

National Ambulance
LGBT Network



Supporting Lesbian, Gay,
Bisexual, Trans staff,
patients and communities

Copyright © NALGBTN, 2019

Establishing Staff Networks

Ten developments to help
set up and maintain your
LGBT Staff Network

Alistair Gunn
27 November 2017

Version 5: Revised July 2019



Presenters



Alistair Gunn

Planning and Development Manager
Yorkshire Ambulance Service

Chair
National Ambulance LGBT Network



Kirsten Willis

Head of Operations
South Central Ambulance Service

Deputy Chair
National Ambulance LGBT Network



Introduction



Now the National Network is established we are frequently asked to support Networks that are in development.

This pack is designed to help with this and consider some of the important activities needed.

The order of the ten developments is not concrete but it is likely, at some point, a developing network will need to deal with each of the ten points.

Other Trusts have things in place so it is always worth asking to see these documents. Recycle is often more efficient than reinvention!

Colour coded slides:

Information

Main body of the slides contains information and useful tips

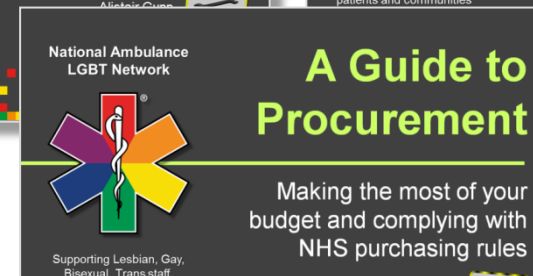
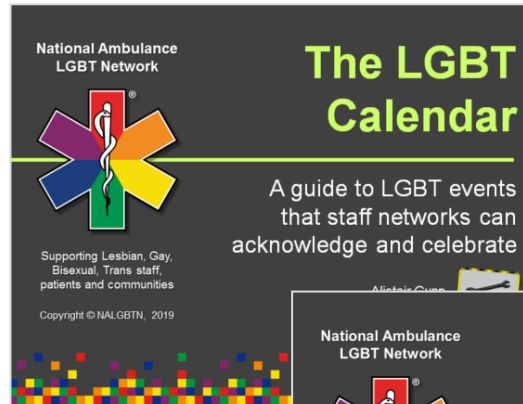
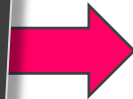
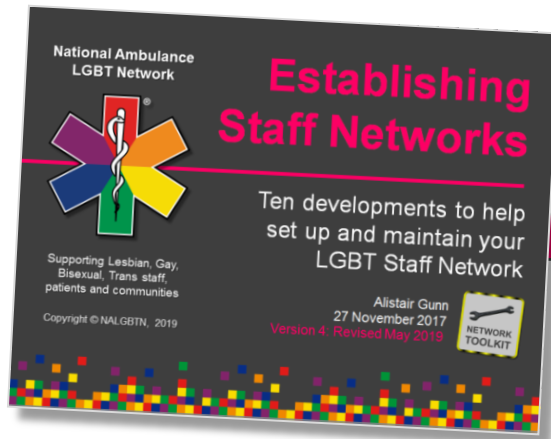
Activities

Try out some of the theory with the activities

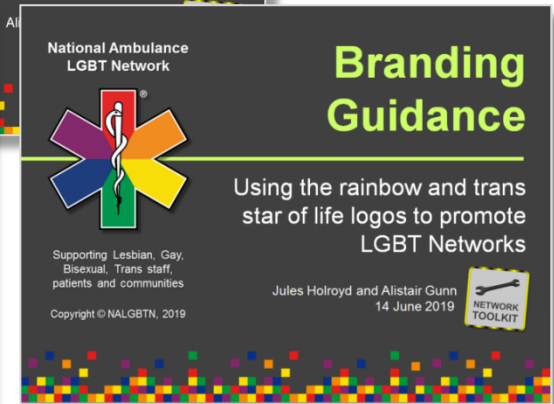
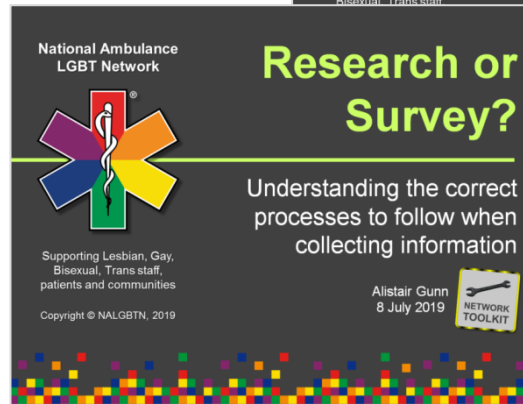
What the committee said...

Our short survey will let you know what other people involved with staff networks think

Empowerment Activity



Five further resource packs are available to support the development of Networks



Ten key developments



- 1 Getting a core group together
- 2 Constructing a robust Terms of Reference
- 3 Giving your Network an identity
- 4 Finding your supporters
- 5 Establishing a budget
- 6 Developing a Communication Plan
- 7 Supporting staff attendance
- 8 Finding your objectives / making plans
- 9 Linking with key events
- 10 Supporting the workforce





THE BASICS

The items in this section are the fundamentals
for establishing your staff network.

The more people that get involved in this
the better!



1. Getting a core group together



The first key step is to get a group of people together. That takes a lot of advertising to let everyone know.

Let people know what is in it for them:

- ❖ Chance to be part of something...
- ❖ Chance to shape direction of the Trust...
- ❖ Meet new people...

Set up a contact email address.

- ❖ LGBT@yourtrust.nhs.uk

Social media is also very effective.

