

SECTION E: Equality Objective Action Plan



Action Plan introduction

Public Sector organisations with more than 150 staff are required to publish a set of Equality Objectives every four years to be compliant with the Public Sector Duties of the Equality Act 2010. The Equality Objectives are the priorities WMAS has identified to focus on improving over that four year period.

We have set ourselves six equality objectives which cover the period July 2017 to July 2020. This document sets out the Equality Objectives that WMAS intends to achieve over the next four years. Each objective is supported by a detailed action plan covering in some cases the first two years of the strategy and some objectives are ongoing over the four year period.

West Midlands Ambulance is committed to embedding Equality and Diversity into everything we do, both as a service provider and as an employer.

Our aims are to serve our local population and employees in a way that efficiently and effectively meets each individual's needs and concerns in a manner which is fair and equitable.

The Equality Objectives aim to incorporate and comply with key areas as follows;

- Equality Act 2010
- Public Sector Equality Duty
 1. General Duty
 2. Specific Duty
 3. Equality Objectives
- Human Rights Act 1998
- Gender Pay Gap Reporting Requirements
- Equality Delivery System 2
- Workforce Race Equality Standard
- Workforce Disability Equality Standard 2018
- Sexual Orientation Monitoring 2018
- Five Year Forward View
- NHS Constitution

Our objectives will be monitored by the following;

- Equality, Diversity & Human Rights Group
- Quality Governance Committee
- Executive Management Board
- Board

A progress report will be presented to the Board on an annual basis incorporated in the Annual Equality report and published on the Trust's website.



Equality Objectives 2017-2020

Equality Objective 1	Increase recruitment applications from BME [Black Minority Ethnicity] and Disabled candidates to the Trust to ensure that Trust staff are representative of the communities we serve. Encourage current members of staff who are BME or Disabled to develop and flourish to their full potential.
Related EDS Goals	Goal 1. Better health outcomes for all Goal 3. Empowered engaged and well supported staff Goal 4. Inclusive Leadership at all levels

Action	Outcome	Led By	By When
1. Inclusion audits are undertaken across the whole of the recruitment process, incorporating the assessment phase	Recruitment & Selection processes are fair, inclusive and transparent so that the workforce becomes as diverse as possible within all occupations and grades. <i>Annual audits are undertaken by a member of staff who is outside of Workforce & OD Directorate to ensure that the process is transparent.</i> <i>All interview panelists and those involved in assessment days are trained to ensure they are aware of the principles of Unconscious Bias to ensure a fair and equitable recruitment process</i>	L. Harris	2017-2020
2. Inclusion audits are undertaken to identify any barriers during recruitment relevant to protected characteristics.	Barriers that have been identified have been addressed through local support through the provision of a Pre-assessment course. <i>These courses are offered over a seven-week period were potential BAME applicants attend in their own time prior to attending assessment days. The Trust advises candidates to use Google to practice Level 2 Literacy, Numeracy papers and the Highway Code to prepare them for their assessment papers.</i>	D.Brennan R.Nahar	2017-2020
3. Workforce monitoring data is produced by Protected Characteristic for the whole workforce and benchmarked against ONS diversity data for the local population.	Annual Workforce data by Protected Characteristics are presented to the Board. Data covers the breakdown of all applicants short listed and appointed to each vacancy. <i>The Trust produces data annually to be compliant with The Specific Duties which is produced annually in July every year.</i>	R. Belleini	2017-2020

<p>4. The Trust to attend 6 recruitment events throughout the year with emphasis on promoting ambulance careers to all protected characteristics. This will enable the workforce to be representative of the communities we serve.</p>	<p>To raise the profile of the Trust with the public and be seen as an employer of choice that embraces Diversity & Inclusion. This will support the recruitment team to meet potential future applicants by highlighting career options and the academic path required. Targeting groups where the Trust is under-represented providing a visible presence and information.</p> <p>The Trust has attended recruitment and community events and which is reported in the annual report every July as to the progress made.</p>	<p>Recruitment Team</p>	<p>2017-2020</p>
<p>5. Encourage BME & staff with Disabilities to reach their full potential through awareness of development opportunities and encouragement to progress.</p>	<p>A diverse workforce provides better patient care. Specific positive action focus on the promotion of opportunities directed towards BME & Disabled people will respond to improvements within the Workforce Race Equality Standard [WRES] and the Workforce Disability Equality Standard [WDES] 2019</p> <p>The Trust reports back annually [July 2019] in the annual report & Public Sector Equality Duty and the WRES report. The first report for the Workforce Disability Equality Scheme is due to be published the end of September 2019. The Trust is also a "Disability Confident Employer" and the logo is displayed on all job advertisements on NHS Jobs web site.</p>	<p>All</p>	<p>2017-2020</p>

