



**Board of Directors (held in Public)**  
**27 April 2023**

**Equality, Diversity, and Inclusion Plan: 2022 – 2023 - Progress Update**

**Item 4.3**

<b>Presented for:</b>	Information/assurance
<b>Accountable Director:</b>	Mandy Wilcock, Director of People and OD
<b>Presented by:</b>	Suzanne Hartshorne, Deputy Director of People & OD
<b>Author:</b>	Nabila Ayub, Head of Diversity & Inclusion
<b>Previous Committees:</b>	Trust Management Group, 20 July 2022 - Equality, Diversity, and Inclusion Plan: 2022 – 2023 Trust Management Group 5April 2023 – EDI plan: Progress update
<b>Legal / Regulatory:</b>	Equality Act 2010

<b>Key Priorities/Goals</b>	<p>Attract, develop and retain a highly skilled, engaged and diverse workforce</p> <p>Develop public and community engagement to promote YAS as a community partner; supporting education, employment and community safety</p> <p>Choose an item.</p> <p>All</p>
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<b>Strategic Ambition</b>	(✓)	<b>BAF Strategic Risk</b>
1. Patients and communities experience fully joined-up care responsive to their needs		
2. Our people feel empowered, valued, and engaged to perform at their best	✓	2c Ability to promote and embed positive workplace culture
3. We achieve excellence in everything we do		
4. We use resources wisely to invest in and sustain services		

<b>Key points</b>	
<p>This paper aims to provide an update to the Board on progress towards the aims and objectives set out in the Equality, Diversity, and Inclusion Plan 2022/23.</p> <p>Work has commenced to gain views on the priorities for the 2023/24 EDI Plan, which will be presented to TMG in October 2023 and the Board in November 2023.</p>	For information/assurance

**Trust Board (held in Public)**  
**27 April 2023**  
**Equality, Diversity, and Inclusion Plan: 2022 – 2023**  
**Progress Update Report**  
**Report of the Director of Workforce & Organisational Development**

**1. Summary**

- 1.1 This paper sets out the progress against the Equality Diversity and Inclusion Action Plan 2022 – 2023, which includes our statutory responsibilities under the Workforce Race/Disability Equality Standards (WRES/WDES) and the Gender Pay Gap.
- 1.2 A combined action plan was developed with stakeholders and agreed by TMG and the Trust Board in July 2022. The plan has been subject to monitoring by the Diversity & Inclusion Steering Group.
- 1.3 This paper presents an update on progress for assurance, awareness and support.

**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 Diversity and Promoting Inclusivity we will strive to ensure*

**Aim:**

***“Through effective leadership develop a positive and inclusive culture”***



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

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

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

- 3.1 **Gender Pay Gap 2022:** Following a number of stakeholder engagement sessions and approval at TMG, our data and action plans to address the Trust’s increasing Gender Pay Gap, have been published. Disappointingly, our gender pay gap has widened with our mean (7.96%) and median (10.89%) both increasing further in favour of men i.e., men are receiving more pay (on average) than women. The gap has widened for the second year, due to the roles we recruit to on volume i.e., Call Handlers and ECAs, which have attracted more female than male candidates. This is reflected in the workforce gender profile with 73.3% of female staff being in Bands 2 - 5. To address our gap, our work plan includes:

- Overhauling our recruitment processes to be inclusive and gender neutral. This includes introducing and mandating external assessors for senior posts to provide transparency and independence to selection assessments.
- Facilitating flexible working for all roles at all levels of the Trust
- Supporting parents through our new Family Friendly Policy
- Continuing to support women's careers through the Women's & Allies staff network.

3.2 **Supporting women:** The Women's and Allies Network has continued its work following its launch in November 2022; the network now has over 75 members. Nominations for the membership of the Steering Group are in progress to continue building on the current momentum. The Network's current priority is to agree network focused actions for 2023/24 under the 3 core themes of women's progression, safety and health.

3.3 **Health Passport:** A document that staff living with disabilities or health needs, can record their workplace adjustments and then use this document throughout their career, hence only needing to explain their requirements once. The passport, originally launched in November 2021, was relaunched in December 2022 for wider awareness and use.

3.4 **Review of Trust Policies to support inclusion:**

- **Diversity & Inclusion Policy** – this policy has been refreshed and with clarity responsibilities for this agenda.
- **Parent Policy:** To support our EDI objective where parents feel supported during family leave with their returns are facilitated; our new parent policy is now complete with planning taking place for its implementation.
- **Hybrid Working Policy:** The policy and way of working is now established. This way of working supports the needs of our staff with caring responsibilities as well as those living with disabilities who will find it easier to work at home.

3.5 **Staff Networks:** A soft relaunch of Pride@YAS took place during March 2023 including a tour of key stations using the wellbeing bus. A stakeholder engagement session on the revision of guidance to support our Trans colleagues took place during March also.

A relaunch of the BME Staff Network is scheduled for April 2023 with plans underway to announce the new Chair of the Network Usha Kaushal, Lead Pharmacist (IUC) including a thank you to our former Chair Tasnim Ali, Business Manager (A&E Ops) following 10 years of service to network.

The Disability Network will be relaunched in Autumn 2023 to increase staff engagement across the Trust and a refresh of network priorities.

3.6 **Targeted Culture:** work continues in Finance, South Yorkshire A&E, Northallerton, Fleet and Ancillary, Hull & East Riding, Digital Directorate Programme Northallerton, IUC, and EOC Senior Management Team. All reviews have been supported by the D&I Team.

