

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

Notes of a meeting held on 6<sup>th</sup> September 2017, Nexus House

**Present**

Alexandria Dyer	(AD)	OD Lead
Andy Collen	(AC)	Consultant Paramedic
Angela Rayner	(AR)	Inclusion & Wellbeing Manager (Deputy Chair)
Ariel Mammana	(AM)	Staff -side representative
Emma Stiles	(ES)	HR Business Partner
Huw Simmonds	(HS)	Professional Standards Manager ( deputising for AC)
Ian Jeffreys	(RI)	Head of BP's and Employee Relations
Janine Compton	(JC)	Head of Communications
John Rivers	(JRi)	Patient/Public Representative ( PB deputising)
Kevin Steer	(KS)	Financial Controller
Mark Bailey	(MB)	Operating Unit Manager – East EOC
Nigel Brown	(NB)	Senior Education Manager (Acting)
Paula Dooley	(PD)	Patient/Public Representative
Sam Achagra	(SA)	Project Manager
Sophie May	(SM)	Resourcing Manager ( Acting)

**Apologies**

Clare Irving	(CI)	Associate Director of HR (SM deputising)
Jim Reece	(JR)	Patient/Public Representative (PD deputising)
Helen Edmunds	(HE)	Senior Clinical Education Manager (NB deputising)
Isobel Allen	(IA)	Assistant Company Secretary
Steve Graham	(SG)	Interim Director of HR (Chair)
Steve Singer	(SS)	Head of Learning & Development & OD (AD deputising)

**Secretariat:**

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

1.1 AR opened the meeting, and passed on apologies from SG who had been due to attend but had been called into a meeting with NHS Improvement at short notice earlier in the day. AR welcomed members, and deputies. Round table introductions made for benefit of new members including;

- SM previously attended as deputy but now given membership due to key role within Trust.
- IJ who had joined the Trust recently as Head of HR BP's and Employee Relations
- GA who would be taking on role of Operating Unit Manager on the IWG covering Field Ops.
- SA who would be representing the Business Strategy Directorate
- AC who had been assigned role of clinical lead for IWG

- KS representing the Finance Directorate, who would cover representation for Estates, Finance and IT.

1.2 AIC advised that Steve Lennox, Director of Quality & Safety was currently recruiting for role of Head of Compliance who would be the representative on the IWG 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 12<sup>th</sup> June were reviewed and **agreed** as an accurate record with the following amendments;

- Amendment to SM job title
- Amendment to date of meeting at top of the minutes.

## Matters Arising

2.2 None.

## Action Log

2.3 The 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:

- Resourcing team continue to report on ratio disparity in relation to shortlisted BME and applicants with disabilities at appointment. Will be meeting with managers to ensure consistency shortlisting against specified criteria. The team are also investigating how they can improve access for students with disabilities.
- The Trust is now advertising via job centres and SM will be carrying out further analysis to look at conversion rate of applications received via job centres. The Resourcing team are also exploring possibility of exhibiting at the Diversity Jobs show and are meeting NNAS to gain further insight into the role of Community Development Officer.
- Clinical Education have assigned thematic leads with Grace Bell being assigned Equality, Diversity and Inclusion. Clinical Education will be auditing 10% of courses to ensure quality is maintained.
- AC advised that work was underway to improve patient experience and outcome for the frail and elderly, with work underway to introduce a new volunteer role, Community Guardian. Work is also taking place with West Sussex Fire Service to reduce waiting times for this patient group. AR detailed Dementia Guidance which had been produced by National Ambulance LGBT Network with members.

**Action: AIC to share Dementia Guidance with notes of the meeting.**

**Date: October 2017**

- AM has undertaken mentoring & providing support for BME staff undergoing recruitment, with positive outcomes.

#### 4. Equality Objectives 2017/18.

4.1 AR provided background on the Public Sector Equality Duty (PSED) under the Equality Act 2010 for new members and deputies, outlining the requirement to have one or more equality objectives and publish annual equality data and information. AR explained that the Trust had agreed to focus on one equality objective and would deliver a number of actions as part of this. These actions are monitored by the IWG at the quarterly meetings and would be required to be delivered by 31<sup>st</sup> March 2017.

