



<b>Report to:</b>	<b>People &amp; Culture Committee</b>			
<b>Date of meeting:</b>	<b>Insert date of meeting here</b>			
<b>Report title:</b>	Workforce Race Equality Standard Action Plan (WRES)			
<b>Agenda item:</b>	Insert position on agenda here (or leave blank for completion by meeting administrator)			
<b>Report Author(s):</b>	Melissa Berry, Diversity Consultant			
<b>Presented by:</b>	Melissa Berry, Diversity Consultant			
<b>Status:</b>	<input type="checkbox"/>	<b>Assurance</b>	<input checked="" type="checkbox"/>	<b>Discussion</b>
	<input type="checkbox"/>	<b>Decision</b>	<input checked="" type="checkbox"/>	<b>Information</b>
<b>Background / Purpose:</b>				
The Trust's Workforce Race Equality Standard Action plan for September 2019 to August 2020				
<b>Recommendation(s):</b>				
The Committee are requested to review and discuss the content of this report				
<b>Links to Board Assurance Framework (BAF) and key risks:</b>				
N/A				

<b>Please indicate which Board Assurance Framework (BAF) risk it relates to:</b>	
<b>Clinical and Quality</b>	<input checked="" type="checkbox"/>
<b>Performance</b>	<input type="checkbox"/>
<b>Financial</b>	<input type="checkbox"/>
<b>Workforce</b>	<input checked="" type="checkbox"/>
<b>Governance and Well-led</b>	<input checked="" type="checkbox"/>
<b>Reputation</b>	<input checked="" type="checkbox"/>
<b>Other</b>	<input type="checkbox"/>
<b>This report supports the achievement of the following Business Plan Workstreams:</b>	
<b>Ensure safe, timely and effective care</b>	<input checked="" type="checkbox"/>
<b>Ensuring staff are valued, respected and engaged</b>	<input checked="" type="checkbox"/>
<b>Partners are supported to deliver change in London</b>	<input checked="" type="checkbox"/>
<b>Efficiency and sustainability will drive us</b>	<input type="checkbox"/>



# OUR PLAN OF ACTION (Year 2)

1. 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 the strong personal commitment of our leadership team to ensuring that our service reflects the communities of London.
2. Given the commitment to achieving a step change in our approach, The CEO will continue to provide leadership on the work to deliver Race Equality in employment and service delivery. The CEO will continue to chair quarterly meetings to drive and monitor progress on our Workforce Race Equality Standard action plan.
3. We are pleased to report a number of key improvements that have been made with regards to Black and Minority Ethnic staff representation at Board, Executive and senior management level. Namely the senior leadership team of staff at band 8c and above now includes 19% (as of September 2019) Black and Minority Ethnic staff compared to 3 years ago where the percentage was 2%. In addition we have achieved the 15% target BME staff ratio and are now working towards a 17.5% target.
4. Other achievements over the past year include: successful implementation of Sponsorship mentoring and Reverse mentoring; a well-attended speed mentoring event where senior leaders in the organisation took the time to listen to and provide valuable advice to members of staff from across the organisation; diverse recruitment panels to facilitate fairer recruitment processes; and recruitment events to encourage more BME people to join the Trust.



## Background

1. The purpose of this document is to provide details of the WRES Action Plan for London Ambulance Service (LAS) for the period 2019/2020. This action plan builds on the 2018/2019 action plan as in our 2018/19 plan we set out the LAS intentions and stretch targets for a three year period.
2. LAS acknowledges the additional benefits of having an engaged and supported workforce which reflects the community we serve and supports the patient care agenda. By having a diverse and reflective workforce we:
  - Enhance the services we provide to patients
  - Attract new talent
  - Retain productive, committed and motivated staff
  - Create a culture that harmonises with the local community
  - Help improve the patient experience
3. Over the last 3 years the London Ambulance Service has focused its efforts to be more racially diverse and inclusive. The Trust has seen a 6% increase in its BME workforce, which is now at 16.3. % (as at September 2019). The Trust set bold targets to increase the BME workforce and the London Ambulance Service was the first NHS organisation to set targets in the NHS, which were published publicly in 2018.
4. The Chair Heather Lawrence and Chief Executive Garret Emerson made very public commitments to ensure that the organisation, including the Executive Board would start to better reflect London in terms of diversity
5. Over the last 12 months the senior leadership team has become more inclusive and as of September 2019 there are now 5 BME members across the London Ambulance Service Executive Committee and the Trust Board. This work was achieved through working with head-hunters and utilising non-standard advertising media. In addition to this, the Diversity consultant sat in on all Band 8D appointments.
6. Having met our 15% target the Trust is still determined to continue on the journey to make itself more reflective of the community that it serves across London. The aim is to have a 20% BME workforce by 2021.



