



Equality, Diversity, and Inclusion Strategy

2021 to 2023

Author: Navrita Atwal, EDI Manager
Equality, Diversity, & Inclusion Team

Contents

| | |
|--|----|
| Contents..... | 2 |
| 1. Our Statement of Commitment | 3 |
| 2. Introduction to the East of England Ambulance Service NHS Trust | 4 |
| 3. Our Vision, Goals, and Values..... | 5 |
| 4. Our Strategy | 6 |
| 5. Our Mission | 7 |
| 6. Equality, Diversity, and Inclusion Objectives | 8 |
| 7. Underpinning the Strategy..... | 10 |
| 8. Our Legal Obligations and Best Practice Frameworks | 10 |
| 9. Workforce Race Equality Standard (WRES) | 12 |
| 10. Workforce Disability Equality Standard (WDES)..... | 14 |
| 11. Equality Delivery System 2..... | 15 |
| 12. Accessible Information Standard | 16 |
| 13. Gender Pay Reporting | 17 |
| 14. Ownership, Responsibilities and Equality Monitoring..... | 17 |
| 15. Appendices..... | 19 |

1. Our Statement of Commitment

East of England Ambulance Service is proud to introduce our second Equality, Diversity, and Inclusion Strategy.

This strategy sets out the Trust's ambitions and action plans to promote and advance Equality, Diversity, and Inclusion throughout the organisation. It has been developed by our willingness and desire to both listen and learn from our staff, patients, and stakeholders, regarding their experiences of being service users, members of the workforce and partners. Its aim is to drive a step-change in the culture of the organisation, helping us to embed positive behaviours in all that we do, for the benefit of our staff, patients, and the diverse communities we serve.

The strategy has been developed to not only comply with our legal obligations under the Equality Act 2010 but because we believe wholeheartedly that it is the right thing to do. Diversity and Inclusion must be integral to our culture and values, and we must strive to make them visible in all that we do. They are an intrinsic part of assisting us to improve both the patient experience and our workforce culture. Our approach to Equality, Diversity and Inclusion will go beyond legal compliance and will become central to our core business.

To deliver this strategy we need to put Equality, Diversity, and Inclusion at the heart of the organisation and ensure we consider it in everything we do. This strategy sets out a clear picture of our long-term commitment to achieving this ambition and how it will enable us to meet the needs of both the communities we serve and our workforce. Each year, we will assess the progress we have made on delivering our objectives and will report this through our governance arrangements to the Trust Board. This is a dynamic document in that it will be regularly reviewed through the Trust's EDI Group, to reflect changes to the internal and external environments.

We look forward to the work ahead and are enthused by the challenges we have to face. We remain confident we will face those challenges head-on and in so doing, will help establish an equalities focused and progressive workplace and a workforce that reflects the diversity of the populations that we serve.

Bob Champion
Interim Director of Workforce

2. Introduction to the East of England Ambulance Service NHS Trust

We are a successful integrated provider of emergency care. To continue with that success, we must engage with and understand the needs of the diverse communities we serve, and plan and deliver services to take account of those needs. Equality, Diversity, and Inclusion is therefore central to the effective delivery of patient care and staff support. We employ more than 4,000 staff and over 1,500 volunteers who together provide services to a population of over 5.8 million people. Our region covers over 7,500 square miles, 19 CCG's and 17 acute Trusts.



For everyone working at EEAST, providing high quality patient care is our key priority. This applies to our ambulance clinicians responding to emergency calls, to our PTS crews taking patients to and from their planned hospital appointments, our call handlers handling 999 calls, to our managers developing new care pathways or different ways of working and to our trust board making decisions about the future of our Trust.

EEAST covers the counties of Hertfordshire, Cambridgeshire, Essex, Bedfordshire, Norfolk, and Suffolk. The expansive and divergent geographical coverage of the Trust provides many challenges in delivering the Equality, Diversity, and Inclusion (EDI) agenda.



3. Our Vision, Goals, and Values

Our Vision

Outstanding care, exceptional people, every hour of every day. #WeAreEEAST

Our Goals

Our vision is underpinned by four goals:

- Be an exceptional place to work, volunteer and learn.
- Provide outstanding quality of care and performance.
- Be excellent collaborators and innovators as system partners.
- Be an environmentally and financially sustainable organisation.

