



MEETING TITLE Trust Board Meeting held in Public		MEETING DATE 28/01/2021	
TITLE of PAPER	Equality, Diversity and Inclusion Plan – 2020 - 2022	PAPER REF	TB20.064
STRATEGIC OBJECTIVE(S)	Best People: Attract, develop and retain a highly skilled, engaged and diverse workforce		
PURPOSE OF THE PAPER	The purpose of this paper is to request approval from the Trust Board for the Equality, Diversity and Inclusion Plan for 2020/22, which includes the delivery of a 15-month action plan.		
For Approval	<input checked="" type="checkbox"/>	For Assurance	<input type="checkbox"/>
For Decision	<input checked="" type="checkbox"/>	Discussion/Information	<input type="checkbox"/>
AUTHOR / LEAD	Suzanne Hartshorne, Interim Director of Workforce and Organisational Development	ACCOUNTABLE DIRECTOR	Suzanne Hartshorne, Interim Director of Workforce and Organisational Development
DISCUSSED AT Draft Plan has been discussed at Trust Board in Private (November 2020), Joint Steering Group (November 2020), Diversity and Inclusion Steering Group (December 2020)			
PREVIOUSLY AGREED AT:	Committee/Group: Trust Management Group	Date: 13 th January 2021	
RECOMMENDATION(S)	It is recommended that the Trust Board: 1. Note the progress made under the 2017 – 2020 Diversity Strategy. 2. Approve the Equality, Diversity and Inclusion Plan and associated projects to support the aims of the objectives outlined in the Trust's People Strategy and the NHS People Plan. 3. Support the actions set out in the plan		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Equality Impact Assessment <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN(s)		5: Well led 3: Caring	
NHSI Single Oversight Framework Choose a THEME(s)		6. Leadership & Improvement Capability (Well-Led)	

EQUALITY, DIVERSITY AND INCLUSION PLAN 2020/2022

1. PURPOSE/AIM

- 1.1 This paper asks for the Trust Board's approval of the Equality, Diversity and Inclusion Plan for 2020/22, which includes the delivery of a 15-month action plan (Appendix 1).
- 1.2 A draft Diversity and inclusion plan has been discussed at a number of forums over the past 3 months, including Trust Board (Private), Diversity and Inclusion Steering Group and the Joint Steering Group. In addition, specific consultation meetings have taken place with our Staff Networks and Trade union colleagues. All groups have given their support towards the plan. This paper presents the final Diversity and Inclusion plan for 2020-2022.
- 1.3 The Trust Management Group gave their support to the final plan on 13th January 2021.

2. BACKGROUND

- 2.1 In 2017, the Trust launched a 3-year Diversity and Inclusion Strategy, which had 3 core principles.
 1. We will attract, select and retain a diverse and talented workforce
 2. We will embrace the diversity of all our staff, patients and service users to create a positive environment
 3. We will challenge inequality in all of its forms and will promote dignity and respect



With six overall objectives:

1. *Education, Empowerment and support*
2. *Community and Staff engagement*
3. *Promoting Inclusive Behaviour*
4. *Improving Policy and Practice*
5. *Reflective and Diverse Workforce*
6. *Enhancing knowledge about our staff and the people we serve*

- 2.2 Progression against the strategy was regularly reported to TMG, Quality Committee and Trust Board. Key achievements against the 2017 – 2020 strategy have included:

Education, Empowerment and Support

- Visible at key meetings - team leader/middle manager meetings
- Reviewed and refreshed approach to training & development
- Trained over 600 managers

- Increased focus on 'Respecting Difference' - YAS specific
- Board level training, including WRES Masterclasses
- Focus on celebration – celebratory days, including religion & culture
- Launch of Say Yes to Respect Campaign

Community and Staff Engagement

- Staff Equality Networks – review & refresh
- National Equality Networks (lead in two areas – BME and LGBT+)
- Targeted community engagement/Roadshows
- Equality Delivery System 2 (EDS2) initial assessment
- Higher Education, Further Education & 6th form colleges
- Established links with local and national diverse TV, Radio and local communities
- Launch of culture ambassadors and Employee Voice network
- Links with Trans Community - masterclass sessions
- Hosting the BAME National Conference
- Involvement in the development and launch of Project D

Promoting Inclusive Behaviour

- Promoting Inclusive Behaviours – through values and behaviours launch, in all that we do
- Weaved in key areas within the values and behavioural framework
- Introduced a dedicated in-house mediation service
- Introduced new Dignity and Respect Policy, promoted through Say Yes to Respect
- Culture reviews to address issues and improve knowledge and understanding

Improving Policy and Practice

- Reviewed our methodology of conducting EIA's
- Embedded our EIA process into TMG decision making
- Regularly reporting to Quality Committee

Reflective and Diverse Workforce

- Targeted recruitment campaigns – raising the profile as employer of choice
- Review of R&S training – Equality Act 2010
- Deep dive into recruitment and selection data
- Development of National Ambulance Specific Recruitment & Selection toolkit
- Supporting team leaders and managers in understanding their teams better – diversity management
- Voluntary and community sector engagement
- Showcasing our roles and the careers we provide

Enhancing knowledge about our staff and the communities that we serve

- Equality Census exercise for staff - underdevelopment
- Training and awareness in targeted areas, i.e. 111 and South A&E

- Input/Lead on national projects about specific challenges for ambulance sector
- Equality monitoring built in Datix
- Freedom to speak up
- Implementation of Culture Ambassadors and Employee Voice Network

2.3 Alongside implementation of the D&I Strategy, the Trust has also developed and implemented plans for WRES, WDES and Gender Pay as per our statutory responsibilities. Results and plans for these have already submitted to the Board.

