



MEETING TITLE Trust Board Meeting held in Public		MEETING DATE 26/07/2022	
TITLE of PAPER	Equality, Diversity, and Inclusion Plan: 2022 - 2023	PAPER REF	TB22.034
STRATEGIC OBJECTIVE(S)	Best People: Attract, develop and retain a highly skilled, engaged and diverse workforce		
PURPOSE OF THE PAPER	This paper sets out the Equality, Diversity, and Inclusion Plan for 2022/23, which includes the delivery of a 12-month action plan. The Trust Board are asked to support the plan.		
For Approval	<input checked="" type="checkbox"/>	For Assurance	<input type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input type="checkbox"/>
AUTHOR / LEAD	Joanne Lancaster, Diversity and Inclusion Advisor Suzanne Hartshorne, Deputy Director of Workforce and OD	ACCOUNTABLE DIRECTOR	Mandy Wilcock, Director of Workforce and Organisational Development
DISCUSSED AT 21 st June 2022 - Diversity and Inclusion Steering Group 20 th July 2022 – Trust Management Group 21 st July 2022 – Joint Steering Group			
PREVIOUSLY AGREED AT:		Committee/Group:	Date:
RECOMMENDATION(S)	It is recommended that the Trust Board: Note the progress made under the 2020 - 22 Diversity and Inclusion Plan. Approve the 2022/23 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.		
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 2022/2023

1. PURPOSE/AIM

This paper requests approval and commitment from the Trust Board for the Equality, Diversity, and Inclusion (EDI) Plan for 2022/23, which includes the delivery of a 12-month action plan (Appendix 1).

2. BACKGROUND

2.1 In 2019, we launched the Trust's 5-year People Strategy that encompassed the Diversity and Inclusion agenda through the theme of 'Culture and Leadership: *"We will grow and develop YAS leaders at all levels to effectively lead and engage staff. This will lead to a culture where staff feel proud to work for YAS; where they feel listened to and recognised for their contribution. Embracing*

Aim:

"Through effective leadership develop a positive and inclusive culture"



Diversity and Promoting Inclusivity we will strive to ensure our workforce is representative of the communities that we serve". In addition, to achieve our strategy, we committed to "We embrace diversity, promote inclusivity, and value the contribution of all our staff regardless of their background, race, colour, ability, sexual orientation or gender. We will work with our communities in order that our future workforce is as diverse as the communities that we serve".

- 2.2 To progress the above, a separate EDI plan for (2020-22) was developed in consultation with stakeholders, based on the above principles from the People Strategy.
- 2.3 Alongside delivery of the EDI plan, the Trust has also been responsible for developing and implementation plans for WRES, WDES and Gender Pay Gap as per our statutory responsibilities. Results and accompanying plans were presented to the Board for our 2021 data; our 2022 data is awaited, and plans will be developed to support where focus is indicated.
- 2.4 A draft Diversity and Inclusion plan has been discussed at a number of forums including Diversity and Inclusion Steering Group and the Joint Steering Group. In addition, specific engagement 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 2022/23.

3. KEY ACHIEVEMENTS AGAINST THE DIVERSITY AND INCLUSION PLAN 2020-22

3.1 Progress against the previous plan is regularly reported to the Diversity and Inclusion Steering Group, Quality Committee and Trust Board. It's disappointing that some progress was hampered by the covid pandemic, as many leaders and staff were unable to be released to support EDI activities, however the key achievements against the 2020-22 plan have included:

Culture & Leadership

- We launched the Black and Minority Ethnic (BAME) Non-Executive Development Programme and appointed to a key role on the Trust Board. Our Board now has 7.1% from a BAME background (13.3% including Associate Non-Executive Directors)
- We supported applications for the West Yorkshire and Harrogate BAME Fellowship Programme. One employee returned from the mandatory placement and has secured a more senior leadership role. Further placements will be supported.
- We launched the Culture Task and Journey group, who aim to ensure a targeted approach to culture change. The 'GREATIX system was created as a direct result of discussions and leader's involvement.

