

South East Coast Ambulance Service NHS Foundation Trust Inclusion Working Group

Notes of a meeting held on 27th April 2018, Nexus House

Present

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| Andrew Hartley | (AH) | Head of Learning & Development & OD (Acting) |
| Andy Collen | (AC) | Consultant Paramedic |
| Angela Rayner | (AR) | Head of Inclusion & Wellbeing (Deputy Chair) |
| Ariel Mammana | (AM) | Staff -side representative |
| Claire Skeet | (CS) | Senior Clinical Education Manager |
| Derek Smith | (DS) | Operating Unit Manager - 111 |
| Giles Adams | (GA) | Head of Compliance |
| Isobel Allen | (IA) | Assistant Company Secretary |
| John Rivers | (JRI) | Patient/Public Representative |
| James Waldorf-Nichols | (JWN) | Emergency Operations Centre Manager (deputising for MB) – East EOC |
| Sheena Tooke | (ST) | Senior HR Manager (deputising for IJ) |
| Vicky Kypta | (VK) | Specialist Paramedic and WRES Expert |
| Waqar Rana | (WR) | Financial Business Partner |

Apologies

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| Clare Irving | (CI) | Associate Director of HR |
| Ed Griffin | (SG) | Director of HR (Chair) |
| Janine Compton | (JC) | Head of Communications |
| Jim Reece | (JR) | Patient/Public Representative |
| Kevin Steer | (KS) | Financial Controller (WR deputising) |
| Ian Jeffreys | (IJ) | Head of BP's and Employee Relations (ST deputising) |
| Mark Bailey | (MB) | Operating Unit Manager – East EOC (JWN deputising) |
| Sophie May | (SM) | Resourcing Manager (Acting) |
| Will Bellamy | (WB) | Operating Unit Manager / Chair of Pride in SECamb |

Secretariat:

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

1.1 AR opened the meeting, welcomed members, and deputies. Round table introductions were made.

1.2 AR passed on apologies from EG, Director of HR who will be taking up the role of Chair for the IWG, and is a huge advocate of the Diversity and Inclusion agenda. EG was due to attend but was called away at short notice to meet with Commissioners.

2. Review of notes of the last meeting

2.1 The notes of the meeting held on 1st December 2017 were reviewed and **agreed** as an accurate record with no amendments.

Matters Arising

2.2 JWN raised concerns regarding the lack of training of EOC staff supporting recruitment activity, highlighting that many had not undergone training. The need for continuous recruitment necessitated the use of untrained staff; however, he had personally challenged poor practice on a number of occasions, and noted behaviours, which showed staff to be poor advocates of diversity and

2.3 JWN also noted the lack of recruitment guidance for applicants to EOC roles who have strong accents. The Recruitment and Selection Policy states staff should be adequately trained. Members felt that issue raised serious concerns and should be logged as a risk to the organisation

Action: AIC / AR to add EOC recruitment and the use of untrained staff as a risk on Trust Risk Register.

Date: June 2018

2.4 Concerns were raised on the number of Student Paramedics failing their SECamb interviews during the mini-multi interview (MMI) process, and discussed how the standards for the clinical assessments were being determined. CS and AC advised that they would feed this back to the relevant Working Group.

Action: CS and AC to feedback back concerns regarding how the standards for the clinical assessments were being determined advised that they would feed this back to the relevant Working Group due to the increased number of students failing the assessment.

Date: June 2018

Action Log

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

2.6 Members discussed the update from Paul Ranson, Head of Procurement against action 106 - Coxheath accessibility works, outlining the reasoning for not progressing a lift at the site.

It was felt that in consideration of the organisation size, and both current, and anticipated future impacts on staff; this would not be viewed favourably at an Employment Tribunal. The Equality Act 2010 states that we should anticipate the need, and therefore this placed us in clear breach of legislation. IWG members agreed that this decision to not progress the installation of a lift at Coxheath should be placed on the Trust Risk Register against the Finance Directorate.

Action: Decision to not install a lift in Coxheath to be added to the Trust Risk Register as Equality Act states we need to anticipate the need.