3. REFLECTIONS AND NEXT STEPS

- 3.1 The implementation of our three-year D&I Strategy has provided solid foundations for the Trust around this very important agenda. Governance arrangements, to ensure progression, around the key objectives are firmly embedded within the Trust through the Staff Networks, Diversity and Inclusion Steering Group, TMG and Quality Committee through the reporting against the People Strategy.
- 3.2 The D&I Strategy has helped the Trust to embed its values and behaviours through the behavioural framework embedded in all that we do. This has been further enhanced through the roll out of the Say Yes to Respect Campaign launched in January 2020 and the development of Leadership in Action. Board Development has heavily featured Diversity and Inclusion as a key focus and the Trust has appointed a Non-Executive Director lead for D&I to champion the agenda and support key stakeholders within the Trust to further develop D&I initiatives that have real impact.
- 3.3 In January 2019, the People Strategy was launched which has a strategic aim of *Culture and Leadership - through effective leadership develop a positive and inclusive culture*. This was to strengthen the role that Leaders play in role modelling the right values and behaviours and ensuring that the Trust is truly and employer of choice for all people in our communities. Our Leadership in Action programme has assisted with this, and will be further developed through 2020/21 to focus even more on these issues.
- 3.4 Whilst there is much to celebrate, unfortunately data around D&I still highlights inequalities within our workforce for BAME staff and staff living with disabilities as reported through WRES and WDES; for example our workforce is 5.3% from a BAME background compared to 14% of the Yorkshire working population demonstrating more engagement with our communities is needed. Also our WDES shows that 22% of our staff say they have a disability, compared to only 3% on ESR (Electronic Staff Record). Our staff survey, whilst much improved in the last year, highlighting best in sector in 8 of the 11 key themes, still highlights issues relating to inequalities. Specifically, only 69.7% of staff feel the Trust acts fairly in relation to career progression or promotion regardless of ethnic background, gender, religion, sexual orientation, disability or age, and 20.6% of staff experienced at least one incident of discrimination due to ethnicity and 42.9% experienced at least one incident due to gender. Furthermore, evidence from staff networks and complaints through HR demonstrate that Bullying & Harassment, discrimination and unacceptable

behaviour still exists within the Trust. Turnover of our BAME staff compared to white staff is also higher with 13.5% of BAME staff compared to 9.1% of white staff. Therefore, it is evident that there is still much work to do.

- 3.5 Covid 19 has unfortunately, as with many strategic priorities, slowed down our progress against some of these key issues in 2020. At the time of writing, operational pressures and demands are likely to mean that business continuity plans are again enacted and work stood down in order to address urgent action to support workforce capacity and caring for our staff. However, we also know that covid has had a disproportionate impact on BAME communities. In addition, the Black Lives Matters movement has been instrumental in highlighting discrimination that still exists within our society, it is for these reasons that work on the D&I agenda must continue.
- 3.6 NHS England and NHS Improvement launched the “*We are the NHS: People Plan for 2020/21 – action for us all*” in July 2020. The People Plan addresses how the NHS, now and for the future, needs more people, working differently, in a compassionate and inclusive culture. It rightly has a strong focus around Diversity and Inclusion and sets out a number of expectations for Trusts for this.

4. EQUALITY, DIVERSITY AND INCLUSION PLAN 2020/22

- 4.1 The Equality, Diversity and Inclusion Plan has been developed following a number of stakeholder events, which has included our Staff Networks, Trade Union colleagues (both of which so strongly support the plan have agreed for their logos to be used on the cover page), Board Members and Operational colleagues. The main themes from each event have been collated to produce this high-level plan, which should also be read in conjunction with the People Strategy Implementation Plan, NHS People Plan, Workforce Race Equality Standard and Workforce Disability Standard action plans. Given the current environment it is intended to focus our attention on a small, but impactful and measurable, number of objectives to ensure these are delivered and actioned, regardless of the ongoing covid environment. The plan also outlines a number of KPIs, along with baseline data, so that improvement can be evidenced.
- 4.2 The plan links directly to the five strategic aims of the People Strategy: Culture & Leadership, Recruitment, Retention & Resourcing, Employee Voice, Health & Wellbeing and Education & Learning. This connection enables joined up working within our strategic and operational workforce and OD plans for 2020/2022. The objectives also closely link to expectations as outlined in the NHS People Plan.
- 4.3 The plan will run for 15 months to allow the Trust to consider longer-term goals and objectives more detailed national People Plan once it is published. The core focus of the action plan for 2020/22 will be:
 - Continued focus on Learning and Development for our staff
 - Engagement with our communities
 - Staff network engagement in decision making
 - Enhancing Diversity on our Board
 - Focus on overhauling our recruitment and selection practices

- BAME Reverse Mentoring

4.4 The Equality, Diversity and Inclusion plan is attached at Appendix 1

5. MONITORING AND PROGRESS

5.1 The Diversity and Inclusion Steering Group will continue to ensure this work is taken forward in collaboration with relevant stakeholders.

5.2 The Diversity and Inclusion Steering Group will also manage the progress against the action plan and ensure that the milestones are achievable and met. They will also report progress to the Strategic Workforce Group, TMG/TEG and Quality Committee as appropriate. An annual review will be submitted to the Trust Board.

6. RECOMMENDATIONS

It is recommended that the Trust Board:

1. Note the progress made under the 2017 – 2020 Diversity Strategy.
2. Approve the Equality, Diversity and Inclusion Plan and associated projects to support the aims of the objectives outlined in the Trust's People Strategy and the NHS People Plan.
3. Support the actions set out in the plan

7. APPENDICES

Appendix 1 – Equality, Diversity and Inclusion Plan for 2020/22