4.2 The group reviewed the proposed actions as circulated with papers for the meeting and agreed the actions as per the embedded document for delivery over the current financial year against the objective below;

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

4.2.1 Action 1 – Improving the quality of diversity Monitoring information held on ESR.

Members noted that Electronic Staff Records (ESR) Self-Serve rollout would support the delivery of this action going forward, as the data is a key driver in this action. Group discussed the progress made to date.

**Action: Sally Spencer to provide SMART action plan detailing how Equality Objective 2017 action 1 will be delivered by March 2017, along with update on progress made to date.**

**Date: October 2017**

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

AD provided an update, advising that work was underway in investigating courses that were available across other NHS Trusts and contact had been made with St Bart's Hospital and Imperial Hospital.

**Action: SS / AD to provide SMART action plan detailing how Equality Objective 2017 action 2 will be delivered by March 2017, along with update on progress made to date.**

**Date: October 2017**

4.2.3 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.

AR noted that this was IJ's first week in the Trust, and requested a SMART action plan on how the above action would be delivered. Members noted that not all actions could be delivered in their entirety by March 2018, and alerted to the possibility there may be some longer term actions.

**Action: IJ to provide SMART action plan detailing how Equality Objective 2017 action 3a will be delivered by March 2017, along with update on progress made to date.**

**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.

It was agreed that IJ would liaise with SS on how this action would be taken forward and a smart action plan created to ensure progress.

**Action: IJ to liaise with SS and provide SMART action plan detailing how Equality Objective 2017 action 3b will be delivered by March 2017, along with update on progress made to date.**

**Date: October 2017**

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

Group discussed updates provided by SM, and were satisfied that progress is being made. Agreed a detailed action plan would be submitted to ensure progress going forward.

**Action: SM to provide SMART action plan detailing how Equality Objective 2017 action 4 will be delivered by March 2017, along with update on progress made to date.**

**Date: October 2017**

## 5. Workforce Race Equality Standard (WRES).

5.1 AR advised the group that the WRES had been implemented across NHS organisations as a mandatory reporting requirement under the NHS standard contract since April 2015. This had been as a direct response to a lack of progress against previous race equality schemes and initiatives within the NHS.

5.2 AR provided assurance that the Trust has completed its annual WRES return to NHS England and shared results with commissioners as specified within WRES guidance. AIC provided an overview of the results for the Trust, as per the summary below;



05b WRES Summary  
of Key Findings 2016

5.3 Discussions identified a need for interview training at Ashford 111 in relation to metric two. AD agreed to progress this with Learning and OD colleagues.

**Action: AD to progress need for interview training for 111 with Learning & OD team.**

**Date: October 2017**

5.4 It was noted that the way in which managers communicate with their staff could impact on BME staff perception around metric six (experience of bullying and abuse from

colleagues). Additionally, members agreed that the outcomes for metric eight which relate to BME staff reporting discrimination from a manager / team leader /colleague could be linked to metric four, the uptake of non-mandatory training for BME staff. Members discussed a need for improving cultural awareness amongst managers, and agreed that this would be picked up by Learning and OD and Clinical Education training.

**Action: AD /SS to discuss cultural awareness for managers and how it can be developed to address issues around communication style and staff experience.**

**Date: October 2017**

5.5 Members discussed the levels of ethnicity reporting for members of the Board and how this translated into a need for better understanding of the reasons why diversity monitoring information is collected. It was agreed that SG should raise this for discussion with members of the Board.

**Action: SG to request Board members update their individual diversity monitoring data where required.**

**Date: February 2018**

5.6 Members discussed progress against the WRES action plan (below) and updates were provided.



6 WRES 2017 -18  
Actions FINAL.docx

5.7 SM noted that WRES actions had identified a need to clarify a need to shortlist based on job criteria, and that this would be actioned within the SMART action plan. MB noted that EOC's had an extremely high rate of turnover, and this presented an opportunity to attract a more representative workforce into EOC as positions are backfilled. Staff also noted a need for increased pastoral support for EOC staff and the need for this to be reviewed.

