

## Diversity and Inclusion Implementation Plan 2018 – 2020

Objective	Details	Performance Measures/Outputs	Timeline	Current Progress	Lead
<b>One Education, Empowerment &amp; Support</b>	1. Roll out Diversity and Inclusion training – one day face to face Training.	Trained over 400 managers across the Trust.  Increased understanding and awareness of Diversity and Inclusion in terms of impact on staff and patients and more focus on roles and responsibilities of managers in managing diversity in the workplace.	Complete (ongoing training as required)	Developed an in house one day dedicated course covering fairness, diversity and respect.  Trained over 500 managers on the one-day diversity and inclusion course  Train the trainer delivered to a group of staff with the aim of building their knowledge, awareness and confidence in delivering YAS in house D&I course.	Leadership and Learning  Diversity and Inclusion  Human Resources
	2. Attend various team meetings/divisional management teams and team away days, to raise awareness of diversity and inclusion, its impact and implications on	Increased understanding of diversity within teams including roles and responsibilities.  Diversity impact and the direction we are	Ongoing  Ongoing	To ensure all sites including front line staff are communicated with key messages around diversity and inclusion Diversity and Inclusion. The D&I Unit continue to address various team	

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	workforce and communities. The strategy will focus on roles and responsibilities.	travelling in is understood.		meetings; divisional management meetings; team away days and meetings to raise the profile of D&I with a focus on roles and responsibilities in creating a culture of dignity and respect. Over 50 sessions attended by D&I Unit.	
	3. Trust Board received D&I Training covering their responsibilities including unconscious bias.	<p>Increased understanding of Board responsibility.</p> <p>Trust Board fully engaged with the agenda.</p> <p>Trust Board briefed on their role and responsibilities</p> <p>Equality and Diversity impact on staff and patients understood at a strategic level</p> <p>The profile of diversity</p>	Ongoing	<p>More focus on D&amp;I Training for Senior managers via the leadership forum and the forthcoming Leadership Training (more than 500 trained to date).</p> <p>Trust Board has received a number of presentations and training on D&amp;I.</p>	<p>Diversity and Inclusion</p> <p>Leadership and Learning</p>

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		and inclusion is raised across YAS			
	4. Our international and key celebratory equality related events are communicated widely within the Trust with positive messages in promoting diversity across the Trust linked to staff and patients	<p>Increased diversity messages.</p> <p>Profile of diversity raised across the Trust.</p> <p>Continued and regular messages of diversity regularly communicated.</p>	Complete (Ongoing messages as required)	Diversity Calendar developed and published each month so that all key diversity dates are celebrated and acknowledged across the Trust.	<p>Corporate communications</p> <p>Diversity and Inclusion Unit</p> <p>Human Resources</p>
	5. Develop a multi-faith/contemplation with ablution facilities room for all staff and visitors	Room made available for staff and publicised	April 2018	Room available at HQ	Diversity and Inclusion Unit
<b>Two Effective community and staff engagement and involvement.</b>	1. Implement and strengthen our approach to the NHS Equality Delivery System (EDS2).	<p>Increase awareness of the EDS2 9 step Implementation process across the Trust.</p> <p>Send EDS2 report to NHS England portal in line with our contractual obligations.</p>	December 2018	<p>The first EDS2 Grading event took place on 15th May 2018 in York.</p> <p>The aim is to hold another 1 or 2 Grading event, including involving staff before completing the EDS2 report by the end of 2018.</p>	<p>Community Engagement</p> <p>Diversity and Inclusion Unit</p> <p>A&amp;E, 111, PTS Staff representatives</p>

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		<p>Make EDS2 report and action plan available on Trust website.</p> <p>A co-ordinated approach to community engagement which helps the Trust to explore its performance when developing diversity initiatives.</p>	December 2018	<p>Improved and strengthened our position on the Equality Delivery System 2 by utilising this framework in our approach to community engagement.</p> <p>We continue to work in diverse areas by engaging with communities in a meaningful way, supporting the increase in the profile of YAS and the roles and careers we provide.</p>	
	2. Develop, organise and plan a one day EDS2 grading event.	EDS2 refreshed grading achieved with our workforce and communities.	August 2019	Event currently being planned to take place in August 2019	D&I Unit
	3. Continue to develop our response to the Workforce Race Equality Standard (WRES).	Send WRES return to the WRES Team and make the Trust's WRES result available on the Trust's website with an updated and refreshed action plan	August 2019	WRES expert appointed Currently implementing our action plan 2018/19.	Deputy Director of HR WRES Expert TA
	4. Investigate the experiences/	Informed and well engaged staff	May 2019	Exploring EDS2 on workforce goals to see	Deputy Director of HR