## Background to WRES

1. 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.
2. 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.
3. 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 (Solway 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.
4. The WRES benchmarks NHS organisations against 9 key indicators Each of which provides a tangible measure of BME staff experience and opportunity within the organisation

<b>Indicator 1:</b>	Percentage of staff in each of the AfC bands 1-9 and VSM
<b>Indicator 2:</b>	Relative likelihood of staff being appointed from short listing
<b>Indicator 3:</b>	Relative likelihood of staff entering the formal disciplinary
<b>Indicator 4:</b>	Relative likelihood of staff accessing non-mandatory training and
<b>Indicator 5:</b>	Percentage of staff experiencing harassment, bullying or abuse
<b>Indicator 6:</b>	Percentage of staff experiencing harassment, bullying or abuse
<b>Indicator 7:</b>	Percentage of staff believing that the Trust provides equal
<b>Indicator 8:</b>	In the last 12 months have you personally experienced
<b>Indicator 9:</b>	Percentage difference between the Organisations Board voting



## Year 1: Activity

- The Trust has made significant changes to our recruitment processes and is now in a better position with regards to diversity across all the bandings
- We have provided interview training to a pool of BME staff ensuring BME representation on interviews at band 7 and above and front line Emergency Ambulance Crew, and Paramedic roles and non-emergency transport roles
- We have reviewed our disciplinary processes and continue to build on this work
- We have engaged with the National Ambulance BME forum and the WRES Association of Ambulance Chief Executives and work with the Greater London Authority
- We have reviewed our diversity training programme for our current leadership programmes
- We have delivered successful sponsorship and reverse mentoring programmes
- We have rebranded our BME staff network
- Diversity Consultant sits on all 8D and above interview panels

## The next phase “Inclusive London Ambulance Service”

1. The next phase of the WRES action plan for London Ambulance Service will focus on: enabling people to work comfortably with race equality issues. There will be a deep dive on the factors impacting BME staff retention.
2. Strengthening the BME Network to support staff across the organisation and producing an associated strategy; appointing Positive Action ambassadors to build relationships across London networks; engaging with schools and other stakeholders as part of widening participation programmes; and continuing with targeted recruitment.
3. Through communication and engagement, embedding unconscious bias training to help staff move to conscious action by taking personal responsibility and delivering cultural intelligence training. We will work to challenge cultures of race inequality and focus on supporting our people to learn more about the importance of equity. We also build internal capacity and capability to work with race issues. Every employee in the organisation will feel empowered to take action and own the actions set out in our WRES plan.
4. We will also ensure embedding of accountability as teams are reorganised and roles are updated to reflect new responsibilities whilst ensuring key policies and practices have race equality built into their core.