Equality Objective 2	Build trust and confidence with our communities, patients, Carers and their families through effective communication, engagement and partnership working.
Related EDS Goals	Goal 1. Better health outcomes for all Goal 2. Improved patient access and experience

Action	Outcome	Led By	By When
1. External stakeholders are consulted and informed of service delivery.	The Trust will continue to benefit from meaningful dialogue and community engagement that has a direct impact on Trust services Ongoing	Mark Docherty	2017-2020
2. Partnerships to be developed, and improved with external bodies and community groups, to build on best practice and to share innovation.	Develop a means of securing feedback from community groups where routine data is not collected. To ensure that all community groups are aware of the Trusts PALS & Complaints processes. Ongoing	Corporate Services	2017-2019
3. Adopt a pro-active stance in relation to health inequalities by providing information for the public through the Trust Q-volunteering programme.	This will provide an increase in volunteers with the emphasis being on healthy living for all. The Trust has developed a health & wellbeing handbook designed for communities to promote HWB and self-management. The handbooks have been circulated to over 8000 people particularly targeting elderly people who may not have access to a computer. Still ongoing.	Maria Watson	2018-2019
4. Ensure that the Trust promotes a diversity of Members, Governors, volunteers and the Trust Board.	Relevant data to be produced to the Board every 6 months so action may be taken if required and new and emergent communities may be identified demographically. Data is produced to the Board on a regular basis to inform them of the demographics of staff at various levels including the breakdown of Board members and Governors. Ongoing.	Corporate Services	2018-2019
5. Develop and maintain partnerships with Members, Governors and experts by experience and local community groups to encourage participation in shaping our service.	The Trust will continue to benefit from meaningful dialogue and community engagement that has a direct impact on Trust services by ensuring that we are diversely represented in all we do. Governors have links into local community groups and are able to have meaningful dialogue which can then be fed back in particular through the EDS2.Ongoing	Corporate Services	2017-2020

<p>6. Use internal data derived from complaint and compliments to improve patient experience</p>	<p>Key trends can be identified that may impact on service delivery and future actions proposed or issues addressed. All complaints are fully investigated by the PALS team [Patient Advice & Liaison Service] and the patient informed of the outcome. The member of staff is advice and may require refresher training or advice. Compliments are conveyed to the staff members involved and are often advertised in the Weekly Brief as a moral booster and recognition for staff</p>	<p>PALS</p>	<p>2017-2020</p>
<p>Equality Objective 3</p>		<p>Create a culture where all staff, patients, Carers and their families and other agencies the Trust works with are treated with Dignity and Respect</p>	
<p>Related EDS Goals</p>		<p>Goal 1. Better health outcomes for all Goal 2. Improved patient access and experience Goal 3. Empowered engaged and well supported staff Goal 4. Inclusive Leadership at all levels</p>	

Action	Outcome	Led By	By When
<p>1. All staff to receive Equality, Diversity and Inclusion training delivered via corporate induction and annual mandatory training.</p>	<p>All staff to have an understanding of current equality legislation and an appreciation for Diversity and Inclusion in the workplace, to meet contractual and legal responsibilities and their personal obligations under the NHS Constitution. Staff undertake a module on Diversity & Inclusion in the mandatory handbook completed annually by all staff. Staff also undertake training on specialized courses ie Bullying, Harassment, Black Asian, Minority, Ethnicity Inclusion Workshop, Disability Confident.</p>	<p>Diversity & Inclusion Manager</p>	<p>2017-2020</p>
<p>2. Develop a level of engagement and gain feedback from staff in relation to Diversity & Inclusion through staff networks, e.g.</p> <ul style="list-style-type: none"> • BME Network • Disability & Carers Network • Proud Network 	<p>Sustainable diverse staff networks to be supported where necessary and appropriate, to act as a consultative voice and provide additional opportunities for improving staff engagement. The Trust currently has Three staff networks, directly linked to Diversity & Inclusion. They are the One Network [BME] & Proud Network [LGBT] and the Disability & Carers Network which is newly formed. All have elected committees and Terms of Reference. Groups feed into the national forums. The Trust also has representation at the National Ambulance Diversity Group.</p>	<p>ALL</p>	<p>2017-2020</p>