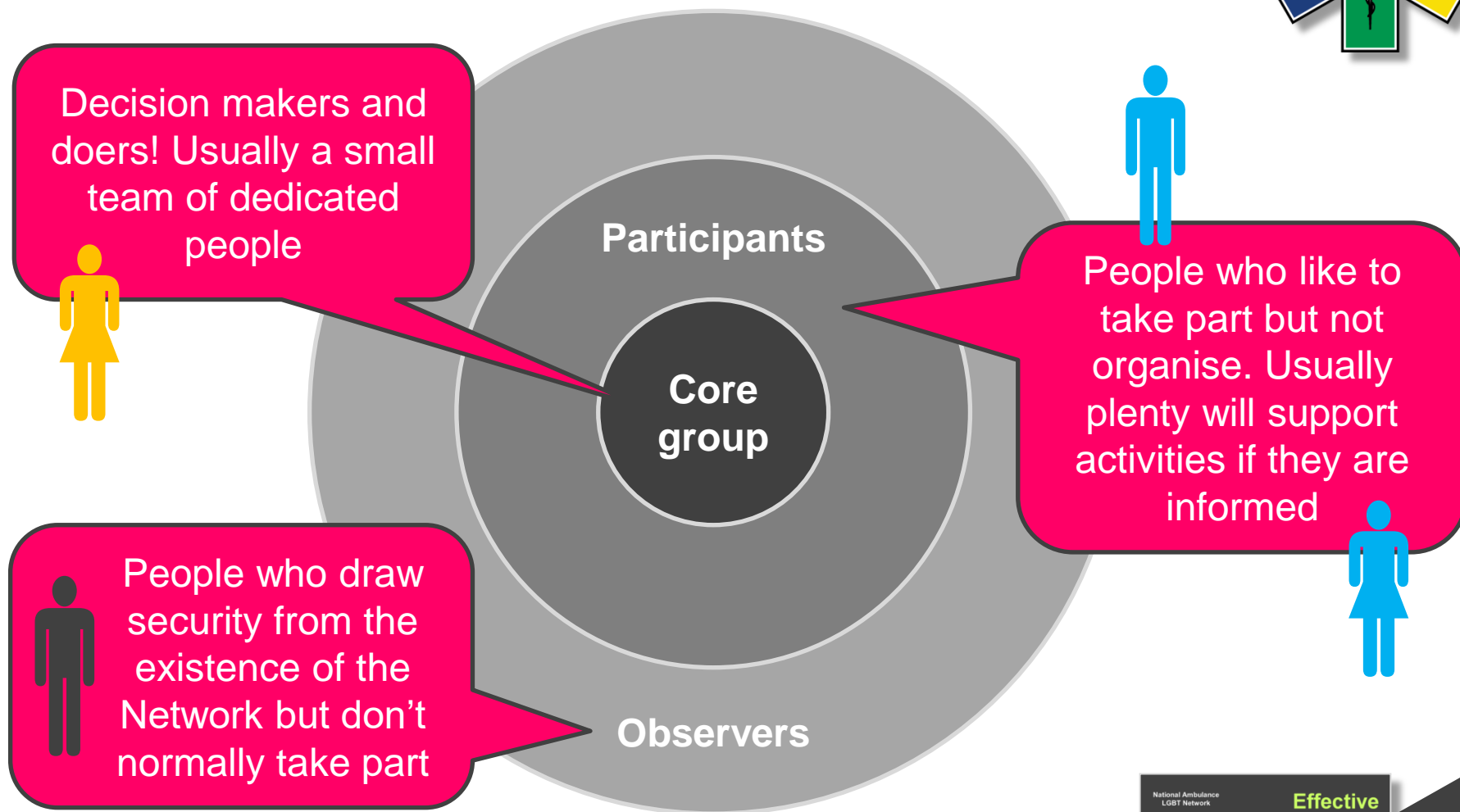


TIP

People are more likely to contact where a name is provided. There is less mystery!



1. Getting a core group together

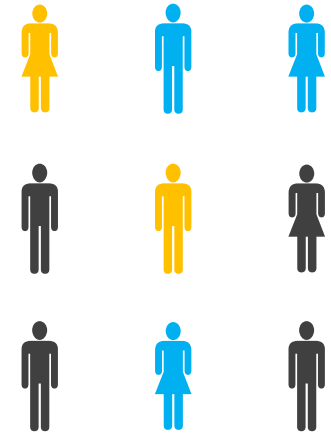


Check
this out

Activity



Creating a 'safe space' is
important for people accessing
your network



'SAFE SPACE'

Question 1

What does 'safe space'
mean to you?

Question 2

How can you make your
network a 'safe space'?



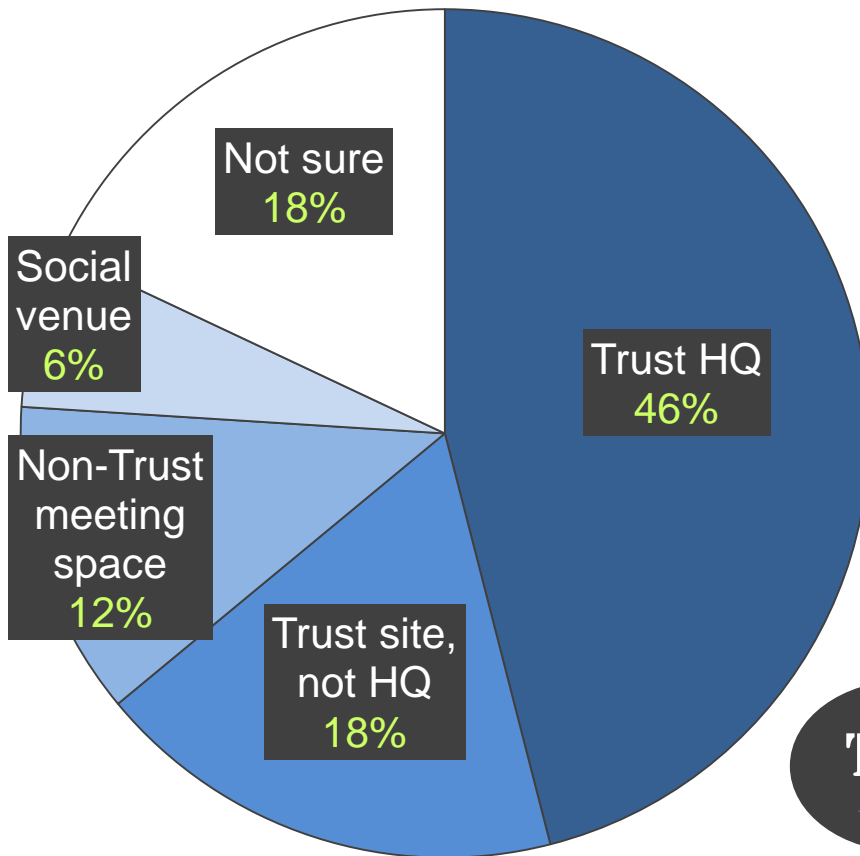
What the committee said...



We asked people:

When setting up your staff network meetings, which venue generated the best response in terms of numbers attending?

Getting people together in Trust's the size of ours is very difficult. Consider moving the meetings about or using new technologies to link people together.



TIP

Most Trust's have tele-conferencing facilities which you may be able to tap into.

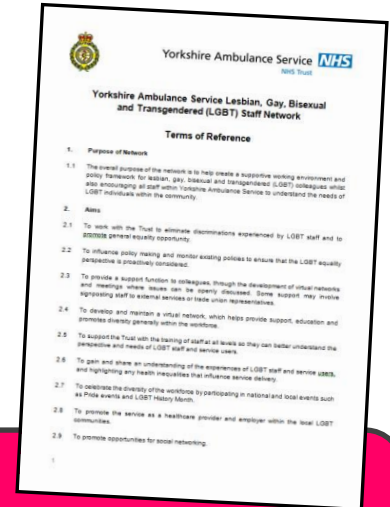


2. Terms of Reference



Drafting a Terms of Reference document is an important step to getting your Network established in the organisation. As well as being your statement of intent, it should be accepted and signed-off by an Executive sponsor. This means you then have a lever to negotiate what you need to make it work.

Terms of Reference are usually revisited annually, particularly if your group is establishing itself.