## Progress against WRES Indicators 2015 to 2019

WRES Indicators		2015/16	2016/17	2017/18	2018/19	2019/20	Movement (17/18-18/19)	Nationally	London	Ambulance Trusts
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 12.7%	BME 13.5%	BME 15%	BME 16%	↑	19.1%	43.9%	4.6%
	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	1.8 times more likely to be appointed if white than BME	1.7 times more likely to be appointed if white than BME	TBC	↔	White staff 1.45 times more likely	White staff 1.63 times more likely	White staff 1.45 times more likely
	Indicator 3: Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.	No data	BME staff are twice as likely to enter the formal disciplinary process compared to white staff.	BME staff are twice as likely to enter the formal disciplinary process compared to white staff.	BME staff are 1.6 times as likely to enter the formal disciplinary process compared to white staff.	TBC	↓	BME staff 1.24 times more likely	BME staff 1.77 times more likely	BME staff 1.74 times more likely
	Indicator 4: Relative likelihood of staff accessing non-mandatory training and CPD.	No data	No data	No data	White staff 0.99 times more likely	TBC	↔	White staff 1.15 times more likely	White staff 0.98 times more likely	White staff 1.09 times more likely
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. Difference:	White: 56% BME: 35% 21%	White: 56% BME: 34% 22%	White: 57% BME: 39% 18%	White: 58% BME: 42% 16%	TBC	↔	White: 28% BME: 29% 1%	White: 32% BME: 30% 2%	White: 48% BME: 38% 10%
	Indicator 6: Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months. Difference:	White 38% BME 40% 2%	White: 32% BME: 32% 0%	White: 31% BME: 38% 7%	White: 28% BME: 32% 4%	TBC	↓	White: 23% BME: 28% 5%	White: 26% BME: 30% 4%	White: 28% BME: 35% 7%
	Indicator 7: Percentage of staff believing that the Trust provides equal opportunities for career progressing and promotion. Difference:	White: 63% BME: 42% 21%	White: 74% BME: 57% 17%	White: 62% BME: 47% 15%	White: 68% BME: 51% 17%	TBC	↔	White: 87% BME: 72% 15%	White: 84% BME: 68% 16%	White: 69% BME: 52% 17%
	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 Difference:	White: 13% BME: 25% 12%	White: 9% BME: 18% 15%	White: 11% BME: 19% 8%	White: 10% BME: 17% 7%	TBC	↔	White: 7% BME: 15% 8%	White: 8% BME: 16% 8%	White: 11% BME: 18% 7%
	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.	White: 100% BME: 0%	White: 100% BME: 0%	White: 100% BME: 0%	White: 93% BME: 7%	White: 78% BME: 22%	↑	White: 88% BME: 7.4%	White: 83% BME: 15.6%	N/A N/A



## 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 and build on previous work

# OUR PLAN OF ACTION YEAR 2 (3 Key Themes)

<b>THEME 1</b> Recruitment & Development  We will.	Achieve representation of BME staff  15% by March 2019 <b>(Achieved)</b> 17.5 by March 2020 20% by March 2021
<b>THEME 2</b> Workplace Experience  We will.	Use data to analyse the <b>BME experience</b> at London Ambulance and set challenging objectives for our managers to tackle inequality  Develop robust process around the disciplinary process to significantly reduce the amount of BME staff going through the disciplinary process
<b>THEME 3</b> Senior Trust Leadership We will.	Develop and deliver extensive <b>unconscious bias and cultural awareness programmes</b> delivered across the employee journey over 3 years



## Theme 1: Recruitment and Development

Objective	Actions	What WRES indicator will this action contribute towards:	Timescale (delivered by)	Owner
<b>1.1</b> To increase the LAS BME workforce to 17.5% by 2020 20% by 2020 / 21.	To recruit 2 positive action ambassadors to develop partnership relationships within schools and colleges and on current relationships across London.	1, 2	To be in post by April 2020	Melissa Berry Diversity Consultant Ali Layne-Smith Director of people and culture
	To be involved in the development of the NHS cadet's scheme and have London Ambulance Service looped into the development. (This is currently jointly being funded by St John Ambulance and NHS England).			Currently in development so no clear timescale at present
<b>1.2</b> To increase the LAS BME workforce to 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 quarterly report provide to the WRES action plan working group	2	Ongoing	Averil Lynch Head of Recruitment  Melissa Berry Diversity Consultant
	Attend recruitment diverse events targeting 3 roles: Emergency call handler and Trainee emergency crew, Non-emergency transport service		Ongoing	Averil Lynch Head of Recruitment Melissa Berry Diversity Consultant





## Theme 1: Recruitment and Development

Objective	Actions	What WRES indicator will this action contribute towards:	Timescale (delivered by)	Owner
<b>1.4</b> 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 participants.	2	January, May, July 2020	Averil Lynch Head of Recruitment Melissa Berry Diversity Consultant
	Promote LAS roles to under-represented BME Communities by identifying one Borough in each sector with a high BME representation from the Greater London authority data and engaging with and encouraging individuals to apply. Engaging with a minimum of 50 potential candidates from local community groups. The recruited Positive Action 2 Ambassadors to carry out this work.	2	June 2020	Averil Lynch Head of Recruitment
		2	April 2020 to start	Melissa Berry Diversity Consultant
<b>1.5</b> 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 2020	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,	2		March, April 2020  Averil Lynch Head of Recruitment



	Emergency Ambulance Crew and Paramedic roles. 3 sessions for 25 participants in February, March and April 2020			
<b>1.6</b> To develop and implement Sponsorship mentoring across the Trust.	To develop and run sponsorship mentoring for the second year for a minimum of 30 BME staff in the next 12 months with a full evaluation of the programme.	6	February 2020	Julia Smyth Head of Leadership and Performance.
<b>1.7 To ensure fairness and Equity in the internal recruitment process</b>	All secondment opportunities will go through the TRAC system and have to go through the equivalent process as an internal advert to insure there is a fair process  No jobs will be published in the RIB or Pulse without following the process	1,2	January 2020	Averil Lynch Head of Recruitment  Ali-Layne Smith Director of people & Culture