Recruitment, Retention and Resourcing

- We reviewed our recruitment and selection communication aiming to attract candidates from all backgrounds; this has resulted in an increase of our BAME representation from 5.97% in 2020 to 6.91% in March 2022.
- We introduced a Carers Group, which is a support group for staff with unpaid caring responsibilities. The group aims to bring together staff with similar responsibilities/experience to discuss challenges and gain support during employment.
- The Inclusive Recruitment and Progression review mandated by the NHS People Plan aimed to address all areas of disparity. We progressed some specific actions relating to the use of gender-neutral language on recruitment adverts, with the aim of attracting a diverse pool of applicants and breaking down stereotypes of gender specific roles in the Trust. Other actions relating to race and disability were also progressed. This work continues over the coming year.
- We have updated our recruitment and selection training, weaving the key requirements of the Equality Act into the training with emphasis on "Unconscious Bias". This aims to improve manager's confidence and understanding regarding the legal and business case for diversity and inclusion.
- We are currently working with the Prince's Trust to finalise an employability programme for unemployed young people, to be delivered in July 2022. This follows on from a successful project delivered in 2021, which led to two young people finding employment with YAS and a further seven people finding employment elsewhere. The programme equips young people with core employability skills as well as practical support to guide them through the process of applying for a job with the Trust.
- The Trust became a member of Stonewall which enables us to submit data to their Workforce Equality Index to indicate how inclusive our work practices are to the LGBTQ+ community. Following feedback and assessment we are working through an action plan to enable our LGBTQ+ community (including those with non-binary identities) to bring their true selves to work.
- We have been working with Mencap and Disability Action Yorkshire to identify opportunities to engage with people with a Learning Disability. We have now scheduled six-week work placements for two people, supported by Mencap and Disability Action Yorkshire's mentor programmes, within Fleet and Ancillary services. These are unpaid work experience placements for individuals supported by both Mencap and Disability Action Yorkshire. The placements aim to provide practical experience of working for the Trust, with support provided by a mentor and job coach from within the charities we are partnering with.

Employee Voice

- We continue to support our Staff Networks, who work extremely closely and have a collaborative approach to initiatives such as YAS' Allyship model. The Staff Networks continue to meet monthly to explore joint working, shared themes, and ideas. The Staff Network Chairs recently produced a video, shown on CEO Team Brief, encouraging staff to join the networks or become allies, recognising the intersectionality of our staff.
- We secured abstraction for the leads for our Staff Equality Networks in order that they have dedicated time to support our staff. The networks form part of the Trust's governance and decision-making process, where they can influence the advancement of marginalised groups
- We launched the Women and Allies Network, creating a 4th staff network who can support the challenges experienced by women including the women's health life cycle i.e., menstruation, pregnancy, perimenopause, and menopause.

Health & Wellbeing

- We launched the Health Passport and Reasonable Adjustment Guidance, which was developed in partnership with our Disability Support network, Trade Union colleagues and other stakeholders. The passport is owned and updated by the individual staff member but can be attached to their ESR record to prevent individuals having to share the same information to different managers, should they move teams. It will also allow them to take any equipment that has been provided to them to support in the role within the NHS community.
- We launched the new appraisal process that ensures staff have a health and wellbeing conversation annually. The discussion can include working through the health passport as well as other adjustments to support diverse needs.
- A health needs assessment took place and, data relating to protected characteristics, is subject to analysis and subsequent action planning

Education & Learning

- We developed our 'ReMedi' Reverse Mentoring programme and piloted this with members of our BME Staff Network. This provided the opportunity for the Board members, paired up with the Staff Network members, to hear of their lived experience of working for the Trust. Following the successful pilot, the scheme is now being evaluated with a view to rolling this out to a wider cross section of the workforce.
- We commenced a programme of mandatory training for managers for them to understand how to carry out 'Inclusive and Compassionate conversations'. This was part of the focus on improving the quality of appraisals and supporting staff with wellbeing. Training for all managers will continue to be rolled out during the first 6 months of 2022/23.

