**OUR** PLAN OF ACTION

# Foreword by the Chief Executive

London Ambulance Service serves a diverse population across Greater London. Increasing the number of Black and Minority Ethnic staff that we employ is an organisational priority, and also reflects my strong personal commitment to ensuring that our service reflects the communities of London.

Given my commitment to achieving a step change in our approach, I will provide leadership on the work to deliver Race Equality in employment and service delivery. I will chair quarterly meetings to drive and monitor progress on our Workforce Race Equality Standard action plan.

The London Ambulance Service Action Plan is centred on three key themes. Our **first theme** is recruitment and development. Our **second theme** is workplace experience. Finally, our **third theme** is senior Trust leadership. These three areas were identified by staff across the Trust during a collaborative workshop including participants from both the Black and Minority Ethnic Network, and the Lesbian, Bisexual, Gay and Trans Network, together with Senior Leaders.

Each theme is supported by specific targets and initiatives that aim to ensure that our workforce reflects the population of London, and also create an inclusive culture in which everyone has a voice and an equal chance of success.

Our re-energised Diversity and Inclusion Committee will work within the framework of London Ambulance Service’s Vision, Purpose, Values and Behaviours.

I am delighted that we will build on the efforts of staff who have contributed to our work to date, and also continue to progress a number of new, key initiatives.

# Background

In July 2016 the London Ambulance Service commenced its journey towards having an inclusive and racially diverse workforce which is representative of the local populations the Trust serves. The starting point for this journey was to obtain a baseline understanding of the position of the Trust against the 9 Workforce Race Equality Standard (WRES) indicators. For each indicator data must be compared between non-BME and BME staff.

The baseline position revealed the Trust had a prolonged historical trend of its workforce under representing the Black and Minority Ethnic (BME) population which it serves, with the senior management team also under representing the BME workforce. In 2016, only 11% of the London Ambulance workforce was from a BME background; this is in stark contrast to the London picture where 41% of NHS staff in London are from BME backgrounds, and 45% of the London-wide population from BME backgrounds.

The London Ambulance Service is committed to working from a position of transparency, accepting that the current position for BME staff is a challenge which requires significant improvement in order to achieve better outcomes for BME staff and the communities we work with. We are committed to working with all staff, including BME staff groups, local unions and other organised staff groups in achieving improvements.

Over the 2 years the London Ambulance has focused its efforts to be more racially diverse and inclusive, the Trust has seen a 2.5% increase in its BME workforce, which is now at 13.5% (as at July 2018). There is still more the Trust can do to have a more diverse workforce and we have set ourselves bold targets of 15% BME staff representation by the end of March 2019 and 20% by 2020.

# Background to WRES

The Workforce Race Equity Standard (WRES) was mandated through the NHS standard contract, starting in 2015 / 16. It was implemented to ensure employees from black and minority ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

This is important because studies show that a motivated, included and valued workforce helps deliver high quality patient care, increased patient satisfaction and better patient safety.

It is national policy that NHS Trust Boards should be as representative as possible of the communities they serve and that this is likely to benefit the planning and provision of services (NHS Leadership Academy 2013). There is evidence (Salway et al 2013) that when Trusts commission services they often fail to cater for the most deprived communities including black and minority ethnic (BME) populations. One of the strategies that Trusts can use to mitigate this is to ensure that decision-makers are drawn from a diverse pool.

# The next phase “The Big Conversation”

The next phase of the WRES for London Ambulance will focus on enabling people to work comfortably with race equality. Through communication and engagement, embedding unconscious bias training to help staff move to conscious action by taking personal responsibility and, delivering cultural awareness training we will work to change cultures of race inequality and focus on supporting our people to learn more about the importance of equity, building capacity and capability to work with race. Every employee in the organisation will feel empowered to take action and own the actions set out in our WRES plan.

We will also ensure embedding of accountability as teams are reorganised and roles are updated to reflect new responsibilities and ensuring key policies and practices have race equality built into their core.

# Design of Action plan

For the WRES Action Plan October 2018 we have used co-production methodology which challenges the traditional approach of action plans. This plan was developed with all staff groups including BME colleagues and staff from the senior management group and was led by our Chief Executive. The approach is values driven and built on the principle that it will be owned across the organisation.