Our Values:

To bring our values to life and for our mission to be achieved we will implement the following:

- **Care** – We will value warmth, empathy, and compassion in all our relationships.
- **Teamwork** - Together as one, we work with pride and commitment to achieve our vision.
- **Quality** – We strive to consistently achieve high standards through continuous improvement.
- **Respect** – We value all Individuals including our patients, our staff, and our partners in every interaction.
- **Honesty** – We value a culture that has trust, integrity, and transparency at the core of everything we do.



5. Our Mission

Equality, Diversity, Inclusion and Human Rights encompass all our aims, objectives and actions addressing inequalities and promoting diversity in healthcare and employment. The key principle of Diversity and Inclusion is that it belongs to everyone and that every individual has the right to be treated with respect and dignity as aligned to our core values.

We will ensure that our services are non-discriminatory and are safe for staff, volunteers, and patients. This will enable equality of access and provision and meeting the legal requirements under the Equality Act 2010 and the specific elements of the Public Sector Equality Duty. We will use the Equality Delivery System 2 (EDS2) to ensure that service priorities are influenced and set by the health needs of all our local and regional communities through consultation, equality monitoring and partnership working. We will demonstrate “Due Regard” in all aspects of our business to ensure we remain focused on equality of outcome and equality of opportunity. We will aim to make the Trust a place where all who work and access our services are free from all forms of discrimination and where the diversity of our staff, patients, visitors, and service-users is recognised as a key driver of our success and is openly valued and celebrated.

Looking after our people



6. Equality, Diversity, and Inclusion Objectives 2021-2023

The following seven strategic objectives have been developed to be achieved by 2023 and will be delivered by the EDI working in partnership with teams across the Trust such as: Quality Improvement, Workforce Directorate and Organisational Development and Patient and Public Involvement.

These objectives are important to EEAST because they support our values and also demonstrate our commitment to both our staff and service users and support our compliance with and delivery of the current and future emerging Equality Standards. These objectives also reinforce the on-going message that Equality, Diversity and Inclusion is everybody's responsibility at EEAST and are an intrinsic part of our day-to-day activities.



Our aim is to be in a position to demonstrate implementation of the following:

Objective 1 – Inclusive Leadership

EEAST will foster a leadership culture within which equality and inclusion are paramount. We will promote and support inclusive leadership at all levels of the Trust to ensure that all leaders routinely demonstrate their commitment to promoting equality and inclusion within and beyond the organisation.

Objective 2 – Awareness and Culture

EEAST will ensure all our staff are aware of their own and the Trust's responsibilities for advancing a culture of equality, of opportunity and fostering good relations. We will ensure that all our staff, contractors, visitors and the wider community are aware of the effects of their behaviour on others and are

equipped to challenge and report inappropriate behaviours when they experience or witness it.

We will ensure that our staff are safe in the workplace, making sure that harassment does not occur' or if it does, that it is acted upon immediately to address the behaviour and support the staff member involved.

Objective 3 - Legislative and Regulatory Compliance

EEAST will ensure that the organisation is fully compliant with our statutory responsibilities to monitor and report on matters of equality and diversity. This will include the requirements of the Equality Act 2010, the Public Sector Equality Duty and compliance with all other regulatory duties incumbent on NHS bodies. When possible and appropriate, EEAST will seek to go beyond simple compliance with these duties.

We will deliver full compliance with the Equality and Human Rights Commission section 23 agreement, to eradicate sexual harassment in the workplace.

Objective 4 – Fair Recruitment

EEAST will strive to ensure its workforce reflects the population it serves. We will develop and enhance our approach to recruitment, selection and promotion to positively attract, retain and support the progression of diverse staff across the Trust.

Objective 5 – Engagement

EEAST will facilitate the voices of all staff, providing forums for those from underrepresented groups to come together, to share ideas, raise awareness of challenges, provide support to each other and feedback to the Trust on issues of equality, diversity and inclusion.

Objective 6 – Improving Policy and Practice

EEAST will review our employment policies and practices to identify any areas where improvement can be made to ensure fairness and quality for all our staff.