4. REFLECTIONS AND NEXT STEPS

- 4.1 The implementation of our EDI plan for 2020-22 has been limited, given the continued pressures on our service, but good progress has been made, but clearly more is still to be done.
- 4.2 Whilst there has been progress, unfortunately data around D&I still highlights inequalities within our workforce for BAME staff and staff living with long-term conditions as reported through WRES, WDES and National Staff Survey.

- 4.3 Our workforce is 6.91% from a BAME background compared to 11.2% of the Yorkshire working population demonstrating more engagement with our communities is needed. Our staff survey, whilst improved in WRES/WDES indicators compared with last year, still highlights issues relating to inequalities. The survey shows that 32% of responding staff say they have a disability/long term condition, compared to only 4.29% on ESR (Electronic Staff Record) (about 8% of our workforce). Concerningly, only 69.8% 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 21.2% of staff experienced at least one incident of discrimination due to ethnicity, 16.2% due to sexual orientation and 31.6% experienced at least one incident due to age.
- 4.4 Furthermore, evidence from staff networks and complaints through HR demonstrate that Bullying & Harassment, discrimination, and unacceptable behaviour still exists within the Trust; our staff survey highlights this with 13.9% experiencing bullying from managers and 20.7% from colleagues. Turnover of our BAME staff compared to white staff is also higher with 11.6% of BAME staff compared to 7.05% of white staff. Therefore, it is evident that there is still much work to do.
- 4.5 Nationally, other NHS Trusts have similar challenges, hence 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. The National People Plan is accompanied by the ‘NHS People Promise’ and it rightly has a strong focus around Diversity and Inclusion with 1 of the 7 themes (*We are compassionate & inclusive*) supporting this agenda.



- 4.6 Whilst the final plan has yet to be published, with work ongoing nationally, the interim plan sets out a number of expectations for Trusts and our plan supports their delivery.

5. PROPOSED EQUALITY, DIVERSITY, AND INCLUSION PLAN 2022/23

- 5.1 The Equality, Diversity and Inclusion Plan has been developed following a number of stakeholder events, which has included our Staff Networks, Trade Union colleagues, 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 proposed 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 environment. The plan also outlines a number of KPIs, along with baseline data, so that improvement can be evidenced.
- 5.2 The proposed plan is linked directly to the five strategic aims of the People Strategy: Culture & Leadership, Recruitment, Retention & Resourcing, Employee Voice, Health & Wellbeing and Education & Learning as well as ‘Enablers to successful delivery’. This connection enables joined up working within our strategic and operational workforce

and OD plans for 2022/2023. The objectives also closely link to expectations as outlined in the NHS People Plan.

- 5.3 The proposed Equality, Diversity and Inclusion plan is attached at Appendix 1, but the highlights of the action plan for 2022/23 are:
- Targeted culture work that is data driven, in areas where EDI is of particular concern. This includes where there are differences in candidate attraction to those areas.
 - Focus on overhauling our recruitment and selection practices aiming for them to be inclusive, whereby we reduce any perceived barriers to our being an employer of choice
 - Introduction of representative and realistic data led recruitment and progression targets for service areas utilising internal and external geographical and demographical data.
 - Strengthening relationships between Freedom to Speak Up, Staff Equality Networks and leaders to provide staff with confidence leaders will listen to concerns
 - Continuing our reverse mentoring programme for leaders to gain insight into staff lived experience for other protected characteristics, as well as BAME.
 - Specific support for staff experiencing the menopause through the Women and Allies Group, but led through the Health and Wellbeing team
 - Continuing the rollout of training for Inclusive Appraisals and Compassionate conversations to support the completion of the health passport
 - Meeting our statutory responsibilities in relation to the Public Sector Equality Duty

6. FINANCIAL IMPLICATIONS

The action plan outlined aims to enable the Trust to meet its responsibilities under a number of national and local strategies/plans, but the actions are also the right thing to do. A successful gate process has provided fixed term resource for EDI delivery, but future substantive resources are required. A future gate process will be progressed when required.