# Progress against WRES Indicators 2015 to 2018

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| **WRES Indicators:** | | **2015 /**  **2016** | **2016 /**  **2017** | **2017/**  **2018** |  |
| **Workforce indicators** | **Indicator 1:**  Percentage of staff in each of the AfC bands 1-9 and VSM (including executive board members) compared with the percentage of staff in the overall workforce. | BME: 11% | BME 12% | BME 13.5% |  |
| **Indicator 2:**  Relative likelihood of staff being appointed from short listing across all posts. | No data | 1.7 times more likely to be appointed if white than BME | 2 times more likely to be appointed if white than BME |  |
| **Indicator 3:**  Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. | 3 times more likely to enter the formal disciplinary process | 2.7 times more likely to enter the formal disciplinary process | 2 times more likely to enter the formal disciplinary process |  |
| **Indicator 4:**  Relative likelihood of staff accessing non-mandatory training and CPD. | No data | No data | No data |  |
| **National staff survey indicators** | **Indicator 5:**  Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months. | White: 56%  BME: 35% | White:56%  BME: 34% | White: 57%    BME:39% |  |
| **Indicator 6:**  Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months. | White 38%  BME 40% | White: 32%  BME: 32% | White: 31%    BME: 38% |  |
| **Indicator 7:**  Percentage of staff believing that the Trust provides equal opportunities for career progressing and promotion. | White: 62%    BME: 47% | White: 74%  BME: 57% | White: 63%  BME: 42% |  |
| **Indicator 8:**  In the last 12 months have you personally experienced discrimination at work from any of the following?   * Manager / Team Leader or other colleagues. | White: 13%  BME: 25% | White: 9%  BME: 18% | White: 11%    BME: 19% |  |
| **Board representation indicator** | **Indicator 9:**  Percentage difference between the Organisations Board voting membership and its overall workforce.  NB. Only voting members of the Board should be included when considering this indicator. | -11.9% | -12.7% | -13.5% |  |

# Action Plan

Each of the actions in this plan will make a significant difference to improving the BME experience and representation within the London Ambulance Service

**OUR** PLAN OF ACTION (3 Key Themes)

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| **THEME 1**  Recruitment & Development  We will. | Achieve representation of BME staff  15% by March 2019  17.5 by March 2020  20% by March 2021 |
| **THEME 2**  Workplace Experience  We will. | Use data to analyse the **BME experience** at London Ambulance and set challenging objectives for our managers to tackle inequality  Launch a one year programme in 2018 to pilot Sponsorship Mentoring to support the progression of our talented BME employees and provide role models for others to follow |
| **THEME 3**  Senior Trust Leadership  We will. | Develop and deliver extensive **unconscious bias and cultural awareness programmes** delivered across the employee journey over 3 years  Set up a CEO/Director of People and Culture led WRES Action Plan Group to focus on tackling diversity on a ‘*grand’* scale. |

# Theme 1: Recruitment and Development



**Our pledge: We will increase the BME workforce and set specific targets over the next 3 years to recruit BME staff into front line roles**

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| **Theme 1: Recruitment and Development** | | | | |
| **Objective** | **Actions** | **What WRES indicator will this action contribute towards:** | **Timescale**  **(delivered by)** | **Owner** |
| **1.1.**  To provide and promote opportunities / progression across the Trust for BME staff. | To roll out Visible Leader and Management Essentials training to Location Group Managers and all 8b and above leader’s within the trust.  The training will cover values unconscious bias, cultural awareness and aligned to the NHS leadership academy nine dimeson module. The training is co-facilitate with NHS Elect | 1 | April 2019 | Julia Smyth  Head of Leadership and Performance  Melissa Berry Diversity Consultant. |
| **1.2** | To commission a detailed review external of the recruitment pipe line process.  The outcome will be to understand where and why BME candidates fall out in the process | 1, 2 | February 2019 | Patricia Grealish  Director of People and Culture |
| **1.3**  To increase the LAS BME workforce to  15% by 2019,  17.5% by 2020  20% by 2020 / 21. | To ensure the Trust has diverse interview panels Bands 7 and above targeting corporate roles and TEAC panels with a monthly report provide to CEO in the performance review with how many interviews, panel make up and outcome. | 2 | Monthly | Averil Lynch Head of Recruitment  Melissa Berry  Diversity Consultant |
| To provide data on a monthly basis to the CEO for performance review / recruitment. Data analysis will provide information on the differences between BME and white applications from shortlisting to appointment and address issues. | 2 | Monthly | Averil Lynch Head of Recruitment |

