



Equality, Diversity and Inclusion Plan 2020/22

Date Approved by Trust Management Group: 13th January 2021

Developed in collaboration with



Disability Support Network



BME Staff Network



Pride@YAS (LGBT+)





Equality, Diversity and Inclusion Plan 2020/22

Yorkshire Ambulance Service NHS Trust is passionate about ensuring our services and employment practices are accessible and inclusive for the diverse communities we serve and the people we employ. This commitment is reflected in the Trust’s vision and values with equality, diversity and inclusion at the heart of these.

We want to be an employer of choice for individuals regardless of their age, disability, gender identity/gender transition phase, sexual orientation, religion and belief, race, maternal or and pregnancy status, marriage/civil partnership status, social economic background or any other distinction. Our inclusive workforce will support our delivery of high quality services and provision of compassionate care to all our patients and service users. Therefore, our approach to equality, diversity and inclusion needs to go beyond legal compliance and be central to the Trust’s core business.

One of the Trust’s strategic aims is to “**Attract, develop and retain a highly skilled, engaged and diverse workforce**”. This area is being implemented through the Trust’s People Strategy where through effective leadership we aim to: develop a positive and inclusive culture; celebrate and support difference in our workforce and embrace diversity and promote inclusivity to be an inclusive organisation and representative of the communities we serve.

Trust wide representation at the Diversity and Inclusion Steering Group enables partnership working on a number of key priority areas for equality, diversity and inclusion including inclusive practices, dignity and respect, supporting our staff who live with disabilities, creating an LGBT+ friendly environment and providing a voice for every member of staff. Our connections with other organisations and the ICS will ensure the application of best practice, innovation and learning in all that we do.

This Equality, Diversity and Inclusion Plan has been developed following a number of stakeholder events, which has included our Staff Networks, Trade Union colleagues, Board Members and Operational colleagues. The main themes from each event have been collated to produce a 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. We purposely want 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. More detail on each of the actions will be produced using improvement methodologies as they are implemented, with this plan detailing the headlines of each area of focus.

Our plan directly links 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 published in July 2020.

We specifically acknowledge, and thank, our Staff Networks and our Trade Union colleagues for their support, guidance and insight in the production of our plan.

Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Steering Group (DISG) on a bi-monthly basis and Strategic Workforce Group on a quarterly basis, and through the Trust Management Group, Quality Committee and Trust Board for end of year assessment and evaluation.



EQUALITY, DIVERSITY AND INCLUSION PLAN 2020 - 2022

Theme	Aim	Objective	Actions to meet objective	KPI Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Actions complete by	Lead and Partners				
Culture and Leadership	Our governance structures consider the impact of decisions on diverse communities	The Trust will have decision making forums representative of the communities we serve (BAME 14%)	Launch the BAME NED Development Programme. This programme will place a BAME individual on the Board to ensure BAME lived experience is available to Trust Board members for inclusive decisions to be made.	Year-on-year improvement: WRES Metrics Metric 1 - Percentage of staff in each of the AfC bands 1 - 9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce. (A) Metric 7 - Percentage of staff believing that Trust provides equal opportunities for career progression or promotion. (A)	March 2021	Lead: Associate Director of Corporate Affairs Partners: Diversity & Inclusion Team				
			Supporting applications for the West Yorkshire & Harrogate BAME Fellowship Programme. Three programmes - first commencing November 2020 completion during 2022.	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">71.6%</td> <td style="text-align: center;">56%</td> </tr> </tbody> </table> As at 31 st March 2020: Trust Board: 0% BAME representation (10 voting members: 2 to be representative) (A) TMG: 8% BAME representation (2/26 members – 4 to be representative) (A) BAME staff: 5.3% (A)	White	BME	71.6%	56%	Programmes commence November 2020 with completion during 2022	Lead: Head of Leadership & OD Partners: Diversity & Inclusion Team Senior Leaders
			White	BME						
			71.6%	56%						
Continue to support talent development programmes through the NHS Leadership Academy to promote and enhance BAME staff i.e. Stepping up and Ready Now.		Ongoing	Lead: Head of YAS Academy Partners: Diversity & Inclusion Team Senior Leaders							
Ensure Positive action is considered for senior management vacancies focus/target on attracting BAME candidates particularly for TMG roles.		Ongoing	Lead: Head of HR Operations Partners: Senior Leaders							

