



<b>MEETING TITLE</b> Trust Board in Private		<b>MEETING DATE</b> 27/03/2018	
<b>TITLE of PAPER</b>		Diversity and Inclusion Update	<b>PAPER REF</b> 4.1
<b>STRATEGIC OBJECTIVE(S)</b>		Ensure continuous service improvement and innovation Develop and retain a highly skilled, engaged and motivated workforce	
<b>PURPOSE OF THE PAPER</b>		To update the Trust Board on the progress on the implementation of the Diversity and Inclusion Strategy.	
<b>For Approval</b>		<input checked="" type="checkbox"/>	<b>For Assurance</b>
<b>For Decision</b>		<input type="checkbox"/>	<b>Discussion/Information</b>
<b>AUTHOR / LEAD</b>	Kez Hayat Head of Diversity and Inclusion Suzanne Hartshorne, Deputy Director of Workforce	<b>ACCOUNTABLE DIRECTOR</b>	Christine Brereton, Director of Workforce and Organisational Development
<b>DISCUSSED AT / INFORMED BY – include date(s) as appropriate (free text – i.e. please provide an audit trail of the development(s)/proposal(s) subject of this paper):</b>			
<b>PREVIOUSLY AGREED AT:</b>		<b>Committee/Group:</b> Choose an item. Choose an item.	<b>Date:</b> Click to enter date Click to enter date
<b>RECOMMENDATION(S)</b>		It is recommended that the Trust Board:  1. Note the contents of this report	
<b>RISK ASSESSMENT</b>			<b>Yes</b>
<b>Corporate Risk Register and/or Board Assurance Framework amended</b> <i>If 'Yes' – expand in Section 4. / attached paper</i>			<input type="checkbox"/>
<b>Resource Implications (Financial, Workforce, other - specify)</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input type="checkbox"/>
<b>Legal implications/Regulatory requirements</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input checked="" type="checkbox"/>
<b>Diversity and Inclusion Implications</b> <i>If 'Yes' – please attach to the back of this paper</i>			<input checked="" type="checkbox"/>
<b>ASSURANCE/COMPLIANCE</b>			
<b>Care Quality Commission</b> Choose a DOMAIN(s)		5: Well led	
<b>NHSI Single Oversight Framework</b> Choose a THEME(s)		6. Leadership & Improvement Capability (Well-Led)	

## **Diversity and Inclusion Update**

### **1. PURPOSE/AIM**

- 1.1 The purpose of this report is to provide a brief update to the Board on the progress of the objectives outlined in the Trust's Diversity and Inclusion Strategy.

### **2. BACKGROUND/CONTEXT**

- 2.1 There are a number of national drivers that give the Trust a clear direction for delivering Equality, Diversity and Inclusion. These include the legal framework, the NHS constitution, the NHS Equality Delivery System 2, the Workforce Race Equality Standard, and the Accessible Information Standard, along with other forthcoming equality standards.
- 2.2 The Board approved the Trust's Diversity Strategy in August 2017 and it was officially launched by the Chairman and Chief Executive on 7<sup>th</sup> December 2017.
- 2.3 The strategy contains 6 refreshed objectives and the paper sets out progress towards achievement of these.
- 2.4 A Diversity and Inclusion Steering Group has been developed and is responsible for overseeing the progress of the diversity and inclusion strategy in relation to both staff and patients and the communities we serve. The group meets quarterly and is attended by nominated representatives from all parts of the Trust at a senior level and has been chaired by the Director of Workforce and OD.
- 2.5 A presentation was provided to the Quality Committee on 15<sup>th</sup> March by the Head of Diversity and Inclusion on progress on the strategic objectives.

### **3 PROGRESS ON THE DIVERSITY AND INCLUSION OBJECTIVES 2017 – 2020**

- 3.1 The Diversity and Inclusion Objectives 2017 to 2020 were set out in the strategy and below is a brief update against these objectives to provide the Board with reassurances that these objectives are progressing.

#### **3.1.1 Objective 1: Education, Empowerment and support**

- Work to raise the profile of Diversity and Inclusion across the Trust has been a key focus and the Diversity and Inclusion Team have attended a range of team meetings, staff induction, away days and team leader meetings. The team present the case for diversity to demystify the subject and to highlight roles and responsibilities. This has received positive feedback
- Over 500 managers have been trained on a one day diversity course, including the Trust Board. The Board also received training on Unconscious Bias
- An external provider has been commissioned to deliver train the trainer courses in diversity, hence building our capacity for delivering diversity training in the future across the wider workforce.
- A range of diversity days have been celebrated including international diversity days i.e. LGBT History Month, Black History Month, and Women's Day.