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| **Theme 1: Recruitment and Development** | | | | |
| **Objective** | **Actions** | **What WRES indicator will this action contribute towards:** | **Timescale**  **(delivered by)** | **Owner** |
| To increase the LAS BME workforce to 15% by 2019,  17.5% by 2020 and 20% by 2020 / 21. | To train BME interviewers twice a year to ensure diverse interview panels 2 cohorts with a minimum of twenty participates. | 2 | December 2019 / May 2019 | Averil Lynch Head of Recruitment  Melissa Berry Diversity Consultant |
| Promote LAS roles to under represent BME Communities by identifying one Borough in each sector with a high BME representation from the Greater London authority data and engaging with and encourage individuals to apply. Engaging with a minimum of 5O potential candidates from local community groups | 2 | Run session every quarter  4 (2018/19) | Averil Lynch Head of Recruitment  Melissa Berry Diversity Consultant |
| Assign overall responsibility for BME recruitment targets to nominated senior managers.  Senior Lead to take ownership of nominated areas to enable targets to be achieved and a Senior Lead assigned:  Paramedics: 10%  TEAC 10%  EMD 50% | 2 | October 2018 | Paramedics - Tina Ivanov  TEAC - Peter Rhodes  EMD Pauline Cramner /Jules Lockett |
| Monitor and review the recruitment data monthly in the Chief Executives monthly performance review meetings. | 2 | Monthly reporting | Averil Lynch Head of Recruitment |

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| **Theme 1: Recruitment and Development** | | | | |
| **Objective** | **Actions** | **What WRES indicator will this action contribute towards:** | **Timescale**  **(delivered by)** | **Owner** |
| To increase the LAS BME workforce to 15% by 2019,  17.5% by 2020 and 20% by 2020 / 21. | The Trust to launch BAME Mentor Scheme for BAME Paramedic Students studying with our partner universities (all years) target of a minimum of 30 per year. | 2 | April 2019 | Tina Ivanov  Deputy Director Clinical Education & Standards. |
| Devise programme to include awareness raising, application guidance and interview skills for front line roles in the Service to include Non-emergency transport, Emergency Ambulance Crew and Paramedic roles.  3 sessions for 25 participants February, March and April 2019 | 2 | May 2019 | Anna Byers, Apprenticeship Consultant  Averil Lynch Head of Recruitment |
| **1.5**  To ensure that the next WRES submission has data for indicator 4 | Data validation exercise to be undertaken to digitalise training records, and ensure it reports into the Oracle learning management system | 4 | December 2018 | Chris Randall  Head of Workforce Analytics |
| To analysis the data for differences between White and BME staff accessing non-mandatory training and CPD based on the outcomes we will devise a separate action plan | 4 | February 2019 | Julia Smyth  Head of Leadership and Performance |
| **1.6**  Develop Career pathways that are flexible and enable staff to progress | To develop a Career Map that shows all staff how their careers might progress at London Ambulance Service. The career map will be used to promote LAS Career days to be held twice a year, at CEO road shows, used at internal events and published on the pulse | 7 | September 2018 | Julia Smyth  Head of Leadership and Performance |
| Publish successful staff stories (profile a minimum of one staff member a month) The staff will be included in the” big staff conversation”. And profiles will be published on the Pulse and Rib and used within the organisation | 7 | Every month from September 2018 | Melissa Berry Diversity Consultant  Internal Communications |
| **1.7**  Introduce Talent Management and Succession Planning Programmes that include secondment and job shadowing opportunities | Job shadowing and secondment opportunities to be offered in areas where it is possible for the service to accommodate. As an initiative to further retain talent in the organisation.  Identifying talent out of the PDR process, part of succession planning process, each directorate will identify a minimum of 1 person every quarter | 3 | March 2019 | Patricia Grealish  Director of People and Culture |
| **1.8**  To develop and implement Sponsorship mentoring across the Trust. | To develop and run sponsorship mentoring training for a minimum of 30 BME staff in the next 12 months with a full evaluation of the programme  -October for roll out for the first cohort of mentees  -Evaluation of the sponsorship mentoring | 6 | October 2018  July 2019 | Julia Smyth  Head of Leadership and Performance.  Julia Smyth  Head of Leadership and Performance |