7. MONITORING AND PROGRESS

- 7.1 The Diversity and Inclusion Steering Group will continue to ensure this work is taken forward in collaboration with relevant stakeholders.
- 7.2 The Diversity and Inclusion Steering Group will also manage the progress against the action plan and monitor to ensure the milestones are achievable and with progress made. They will also report progress to TMG/TEG and Quality Committee as appropriate. An annual review will be submitted to the Trust Board.

8. RECOMMENDATIONS

It is recommended the Trust Board:

1. Note the progress made under the 2020-22 EDI Plan.
2. Approve the 2022/23 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.

9. APPENDICES

Appendix 1 – Equality, Diversity, and Inclusion Plan for 2022-23



Equality, Diversity, and Inclusion Plan 2022/23

Date Approved: TBC

Developed in collaboration with



Disability Support Network



Pride@YAS (LGBT+)
Staff Network



BME Staff Network





Equality, Diversity, and Inclusion Plan 2022/23

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 or volunteer with us. 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 many key priority areas for equality, diversity and inclusion including inclusive practices, dignity and respect, supporting our staff who live with disabilities, creating an LGBTQ+ friendly environment and providing a voice for every member of staff regardless of their characteristics. Our connections with other NHS organisations and the ICS will ensure best practice, innovation and learning is applied 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, Workforce Disability Standard and Gender Pay Gap 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 our going operational pressures. 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 is linked 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 2022/2023. 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 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 through the Trust Management Group, Quality Committee and Trust Board for end of year assessment and evaluation.



EQUALITY, DIVERSITY, AND INCLUSION PLAN 2022 - 2023

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
Culture and Leadership	Our culture is inclusive and compassionate	Every department has a diverse and inclusive culture, where staff can bring their true self to work with differences embraced and celebrated.	1.	To undertake targeted culture work in areas where diversity and inclusion is of particular concern. This action links with the recruitment and selection work (See Action 5)	Staff survey engagement score 2021 (A): 5.9 Staff Survey 2021 (A): Staff thinking of leaving: 5.6 FTSU: Cases regarding treatment associated with protected groups (Q)	31 March 2023	Lead: Associate Director of Education & Learning Partners: OD & ER Team, D&I Team, FTSU
		All leaders and staff are more cognisant of behaviours that can have harmful effects on marginalised groups	2.	To launch and promote a microaggressions and allyship programme that enables education of subtle and often unintentional prejudicial behaviour.	Dignity and Respect cases: 8 cases during 2021/22 (A) Turnover at 31/3/22: 11.9% (M) Stay/Exit interview data	31 December 2022	Lead: Head of EDI Partners: Diversity & Inclusion Team
	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	3.	Devise a rollout plan for 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 2021</u> Q13b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers? 13.9% (A)	31 March 2023	Lead: Head of OD Partners: OD BP Team HR Business Partners D&I Team
		Staff feel safe and have confidence to and know how to raise issues of concern and/or bullying –	4.	Secure a resource to do bespoke and targeted work with teams on dealing with and recognising unacceptable and bullying behaviour.	Q13c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues? 20.7% (A) Dignity and Respect cases: 8 cases during 2021/22 (A) Freedom to Speak Up activity increases	31 March 2023	Lead: Head of OD Partners: OD BP Team HR Business Partners D&I Team