Date: June 2018

3. Equality Objectives 2017/18.

3.1 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”



03 Equality Objective
action plan 2017-18 p

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

1.2 -1.3: These actions were reported as closed. However, members agreed that we needed to continue to raise awareness of why diversity monitoring is necessary by clearly explaining the benefits.

1.5: There was no further update. It was agreed to follow up with Sophie May and Sally Spencer so that a SECamb version of the Stonewall leaflet could be produced and should be provided to all new starters and uploaded to the intranet and ESR

Action: AIC to provide Stonewall “What’s it got to do with you” leaflet to the Recruitment team and Workforce team for sharing with all new starters and uploading to the intranet and ESR

Date: June 2018

Action: SM to provide an update against Equality Objective Action 1.5 regarding the process for all new starters to complete Diversity monitoring and transfer of this information to ESR.

Date: June 2018

1.6: AIC advised that Sally Spencer, Workforce Information and Planning Manager is currently working to extract data and benchmark against the 31st March 2017 baseline. This will also enable us to measure the impact of the actions taken over the last 12 months.

3.1.2 Action 2 - Including equality and diversity / behavioural modules within training for managers.

There was no further update on the action, which was reassigned to AH in his capacity as Acting Head of Learning and Organisation Development. Members agreed that this action would be carried forward for consideration by an IWG subgroup who would be tasked with making recommendations for actions for the 2018/19.

3.1.3 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.

ST shared further data analysis, which had been undertaken to compare SECamb workforce to local population data. It was agreed that the action would be reviewed in its entirety as part of the IWG subgroup, and an action plan on how the HRBP team would deliver against the action remained outstanding.

- b) Analysis of staff survey results by directorate, department and teams where staff have indicated that the Trust does not provide equal opportunities for career progression or promotion. Identify possible issues and liaise with HRBP's and managers to agree potential solutions.

There was no further update on this action. It was agreed that the action would be reviewed in its entirety as part of the IWG subgroup, and an action plan on how the HRBP team would deliver against the action remained outstanding.

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

Group discussed updates provided by SM on Leonard Cheshire Apprenticeship scheme, noting the positive experience of other organisations, however they noted the significant cost to the organisation at £3250+vat and salary per apprentice. CS advised that Health Education England are currently looking at a Diversity in Apprenticeship programme with no cost to the organisation, details of the programme have been sent to SM.

AIC tabled updates from SM as shown in the Equality objective action plan. Update also advised that a paper evaluating the effectiveness of the current recruitment actions had not been completed as the actions are in the early stages; therefore, the team are unable to measure results on this in terms of impact against the equality objectives.

Members noted the continuing progress against the action.

- 3.2 Members noted the disappointing progress over the previous 12 months. AR acknowledged the changes within the HR Directorate which may have attributed to this. AR advised that HR was currently undergoing a period of transformation, which included a review of all its processes. This would help to ensure the directorate was adequately resourced and able to support the organisation going forward.

- 3.3 It was recommended that the outstanding actions be considered as part of an IWG subgroup to establish actions to continue to deliver progress over the next 12 months.

Action: AIC to arrange a subgroup meeting with key stakeholders. The subgroup will develop a recommendation of actions for continued progress against the Equality Objective.

Date: May/ June 2018

4. Workforce Race Equality Standard (WRES).

- 4.1 The group received progress updates on the action plan, which aims to deliver further continuous progress against the WRES metrics. The IWG reviewed outstanding actions, only.

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

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

This action continues to remain outstanding and members felt that this was a key area of focus, which must be progressed by the Resourcing Team.

1c. Undertake a sampling exercise of BME shortlisted candidates who were not appointed to enable identification of reasons for data variance and address any areas of poor practice. This is to include those applications not going via NHS jobs.

It was agreed that the data monitoring aspect of this action should become part of “business as usual” for the Resourcing Team. Clear guidance for hiring managers on the identified issues around shortlisting against the job description and the need for detailed feedback should be included as part of recruitment packs.

Action: SM to develop clear guidance for hiring managers on the issue identified and the need for detailed feedback should be included as part of recruitment packs.