**Action: AR to ensure that MB & SM are supported to review EOC staff wellbeing, in relation to preventative measures for new appointments and support for current staff.**

**Date: October 2017**

5.8 Members discussed difficulties in increasing the diversity on paramedic courses, as SECAMB is not a commissioning organisation but a placement provider. AR provided clarity around WRES action to investigate funding for specific BME places on student paramedic courses, identifying possibility of tailoring positive actions outside of normal practice, including via the Associate Practitioner route. AR also provided an update that the National Ambulance Diversity Forum are providing pressure nationally to increase diversity on paramedic courses, via Health Education England.

5.9 Progress against WRES 2 was discussed and it was agreed that AD would liaise with AM with regards to BME mentoring, as well as discuss a need for mentoring courses with members of Learning & OD.

**Action: AD to liaise with AM with regards to mentoring support offered to BME staff.**

**Date: October 2017**

5.10 AIC tabled update from IA, outlining completion of WRES action 3. It was agreed that IHAG members would be offered interview training, when next course is run. IHAG members and Governors had also provided feedback regarding the Executive Director recruitment process and lack of clarity around expectations for those participating in stakeholder workshop prior to the event.

**Action: AIC to liaise with IA regarding interview training for IHAG members.**

**Date: October 2017**

**Action: AIC to share feedback with Isla MacDonald regarding expectations of those participating in Executive recruitment stakeholder groups.**

**Date: October 2017**

**Action: CI to provide a smart action plan detailing how each area will be delivered with timescales for WRES action 1A - D and progress made so far by end of October.**

**Date: October 2017**

**Action: HE/NB to provide a smart action plan detailing how each area will be delivered with timescales for WRES action 1e and progress made so far by end of October.**

**Date: October 2017**

**Action: SS to provide a smart action plan detailing how each area will be delivered with timescales for WRES action 2 and progress made so far by end of October.**

**Date: October 2017**

## **6. Diversity Champions (DC) Update**

6.1 AR advised that the DC's had met on 15<sup>th</sup> June, where the morning's CPD session had focussed on Mental Health First Aid Lite. The session had received positive feedback along with a recommendation that it would be beneficial for wider rollout to managers, particularly in light of the increasing number of attempted suicides.

6.2 The September meeting had been postponed due to low number of attendees confirmed and the next meeting would be focussing on how the Diversity Champions and Peer Supporters could support staff experiencing bullying & harassment. Members also discussed staff expectations following publication of Trust Bullying & Harassment report, and focus groups.

**Action: AIC to provide feedback to Staff Engagement Advisors regarding next steps following B&H focus groups and the need to understand why some staff had not attended.**

**Date: October 2017**

## **7. Inclusion Hub Advisory Group (IHAG)**

7.1 JR provided an update to the group on the IHAG meeting which took place on 13<sup>th</sup> July, covering the following;

- Meeting attended by Chairman, Richard Foster.
- Patient experience update provided by Louise Hutchinson. JR shared concerns from IHAG members with regards to a lack of patient experience strategy, and have invited LH to attend the next meeting in October to provide a further update.
- IHAG member would be engaging in the Investing in Volunteers standard, which SECAMB was leading on nationally for Ambulance Trusts. CFR's, Chaplains and Governors would also be feeding into the process to ensure volunteers across the organisation feel valued.

7.2 PD noted that the Government is looking into implementing changes to address experience of people who are currently outside of the gender binary, and this is likely to be included under the Equality Act 2010.

**Action: AIC to provide feedback to Will Bellamy regarding upcoming changes to Equality Act 2010 with regards to people outside the gender binary.**

**Date: October 2017**

## 8. Staff Engagement Forum (SEF) Update

8.1 AR tabled an update from Lucy Greaves, Staff Engagement Advisor on behalf of IA, Acting Chair. The last meeting had focussed on how the SEF is going to look in the future, what the format of meetings should be, membership going forward and the SEF's purpose.

8.2 Kim Blakeburn and Lucy also gave a formal introduction of themselves as Staff Engagement Advisors. The group agreed the following items for the next agenda; Business Strategy with Jon Amos and what that means for staff, SECAMB Discover (new E-Learning platform) with Andrew Hartley.