Must includes:

- ❖ Role of the group
- ❖ How often it meets
- ❖ Where it meets
- ❖ Membership
- ❖ Who the Network is accountable to

Might includes:

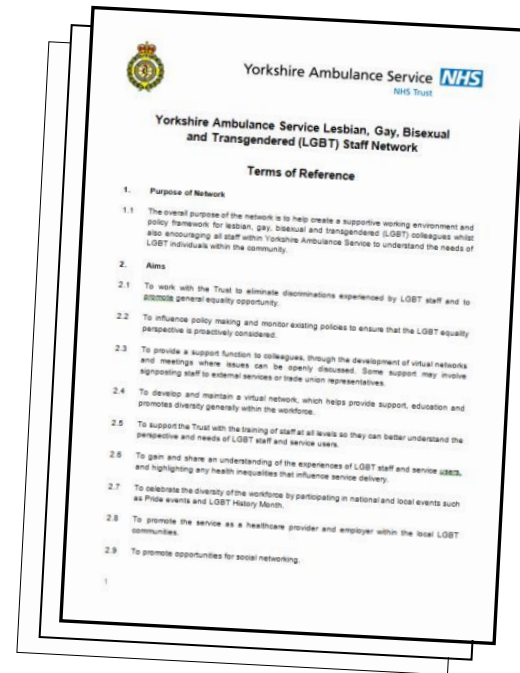
- ❖ Administration arrangements
- ❖ Key roles within the group
- ❖ Release of staff with key roles
- ❖ Budget requirement
- ❖ Levels of support offered

2. Terms of Reference



TIP

Terms of Reference documents don't have to be long. Concise and clear is more effective.



Draft your
Terms

Review
annually

Circulate to
members for
opinion

Get
approval



Activity



1. Take a minute to think about the roles you need to run your Network effectively.
2. Make a list of the key tasks that need to be done.
3. Combine these into some comprehensive 'role descriptions'. Are there any obvious links?



For later...

4. Write your 'role descriptions' into your Terms of Reference. It makes it easier to support them.

TIP

Think about how you will provide deputies for the essential tasks that need to be done.



Roles Within Your Network [1]



Chairperson

Deputy Chairperson

(separate person or linked to additional role)



- ❖ Offer a leadership role to the Network.
- ❖ Chair meetings and represent the Network at Trust Boards and senior management meetings.
- ❖ Set an agenda for each meeting and send this out to participants in advance.
- ❖ Circulate minutes or notes from each meeting to all participants of the group.
- ❖ Be the link person to the Trust Diversity and Inclusion Lead and to keep all participants aware of significant changes in the Trust between meetings.



Roles Within Your Network [2]



**Communication
Officer**



**Deputy
Chairperson**



- ❖ Ensuring an information repository is kept for the Network through all available medias.
- ❖ Ensure the Network complies with Trust social media policy and any other applicable policies.
- ❖ Co-ordinate the Network's postings on social media and monitoring feedback provided.
- ❖ To co-ordinate information being held on the internet and intranet, linking to information technology colleagues as necessary.
- ❖ To keep an up-to-date record of members of the group so information can be effectively distributed.



Roles Within Your Network [3]



**Engagement
Officer**



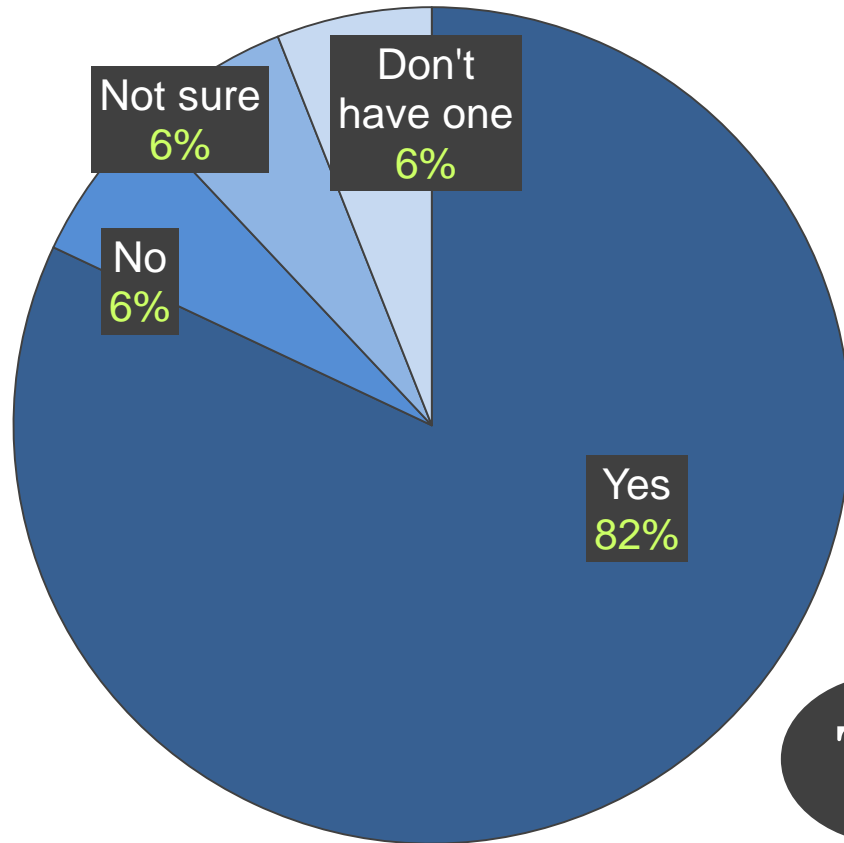
**Deputy
Chairperson**



- ❖ Being aware of all events and networking opportunities within the area that the Network can link to.
- ❖ Linking with the organisation of a limited number of key events which the Network will attend and co-ordinate the Trust response.
- ❖ Provide support to colleagues arranging events that link to the LGBT community but which the Network is not formally involved.
- ❖ Co-ordinate a limited number of social events around the activities of the group for members of the Network and other LGBT colleagues within the Trust.



What the committee said...



We asked people:

When you created your Terms of Reference did it help to focus your attention on how the network should operate?

It may not be the most exciting document to put together, but it will certainly help you further down the line. Our respondents indicate it really does help.

TIP

Have a look at other Terms of Reference before drafting your own. Steal the best bits!



3. Creating an identity

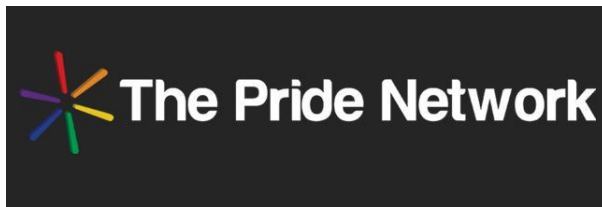


Have fun deciding on the branding for your group!

A logo is a good way of spreading a message and letting people know you are here. Here are some examples from other Ambulance Services...



PROUD
@NEAS



TIP

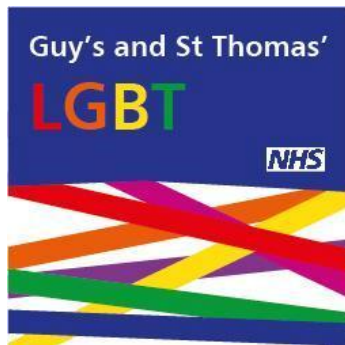
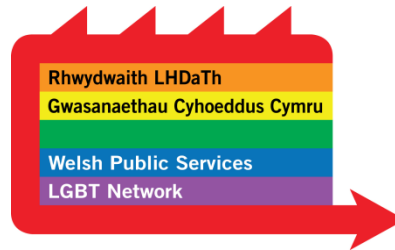
To help inspire some ideas, we have included several slides of logos for you to consider when designing your own.