Date: June / July 2018

1d. Undertake detailed data analysis to identify any specific directorates, departments, job roles and pay bands where BME staff are more or less likely to be appointed from shortlisting than white applicants. Use this information as the basis for further action planning.

No further update was received against this action and it was agreed that the action would be carried forward for consideration.

4.1.2 **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**

It was agreed that this action should be carried forward for 2018/19, and reassigned to the new post holder. AIC noted that this was identified as a priority area for members of Aspire, the cultural diversity network.

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



04 WRES 2017 -18
Actions progress upd:

4.3 AIC thanked IWG members for their support at the Joint WRES event on 27th March 2018, on behalf of the member of Aspire. The session had been very positively received and there had been a clear commitment to ensuring progress against this agenda. A copy of the report from the event is included below;



4a WRES 27th March
2018.docx

5. Gender Pay Gap (GPG)

5.1 The Trust had been required to calculate and publish its GPG for the first time. The snapshot was taken as at 31st March 2017.

5.2 Whilst both equal pay and the gender gap deal with the difference (disparity) in pay women receive in the workplace, they are two different issues:

Equal pay: means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010. Agenda for Change ensures that we have equal pay for equal work.

Gender pay gap is a measure of the difference between men and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings. In the Britain, there is an overall gender pay gap of 18.1%.

5.3 SECAMB has a mean hourly pay gap of 8%, and a median hourly pay gap of 2.4%. A full copy of SECAMB's GPG data can be found below;



05 Gender Pay Gap
paper for IWG 230418

5.4 Further analysis is required to inform the development of an action plan, and this is being taken forward by workforce planning.

Action: Sally Spencer, Workforce Planning Manager to provide further analysis of the Gender Pay Gap data to inform the development of an action plan.

Date: July 2018

5.5 AR advised that Daren Mochrie, CEO had committed to signing the HeForShe pledge. The HeForShe movement is a solidarity campaign for the advancement of gender equality, initiated by UN. Its goal is to achieve equality by encouraging all genders as agents of change and take action against negative stereotypes and behaviours, faced by people with feminine personalities/genders.

6. Diversity Champions (DC) Update

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

6.1.1 Large uptake of the opportunity to participate in CBT and mindfulness taster sessions. Those who attended evaluated the sessions very well.

6.1.2 Attendance and feedback from Youth mental health conference.

6.1.3 Development of links with armed forces to discuss how we can better support reservists and attract ex-forces personnel to the service. This led to an update of policy, and recruitment now looking to undertake engagement event on armed forces day.

6.2 AIC advised that the most recent Diversity Champions meeting held on February had consisted of a CPD session on Listening Skills, and was well evaluated by all who attended.

7. Inclusion Hub Advisory Group (IHAG)

7.1 JR provided an update to the group on the IHAG meeting which took place on 10th April covering the following;

- Welcoming of two new members from HealthWatch Kent and HealthWatch West Sussex,
- Engagement on the development of the new volunteering role within SECAMB, Community Guardians from John Battersby.
- Update on the Serious Incident review process, and Quality Assurance Program from GA.
- An interesting overview of the latest Clinical Developments from AC.
- Engagement and consultation on the refreshed Frequent Callers process from Nathan Daxner.

7.2 JRi noted that the IHAG had welcomed an invitation to join the quarterly deep dive meetings looking at emerging themes identified by the serious incident review group. However, there had been strong recommendation from the group that a patient / public member should be part of the weekly review meetings also.

7.3 JR also advised that the IHAG were committed to supporting the Trust in developing a clear and transparent process to identify priorities for discussion at the annual Quality Account, and stressed the importance of using negative feedback regarding the previous event as part of the Trust learning.

7.4 GA advised that he had shared the concerns raised above following attendance at the April meeting. Bethan Haskins, Director of Nursing has committed to attending the IHAG to address both the above issues.

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| Action: AR to invite Bethan Haskins, Director of Nursing to an IHAG meeting. |
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| Date: April 2018 |
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7.5 AR also reported the anxiety felt by IHAG regarding the lack of progress being made by the Patient Experience Group, and it was agreed that this would also be flagged to Bethan Haskins. IA advised that the Governors had reported similar concerns, which has been escalated to Lucy Bloem, Non-Executive lead for patient experience.