Theme	Aim	Objective	Actions to meet objective	KPI Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Actions complete by	Lead and Partners
	Bullying, harassment and abuse against staff is prevented and tackled to create a culture of civility and respect.	To reduce, year on year bullying harassment and abuse against staff evidenced by employee relations cases and the national Staff Survey	Continue to rollout the 'Say Yes to Respect' Campaign with targeted action/training for identified areas to improve culture and behaviours	Year-on-year improvement to: <u>National Staff Survey 2019</u> Q13b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers? 11% (A) Q13c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues? 17.1% (A) Dignity and Respect 2019/20 10 cases (M)	June 2021	Lead: Heads of OD/Employee Relations / Diversity Partners: OD BP Team HR Business Partners
		To reduce the number of Datix incidents by at least 25% relating to bullying, harassment and abuse by patients, their families and carers	Adapt the 'Say Yes to Respect' campaign for external use to encourage respect from patients, relatives and the public with staff encouraged to report and receive feedback on action taken	Year-on-year improvement to: <u>National Staff Survey 2019</u> Q13a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public? 46.4% (A)	March 2022	Lead: Head of Corporate Comms / LSMS Partners: D&I Team Communication s Team LSMS
Recruitment Retention and Resourcing	Our recruitment and selection practices are inclusive for staff and prospective applicants	To increase BAME representation of staff Trust-wide to 14% by March 2023.	Through a series of workshops, undertake a review of our recruitment and promotion practices to ensure our staffing reflects the diversity of the community.	Year-on-year improvement to: As at 31/3/2020: 5.3% of the workforce are BAME staff (Q)	March 2021	Lead: Head of HR Operations/ Partners: Staff Networks Senior Leaders Recruiting Managers
		To increase the relative likelihood of shortlisting a person from a BAME background to 1.0 (equal) by March 2022	From April 2021 introduce diverse recruitment panels for leadership roles (Band 7+) through training more staff from all groups in R&S who can support panels in order for all leadership roles to be diverse by September 2021	Year-on-year improvement to: WRES Metric 2 - Relative likelihood of white staff being appointed from shortlisting compared to that of BME staff being appointed from shortlisting: 2.43 (1.0 being equal) (A)	September 2021	Lead: Head of HR Operations Partners: Staff Networks Recruiting Managers

Theme	Aim	Objective	Actions to meet objective	KPI Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Actions complete by	Lead and Partners
		To improve the number of candidates being appointed from diverse backgrounds i.e. ethnicity, age, gender, sexual orientation, disability.	Linking to the Trust's engagement strategy hold a series of engagement events with schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.	As at 31 st March 2020: BME: 5.3% (A) Sexual Orientation: Heterosexual 77% (A) Disability: 3% (A) Gender: Male 50.6% Female 49.4% (A) Religion: 45% Christianity 26% Undisclosed (A) Nationality: 98.6% British (A) Age: 42% Workforce is aged 46+ (A) Year-on-year improvement to: WRES - Metric 1- % of staff in each of the AfC bands 1 - 9 or medical and dental subgroups and VSM (including executive board members) compared with the % of staff in the overall workforce. (A) (Q)	June 2021	Lead: Associate Director of Corporate Affairs Partners: Community Engagement Diversity & Inclusion Recruitment Teams
Employee Voice	Staff from diverse backgrounds have a voice regarding issues they face in order to improve working experience.	Year on year improvement in NSS 'Senior Managers try to involve staff in important decisions'	Development and introduction of a Shadow board which provides extra input into Board decision making using greater diversity of thought from diverse leaders in the Trust.	Year-on-year improvement to: <u>National Staff Survey 2019</u> Q9c Senior managers here try to involve staff in important decisions: 24.7% (A)	Monitored annually by staff survey from March 2021	Lead: Associate Director of Corporate Affairs Head of OD/Leadership Partners: Staff Networks
		Improve our senior leaders understanding of the issues and barriers faced by our BAME staff	Pilot a Reverse mentoring for BAME staff with four Executives with planned roll out across the organisation. The scheme will pair individuals from different ethnicities and at different levels in order for them to learn from one another in terms of lived experience.	Year-on-year improvement to: Staff Turnover is sector average (A) (M) Turnover at 31/3/20 was 9.2% Turnover of BAME staff 13.5% compared to 9.1% of white staff	March 2021	Lead: Head of Organisational Development Partners: BME Staff Network