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	satisfaction of staff through surveys and focus groups.	Improved staff feedback data		how we shape these events	Head of Leadership and Learning
	5. Reinvigorate the staff equality networks to ensure they are aligned with our strategic equality objectives.	<p>Staff Networks terms of reference refreshed and meetings being held.</p> <p>Staff networks have a voice at decision making meetings</p> <p>The outcomes from the staff network meetings being fed into DISG and other key decision making meetings</p> <p>Staff networks engaged and influencing the Trusts diversity and inclusion strategy.</p>	Ongoing	<p>Reinvigorated our staff equality networks, the Trust now has a BME, LGBT, and a disability network who are all members of the Trust's Diversity and Inclusion Steering Group (DISG) chaired by the Executive Director W&amp;OD.</p> <p>The 3 staff networks have each developed a set of terms of reference and meet regularly.</p> <p>YAS is a member of the Northern Ambulance Alliance (NAA). We have been at the forefront of organising and planning the first successful NAA Women in Leadership conference which took place in Leeds on 21<sup>st</sup> March 2019, chaired by</p>	<p>Director of Corporate Communications</p> <p>Diversity and Inclusion Unit</p>

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		Gender Forum established to assist the Trust to consider and tackle issues that are impacting employment such as flexible working, work life balance, training and development gender pay gap.		Christine Brereton, Director of HR. A Gender Forum is under development and a draft action plan written, taking into account feedback from the above conference.	
	6. Support locality teams to develop relationships and networks with their communities.	To forward relevant community engagement publicity material to Locality Managers and to encourage ambulance staff participation.	Ongoing	The Community Engagement Manager produces a comprehensive engagement plan and makes regular contact with Divisional Commanders, Locality Managers and other staff.	Community Engagement Diversity and Inclusion Unit Corporate Communications
	7. Deliver a range of community roadshows covering our towns and cities.	The production of an annual community engagement planner which shows the number and diversity of events that are being delivered.  Feedback from the events feeding into the	Ongoing	The Community Engagement team has delivered a diverse range of events and activities which along with promoting and raising awareness of YAS the first aid / CPR training in the community can help to save lives.	Diversity and Inclusion Unit Community Engagement Corporate communications

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		<p>process of improving patient care.</p> <p>Established links with diverse communities across the region with a particular focus on 'yet to reach' communities.</p>			
	8. To develop and organise a community recruitment event in the heart of Leeds and Bradford showing the range of careers with YAS	<p>Increased links with a wide range of communities in Leeds</p> <p>The profile of YAS raised as e employer of choice</p> <p>Increased job applications from a range of diverse communities</p>	April 2019	The D&I unit have attended a wide range of community group events across the region to raise the profile of YAS as an employer of choice. The most recent was held in Leeds (St Georges Centre) on 2 April 2019 where over 260 people attended from a range of diverse backgrounds. We have successfully targeted recruitment events held in Bradford, Leeds and Dewsbury.	Diversity and Inclusion Unit
<b>Three Promoting Inclusive Behaviour</b>	1. Review and re-launch the Trust's Bullying and Harassment Policy and replace	<p>Increased focus on informal resolution.</p> <p>Increased awareness of</p>	June 2019	Policy under review with a focus on developing the dignity and respect support contact role.	Diversity and Inclusion Unit Human