8. Staff Engagement Forum (SEF) Update

8.1 IA provided an update on the most recent SEF meeting in her role as Acting Chair, noting the positivity felt with the integration of the new Staff Engagement Champions into the forum. The meeting focussed on:

- Presentation from Andrew Saffron, Ignite Consultancy who are delivering the behaviours element of the culture change programme. Those in attendance felt that the update was very honest, timely and effective.
- An update on the performance of the Wellbeing Hub from AR.
- Workshop session to support the Staff Engagement Champions develop local engagement mechanisms.
- Redefining of the Terms of Reference and integration of risk management within these.
- Feedback on the strategy poster design.
- Development of the staff pulse survey questions.

8.2 IA also noted that members of the SEF were also participating in monthly Barometer groups acting as a temperature check for the organisation through its culture change journey, and Daren Mochrie had committed to attending the SEF or sending a member of the Executive Team to the meeting as his deputy going forwards. AR thanked IA for her update and noted that the meeting had felt refreshed and invigorated.

9. Term of Reference (ToR) Review

9.1 AR advised that following the changes to the Risk Management process, all working groups were required to update their ToR's in line with policy. It also provided the opportunity to refresh membership based on changing portfolios

9.2 Members agreed to add the risk management section to the ToR as a Trust requirement. AR agreed to take an action to clarify item 6.7 within the ToR's with Andy Lyon, Risk Management Lead as the IWG does not provide an annual report to the Board at present.

Action: AR to clarify whether the IWG would be required to present an annual paper to the Board because of item 6.7 in the Risk section of the IWG Terms of Reference.

Date: June 2018

9.3 The following additions were also made to the membership

- Operating Unit Manager – 111
- Designated Representative from Strategy Directorate
- Designated Representative from Communications Team

9.4 The group, subject to the above changes, approved the ToR's.

10. Open session, horizon scanning and future agenda items

10.1 Equality Analysis Training: IA advised that the internal auditors had raised a query regarding the assurance process for quality of equality analyses (EA's) undertaken. In 2016, the EA process was simplified based upon feedback removing the need for all EA's to be signed off by a member of the IWG, as a result we are no longer able to provide this assurance. It was proposed and agreed that under the review of the Policy on Policies the IWG Checkpoints be reintroduced.

The second issue raised related to the collation of action plans where a negative impact has been identified. Currently, these are retained by the policy leads. It was agreed that an agenda framework for the IWG would include an annual review of EA action plans and that the EA guidance would be updated to add in the yearly audit, and for the EA forms to be updated.

Action: AIC to update and circulate EA Guidance and checklist for IWG Checkpoints alongside papers the minutes of this meeting

Date: June/ July 2018

10.2 Equality Delivery System 2: The EDS2 is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010. NHS organisations are graded by their external stakeholders against four key goals (Patient Experience, Patient Outcome, Workforce and

Leadership) over 18 outcomes. Colleagues will be required to present at the event, evidencing how they are providing equity across these areas.

10.3 The Trust is required to complete a full review and regrading a minimum of every 4 years and will be undertaking its grading on 21st March 2019. IWG members are asked to hold the date in preparation. Further details regarding areas for presentation and evidencing will be provided in Quarter 2.

Action: All IWG members to hold 21st March 2019 for EDS2 Grading. AIC to send a diary invite

Date: June 2018

10.4 Members discussed the negative feedback regarding the non-inclusive nature of the new epaulettes, which had seen a return to rank markings. AM noted that this change had been introduced without staff-side consultation. JNW advised that there was increased confusion regarding job roles and clinical grades as a result. Members recognised justification from National Ambulance Resilience Unit (NARU) for reintroducing rank markings, however acknowledged the issues it had also raised.

11. Review of Meeting effectiveness

11.1 Members noted that it had been an effective meeting with a large agenda covered.

12. Any other business

12.1 None raised.

13. Date of Next Meeting

13.1 The next meeting will be held on **Wednesday 1st August at Crawley HQ.**