Equality Objective 3	Create a culture where all staff, patients, Carers and their families and other agencies the Trust works with are treated with Dignity and Respect
Related EDS Goals	Goal 1. Better health outcomes for all Goal 2. Improved patient access and experience Goal 3. Empowered engaged and well supported staff Goal 4. Inclusive Leadership at all levels

3. Ensure all staff have completed their mandatory training which incorporates Equality, Diversity and Inclusion.	100% of staff at work, to have completed their mandatory training and workbook each year. This will enable staff to keep up to date with what is happening in relation to EDI and maintain their knowledge. Reports to be presented to Committee for monitoring at regular intervals and annually.	ALL	2017-2020
4. Carry out systematic monitoring and publishing of workforce equality information	Evidence of data being used to improve /change policy where appropriate and promote positive outcomes	Rachael Belleini	Quarterly

Equality Objective 4	Continue to develop the working environment, were all staff are encouraged to develop as individuals, so that they will provide high quality patient care and enhance the reputation of the Trust in doing so will feel valued for their contribution.
Related EDS Goals	Goal 3. Empowered engaged and well supported staff Goal 4. Inclusive Leadership at all levels

Action	Outcome	Led By	By When
1.Through support, training and personal development and performance appraisal staff are confident and competent to provide a high-quality service.	Evidence of what development opportunities have been provided and the participation by Protected Characteristic. Regular training and events are scheduled throughout the year. Performance appraisal is monitored for completion rates and presented to the Board annually. Data is also reflected through the WRES and will be through the WDES as of September 2019. Ongoing	OD	2017-2020
2.Individual PDR's contain an equality objective.	Individuals continue to be aware of their role and responsibilities in relation to Diversity & Inclusion. Staff are asked to identify an equality objective as part of the appraisal process.	ALL	2017-2020
3.Reward and recognition awards for outstanding work, long service & bravery.	Trust recognition for the quality of performance given by staff and publicly recognizing that value of their contribution. The Trust annually recognize the contribution made by our staff with an awards night were staff are presented with long service awards or recognition for their contribution	ALL	2017-2020
4.To ensure that the experience of WMAS staff, is promoted and captured in the staff survey and other relevant staff feedback mechanisms, and is reviewed for variations based upon protected characteristics and for improvement actions to be taken (2017-2020).	Review of staff survey to identify trends or issues highlighted by staff. Staff Survey is reviewed annually and local staff consultation groups are formed to look at the findings and be instrumental in the development of the Action Plans	ALL	2017-2020
5.The Trust will further expanded the number of interventions on offer to support talent development - including job shadowing, coaching, mentoring, and stretch assignments - and work closely with our staff networks.	Enhanced talent management and development opportunities highlighted for staff with emphasis on the protected characteristics that are historically under represented. Staff have a variety of options for development from support with degrees to having a one to one conversation with OD staff and developing a personal road map for progression.	ALL	2017-2020

Equality Objective 5	All staff are to foster working relationships that eliminate Bullying, Harassment, Discrimination and other unwanted behaviors that do not reflect the values of the Trust.
Related EDS Goals	Goal 3. Empowered engaged and well supported staff Goal 4. Inclusive Leadership at all levels