Identity - Associated Services



Thames Valley
gpa
gaypoliceassociation



Identity - Using the Rainbow



Identity - Other Ideas



Check
this out

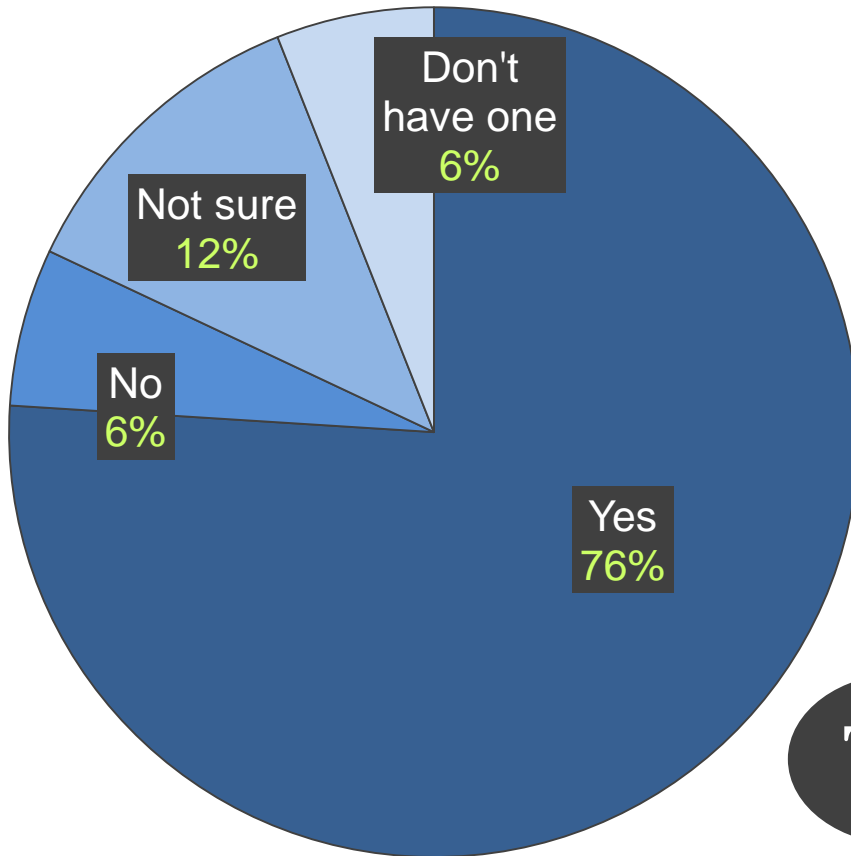
What the committee said...



We asked people:

If your group has a logo, has this helped to raise the profile of your network?

Again, it seems pretty conclusive that creating a logo helps promote your network. Once you've created one, try and get funding to produce give-away items to distribute. Everyone likes a freebie!



TIP

Pin badges have been particularly popular and allow staff to show their support.



4. Finding Your Supporters



Support for your Network might come from unexpected places. Wherever it comes from, senior level support paves the way for a more successful development, or often helps keep your needs on the agenda.

As a group, it is useful to think about the senior people in your organisation and decide who will support your agenda and who has the most influence. You can then decide how to approach the things you wish to progress.

A useful tool to support this is a Support Analysis Chart (a template is included on the next slide). Put all the names of people on 'post-it' stickers, and as a group decide which of the four quartiles each person sits in.

Some key supporters may be:

- ❖ Chief Executive
- ❖ Chairman
- ❖ Director of HR
- ❖ Director of Operations
- ❖ Trust Governors
- ❖ Freedom to Speak Up Guardians
- ❖ Diversity Managers
- ❖ Welfare teams

This will largely depend on the structure of your organisation.

Support Analysis Template



| High influence → | May need persuading Worth spending time socialising ideas | Likely to support Seek advise and assistance |
|------------------|--|---|
| | Keep informed | May offer assistance Likely to support your agenda |
| ← Low influence | ← Low interest | High interest → |



Activity



1. Have a go at completing the analysis for your organisation. Choose six people and discuss in a group where you think they would be positioned.
2. Having completed this, where do you think it is best to direct the bulk of your engagement with to gain support?
3. On the table, draw arrows to show who you think will have an influence on others. This can be positively and negatively.

| High influence → | May need persuading Worth spending time socialising ideas | Likely to support Seek advise and assistance |
|------------------|--|---|
| | Keep informed | May offer assistance Likely to support your agenda |
| ← Low influence | ← Low interest | High interest → |

TIP

High influence, high interest people isn't where you should direct most attention!



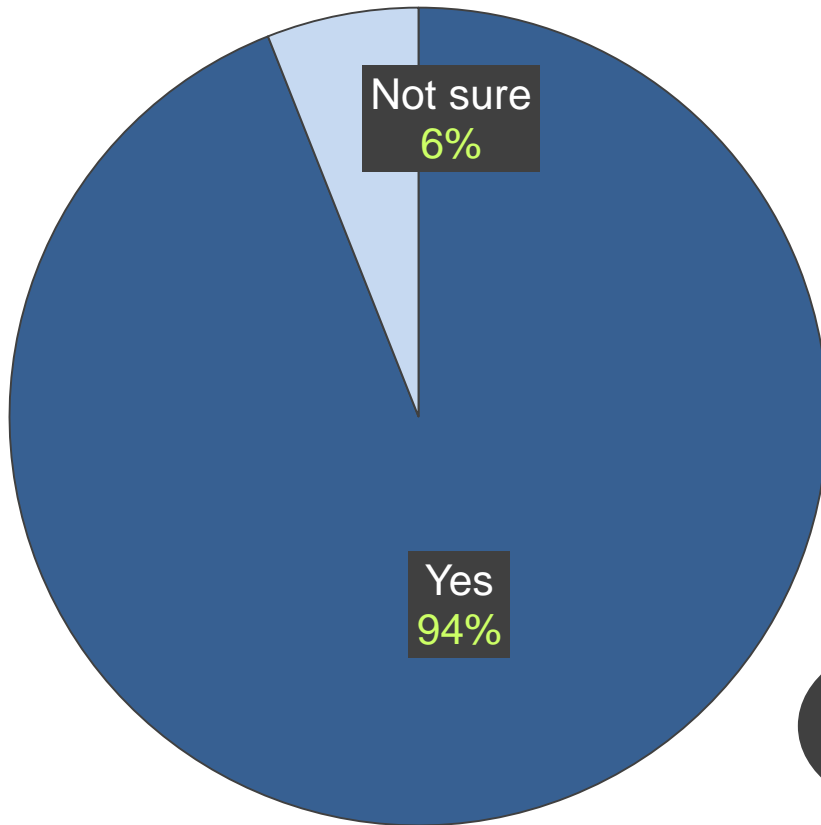
What the committee said...



We asked people:

Does having senior management level support (Director, Chief Executive etc.) assist with the development of your network?

It can be a little daunting approaching senior managers, but our respondents seem to suggest it is worth it.



TIP

Go prepared. Take a list of things you want to discuss and remember to have an answer to the obvious question... Why is this important?



5. Establishing a Budget



With major constraints around funding, it can be difficult to secure an adequate budget.

However, if you can link what you need to key objectives or needs within the Trust, you will be more successful.

You should also be realistic about what this budget is for. For example, is it limited to projects you wish to progress, or will it include travel and subsistence costs for getting to events? Budgets disappear very quickly if travel and subsistence is included.