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners						
Recruitment Retention and Resourcing	Our recruitment and selection practices are inclusive for staff and prospective applicants	Our workforce profile represents and is comparable to the communities we serve.	5.	Through a series of targeted workshops (mass recruitment exercises), undertake a review of our recruitment and selection practices to ensure they are inclusive i.e., re-design ECA & Call Handler. This includes deep dive analysis of candidates through the recruitment pathway.	Year-on-year improvement to: As at 31/3/2022: 6.92% of the workforce are people from diverse ethnic backgrounds staff (Q) Attraction from people from diverse ethnic backgrounds communities is increased: BME v White Applicants <table border="1"> <thead> <tr> <th>Applied</th> <th>Shortlisted</th> <th>Appointed</th> </tr> </thead> <tbody> <tr> <td>18.61%</td> <td>14.34%</td> <td>10.81%</td> </tr> </tbody> </table>	Applied	Shortlisted	Appointed	18.61%	14.34%	10.81%	31 March 2023	Lead: HRBP (EOC/111) Partners: Staff Networks Senior Leaders Recruiting Managers YAS Academy
			Applied	Shortlisted	Appointed								
		18.61%	14.34%	10.81%									
		6.	From April 2022 introduce diverse recruitment panels for leadership roles (Band 7+) through training more staff from all groups in R&S who can support panels for senior leadership roles to be diverse by March 2023	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: 1.36 (1.0 being equal) (A)	30 September 2022	Lead: Head of EDI Partners: OD Team Staff Networks Recruitment Manager							
7.	Developing a new job description and personal specification template/guidance to ensure criteria are inclusive		31 October 2022	Lead: Head of Employee Relations Partners: Recruitment Manager, D&I Team									
	To improve the numbers of applications, and subsequent appointments of, candidates from diverse backgrounds i.e., ethnicity, age, gender, sexual orientation, disability.	8.	Linking to the Trust's engagement strategy, where possible, with other emergency services, hold a series of outreach / 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 2022: (A) BME: 6.92% Sexual Orientation: Heterosexual 79% Disability: 4.29% Gender: Male 44.9% Female 55.1% Religion: Christianity 41.6% Undisclosed 24.1% Nationality: 90.6% British Age: 38% Workforce is aged 46+	31 March 2023	Lead: Head of Comms & Engagement Partners: Community Engagement Diversity & Inclusion Recruitment Team							

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
Employee Voice	Staff from diverse backgrounds have a voice regarding issues they face in order to improve working experience.	Evidenced intelligence on cultural concerns is available for management to act and resolve	9.	Strengthen relationships between Staff Networks, Freedom to Speak Up and leaders to provide intelligence regarding issues of cultural concern via a refresh of the Cultural Ambassadors Network	Staff survey engagement score 2021 (A): 5.9 Staff Survey 2021 (A): Staff thinking of leaving: 5.6 FTSU: Cases regarding treatment associated with protected groups (8 B&H in Q4) (Q) Dignity and Respect cases: 8 cases during 2021/22 (A) Turnover at 31/3/22: 11.9% (M) Improvement in Exit interview data: Departmental morale	31 December 2022	Lead: Head of OD Partners: ER Team, D&I Team, FTSU Guardian, Staff Network Chairs
		Awareness and involvement in Staff Equality Networks is increased and staff feel confident to raise issues	10.	Make arrangements for a Staff Equality Network conference that is open to all levels of the organisation that provides insight into inclusion issues faced by staff	Attendance at Staff Network meetings: Abstraction requests to attend staff network meetings are increased Year-on-year improvement to: Staff Turnover is sector average (A) (M) Turnover at 31/3/20 was 11.9%	31 March 2023 (Conference in May 2023)	Lead: Head of EDI Partners: Staff Networks Comms Team
		Improve our senior leaders understanding of the issues and barriers faced by our people from diverse ethnic backgrounds staff	11.	Review the Reverse mentoring (people from diverse ethnic backgrounds) pilot and roll out to other protected groups for them to learn from one another in terms of lived experience.			31 October 2022
Health & Wellbeing	All staff are able to bring their true selves to work and any differences are celebrated and supported	The Trust is an LGBTQ+ Friendly Workplace in order for staff to bring their true selves to work	12.	Working with the Pride@YAS Staff Network review the feedback from Stonewall to create and implement practices to ensure YAS is an inclusive environment	YAS is an LGBTQ+ Friendly Workplace as evidenced via assessment via Stonewall Workplace Equality Index As at 31st March 2022: (A) Sexual Orientation: Heterosexual 79%, Declined to say 13.24%	31 March 2023	Lead: Head of EDI Partners: Pride@YAS Staff Network Comms Team

