but could not be progressed, as SECAMB was a placement provider rather than a commissioning Trust. The group agreed that action 1e would be marked as complete on the action plan.

Action 2. Engage with BME staff to increase participation in programmes designed to create a level playing field for BME staff, providing coaching and mentoring to give those with talent and potential the opportunity to move into senior leadership roles

AIC advised that the action had not been progressed as the lead was currently on long-term sickness. However, members discussed the need for an identified talent pipeline, and succession planning. AIC advised that North East London Foundation Trust had within five years overhauled BME representation at senior management and Board level, and one of the steps taken had been to ensure BME representation on any interview panel for band 7 and above. This had the effect of not only improving the panel diversity but upskilling the BME candidates from lower bands who made up the panels, however it was noted that this would be a challenge for the Trust due to the small number of BME staff within the organisation. Members agreed that AR would link with SS to discuss progressing mentoring schemes within the Trust, along with Talent management and succession planning.

Action: AR to discuss progression of mentoring, talent pipelines and succession planning with Head of learning and OD.

Date: Feb 2018

5.1.2 Members discussed the need to promote SECamb as an employer of choice, and a recommendation made that the Employers Network for Inclusion and Equality (enei) and Disability Confident symbols should be used on all email signatures. SG advised that this would have to be part of a wider conversation regarding Trust branding, and agreed to raise with the Executive members.

Action: SG to raise possible use of enei and disability confident logos on trust signatures with Executive colleagues

Date: Feb 2018

5.2 A copy of the action plan shared at the meeting is included below.



05 WRES 2017 -18
Actions progress upd:

6. Diversity Champions (DC) Update

6.1 AM provided an update on the Diversity Champions activities which included the following;

- 6.1.1 Attendance at NHS Employers Inclusion conference in September with another two members of the network and members of the Inclusion & Wellbeing team.
- 6.1.2 Promoting Inclusion & Wellbeing at Listen Learn & Change conference.
- 6.1.3 Engaging Gurkha and Nepalese community to understand access to services, as well as career pathways for veterans.
- 6.1.4 Attendance at Youth mental health conference, to enable shared learning with the wider network.

- 6.1.5 Supported Resourcing Team at Diversity Careers Event in London, and at Surrey Coalition for Disabled People AGM to engage on access to services and careers in SECAMB
- 6.1.6 Further progression of our Blue light Action plan by Kay Mallet including production of a lived experience of mental health video for our staff by our staff.
- 6.1.7 Represented SECAMB staff networks at a Kent Community Health Trust Staff Network event to share learning on how we can make SECAMB'S networks more effective, and are developing plans for a similar event to celebrate staff networks day in May 2018.

6.2 AIC advised that the most recent Diversity Champions meeting held on 28th November – CPD session was on Dignity at work, delivered by Andrea Adams Consultancy, and looked at the different behaviours that constitute bullying and harassment, and good people management. This session was attended by 26 members of staff, and was well evaluated by all who attended.

6.3 AM noted that an area of concern has been raised around debriefing processes within the Trust, with too strong a focus on the clinical aspect and not enough on the personal impact, which as a result could impact on staff mental health. AR advised that Shirmilla Datta, End of Life Lead was looking into introducing Schwartz rounds, which looks at peer support, and what a debrief should be. Members of the IWG gave their support to this work, and it was agreed that this would be progressed via a subgroup.

Action: AM to arrange a meeting to progress Schwarz rounds and correct debrief process with Shirmilla Datta, Julie Ormrod and Giles Adams.

Date: March 2018

Action: SG to liaise with Steve Lennox for this work to be incorporated into project groups.

Date: March 2018

6.4 AM also shared feedback on discussions held at the IWG in September on how to filter candidates with mental health issues for EOC roles, due to discriminatory impact. It was suggested that the Trust revisit the wording of the job role, rather than focusing on the person. IWG members were given an update on measures that had been put in place to reduce attrition rates across 111 and EOC, which included bringing candidates in for a week of shadowing prior to commencing training, and a stronger focus on 121 which has had a positive impact in 111.

7. Inclusion Hub Advisory Group (IHAG)

7.1 JR provided an update to the group on the IHAG meeting which took place on 19th October covering the following;

- Meeting attended by Chief Executive, Daren Mochrie with update following latest CQC report.
- Patient experience update provided by Louise Hutchinson.
- Infection control mystery shopper audits

7.2 JR shared a concern raised at IHAG regarding governance for the Trust History Marking Sub group, and inadequate record keeping around reasons for markers on addresses and minute keeping.

7.3 PD noted concerns around the proposed mystery shopper audits for infection control, and it was agreed that this would not be publicised to the wider membership until a robust process had been developed in conjunction with the IHAG. Group discussed alternative methods of capturing infection control compliance and it was agreed that IHAG members should be included in future Quality Assurance Visits.

7.4 Feedback was shared on the process of the Trust Quality Account, and how this was not reflective of good engagement. It was agreed that Patient/ Public Involvement should be happening before the options were decided. GA agreed to feed this back to the Quality and Safety Directorate and ensure this was planned for the 2018 /19 cycle.

Action: SG to raise concerns around governance of the History Marking Sub Group with relevant Director.