3.7 **White Privilege and Allyship** – Sessions have taken place within EOC to gain an understanding of how our upbringing has supported our status and position in society; recognising that not everyone has had the same opportunities. This understanding means we can assist and support others. Further rollout is planned.

3.8 **Say Yes to Respect (SYTR):** The Say Yes to Respect (SYTR) programme has recommenced in A&E and PTS, where more facilitators have been trained who are running sessions with their teams. This is seen as a positive step from staff and Team Leaders as a way to have open and honest conversations about behaviour, banter and how to challenge when uncomfortable about behaviours. Further rollout is planned.

3.9 **Introduction of representative and realistic data led recruitment and progression targets for service areas.** A diversity dashboard has been developed following the release of national Census data in February 2023, this indicates areas for directorates to focus their recruitment and retention initiatives against to ensure our workforce is representative of the

community we serve. Narrative to support the data is in development and will be shared across all service areas following approval at TMG in May 2023.

3.10 **Diversity Census:** To further understand the needs of our workforce, we launched a Diversity Census in July 2022 with a refreshed campaign in April 2023. A 3-stage approach aims to encourage staff to complete their diversity data on the Electronic Staff Record (ESR). This includes communication to BME, LGBTQ+ and staff living with disabilities through posters, Team Brief Live and via staff networks. The second phase will include communication to all staff with supervisory responsibilities to encourage their teams and a drop-in surgery as a final phase in the project. This includes a How to Guide on using ESR and monitoring of staff completing their profile to measure impact.

3.11 **Review of policies and processes from Stonewall feedback** – Our submission to Stonewall, an organisation championing equality for the LGBTQ+ community, resulted in recommendations for change. We reviewed our policies and communications to ensure inclusive terminology.

3.12 **Community Engagement:** From October 2022 to March 2023 there were 64 external community engagement events, with an additional 144 events taking place on or around Restart a Heart Day. Engagement activity in this period included first aid and Basic Life Support (BLS) training; engagement on YAS careers; employability and general engagement or public events.

A number of targeted projects have progressed that deliver against the Community Engagement Strategy, proactively engaging with communities most likely to need our services now or in the future. This includes completion of the Achieve programme with social care charity Change Grow Live (CGL), completion of our third employability programme with The Prince's Trust focused on supporting young people into call handler roles within YAS. Continued delivery of rolling programmes of free first aid with the Peel Project (working with BAME communities in Hull); Neesie (supporting women in Bradford); carers charities and young parents' support groups.

We have also supported national and local programmes that aim to support young people from diverse backgrounds into employment, working with the National Citizenship Service and Catch, Leeds. 26 staff and volunteers trained to be Community Engagement Volunteers (CEVs), supporting events in their local communities and supporting events alongside the community engagement team. Hosted a task and finish group alongside Humber and North ICB to develop a project to engage rough sleepers in Hull on their experience of ambulance services in February 2023 again funded by YAS charity.

3.13 **Veteran Aware Trust – One Year Review Approved** - The Trust's Veteran Aware Trust one-year review to retain bronze was confirmed in February 2023. Recognition is given as we have demonstrated continued commitment to the Armed Forces Covenant and Armed Forces Bill. Next steps include a submission for the Silver Award for the Defence Employer Recognition Scheme (ERS) in April 2023.

3.14 **Meeting our Statutory Responsibilities:** The Workforce Race and Disability Equality Standards data submissions were met in August 2022. The submission for 2023 has been brought forward from October to May 2023 and now incorporates Bank Staff and Medical Workforce Race Equality Data. Action plans, subject to stakeholder engagement and approval from the Trust Management Group, will still be published in October 2023 as per new deadlines.

4. **Financial Implications**  
None

5. **Risk**  
None

## 6. Communication and Involvement

- 6.1 The Equality Diversity & Inclusion Action Plan has combined actions from the Workforce Race Equality Standards, Workforce Disability Equality Standards, and the Gender Pay Gap Action Plan. All subject to stakeholder engagement internally and externally within the Trust. The plan is monitored at the Diversity & Inclusion Steering Group.
- 6.2 Key initiatives and dates are communicated regularly through Staff Updates, Pulse, and the Trust Website.

## 7. Equality Analysis

The information in this paper aims to support our existing and future workforce who are attached to our organisation.

## 8. Publication Under Freedom of Information Act

This paper can be made available under the Freedom of Information Act 2000

## 9. Next Steps

- 9.1 The implementation of our EDI plan for 2022-23 has made significant progress despite the continued pressures on our service. This includes progress on 22 of the 28 overall actions with the remainder in progress.
- 9.2 We are currently planning stakeholder engagement sessions to determine our plans for 2023/24 and this draft plan will be brought to TMG, the new People & Culture Committee and Board, for approval and support in October 2023.
- 9.3 The new People and Culture Committee draft Terms of Reference has specific responsibilities for ensuring "... *the Trust is actively seeking to reduce inequalities in staff experience and is promoting equality, diversity and inclusion in a systematic and effective way.*". Hence the Board can be assured that strategic direction will have Board-level input.
- 9.4 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 the new People & Culture Committee as appropriate. Bi-annual reviews will be submitted to the Trust Board.

## 10. Recommendation

It is recommended that the Trust Board:

*Note the continuing progress made on the 2022 - 23 Equality, Diversity, and Inclusion Plan.*

## 11. Supporting Information

None

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29/03/2023