When you get to making your Network's Action Plan, you will find the plans and budget become interlinked. For people supporting you, it becomes easier once an agreed Action Plan is in place.

Checklist of things to include in your budget:

- ❖ Consumable and give-away items
- ❖ Printing costs if producing leaflets or flyers
- ❖ Fees for Pride events
- ❖ Hire of social venues
- ❖ Subscriptions (to Stonewall for example)
- ❖ Travel and subsistence to attend national meetings

Budget Planner



££

££

££

££

££

££

| Item | Budget | Actual | Income |
|--|----------|----------|----------|
| Subscriptions (eg: Stonewall) | £ | £ | |
| Printed material (eg: leaflets) | £ | £ | |
| Consumables 1 (eg: freebies for Prides) | £ | £ | |
| Consumables 2 (eg: pin badges for staff) | £ | £ | |
| Events (eg: fees for Pride event) | £ | £ | |
| Travel costs (eg: to conferences) | £ | £ | |
| Other | £ | £ | |
| Total expenditure | £ | £ | |
| Trust contributions | | | £ |
| Sponsorship | | | £ |
| Other income | | | £ |
| Total income | | | £ |
| Expected surplus / reserves | | | £ |



A Lesson in VAT (yes, really!)



When ordering goods, remember that many quotes do not include VAT. This means the total cost will be 20% more, and this can significantly impact on your budget.

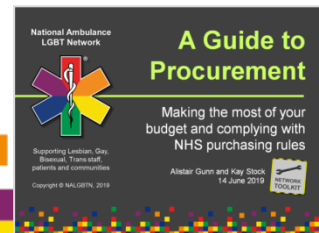
The better news is that NHS organisations can claim back VAT in many cases and it is worth getting advice from finance colleagues as this can make your budget go further!

There is a list of items that are VAT exempt, and again worth finding out a bit more. Some examples are:

- ❖ Conference and exhibition services
- ❖ Training, tuition and education
- ❖ Certain printed materials



Factsheets are available



Check
this out

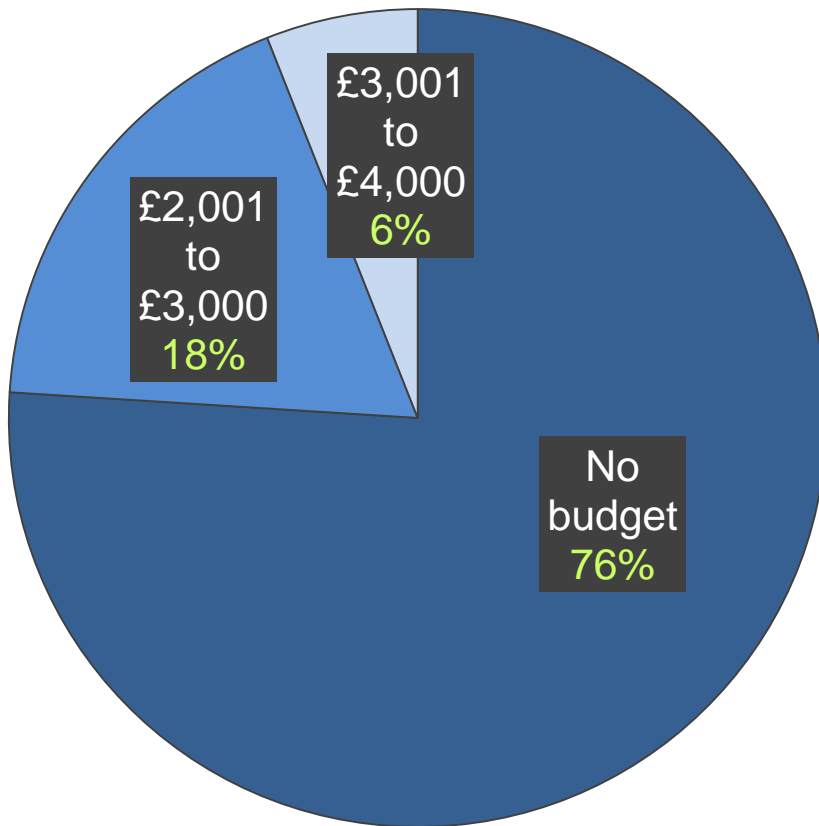
What the committee said...



We asked people:

What is the annual budget for your network?

The shocking revelation is three-quarters of staff networks operate with no defined budget. Those that do have between £2,000 to £4,000. Those that have a budget appear to have different things included.



TIP

Employ some strategy when going to budget setting meetings. Go in higher and try and have a default position.

6. Communication Plan



The aim of a Communication Plan is to define **what** messages you want to distribute, **how** you will do it and **when**?

Your Trusts will have a communications team who have expertise in this area and will be able to assist you.

A Communication Plan needn't be complicated, in fact often the simpler it is, the more effective it will be to implement.

If you are using social media make sure you follow your Trust's policy. Facebook and Twitter are very useful tools but needs moderation.



TIP


First of all find out who is available to do the work. Big ambitions are okay if you have plenty of people to help you!



6. Communication Plan



Here is an example of a simple Communication Plan:

 **National Ambulance LGBT Network**

Communication Plan – June to August 2017

| Target Date | National Network | | Yorkshire Network | |
|-----------------|----------------------------------|----------------|----------------------------------|------------|
| | Message | Method | Message | Method |
| Friday 2 June | Conference registration opens | BC, Em, FB, Tw | Conference registration opens | Em, FB, SU |
| Friday 9 June | Invitation to UKPride in Hull | BC, Em, FB, Tw | Announcement of UKPride event | Em, FB, SU |
| Friday 16 June | Trust website link development | Le, BC | | |
| Friday 23 June | 'We Are Gay History' writers | BC, FB, Tw | 'We Are Gay History' writers | Em, FB, SU |
| Friday 30 June | Announcing the conference prog' | BC, FB, Tw | Conference registration reminder | Em, FB, SU |
| Friday 7 July | Conference accommodation | BC, FB, Tw | Badges for staff initiative | SU |
| Friday 14 July | UK Pride joining instructions | EB | UK Pride joining instructions | EB, SU |
| Friday 21 July | Two weeks to go until conference | BC, EB, FB, Tw | UK Pride joining instructions | EB, SU |
| Friday 28 July | Conference – cancel if not going | BC, EB | | |
| Friday 4 August | Conference count down | EB, FB | | |

Key to methods: **BC** = Basecamp; **EB** = Eventbrite; **Em** = Email; **FB** = Facebook; **Le** = Letter; **SU** = Staff Update; **Tw** = Twitter

In addition posts and updates on Basecamp will confirm how many places have been booked. The 40%, 60% and 80% booking points will be confirmed.

Alistair Gunn
9 June 2017

Identify target dates and messages – remember to plan in advance for events

Identify the different strands of comms'

What methods of communication are available to you?