Action	Outcome	Led By	By When
1. Regular bullying awareness marketing and guidance published via leaflets to be distributed to all areas.	To reduce the percentage of staff experiencing bullying and harassment year on year. The CEO has developed a Zero Tolerance position statement which is regularly advertised. The Trust uses NHS Bullying & Harassment infographics to raise awareness. The Trust also has E-nav training packages on line for managers and staff. awareness is also raised on induction for all new staff. Ongoing	M.Watson	2017-2020
2. Monitoring of the experiences of staff on bullying and harassment issues through surveys.	Increase the percentage of staff reporting bullying harassment year on year which will be reflected in the staff survey. Staff survey analysis is undertaken annually to identify any potential trends and to provide appropriate action.	OD	2017-2020
3. Promote access for all staff to the mediation service and other areas of support.	Signpost staff as to what mechanisms of support are available. Regular articles are produced in the Weekly Brief raising the profile and providing access to support and counselling if required.	M.Watson	2017-2020
4. All managers to complete the virtual learning training package on bullying, harassment and discrimination.	This can be monitored and would ensure that managers have knowledge and understanding of the impact on staff of bullying, harassment and discrimination. Ongoing as new materials are developed.	OD	2017-2020
5. All staff to complete the virtual learning training package on bullying, harassment and discrimination.	This can be monitored and would ensure that staff have knowledge and understanding and are aware of the reporting process and who they can turn to. Staff also have mandatory training and all induction courses cover bullying and harassment	OD	2017-2020
6. Audit all reported cases of bullying, harassment and discrimination to see if there is a trend and to ensure that it is not prevalent within one particular Protected Characteristic.	This can be undertaken quarterly to ensure that results are not only scrutinized but are timely. Reports and data are produced regularly for analysis	C.Beechey	2017-2020

7. Develop a communication plan with particular emphasis on the Equality web site internally and externally	This will provide a means of communication, advice and guidance for staff and communities and can also sign post to the relevant support if needed. The Trust has an external web site which has a variety of information on for communities. Internally we have a WRES web site, The One Network has a yammer site and Proud use facebook as the staff groups have found this works best for them. Ongoing	S. Hossack	2017-2020
8. Research and develop guidance in relation to “banter” and the appropriateness.	Provide a leaflet with guidance as to what is good humour and acceptable behavior and what can be deemed hurtful or offensive. Ongoing.	M. Watson	2017-2020.

Equality Objective 6	Generic
Related EDS Goals	Goal 1. Better health outcomes for all Goal 2. Improved patient access and experience Goal 3. Empowered engaged and well supported staff Goal 4. Inclusive Leadership at all levels

Action	Outcome	Led By	By When
1. Develop a performance improvement reporting model to progress the strategy to ensure that promoting EDI is embedded in the Trust.	To maintain systems to evidence and evaluation to report on progress on the action plan. Ongoing	EDHR Group	2017-2018
2. Publish and communicate an annual report on the achievement of the EDI Objectives in line with the statutory duties under the Equality Act 2010.	Annual reporting on service level action performance included within the Equality, Diversity and Inclusion annual report	Workforce	2017-2020
3. Monitor Gender Pay equality to ensure female employees are not disadvantaged and any gender pay gap is addressed.	Gender pay reporting will identify any in balance between male & female and will be required to be produced under the PSED. This Gender pay reporting report has been completed and published to time.	Finance	March 2018
4. Workforce Race Equality Standard 5. To produce the metrics on an annual basis and endeavor to improve annually through all nine elements.	A diverse workforce where inequality is addressed through the nine metrics. The WRES metrics are compared annually to see what improvements have been made and any issues that have been raised are addressed. The WRES is a theme that runs through all forums, groups and committees.	All	2017-2020
6. Workforce Disability Equality Standard 7. Preparation for the standard being mandatory April 2018.	Monitoring effectiveness of health and wellbeing programme in relation to disability & reasonable adjustments. The final programme has only just been released 2019. The first published report is due the end of September 2019. The Trust has started working on the metrics and has just started a Disability and Carers Network.	HWB Team	April 2018
8. Ensure that communications meet the Accessible Information Standard	The Trust is compatible with the Accessible Information Standard Completed	Press Office	2017-2018

9. Standard of Monitoring LGBT Collecting and analysing data on sexual orientation.	This will allow the Trust to better understand and respond to LGBT patients' service and access outcomes and provide support where required for LGBT staff. The Trust has been part of a development group providing a guidance leaflet for dealing with Transgender patients	Workforce	2018-2019
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Equality Objective 6	Generic		
Related EDS Goals	Goal 1. Better health outcomes for all Goal 2. Improved patient access and experience Goal 3. Empowered engaged and well supported staff Goal 4. Inclusive Leadership at all levels		

Action	Outcome	Led By	By When
1. To ensure compliance with the well led framework and descriptions of good practice	To demonstrate measurable outcomes against the KLOE's that build patient, public and stakeholder confidence that WMAS are providing high quality, sustainable care. The Trust continues to provide the best possible care for patients and their carers through a dedicated and committed staff.	Board	2017-2020