



MEETING TITLE Trust Board (held in Public)		MEETING DATE 01/11/2022	
TITLE of PAPER	Equality, Diversity, and Inclusion Plan: 2022 – 2023 - Update	PAPER REF	5.1
STRATEGIC OBJECTIVE(S)	Best People: Attract, develop and retain a highly skilled, engaged and diverse workforce		
PURPOSE OF THE PAPER	This paper updates the Board on progress towards the aims and objectives set out in the Equality, Diversity, and Inclusion Plan 2022/23.		
For Approval	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input checked="" type="checkbox"/>
AUTHOR / LEAD	Suzanne Hartshorne, Deputy Director of People and OD	ACCOUNTABLE DIRECTOR	Mandy Wilcock, Director of People and Organisational Development
DISCUSSED AT			
PREVIOUSLY AGREED AT:	Committee/Group:	Date:	
RECOMMENDATION(S)	It is recommended that the Trust Board: 1. Note and support the continuing progress made on the 2022 - 23 Equality, Diversity, and Inclusion 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 - [New] <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)		

Board of Directors Meeting (held in Public)

1 November 2022

Equality, Diversity and Including Plan 2022/23 Update

Report of the Director of People and Organisational Development

1. PURPOSE/AIM

This paper updates the Board on progress towards the aims and objectives set out in the Equality, Diversity, and Inclusion Plan 2022/23.

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*

Aim:

"Through effective leadership develop a positive and inclusive culture"



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

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, as well as our statutory responsibilities under the Workforce Race/Disability Equality Standards (WRES/WDES) and the Gender Pay Gap, a combined action plan was developed with stakeholders and agreed by TMG and the Trust Board in July 2022.

2.3 The action plan has been subject to monitoring at the Diversity and Inclusion Steering Group. This paper presents an update on progress for awareness and Board support.

3. HIGHLIGHTS ON PROGRESS TOWARDS ACHIEVING THE OBJECTIVES SET OUT IN THE DIVERSITY AND INCLUSION PLAN 2022-23

3.1 Progress towards the aims and objectives continues; highlights are set out below:

- **Targeted culture:** Work continues in Finance, who are now completing phase 2 of the project, and work in the Digital directorate having completed phase 1 with phase

2 ongoing. Sessions with the EOC Senior Leadership team regarding white privilege, bias and allyship have now been completed. An evaluation of the learning is being undertaken, with consideration on the next steps for the department. It is planned for the next level of leadership to be invited to take part.

- **Introduction of representative and realistic data led recruitment and progression targets for service areas.** A diversity dashboard has been developed, however, for this to be meaningful, data on the local population is required. The data from the 2021 Census is expected to be available in January/February 2023, the only data currently available is from 2011.
- **Say Yes to Respect:** The programme is being reviewed to refresh the content and consider the inclusion of unconscious bias and creating a culture of civility. We intend to use this refreshed programme alongside, or as part of, the targeted culture work and more ambassadors will be trained to deliver the programme across YAS.
- **Recruitment Overhaul:** Specific work is being undertaken locally within the IUC workstreams. A Terms of Reference has been developed for the national recruitment task and finish group, chaired by the Director of People & OD (YAS), is specifically looking at reviewing the call centre recruitment pathway. An in-person workshop is taking place on 4th November 2022 to progress this work. Learning will be brought back to the Trust to support our internal targeted culture work, which will include reviewing our recruitment and selection guidance, accompanied by recruitment training. Our EOC Cultural Lead, who has been providing education on white privilege and bias, will support this work.
- **Strengthening engagement between staff networks, Freedom to Speak Up (FTSU) and leaders:** Continued engagement, through drop-in sessions, for Cultural Ambassadors have continued and further developments are being planned. A new FTSU Guardian has been appointed and is awaiting a start date. A clear programme of work to strengthen links between the targeted culture reviews and FTSU is being developed, which will have regular measurement of impact and reporting over a significant period of time.
- **Diversity Census:** Having complete data about our workforce diversity profile will enable us to focus our efforts, therefore we launched a Diversity Census in June 2022 via ESR self-service. However, the uptake on ESR was low, therefore, a hard copy questionnaire for staff is being designed to capture missing diversity data including disability/long term conditions of staff; this is planned for distribution in January 2023.
- **Community Engagement:** The community engagement team have a schedule of community and careers events. Events supporting recruitment into entry level roles are being worked through and a business case developed. Community Engagement connected to a number of local organisations as per the target demographics are outlined in the engagement plan. A total of 39 events took place between July-October 2022: including Restart a Heart. In addition, work on Health Inequalities have commenced with a stakeholder workshop taking place on 7th October 2022. This aims to progress work as part of our commitment to be an 'Anchor Organisation' with a specific focus on contact centre recruitment in key communities.

- **Supporting women and reducing our gender pay gap:** The Women's and Allies network formally launched week commencing 17th October with a number of events taking place including a panel to discuss the issues that women are currently facing with the three emerging network priorities being: Enabling women to progress in YAS, promoting women's safety, and championing women's health including, but not exclusively, the menopause. The network leads have spent the week meeting staff at A&E departments, giving staff the time to discuss issues over refreshments in the health and wellbeing bus.
- **Meeting our Statutory Responsibilities:** The Workforce Race and Disability Equality Standards data and action plans have been published following approval from Trust Management Group. This data and associated action plans to close our equity gaps have been submitted to this group in separate papers.

4. NEXT STEPS

- 4.1 The implementation of our EDI plan for 2022-23 has been limited, given the continued pressures on our service, and vacancies within the EDI Team but some good progress has been made. In addition, our EDI team is now complete with the commencement of our new Diversity and Inclusion Advisor, Emily Brenson.
- 4.2 The Diversity and Inclusion Steering Group will continue to 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. Regular reviews will be submitted to the Trust Board.

5. RECOMMENDATIONS

It is recommended the Board:

1. Notes the continuing progress made on the 2022 - 23 Equality, Diversity, and Inclusion Plan.