# Theme 2: Workplace Experience

**Our pledge: We will use data to analyse the BME experience at the LAS and set challenging objectives for our managers to tackle inequality**

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| **Theme 2: Workplace experience** | | | | |
| **Objective** | **Actions** | **What WRES indicator will this action contribute towards:** | **Timescale**  **(delivered by)** | **Owner** |
| **2.1**  To prevent incidents going into formal disciplinary processes (where applicable) and resolve them informally wherever possible  To decrease the percentage of BME staff going through the disciplinary process (where applicable). | Create and Implement Check and Challenge Panels to reduce numbers of BME staff going through disciplinary process. To include;   * 1. Triage process   2. Panel membership to include Head of Engagement   3. Investigation training and tool kit | 3 | October 2018 | Lorna Campbell  Interim Head of Engagement  Melissa Berry Diversity Consultant |
| Disciplinary data to be included in to the score cards and presented at the performance review meetings with CEO | 3 | September 2018 | Chris Randall  Head of Workforce Analytics |
| Bullying & Harassment lead – training, coaching, triage to the 3 system approach of: Courageous conversations, round table and external mediation  8b and above 80 people | 3 | September 2018 | Cathe Gaskell  Bullying and Harassment Advisor |
| To scope who should receive investigation training.  Implement investigation training to improve the quality, consistency and equity of the process.  Twenty per – cohort. Once trained this will be tracked through ESR. Target to train a sixty in a 12 month period. Managers will have to be trained in order to conduct an investigation | 3 | October 2018  January 2018 | Julia Smyth  Head of Leadership and Performance  Lorna Campbell  Interim Head of Engagement |

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| **Theme 2: Workplace experience** | | | | |
| **Objective** | **Actions** | **What WRES indicator will this action contribute towards:** | **Timescale**  **(delivered by)** | **Owner** |
|  | All business partners and band 7 people and culture mangers and above managers will receive investigation training within the next 12 months. ()  Deep dive into a completed disciplinary case on a quarterly basis by external consultant. | 3 | Update provided every quarter until July 2019  Every quarter | Lorna Campbell  Interim Head of Engagement  Patricia Grealish  Director of People and Culture |
| **2.2**  To decrease staff who experience harassment, bullying or abuse from patients or relatives by a minimum 3% | Undertake Thematic Analysis of supplementary questions on Staff Survey relating to discrimination, bullying, harassment, and abuse. | 5 | September to November 2018 | Melissa Berry, Diversity Consultant  Delia McMillan, Staff Survey Consultant |
| Analysis of additional question from the staff survey and separate action plan developed for Health and Safety | 5 | March 2019 | Martin Nicholas  Sector Health & Safety Manager |
| Commence the staff safety group as a sub group of the corporate Health & Safety committee for all staff   1. Verbal assaults 2. Physical assaults   Look at key themes and support of staff | 5 | November 2018 | Local Security Management Specialist |