Theme	Aim	Objective	Actions to meet objective	KPI Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Actions complete by	Lead and Partners
Health & Wellbeing	All staff are able to bring their true selves to work and any differences are celebrated and supported	The Trust is an LGBT+ Friendly Workplace in order to be welcoming to LGBT+ communities	Working with the Pride@YAS Staff Network, create and implement guidelines for ensuring we have an environment safe and open to everyone.	YAS is an LGBT+ Friendly Workplace as reported by the Pride@YAS Staff Network Become a Stonewall Diversity Champion	March 2022	Lead: Deputy Director of Workforce Partners: Pride@YAS Staff Network Comms Team
		100% of staff have a Health and Wellbeing conversation with their manager at least annually where discussions are capable of including women's health, long term health conditions, LGBT+ health and BAME health	Redesign the appraisal process to incorporate a health & wellbeing personalised plan for all staff. PDR for leaders should include an objective regarding 'Caring for staff'	Year-on-year improvement to: <u>National Staff Survey 2019</u> Q8f "Does your immediate manager take positive interest in staff health and wellbeing?" 65% (A) Q11a "Does your organisation take positive action on health and well-being?" 25.3% (A)	From August 20 fully embedded by March 2022	Lead: Head of Health & Wellbeing/Head of OD Partners: Staff Networks, ER Team
		All Disabled staff have adequate adjustment(s) to enable them to carry out their work, where they are required	Develop and launch the Reasonable Adjustments Guidance and Disability Passport Scheme within the Trust	Year and year improvement: <u>National Staff Survey 2019</u> "Has your employer made adequate adjustment(s) to enable you to carry out your work?" 66.9% (A) At least 75% of staff with a disability have been offered a Disability Passport (Q).	March 2021	Lead: Head of Employee Relations Partners: Disability Support Network
		Disabled staff feel able to declare any disabilities i.e. conditions lasting 12 months or more and ESR declaration for disability is equal to that of the staff survey	Undertake a diversity census of the Trust to ensure that all staff can be supported	Year-on-year improvement to: <u>National Staff Survey 2019</u> Our ESR data matches the data in the NHS Staff survey – "Do you have any physical or mental health conditions, disabilities or illnesses that have lasted or are expected to last for 12 months or more?" 21.8% v 3% on ESR (Q).	June 2021	Lead: Head of HR Operations Partners: Disability Support Network

Theme	Aim	Objective	Actions to meet objective	KPI Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Actions complete by	Lead and Partners
Education & Learning	Managers are conscious of EDI issues and challenges and enable all our staff, to flourish at work	80% of managers to have undertaken the Action Learning Sessions to reduce discrimination and improves staff experience	Develop middle manager leadership through Core People Leaders Skill sessions which include diversity, inclusion, hidden disabilities, unconscious bias, compassionate person centred leadership to ensure that all staff feel valued regardless of their differences	<p>Year on year improvement:</p> <p><u>National Staff Survey 2019</u></p> <ul style="list-style-type: none"> - Organisation acts fairly with regard to career progression / promotion, regardless 69.7% (A) - Staff Feel Valued: "Immediate manager values my work" (A) and "Satisfied with extent YAS values my work" 34.5% (A) - Employer of Choice – "...recommend my organisation as a place to work" 61.2% (A) - BAME Staff experiencing discrimination at work 20.3% (A) <p>Staff Turnover is sector average Turnover at 31/3/20 was 9.2% (A)(M) Turnover for BAME staff is 13.5%</p>	March 2022	<p>Lead: Head of L&OD / Head of YAS Academy</p> <p>Partners: Staff Networks</p>