Objective 7 – Measuring Progress

EEAST will identify and track all relevant data streams to ensure we can identify areas where improvement is needed in relation to diversity and inclusion. Actions under this objective will allow our progress to be accurately measured against the performance indicators in our strategy and will facilitate the provision of all necessary reporting.

7. Underpinning the Strategy.

Reflecting on our message of “Embracing Diversity – Promoting Inclusion” this strategy is underpinned by three core values:

- We will attract, select, and retain a diverse range of talented individuals to work at the Trust and will value the contribution made by everyone.
- We will embrace the diversity of all our staff, patients, service users, visitors and everyone associated with the Trust to create an environment where individuals are both comfortable and confident to be themselves and realise their full potential.
- We will challenge inequality and poor behaviour in all its forms and promote dignity, respect and understanding within the Trust and our diverse communities.



8. Our Legal Obligations and Best Practice Frameworks

Equality Act 2010.

The Equality Act 2010 was introduced as an umbrella piece of legislation to bring together all previously separate equality legislation into a single act. It outlaws direct and indirect discrimination, harassment, and victimisation of people with shared protected characteristics:

- Age
- Sex

- Sexual Orientation
- Disability
- Race
- Pregnancy and maternity
- Gender Reassignment.
- Religion and Belief
- Marriage and civil partnerships.

The Public Sector Equality Duty

The Act provides protection in relation to access to goods and services as well as employment. As a public sector organisation, we have both general and specific public sector duties. The general Public Sector Equality Duty, which forms part of the Equality Act 2010 requires us, as an NHS public sector organisation, to have due regard to the need to:

- Eliminate discrimination, harassment, and victimisation.
- Advance equality of opportunity between persons who share a protected characteristic and persons who do not share it.
- Foster good relations between persons who share a protected characteristic and persons who do not share it.
- The specific duties mean that the Trust must:
 - Set meaningful and relevant equality objectives with a focus on “outcomes” as opposed to process.
 - Report on progress in achieving equality objectives.
 - Report on equality data in the workforce.
 - Demonstrate the impact on equality of policies and services (Equality Impact – Equality Analysis).
 - Ensure we are engaging with and involving the diverse communities we serve.
 - Procurement – Use the Social Values Act 2012 to ensure local communities’ benefit through the procurement process.



9. Workforce Race Equality Standard (WRES)

In 2014, NHS England and the NHS Equality and Diversity Council agreed action to ensure employees from Black and Minority Ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace. It was agreed that a Workforce Race Equality Standard (WRES) should be developed and in April 2015 this was launched in the NHS.

WRES metrics data for EEAST was published in the summer, as per NHS England and NHS Improvement guidelines. The action plan was developed by the EDI team in consultation with our BME Network. This action plan was also published on the Trust's external website and internal intranet.

Other departments at EEAST work alongside the EDI Team providing us with advice, guidance, and support Human Resources colleagues, Health & Well Being, Freedom to Speak Up (FTSU), Organisational Development.



Achievements:

The BME Network is very well established and meets quarterly and identified the following workstreams to focus on:

1. Recruitment and Retention.
2. Training and Development.
3. Policies and Procedures.

These three selected workstreams are supporting the delivery of some of the actions in our WRES Action Plan.

Activities that have resulted from these workstreams include:

- Launch of the Reverse Mentoring Pilot: 6 Participants from the network volunteered for this and have been working with members of the Senior Leadership Team.

- The introduction of Cultural Ambassadors: To enable a lay person to sit on disciplinary panels, 17 members of the network completed the training.
- Internal vacancies are communicated to members of the BME network and members are reviewing other Trust's recruitment processes.
- External (NHS) leadership development and training programmes are also communicated out to network members.
- BME staff have been encouraged to apply for the "Stepping Up" programme. A member of the Leadership/OD team ran a session for network members giving guidance on completing job applications and interview techniques. Participants were also able to gain an overview of the range of development programmes including career pathways and resources available.
- The "Coffee with the Chief" sessions originally started as a pilot for the BME Network. This gave members access to the CEO to talk about their positive and negative experiences as well as the challenges they face. Two sessions were run in October and November 2020, and these have since been extended to the other Equality Networks.
- Communications: Black Lives Matter: the BME Network produced a video in response to this campaign and have also written articles for Need to Know on such areas as, Black History Month. As well as supporting the Covid 19 vaccination programme by encouraging colleagues to receive the vaccine. (See Networks section BME).
- National Day for Staff Networks – theme 'Adding value'. The Trust participated in the 2020 event and wrote pledges to demonstrate their support and commitment.
- National Day for Staff Networks (eastamb.nhs.uk).
- A local BME network was established in the Bedford and Luton locality to support some specific regional initiatives such as recruitment, career progression and community engagement.
- Managers Passport Training Sessions: delivery of these sessions commenced in the summer of 2020 and have subsequently been delivered monthly.
- Disability Awareness training for Managers only (MPT).
- Disability Support at East for all staff to be launched April 2021.
- Getting to Know the Diverse Networks within EEAST.
- Equality Made Simple and incorporating Unconscious Bias.