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	with Dignity and Respect Policy to ensure in line with the requirements of the Equality Act 2010.	<p>professional behaviours in the workplace.</p> <p>Increased confidence in reporting.</p> <p>More reporting and monitoring in terms of patterns and trends.</p>		<p>Considerable focus with teams and staff on promoting inclusive behaviours in the workplace.</p> <p>It replaces the former Bullying and Harassment Policy.</p> <p>Task and Finish Group established, first meeting held in May 2019, to explore promotional presentation and materials to roll out across YAS.</p> <p>Publicity campaign to follow to promote the policy including the newly created mediation service in May/June 2019</p>	Resources
	2. Develop and share with all staff information on professional behaviours in the workplace.	<p>Increased awareness of what constitutes professional behaviours in the workplace including de-mystifying banter.</p> <p>Staff engaged and understand their</p>	June 2019	<p>As part of our approach to deal with conflict informally we produced a booklet in 2018 entitled 'Professional Behaviours in the Workplace' which has been disseminated across the Trust.</p> <p>Additional text added in</p>	<p>Diversity and inclusion Unit</p> <p>Human Resources</p>



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		responsibilities of creating a culture of dignity and respect.		<p>April 2019 offering advice to parties involved in dispute to have early conversations in an attempt to resolve their conflict, in line with our new approach to informal dispute resolution.</p> <p>Drop in sessions/roadshows combined with Health and Well-being team to roll out the Trusts D&amp;R campaign stations in summer 2019 to promote professional behaviours and allow staff to have these difficult conversations.</p>	
	3. Develop a holistic internal mediation service, through training and coaching.	<p>Internal mediation service in place</p> <p>Reduced informal cases.</p> <p>A process of dealing with conflict informally in place.</p>	August 2018	<p>10 mediators trained June 2018 with another eight completing their training in April 2019. 18 mediators in total and two mediation coordinators.</p> <p>All mediation materials have been produced including information</p>	<p>Human Resources</p> <p>Diversity and Inclusion Unit</p>

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		Up to 10 workplace mediators trained.  Mediation policy and marketing information available.		leaflet', referral and evaluation documentation, etc.  So far 29 successful mediated discussions have been concluded between staff in dispute.	
<b>Four Improving policy and practice.</b>	1. Prioritise equality impact assessments which have greater relevance to the General Equality Duty.	TMG has asked all report authors to confirm that they have completed an EIA when presenting their reports and making recommendations.  An increase in the number and quality of EIA's being submitted to the Trust's decision making groups e.g. TMG or the Trust Board.  Staff having increased confidence regarding completing EIA's, including the Public Sector Equality Duty.	July 2018	A refreshed approach to equality impact assessment (EIAs) by developing a clear guidance document and EIA template so that the process is better understood by those conducting EIAs.  Template has been produced and will be presented to TMG for approval.	Diversity and Inclusion Unit  Quality & Performance Team
	2. Develop a database of actions arising from	All completed EIA's are to be sent to the	August 2019	As above:	Diversity and Inclusion unit

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	completed equality impact assessments with their periodic reviews at directorate level and by the Diversity and Inclusion steering Group (DISG).	Diversity and Inclusion Unit.  Diversity and Inclusion Unit will report 6 monthly on the number of completed EIA's and Themes. EIA's will be made available on-line and on request.		The Diversity and Inclusion Unit has seen a significant increase in the number of staff seeking EIA support.	
	3. Review and refresh our approach to equality impact assessments by providing clear guidance and a refreshed pro-forma so that the process is better understood by those conducting equality impact assessments.	Develop a new set of EIA guidance and template.  Make EIA template and guidance available on-line.  Provide EIA Training and support e.g. workshops, face to face.  The need for robust EIA's is understood.	July 2018	As 1 above: Delivery of EIA workshops to ensure the guidance is being utilised and that the Trust is producing good comprehensive EIAs  The Diversity and Inclusion Unit will be offering drop-in sessions and visit teams to raise awareness of Equality Impact Assessments and the revised process.	Deputy Director of HR  D&I Unit
<b>Five Reflective and</b>	1. Target local and diverse	Increase diversity of applicants.	Ongoing	Targeting and engaging with a wide range of	Head of Recruitment