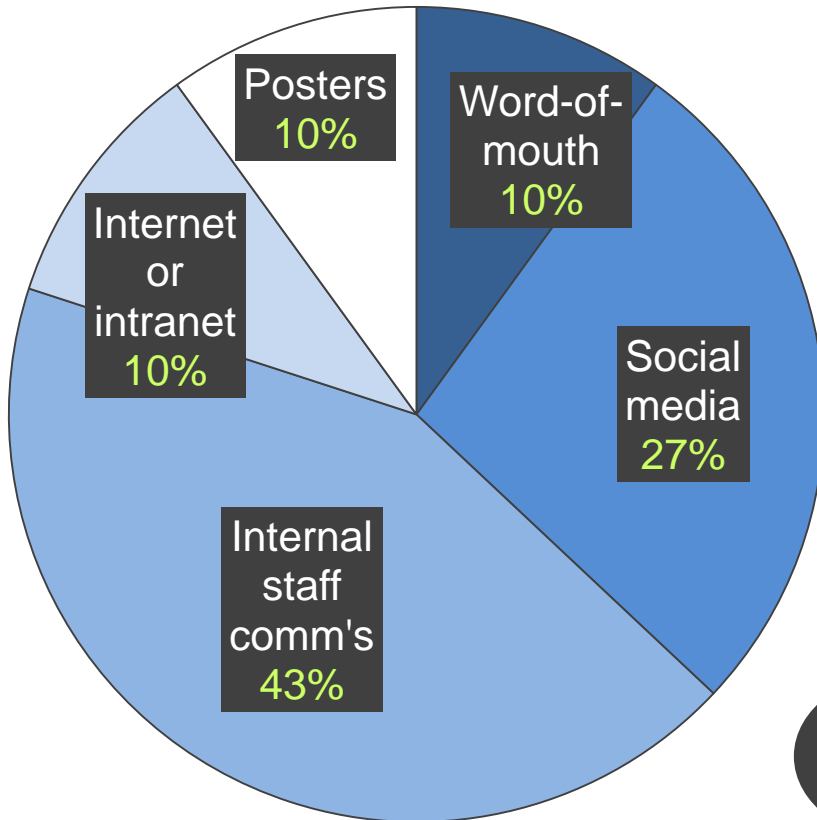
What the committee said...



We asked people:

What has proved the most effective way of promoting your network?

This question generated a wide spectrum of answers. Although the favourite was clearly internal staff communications, these results demonstrate the need to engage with a variety of different communications techniques.



TIP

Simple methods, like word-of-mouth and putting up posters, should not be overlooked.





STRATEGY

From here we start to consider the more strategic items.

Items 7 to 10 are for established networks and are aimed more for people running networks.



7. Supporting Staff Attendance



This is a very challenging issue to deal with, however if you can't secure the involvement of staff your Network will struggle to develop.

Staff release will always be balanced against operational need so try and reflect this in your thinking. December to March, for example, are often challenging periods, so some Networks do not plan things at this time.

Draft a procedure for staff release and this needs to be approved at Executive level to make it work. Also, consider involving other Networks. There is strength in numbers, although the commitment for all Networks may become quite large!

Documenting staff release issues is also important. It not only assists staff with the procedures, but also helps to identify any inconsistencies in the way it is applied.



Example Staff Release Form



Yorkshire Ambulance Service **NHS**
NHS Trust

Agreement Form for Attendance at Staff Network Meetings

| | | | |
|--------------|--|---------------|--|
| Name | | Base | |
| Role | | Line Manager | |
| Network Role | | Staff Network | |

| Employee to complete this section | | | Line Manager to complete this section | | | |
|-----------------------------------|------|----------|---------------------------------------|--------------------------|--------|------|
| Date | Time | Activity | Accepted? | Declined? (state reason) | Signed | Date |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

I request for paid release / time off in lieu as outlined above.

Signed by employee

Date

A copy of this form needs to be given to the employee and a copy sent to the network's nominated non-executive supporting person.

This example from Yorkshire Ambulance Service was used across all staff networks.



8. Making Plans



Action planning should be an annual activity and involve the core group of members. It should focus on what you want to achieve in the next twelve months and what you need to make it happen.

Be realistic and don't bite off more than you can chew. Over-ambitious plans often fail.

Where possible link to the issues and priorities of your Trust. It will be easier to get support and resources if you can demonstrate you are connected to Trust need.

An example: Attendance at Pride events can be seen to be supporting recruitment, useful when there is a shortage of Paramedics!

Always document your Action Plan and circulate it.

Structure your plan

If you are not sure how to structure your plan, link to each of the national objectives, which are:

- ❖ Making a difference to patients
- ❖ Supporting our staff
- ❖ Being visible in our communities

Future, Engage, Deliver



We will look at two different methods of planning. The first one, the FED Approach, is ideal for exploring ideas and making broad plans. The second one, Action Planning, considers resource need, actions and funding.

The FED Approach



Future

What the future should look like for LGBT patients and staff?



Engage

Who do we need to engage with to make this reality?



Deliver




What would we need to deliver to make this reality?



Applying the FED Approach



Our simple methodology for planning our future activities is as shown below:

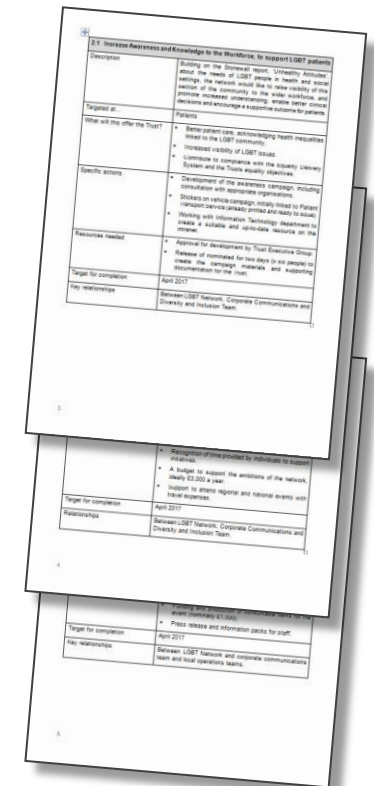
|  Future |  Engage |  Deliver |
|--|---|---|
| <p>What do we think the future should look like for LGBT patients?</p> <p>What do we think the future should look like for LGBT staff?</p> | <p>Who would we need to engage with to make this reality?</p> <ul style="list-style-type: none">➤ Stakeholders➤ Sponsors➤ Specialist skills | <p>What would we need to deliver to make this reality?</p> <ul style="list-style-type: none">➤ Be specific➤ Be realistic!➤ Resources needed?➤ Finances needed? |
| Idea 1... | | |
| Idea 2... | | |
| Idea 3... | | |

Action Planning Template



[Title of Development]

| | |
|---------------------------------|--|
| Description | [Brief overview] |
| Targeted at... | [Select one of the national objectives?] |
| What will this offer the Trust? | [Link to Trust need and priorities] |
| Specific actions | [What are the milestones?] |
| Resources needed | [Includes finances] |
| Target for completion | [Be realistic and allow slippage time] |
| Key relationships | [Who do you need to assist?] |