### **3.1.2 Objective 2: Effective Community and Staff engagement and Involvement**

- Various events have been attended in towns and cities in the Trust's efforts to engage with diverse communities, with targeted engagement in certain areas
- The Trust's staff networks have been developed to ensure our staff are engaged and that BME and LGBT equality receive focus and intervention. The Trust is also heavily involved in national diversity groups, with two members of our staff as national leads as well as leading our local groups.
- Currently reviewing our approach to meeting the Equality Delivery Scheme 2 to fulfil our contractual requirements.
- The Trust is working with Sheffield Hallam University to engage with young people, sixth form colleges, Further Education and Higher Education in our diversity agenda and by raising the profile of YAS by showcasing the range of careers we provide.

### **3.1.3 Objective 3: Promoting Inclusive Behaviour**

- Reviewing our approach of how the Trust deals with workplace conflict in terms of understanding the benefits of workplace mediation and how we can implement this at the Trust. Training will be undertaken in 2018 to train and develop a formal mediation scheme.
- The work to implement and embed the new Trust values and behavioural framework in terms of the diversity agenda is a key work stream
- A key focus is to improve our performance against the Workplace Race Equality Standards(WRES) around experiences of BME staff and how we continue to increase the BME staff representation. A specific session will be held in April to agree our objectives for 2018 and beyond.
- The Trust has established links with National Leadership Academy around 'Building Inclusive Leadership'
- Focus on data collection, particularly around how we collect data on the protected characteristics

### **3.1.4 Objective 4: Improving Policy and Practice**

- A review is being undertaken on our methodology in respect of conducting Equality Impact Assessments to ensure that the process is robust and that all policies have an assessment and any discrimination is eliminated or justifiable
- A full review of our bullying and harassment policy is being undertaken with a focus on renaming this to dignity and respect in the workplace, this will have clear link to our values and behavioural framework.
- The Diversity and Inclusion Team and HR Business Partnering team are working collaboratively to review HR policies to ensure that they include a focus on inclusive behaviours

### **3.1.5 Objective 5: Reflective and Diverse Workforce**

- Targeting specific communities in our recruitment campaigns by ensuring that advertisements are accessible to all and are in a wide variety of areas.
- Undertaking a review of our recruitment training to ensure that the requirements of the Equality Act 2010 are integral rather than just being a specific section

### **3.1.6 Objective 6: Enhancing and maintaining knowledge and awareness about our staff, communities and patients we serve**

- An Equality Census for staff is being developed in order to ensure that we hold sufficient information on the protected characteristics of our staff
- Ensuring links with NHS Partner Diversity Programme and other Ambulance Diversity leads to share good practice. As part of the NAA programme we are considering how we can share best practice on Equality and Diversity initiatives.
- Continuing to develop links with the Freedom to Speak Up Guardian and DATIX leads to ensure that we are able to support staff who raise concerns that are diversity or inclusion related.

## **4 NEXT STEPS**

- 4.1 The Trust will continue to implement the Diversity and Inclusion Strategy across the Trust in order to promote and advance equality of opportunity, diversity and inclusion. This strategy and the 'Living our Values' work aims to promote cultures that retain staff from disadvantaged groups. The new Workforce and Organisational Development Strategy is the over-arching strategy under which the Diversity Strategy sits.
- 4.2 The new Workforce and Organisational Development strategy is currently in draft and will include a strategic objective in respect of 'Culture and Leadership' and a strategic aim to 'Embrace and celebrate diversity to become a Trust that is inclusive' to ensure that 'Our workforce is reflective of the communities we serve'. This strategy will have a clear action plan to ensure that work in this area is timely and focussed.
- 4.3 The Strategic Workforce Group will receive updates from the Diversity and Inclusion Steering Group and will monitor the diversity workforce data in relation to recruitment, retention, employee relations, access to training and the overall make-up of the Trust's workforce in relation to diversity. Action will be taken where the data is disproportionate.

## **5 RECOMMENDATIONS**

- 5.1 It is recommended that the Trust Board:
  1. Note the contents of this report
  2. Note that a presentation was provided to the Quality Committee on 15<sup>th</sup> March to provide reassurances that the Diversity and Inclusion Strategy is being implemented across the Trust.
  3. Provide further guidance and support to the diversity agenda.