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
Health & Wellbeing		The Trust supports staff experiencing symptoms of menopause to enable them to flourish at work	13.	Through a working group develop a Menopause Policy that supports staff in the workplace	Year-on-year improvement to: <u>National Staff Survey 2021</u> Q8f "Does your immediate manager take positive interest in staff health and wellbeing?" 53.5% (A) Q11a "Does your organisation take positive action on health and well-being?" 42.3% (A) 90% Appraisal compliance 31/3//22: compliance 48.7%	30 November 2022	Lead: Head of Health & Wellbeing Partners: Women & Allies Network
		All staff with disabilities/long-term health conditions have adequate adjustment(s) to enable them to carry out their work, where they are required	14.	Signpost the Reasonable Adjustments Guidance and Health Passport Scheme in the new appraisal documentation/guidance	Year and year improvement: <u>National Staff Survey 2021</u> "Has your employer made adequate adjustment(s) to enable you to carry out your work?" 58.6% (A) Increase of staff with a long-term condition recorded as having a Health Passport (Q). (30 staff as at 31/5/22)	31 December 2022	Lead: Head of OD Partners: D&I Team
			15.	Raise staff awareness of the Health Passport to enable support for adjustments to be offered		31 December 2022	Lead: Head of Employee Relations Partners: Disability Support Network
			16.	Develop and launch guidance on Neurodiversity which encompasses the lifecycle of employment		31 March 2023	Lead: Head of Employee Relations Partners: Disability Support Network Reasonable Adjustments Working Group

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners		
Education & Learning	Managers are conscious of EDI issues and challenges and enable all our staff, to flourish at work	All leaders have completed the training to conduct Inclusive and Compassionate appraisals and other conversations	17.	Continue the rollout of the training on Inclusive and Compassionate conversations to enable staff to flourish at work	Year on year improvement: <u>National Staff Survey 2021</u> Organisation acts fairly with regard to career progression / promotion, regardless 69.8% (A) Metric 7 - Percentage of staff believing that Trust provides equal opportunities for career progression or promotion. (A)	31 March 2023	Lead: Head of OD / Head of YAS Academy Partners: Staff Networks		
		The Trust supports progression for people from diverse ethnic backgrounds staff within the Trust and beyond	18.	Supporting applications for, and placements on, the West Yorkshire & Harrogate BAME Fellowship Programme, other NHS Leadership Academy Programmes and exploration of internal targeted accelerated development initiatives.	<table border="1"> <thead> <tr> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>49.7%</td> <td>42.7%</td> </tr> </tbody> </table>	White	BME	49.7%	42.7%
White	BME								
49.7%	42.7%								
Enablers to support successful delivery	We have accurate data that supports focus on diversity and inclusion	Our leaders have access to robust diversity data that enables them to monitor the workforce diversity profile and areas of focus can be identified	19.	Introduction of data led recruitment and progression targets for service areas to increase the diversity of the workforce utilising an enhanced Diversity Dashboard incorporating external geographical and demographical data so that targets are representative and realistic.	Our diversity data is accurate, and reduction of 'undefined' is reduced. Ethnicity: 0.83% Sexual orientation: 13.24% Disability: 32% NSS v 4.29% on ESR Religion & Belief: 2% Marriage & Civil Partnerships: 4.25%	31 August 2022	Lead: Head of Diversity & Inclusion Partners: Staff Networks Comms Team People Systems Manager Business Intelligence		
		All staff feel able to share their equality data with us to enable the Trust to understand where our efforts towards inclusion are needed most	20.	Undertake a diversity census of the Trust to help us to understand where we need to focus our priorities to support our staff to care for our patients	Year-on-year improvement to: <u>National Staff Survey 2021</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? 32% v 4.29% on ESR (Q).	31 August 2022	Lead: Head of Diversity & Inclusion Partners: Staff Networks Comms Team		

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
	The Trust meets its statutory diversity responsibilities	Progress is demonstrated towards equality for all protected groups	21.	Progress actions relating to: <ul style="list-style-type: none"> Gender Pay Gap Workforce Race Equality Standards Workforce Disability Equality Standards 	Improvements in our benchmarking data for: <ul style="list-style-type: none"> Gender Pay Gap 6.86% Workforce Race Equality Standards Workforce Disability Equality Standards 	31 March 2023	Lead: Head of Diversity & Inclusion Partners: Staff Networks Comms Team

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