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| **Theme 2: Workplace experience** | | | | |
| **Objective** | **Actions** | **What WRES indicator will this action contribute towards:** | **Timescale**  **(delivered by)** | **Owner** |
| **2.3**  Promote the Trust networks, BME networks and LGBT network with the aim of creating disability forum and women | BME staff network to be supported to have a work plan that aligns with WRES action plan  BME staff to have periodic meeting with CEO on a quarterly basis to hear concerns and enable two way communication and understand if action plan is having an impact on staff  As part of the offering of the BME network, BME Master class for BME staff network members (open to all staff) will be rolled out. Interview skills and techniques, motivational speakers, personal development session to include speed mentoring | 8  8  8 | October 2018  Every quarter  November 2018 | Agatha Nortley – Mesh  Chair BME Network  Melissa Berry Diversity Consultant  Garrett Emmerson, CEO  Melissa Berry Diversity Consultant  Agatha Nortley – Mesh  Chair BME Network  Melissa Berry Diversity Consultant |
| Freedom to Speak up Guardian to work closely with Diversity consultant and Bulling and Harassment lead to share intelligence and meet every six weeks and flag theme’s to Director of People and Culture | 8 | Every 6 weeks | Melissa Berry Diversity Consultant  FTSU Guardian  Bullying & Harassment Lead  Patricia Grealish, Director of People and Culture |
| **2.4**  “Big conversations” | To continue to use the Senior Managers forum annually to discuss the WRES and race. Using other methods of communication to “normalise” organisation discussion on race and related matters. Engagement with , ADO’s, LGM’s,  Cultural awareness, Postcard to be sent out every month to managers to have conversations with their team with a different image each month, as part of the “ Big conversation “each card will have questions on the back to be used by teams as part of team meetings  Recruit Race Advocates “Ask me ….” T-shirts to encourage staff to have the race conversation talk about the BME staff network all linked to the big conversation | 2  6  6 | Ongoing  Monthly  January 2019 | Garrett Emmerson, CEO  Patricia Grealish, Director of People and Culture  Melissa Berry Diversity Consultant  Melissa Berry Diversity Consultant |
| **2.5**  To improve our Trust wide communications and openness about race.  “Big Conversation” | To develop and implement a Trust wide internal and external Communications plan called ‘Lets talk about race’.   * Promote success stories of BME staff. * The BME Staff network * The WRES * Equality delivery system | 2 | Plan Development: October/ November 2018.  Implementation December r 2018 | Alex Bass  Head of Internal Communications  Melissa Berry Diversity Consultant. |
| **2.6**  Unconscious bias programme for all staff | Unconscious bias programme for 700 top leaders in the trust will be implemented as part of the management essential training  Unconscious Bias training is to be commissioned by an external provider and to be delivered on CSR training over a four month period starting in April 2019. The training will focus on Bias, self awareness, Equity, Diversity. | 1  1 | April 2019 | Melissa Berry Diversity Consultant  Julia Smyth  Head of Leadership and Performance  Tina Ivanov  Deputy Director Clinical Education & Standards.  Melissa Berry Diversity Consultant |



# Theme 3: Senior Trust Leadership

**Our pledge: We will develop and deliver unconscious bias and cultural awareness programmes across the employee journey over the next 3 years**

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| **Theme 3: Senior Trust Leadership Inc 8C and above** | | | | |
| **Objective** | **Actions** | **What WRES indicator will this action contribute towards:** | **Timescale**  **(delivered by)** | **Owner** |
| **3.1** To influence leadership behaviours to drive a change in culture and move towards an inclusive way of working across the Trust. | TOP 65 band 8c and above in LAS to have specific objectives in PDR relating to race equality and contribution to the WRES | 1 | December 2018 | Patricia Grealish, Director of People and Culture |
| **3.3**  To have a board that is reflective of the populations of which the LAS serve. | For Non-executive director - canvas through linked-in, Leadership academy, NHS diversity leads London and various channels to attract a more diverse candidate list  “Reject the list” To work with Head-hunters to ensure that shortlist are diverse 30% Gender and Ethnicity mix. | 9  9 | January 2019  Ongoing | Heather Lawrence  Chair  Patricia Grealish, Director of People and Culture |
| Diversity lead to sit on all 8d and above post | 9 | Update quarterly | Melissa Berry  Diversity Consultant |
| Ensure a diverse selection panel for all executive appointments BME/Gender | 9 | Update quarterly | Melissa Berry  Diversity Consultant |
| CEO Commitment to delivery of the WRES Action Plan via annual objectives | 9 | Reviewed annually | Garret Emerson  Chief Executive |

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| Top 65 | |  |  |  |
|  | **Band 8C and above (inc non-exec)** | | | |
| **Gender Description** | |  | **Headcount** | **Percentage** |
| BME | |  | 8 | 12% |
| White | |  | 57 | 88% |
| **Total** | |  | **65** | **100%** |

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| **Band 8C and above (inc non-exec)** | | |
| **Gender Description** | **Headcount** | **Percentage** |
| Female | 34 | 52% |
| Male | 31 | 48% |
| **Total** | **65** | **100%** |

# Conclusion

London Ambulance data demonstrates that if we want a better outcome for staff and patients, we will need to evolve our approach. This work is fundamental to the core values of London Ambulance and we are determined to meet the targets we have set.

The Trust is passionately committed to accelerating progress, ensuring our culture is supportive and equitable, having a workforce that is reflective of London, and doing so under the leadership of the Chief Executive.

Melissa Berry  
Diversity Consultant

October 2018

Appendix 1