## 9. Stonewall Membership

9.1 AR provided background regarding the Trust's decision to cease taking part in the Stonewall Workplace Equality Index, instead moving to enei's E-Quality benchmarking tool in the last few years, whilst retaining a Diversity Champions membership with Stonewall. The cost of Stonewall Diversity membership was £22500.00 annually. Following discussion at the PRIDE in SECAMB network meeting, members had discussed and voted in favour of discontinuing Stonewall membership as they felt it offered little value for money.

9.2 Members discussed the possible impacts of dropping Stonewall membership, including impact on recruitment, or engagement with staff. It was agreed that membership would not be renewed on the proviso that savings are utilised to further Diversity & Inclusion work streams. It was agreed that communication of the decision would be required.

**Action: AIC to place an article in the bulletin on cancellation of Stonewall membership and liaise with communications team to arrange for internet and intranet pages to be updated accordingly.**

**Date: October 2017**

## 10. Review of IWG Terms of Reference (ToR's) and membership

10.1 The group reviewed the ToR's v3.3 for the IWG. The following changes to 3.2 were agreed based on nominated membership from Executive Directors;

- Head of Compliance would be the nominated representative for Quality & Safety Directorate.
- Project Manager would be the representative for the Business Strategy Directorate.
- Senior Financial accountant would be the representative for the Finance Directorate.

10.2 It was agreed under 4.1 the Clinical Lead would be removed from the Quorum as any operational colleague present would be able to provide a patient focussed perspective.

10.3 Members approved V4.0 of the IWG ToR's with the above changes.

## **11. Open session, horizon scanning and future agenda items**

11.1 AR advised members that Will Bellamy, OUM had been voted in as Chair of PRIDE in SECamb, and Steph Meech, Specialist Paramedic had been voted in as Deputy Chair at the last meeting.

11.2 SECamb had a very successful 2<sup>nd</sup> year at Trans Pride with increased presence at the event with a larger SECamb team, and noted thanks to Steph Meech who had coordinated this on behalf of the Diversity Champions and Pride network.

11.3 AR also noted the positive impact of the Pride Parade on Saturday 5<sup>th</sup> August, which had been well attended by our staff, volunteers and Executive team, as well as national colleagues including CEO of Wales Ambulance Service, Tracy Myhil, and members of the Executive Team from South Central Ambulance Service. AR noted the work of the planning team, and passed on thanks to all involved. Members agreed that there had also been a more coordinated operational response to Pride this year and noted the work done by Tim Fellows to enable this.

11.4 AR shared the feedback from the Second National Ambulance LGBT Network conference which the Trust had hosted at the AmEx. Feedback has been overwhelmingly positive, and the network would be looking to begin planning for 2018 later this year. The next meeting is scheduled for 19<sup>th</sup> October in Newcastle and Secamb will be represented by Will Bellamy and Steph Meech. AR advised that it was likely that the conference would be moving to another part of the country in 2018, and noted the strong SECamb presence at the events these last two years. Members agreed that it would be good to maintain this level of engagement and representation.

## **12. Review of Meeting effectiveness**

12.1 Members felt the meeting had been well paced and effective.

## **13. Any other business**

13.1 AIC advised members that collection of data for publishing would commence at the end of October. Further details will be circulated to all concerned in October.

13.2 SA noted that a number of the E&D pages on the internet required updating.

<p><b>Action: AIC to review internet pages and update as required.</b></p>
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<p><b>Date: November 2017</b></p>
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13.3 AM noted that the upcoming 'Listen Learn Change' conference, hosted by SECamb would be a good opportunity to engage with staff for the Diversity Champions network and Wellbeing Team.



**Action: AIC to liaise with organiser on the possibility of have a stand at the conference, and feedback to AM.**

**Date: September 2017**

13.4 Feedback was given around prefixes on Occupational Health form, and AR took an action to liaise with Optima, the Occupational Health provider with regards to this.

**Action: AR to liaise with Optima Health to ensure the correct prefix options were available in relation to gender on all forms.**

**Date: October 2017**

#### **14. Date of Next Meeting**

14.1 The next meeting will be held on **Friday 1<sup>st</sup> December** in the **Crawley HQ**.