10. Workforce Disability Equality Standard (WDES)

The Workforce Disability Equality Standard (WDES) came into effect on the 1st April 2019. It is a set of ten specific measures (metrics) that will enable NHS organisations to compare the experiences of disabled and non-disabled staff. This information will then be used by the Trust to develop an action plan and to demonstrate progress against them.

The WDES has been commissioned by the Equality and Diversity Council (EDC), it is mandated in the NHS Standard Contract and is restricted to NHS Trusts and Foundation Trusts for the first two years of implementation.

EEAST published their WDES metrics data in the summer, as per NHS England and NHS Improvement guidelines. The action plan was developed by the EDI team in consultation with our Disability Support Network. This action plan was also published on the Trust's external website and internal intranet.

The Trusts Disability Support Network (DSN) has contributed towards delivering some of the actions in the WDES Action Plan as follows.



Achievements:

- The DSN is now well established at EEAST.
- Coffee with the Chief – members of the DSN network attended a no agenda coffee with the chief session where network members had access to the CEO to chat honestly and openly about their experiences; good and bad and to discuss the challenges they faced and to explore ways to address them. Two sessions were run in December 2020 and January 2021.

- Disability Policy Tool Kit – a small group of the DSN have been creating, designing, and producing a Tool Kit so support the Trust’s Disability Policy. They identified key areas to focus on such as Reasonable Adjustments and information about the Disability Confident Employer Scheme. The toolkit is in the final stages of completion.
- The network regularly produces articles for Need to Know i.e., Disability History Month (see the Networks section for more details).
- In addition to its regular quarterly meetings the DSN has run monthly ‘drop-in’ session (via teams) to provide support to members during the Covid 19 Pandemic.
- DSN Social Media leads promote the network and communicate out key dates in the calendar such as World Dyslexia Awareness Day, International Day of Persons with Disabilities to improve people’s awareness and knowledge.
- Disability Confident Employer – information about this scheme will be published on the Trusts website and the logo is now on the vacancies page.
- Operational HR Colleagues received Disability Awareness Training from ACAS.
- Managers Passport Training (MPT): As part of this programme, two further EDI sessions, in addition to EDI Made Simple and Getting To Know The Equality Networks at EEAST have been developed. These are Disability Awareness Training as part of the MPT suite of courses and also for all staff. Delivery of these sessions began in January 2021 and will continue throughout the year.
- The Leadership and Management Training Team have developed ‘bite size’ learning sessions to support staff in completing applications and the interview process.
- A review of the Sickness Absence Management Policy resulted in the development of a number of Toolkits to support managers, such as: a Toolkit to support employees with disabilities and long-term health conditions including a disability and health passport and a Toolkit for supporting time off for treatment and medical appointments.

11. Equality Delivery System 2

The EDS2 provides the national framework to ensure that NHS organisations effectively deliver proportionate and relevant services that meet the needs of the communities served.

The EDS2 has four goals:

- Better Health Outcomes for all
- Improved Patient Access and Experience

- A Representative and Supported Workforce
- Inclusive Leadership at all Levels

To assess and grade performance against the EDS2, the expectation is that organisations conduct an assessment through engagement with external partners to determine a grading. Grading is rated along a scale as set out below:

- Underdeveloped
- Developing
- Achieving
- Excelling

The Trust's current grading is 'Developing'.