Date: December 2017

Action: GA to advise AIC of upcoming QAV dates for circulation to IHAG members

Date: Jan 2018

Action: GA to ensure process for Quality Account is reviewed and engagement with IHAG undertaken before the event.

Date: Jan/ Feb 2018

7.5 Concerns were raised regarding poor attendance at IHAG, and the need for a possible membership review. AIC noted that a number of members had long-term health issues, which were preventing them from attending, but also noted difficulties in getting Healthwatch engagement.

Action: GA agreed to raise the issue of Healthwatch engagement with Liz Mackie, Healthwatch West Sussex.

Date: December 2017

8. Staff Engagement Forum (SEF) Update

8.1 KS tabled an update from on behalf of IA, Acting Chair. The October meeting focussed on:

- Staff Engagement Advisors work to improve CFR engagement, including introducing a regular CFR pulse survey and working to set up email addresses for CFRs.
- CFRs had contacted the staff engagement advisers about their experience of bullying and harassment on scene and wished to have workshops similar to staff members – Kim would be setting these up in the near future. Kim is going to continue to work on CFR communications and engagement, including an induction for CFRs to EOC.
- In addition, the SEF discussed the importance of clear actions from the Trust in the follow-up to Professor Lewis' report and will be making recommendations to the Trust in that regard.

- The SEF also fed back on staff perceptions and awareness of the Trust's five-year strategy and how we could support Jayne Phoenix and her team to spread the word.
- The SEF received a presentation on the launch of a new online learning platform.
- Finally, the SEF discussed how the new operational staff engagement 'champions' could be brought into the SEF alongside existing members to ensure a joined-up approach and effective representation when discussing Trust-wide issues with a view to Trust-wide solutions.

8.2 Members present were invigorated at the October meeting about the potential of the SEF in the future and hope that Staff will prioritise attendance at the next meeting on 12 February 2018. SG thanked KS for her update and agreed to follow up on the strategy posters.

Action: SG to follow up progress of posters publicising SECamb's 5-year strategy

Date: Feb 2018

9. Open session, horizon scanning and future agenda items

9.1 Equality Analysis Training: AIC advised that there had been an action to deliver Equality analysis training at the IWG, however it had been agreed that this would not provide sufficient time to cover the topic. It was agreed that AIC should link in with the Quality Hub in equality analysis completion for Operations directorate.

Action: AIC to liaise with the Quality Hub regarding EA completion on projects / policies/ procedures

Date: Jan/ Feb 2018

9.2 Sexual Orientation Monitoring (SOM): AIC provided an overview of the SOM, which had been introduced on 5th October 2017. It proposed single question, shown below, to be asked on every face-to-face patient contact. AIC sought feedback on the group regarding the proposal, which could be used as part of an ambulance sector response. Members agreed that the SOM was not relevant to the ambulance sector, and the emergency / urgent care setting.

Sexual orientation:

Which of the following options best describes how you think of yourself?

1. Heterosexual or Straight
2. Gay or Lesbian
3. Bisexual
4. Other sexual orientation not listed
- U. Person asked and does not know or is not sure
- Z. Not stated (person asked but declined to provide a response)
9. Not known (not recorded)

9.3 AIC provided an update advising that the first Gender Pay Gap report will be due on 31st March 2018. The recommendation is that we publish an action plan alongside this, so need early access to data to begin looking ahead. AIC advised that nationally diversity leads also expect to see the introduction of ethnicity and disability pay gap reporting introduced in the near future.

9.4 Workforce Disability Equality Standard (WDES) - AIC advised that the WDES had been delayed. First reporting will now be due in July 2019 for April 1st 2018 to March 31st 2019. A pilot of redrafted metrics is currently ongoing with some similarity between metrics for WRES and WDES.

9.5 WB provided an update on NALGBTN that following two successful conferences in Brighton, the third conference would be held in Manchester on 24th August and it is hoped that SECamb will have a strong presence at the CPD event; In addition, WB is leading the sponsorship work stream.

9.6 Aspire – AIC advised that she had been working to reinvigorate the BME & Faith network in SECamb, and the group would be holding its first meeting later in the day. AIC sought support from members of the IWG in progressing the network and to release staff to attend, wherever possible.

9.7 Freedom to Speak up Guardians: AR advised that there had been discussions at national level about the role of Freedom to Speak up Guardians, and how these were most effective when held at a peer level. SG advised that discussions about the role of the FTSU Guardian in SECamb be being discussed at Executive level at present.

9.8 Coxheath refurbishment: Works are currently being undertaken at East EOC to create additional call taking and dispatch capacity (100 seats). AR shared concerns regarding the lack of consideration given to accessibility requirements (lifts, toilets etc.). Legislation requires us to anticipate the need, and to not address the issues would leave the Trust open to risk if ever taken to tribunal. KS and SG advised that due to issues with Crawley HQ, the scope of the project was evolving on a weekly basis and feedback would be provided on the concerns raised.

Action: SG to feedback on accessibility issues and possible risk to the Executive team.

Date: Jan/ Feb 2018

10. Review of Meeting effectiveness

10.1 PD noted that the meeting had moved at a good pace and with positivity.

11. Any other business

11.1 None raised.

12. Date of Next Meeting

12.1 The next meeting will be held on **Monday 26th February at Crawley HQ.**