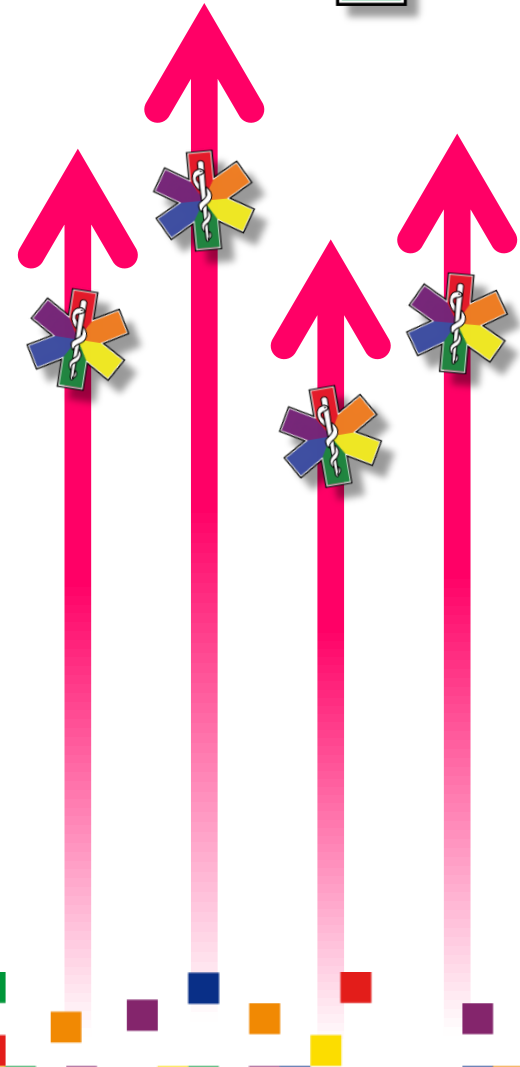


Defining the Benefits



Getting support from senior managers in each trust is easier if we can define some measurable benefits. These may include:

- ❖ Reducing numbers of discrimination / grievance cases.
- ❖ More engaged staff measured through staff survey.
- ❖ Improved recruitment and retention which will be measurable through the new monitoring standard.
- ❖ Commercial advantage in tenders – value add.
- ❖ Happier staff equals less sickness.
- ❖ Improved response for patients should be measurable through surveys.

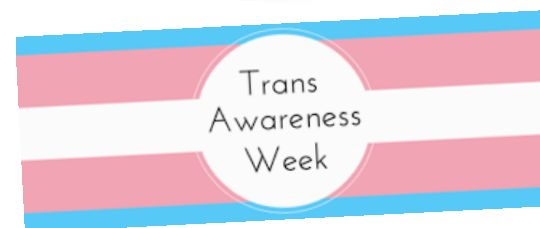


9. Key Events

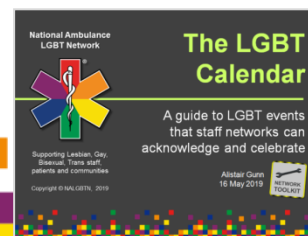


There are many LGBT specific or related events. Some of these are...

- ❖ LGBT History Month – February
- ❖ Transgender Day of Visibility – 31 March
- ❖ IDAHOBIT Day – 17 May
- ❖ Bisexuality Day – 23 September
- ❖ National Coming Out Day – 11 October
- ❖ Anti-Bullying Week – in November
- ❖ Trans Awareness Week – in November
- ❖ World AIDS Day – 1 December



There are also many local Pride events, which tend to be held between May and September each year. Find out what is happening in your area. It is unlikely you can do them all, so pick out which ones your Network will engage with.



Check
this out

10. Supporting the Workforce



It is worth thinking about the different types of support that your Network can provide and how this will assist your Trust.

Advocacy

Assisting an individual with their personal issue and to get their message across.

Advisory

Offering a view as an LGBT individual to a development, hearing or panel.

Mediation

Providing mediation between two parties to help provide a resolution.

You also need to carefully consider the development needs of the people involved in these levels of support. Advisory needs training and familiarisation on Trust policies. People offering mediation need proper accredited training. This can be an excellent opportunity for members of the Network.



Additional Resources



There are lots of resources already available to support the development of support networks.

The National Ambulance LGBT Network Resource 'Are You Okay?' offers some specific guidance for ambulance services.

Also check out the Mind Blue Light Programme which offers a confidential support telephone service and a website containing a number of downloadable resources.



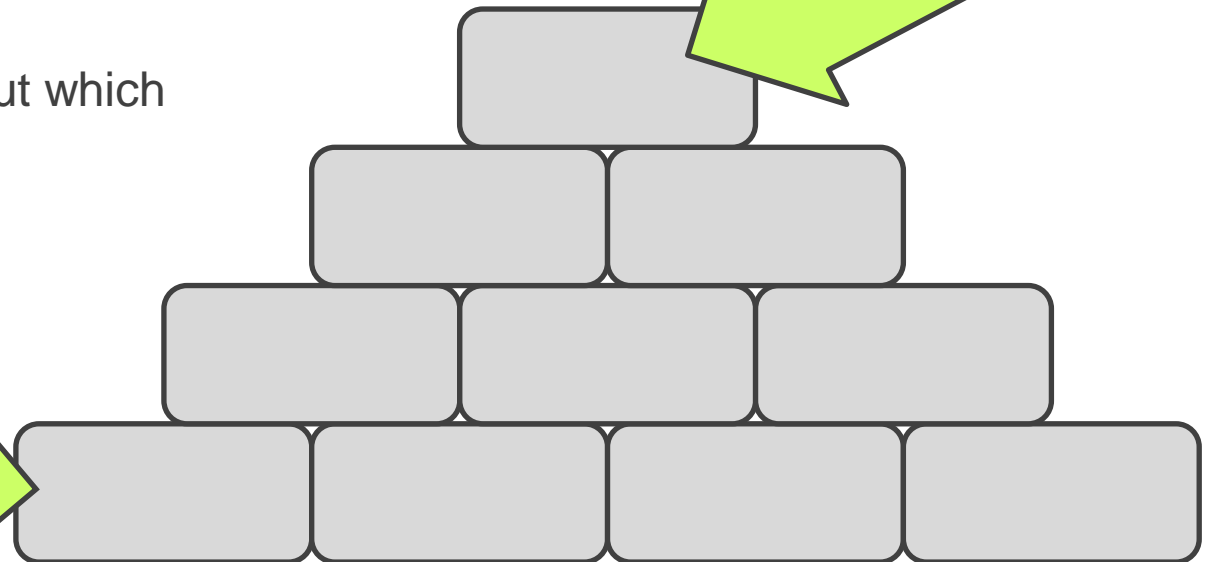
Activity



In the boxes below, choose the four developments that you think are the key foundations to establishing your Network.

Then decide which three development build on these.

Continue until you work out which of the ten sits on top of all the others.