This grading was reached via community consultation with stakeholders and user groups such as Patient Experience and Engagement Group (PEEG). This is further monitored through the InPhase system where internal action owners report on specific areas outlined within the EDS2 objectives.

Next community consultation to grade the EDS2 is planned during 2022. Covid 19 restrictions have affected our direct engagement with the community.

We do however have plans to work with the PEEG to organise future virtual meetings to help grade EDS2. We will also work with PEEG to compile surveys to help us understand where improvements are required. EDS2 Grading Events take place every three years.

Evidence of activities and processes that support these goals are saved on the Trust's InPhase Equality Delivery System (EDS) database throughout the year.

12. Accessible Information Standard

All organisations that provide NHS services or adult social care must follow the accessible Information standard by law. The aim of the standard is to make sure that people who have a disability, Impairment or a sensory loss gets information that they can access and understand and any communication support that they need. The standard informs organisations how they should make sure that patients and service users and their carers can both access and understand the information they are given. This includes information in different formats such as:

- Large Print
- Braille
- Easy Read

- Email
- Pictorial
- Spoken Word
- British Sign Language

Corporate Governance team oversee the implementation of Accessible Information Standard supported by Communication and Engagement.

13. Gender Pay Reporting

In 2018, it became mandatory for all public sector employers with more than 250 employees to measure and publish their Gender Pay Gap (GPG) information. Since then, employers have had a responsibility to publish data annually, on both their own and Governments' websites.

The GPG report analysis for EEAST will support the board in understanding the current pay gap between Male and Female employees. An action plan has been prepared to help address any inequality in pay gap. The NHS Employers self-assessment checklist 'Addressing your Gender Pay Gap Guide' has been used to compile the GPG action plan. Some of the recommended areas are as follows:

- Key Objective 1: Branding/Communication and Transparency.
- Key Objective 2: Recruitment and promotion processes/Level of Satisfaction/Data Analysis
- Key Objective 3: Maternity and Paternity and Parental Leave Policies/Hybrid Working
- Key Objective 4: Supporting female employees Health, Wellbeing, and Retention

Information from NHS surveys in relation to the different protected characteristics and consultation with the AWE Women's' Network has helped to inform the 2021-2023 Gender Pay Gap Action Plan.

14. Ownership, Responsibilities and Equality

Monitoring

All members of the Trust, including staff, patients, contractors, visitors, and anyone associated with us, are expected to own, and act upon the principles of this strategy. A number of individuals and groups have additional responsibilities, including:

- The Trust Board which is made up of Executive and Non-Executive Directors has overall accountability for legal compliance.
- The Chair of the Trust Board, Chief Executive and the Director of Workforce provide leadership support to the Equality, Diversity, and Inclusion agenda.
- The Equality and Diversity Group have overall responsibility for monitoring progress against our strategic equality objectives.
- Directors, Senior Leaders, and all managers are responsible for:
 - Ensuring compliance with the strategy.
 - Carrying out actions arising from the action plan.
 - Advancing and promoting Equality, Diversity, and Inclusion in their day-to-day activities.
- The Equality, Diversity and Inclusion Group advises the Trust on policies and procedures that comply with national laws in relation to Equality, Diversity, and Inclusion.
- The Director of Workforce has responsibility for people policies.
- The Equality and Diversity team is responsible for driving forward the agenda and for providing operational support, advice and guidance to all stakeholders including staff (at all levels) patients, service users and strategic partners.

‘Equality is like the golden thread that feeds through all service delivery. The Trust will strive to be an employer of choice where staff feel they can bring their whole self to work. The Trust will ensure this happens by investing in the key objectives of EDI which will result in lasting benefit’.



EDI TEAM

- **Navrita Atwal** – Equality Diversity and Inclusion Manager
- **Amanda Marsh** - Senior HR Advisor
- **Nicky Parry** -EDI Administrator and Disability Support Network Deputy Chair

For further information, please contact the EDI team: EDI@eastamb.nhs.uk

15. Appendices

WDES - [NHS England » Workforce Disability Equality Standard](#)

WRES - [NHS England » NHS Workforce Race Equality Standard](#)

EDS2 - [NHS England » Equality Delivery System](#)

Gender Pay Gap - [Gender pay gap reporting: guidance for employers - GOV.UK \(www.gov.uk\)](#)