## Theme 2: Workplace Experience

Theme 2: Workplace Experience				
Objective	Actions	What WRES indicator will this action contribute towards:	Timescale (delivered by)	Owner
<p><b>2.1</b> To prevent incidents going into formal disciplinary processes (where applicable) and resolve them informally wherever possible.</p> <p>To decrease the percentage of BME staff going through the disciplinary process (where applicable).</p>	<p>Create Check and Challenge Process to reduce numbers of BME staff going through disciplinary process. To include:</p> <p>Introduce a checklist to review the need to pursue a formal investigation: to “support a consistent, constructive and fair evaluation of actions of staff involved in disciplinary matters (Just culture guide)”;</p> <p>Initially the checklist should be piloted in two areas, in order to evaluate the process prior to Trust wide implementation.</p>	3	February 2020	<p>Roujin Ghamsari Head of Engagement</p> <p>Roujin Ghamsari Head of Engagement</p> <p>Roujin Ghamsari Head of Engagement</p>
	<p>Plan in place to review disciplinary policy and any other relevant polices</p>		July 2020	Roujin Ghamsari Head of Engagement
	<p>Training for in house mediators, to reduce formal cases and to increase round table discussions to reduce number of formal cases</p>		April 2020	



## Theme 2: Workplace experience

Objective	Actions	What WRES indicator will this action contribute towards:	Timescale (delivered by)	Owner
<b>2.2</b> To decrease number of BME staff going through formal process	All people and culture managers managers will receive relevant training including investigation training within the next 12 months.	3	July 2020	Roujin Ghamsari Head of Engagement
<b>2.3</b> 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 2019	Melissa Berry, Diversity Consultant
	Analysis of additional question from the staff survey and separate action plan developed for Health and Safety	5	March 2020	Delia McMillan, Staff Survey Consultant Head of Health and Safety



## Theme 2: Workplace experience

Objective	Actions	What WRES indicator will this action contribute towards:	Timescale (delivered by)	Owner
<b>2.4</b> Promote the Trust BME network and raise the profile of the network in the London Ambulance Service	BME staff network to develop a strategy/ work programme and align with WRES.	8	January 2020	Agatha Nortley – Meshe Chair BME Network Melissa Berry Diversity Consultant
	CEO to attend 2 network meetings a year to enable two way communication and hear from BME staff on a regular basis	8	Twice a year	Garrett Emmerson, CEO Melissa Berry Diversity Consultant
	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	Ongoing	Agatha Nortley – Mesh Chair BME Network Melissa Berry Diversity Consultant
	Freedom to Speak up Guardian to work closely with Diversity consultant and Bullying and Harassment lead to share intelligence and meet every six weeks and flag themes to Director of People and Culture	8	Every 6 weeks	Melissa Berry Diversity Consultant  FTSU Guardian Bullying & Harassment Lead  Ali Layne – Smith Director of People of Culture



## Theme 2: Workplace experience

Objective	Actions	What WRES indicator will this action contribute towards:	Timescale (delivered by)	Owner
<b>2.5</b> Unconscious bias programme for all staff	To purchase a suite of Unconscious Bias/Equality and Diversity videos to use within the organisation as part of the ongoing suite of Equality and Diversity training	1	Jan 2020	Melissa Berry Diversity Consultant  Julia Smyth Head of Leadership and Performance



### Theme 3: Senior Trust Leadership

Theme 3: Senior Trust Leadership Inc 8C and above				
Objective	Actions	What WRES indicator will this action contribute towards:	Timescale (delivered by)	Owner
<b>3.1</b> 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	Tbc	Ali Layne – Smith Director of People and Culture
<b>3.2</b> To have a board that is reflective of the populations of which the LAS serve.	“Reject the list” To work with Head-hunters to ensure that shortlists are diverse 30% Gender and Ethnicity mix.	9	Ongoing	Ali Layne – Smith 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 to the CEO and the WRES working group	Melissa Berry Diversity Consultant Ali Layne – Smith
	CEO Commitment to delivery of the WRES Action Plan via annual objectives	9	Reviewed annually	Garret Emerson Chief Executive