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<b>diverse workforce</b>	communities in recruitment campaigns.	To raise the profile of YAS as an employer of choice.		communities across our region in raising the profile of YAS as an employer of choice and an opportunity to showcase the range of services and careers we provide.	Diversity and Inclusion Unit  Community Engagement Manager
	2. Enhance the recruitment and selection training programme to inform recruiting staff of their legal duties under the Equality Act 2010.	R&S process are fair and transparent. Managers trained and aware of their responsibilities under the Equality Act 2010. Trust Board and members of DISG recently involved in a half day workshop with Yvonne Coghill.	Ongoing	Exploring our priorities for WRES - a refreshed action plan currently under way in response to our performance on WRES.  We have recruited up to 5 members of staff from a BME background on band 8a and above in the last two years 2016/17/18.  We have reviewed and refreshed our training on recruitment and selection by including the requirements of the Equality Act 2010.	WRES Expert (Tasnim Ali) Leadership and Learning  Head of Recruitment  Diversity and inclusion Unit
	3. Supporting	Increased	Ongoing	Various sessions	Diversity and

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	managers and teams to better understand their team.	understanding of diversity management in teams.		delivered to teams across the Trust around our diversity agenda and linking this with newly developed behavioural framework.	inclusion Unit  Leadership and Learning
<b>Six Enhancing and maintaining knowledge and awareness about our staff, communities and patients.</b>	1. Review monitoring system and processes to reflect the 2011 census categories and guidance from NHS England and the Equality Act.	Our systems able to capture a range of equality related information	Ongoing	Discussions with key service reps in what we can capture and report on  Development of a workforce profile to capture some key information on our staff. A separate report has been submitted to the Board.  The upcoming launch of a 'diversity census' aimed at all staff with a view to improving our disclosure rates in terms of protected characteristics	Deputy Director of HR
	2. Roll out staff equality census to improve staff disclosure data for analysis and	Improved disclosure rates for all protected characteristics  Increased awareness of	July 2019	In talks with ESR manager in how we initiate this exercise Developing a FAQ leaflet for staff on equality	Deputy Director of HR  Diversity and Inclusion Unit

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	reporting for the workforce race equality standard and forthcoming disability equality standard.	importance of equality monitoring		monitoring in terms of the benefits and reassurance of why we are wanting to collect potentially sensitive information	
	3. Continue to monitor our workforce and pay profiles over time and ensure any employment data gaps are identified and addressed by appropriate strategies.	Publish Gender Pay Audit – March 2018. Develop action plan to address any Gender Pay disparities.	March 2018 2019 2020	<p>Gender Pay Gap audit was completed and published on the Trust's website in March 2018 and again 2019 in line with our legal requirement. There is evidence of a fall in the mean and median average pay differentials between men and women with the gap closing.</p> <p>Mean 2017 - 6.60% 2018 - 5.24%</p> <p>Median 2017 - 9.39% 2018 - 6.26%</p> <p>A draft action plan has been developed following feedback from the NAA Women's conference to assist in the further</p>	Deputy Director of HR

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				decrease in pay differentials, amongst other employment issues raised by women staff.	
	4. Build in equality monitoring at all relevant and appropriate opportunities for example staff and patient satisfaction surveys, whilst maintaining confidentiality.	<p>NHS Staff survey results disaggregated and any identified disparities across the protected groups are reported to DISG/TMG.</p> <p>The results from the patient surveys are analysed to see if there are any gaps regarding who completes the survey and to identify any disparities in the context of access, experience and outcomes.</p>	July 2019	<p>Positive discussions have been initiated with the Trust's Quality, Assurance and Risk Directorate and Clinical Directorate regarding equality monitoring, challenges of collecting data and opportunities to use equality monitoring to improve patient care.</p> <p>The Trust sends out a patient survey on a quarterly basis. There is an opportunity to break down the collected data across the nine protected groups to address any disparities of access, experience and outcomes.</p>	<p>Ass Dir of Education and Learning</p> <p>Executive Director of Quality, Governance &amp; Performance</p>
	5. Provide regular employment data reports to relevant forums including	Business Intelligence circulates Workforce Monitoring Scorecard on a Monthly basis.	August 2019	The Workforce Monitoring Scorecards are circulated and there is an opportunity to include	Deputy Director of HR

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	TEG, TMG and Trust Board and equality networks.	Workforce Equality Monitoring made available on the Trust website.		<p>data on more protected groups.</p> <p>The Diversity and Inclusion is in the process of making the Trust's Workforce Equality Information available on the Trust's website to comply with our Public Sector Equality Duty obligations.</p>	