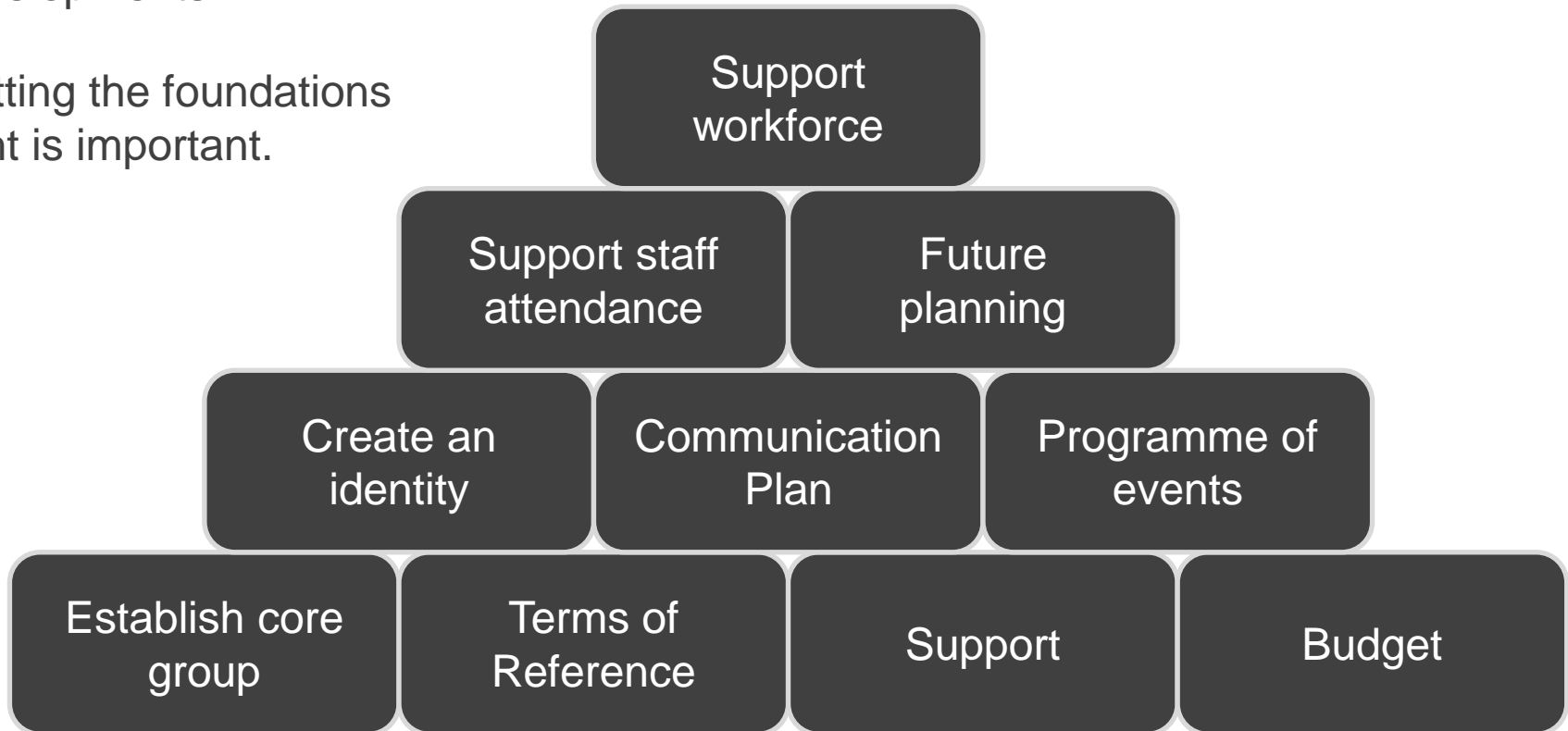


Summary



Which actions support the other developments?

Getting the foundations right is important.

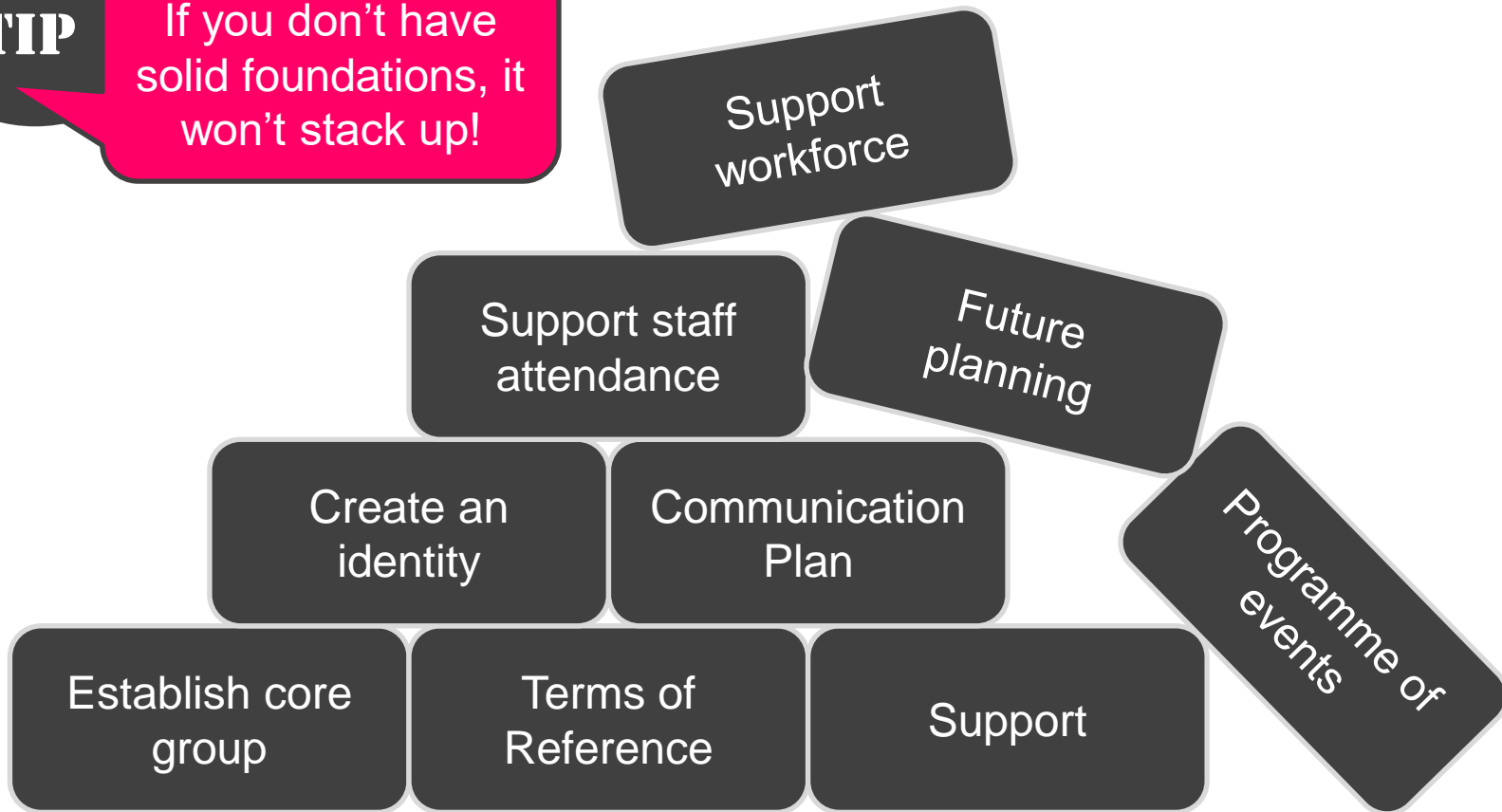


Summary



TIP

If you don't have solid foundations, it won't stack up!





“Never doubt that a small group of thoughtful, committed citizens can change the world.

Indeed, it is the only thing that ever has.”

Margaret Mead
American Cultural Anthropologist
1901 – 1978

