



Diversity and Inclusion Strategy 2018 - 2020

Celebrating Diversity – Promoting Inclusion

CONTENTS

1. Foreword by CEO and Chair.
2. Our Mission, Vision and Values.
3. Introduction to our Diversity and Inclusion Strategy.
4. Our Equality, Diversity and Inclusion Mission.
5. Principles Underpinning the Strategy.
6. An introduction to the East of England Ambulance Service.
7. Our Legal Obligations and Best Practice Frameworks.
8. Our Workforce and Communities Information.
9. Ownership, Responsibilities and Equality Monitoring.
10. Diversity and Inclusion Objectives: Our Plans for 2018 – 2020.

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1. Foreword

Our Statement of Commitment to Equality, Diversity and Inclusion.

At the East of England Ambulance Service we are proud to introduce our new Diversity and Inclusion Strategy. This new strategy sets out the Trust's ambitions and action plans to promote and advance Equality 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 the Trust Board. This is a dynamic document in that it will be regularly reviewed to reflect changes to the external environment.

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 a progressive workplace that reflects the diversity of our society.

Dorothy Hosein – Chief Executive

Sarah Boulton – Chair

2. Our Mission, Vision and Values

To provide a safe and effective healthcare service to all our communities in the East of England.

Vision:

Innovative, Responsive, Excellent, Always Community Focused, Always Patient Driven.

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.



3. Introduction to our Diversity and Inclusion Strategy

This Diversity and Inclusion Strategy sets out the principles and actions by which the East of England Ambulance Service intends to achieve its developed mandate of Embracing Diversity – Promoting Inclusion alongside meeting legal and contractual obligations.

In addition, we want to be the employer of choice for all our current and prospective staff and a provider of exceptional care for all our patients.

We are seeking to go beyond mere compliance with our standards and the law, which has led us to develop this strategy: a strategy which has at its heart, ambitions for our patients and staff not because it “must be done” but because it is the right thing to do.

The strategy sets out the overarching ambitions and action plans for our diversity and inclusion activity for the next two years. It outlines our seven equality objectives on which the strategy is based and sets out core areas of work and actions we will take to fulfil our ambitions.

The Equality, Diversity and Inclusion strategy applies to everyone who visits or works in any of our sites, uses our services, patients and communities regardless of their individual protected characteristic – Race, Ethnicity, Sex, Gender Reassignment, Disability, Age, Sexual Orientation, Religion or Belief, Pregnancy and Maternity.

This strategy contributes to the fulfilment of the Trusts core business by embedding Equality, Diversity and Inclusion into all our functions and activities and included in our policies and strategies, for example:

- Equality Diversity and Human Rights Policy
- Dignity at Work Policy
- Disability Policy
- Grievance Policy
- Disciplinary Policy
- Occupational Health and Wellbeing Policy
- Leadership Strategy
- Well-Being Strategy

4. Our Equality, Diversity and Inclusion 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 anti-discriminatory enabling 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.

5. Principles 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 in all its forms and promote dignity, respect and understanding within the Trust and our diverse communities.

6. An 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.

In 2017:

- We received 951,881 calls.
- We responded to a total of 775, 630 incidents through an emergency vehicle arriving on scene.
- Clinicians based in our Emergency Clinical Advice and Triage Centre (ECAT) which operates within the Emergency Operations Centre (EOC) triaged and supported 55, 921 callers with health-related issues (Hear and Treat).
- Our non-emergency Patient Transport Services (PTS) provided much needed support to patients and carers and undertook 520,016 non-emergency journeys. Our PTS team covered Cambridgeshire, Suffolk, Great Yarmouth and Waveney, North East Essex, South Essex and West Essex during this period.
- Our Emergency Clinical Advice and Triage Centre (ECAT) handled 212,201 calls.

We are commissioned by 19 clinical commissioning groups (CCGs), led by the Ambulance Consortium Lead which is Ipswich and East Suffolk CCG. As the only regional healthcare provider, we are ideally placed to support joined up care for patients and provide the pathway into urgent, planned and emergency services.

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 ourTrust.



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 agenda.

7. 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
- Gender
- Sexual Orientation
- Disability
- Race
- Pregnancy and maternity
- Gender Reassignment.
- Religion and Belief

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- 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.

Workforce Race Equality Standard (WRES)

From 1 April 2015 the WRES was introduced by the NHS Equality and Diversity Council (EDC) for all NHS Trusts and Clinical Commissioning Groups. This was in response to “The Snowy White Peaks” a report by Roger Cline which provided compelling evidence that barriers to progression, including poor data are deeply rooted within the culture of the NHS. The WRES is a mandatory requirement embedded within the NHS Contract to ensure effective collection, analysis and use of workplacedata to address the under-representation of Black and Minority Ethnic (BAME) staff across the NHS.

Evidence from the WRES action plan allows us to introduce the recommended actions and carry out equality analysis, to ensure we are able to identify any specific directorates, departments, job roles and pay bands where BAME staff are poorly represented. The analysis allows us to develop further action plans to address the underlying reasons and potential reasons. Current recruitment processes are being reviewed with a view to enabling more targeted recruitment activities to continue to support and improve the performance of the Trust against the WRES

indicators. Action is also being taken within the Leadership Strategy to address the low percentage of BAME representation in senior roles.

A recent report to ACCE provides clear guidance to the Ambulance sector on how to strengthen the sector performance against the WRES indicators.

A BAME Network has been launched at the Trust as a forum for staff and to encourage attendance at national conferences.

NHS Equality Delivery System 2

The refreshed EDS2 system has developed from NHS England's commitment to an inclusive NHS that is fair and accessible to all. EDS2 is a national equality toolkit designed for the NHS. The framework provides an overarching approach to enable the monitoring of equality and fairness across service delivery, workforce issues and leadership. From April 2015, NHS providers have been expected to use EDS2 to help them improve their equality performance for patients, communities and staff as well as assisting them to meet the Public Sector Equality Duty.

The EDS2 has four goals which are:

1. Better health outcomes.
2. Improved patient access and experience.
3. A representative and supported workforce.
4. Inclusive Leadership.

EDS2 is aligned with the Equality Act 2010 and covers the same protected characteristics. It is our intention to develop sustainable relationships with our diverse community groups, seldom heard voices and other yet-to-reach communities.

Goals 3 and 4 focus on our staff and also link in with WRES and the emerging Workforce Disability Equality Standard (WDES).

Accessible Information Standard

All organisations that provide NHS 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 sensory loss get 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 access and understand the information they are given. This includes providing information in different formats if they need it, e.g. in large print, braille, easy read or email.

Workforce Disability Equality Standard

The WDES once finalised will be a set of 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 EEAST to develop an action plan and enable us to demonstrate progress against the indicators of disability equality. This includes becoming Disability Confident in the first stage of the process and establishing a Disability Network for Trust staff.

Sexual Orientation

We are considering the impact with regards to Sexual Orientation as part of our equality planning. We carry out equality monitoring, including Sexual Orientation as standard practice within EEAST. We continue to develop relationships with our external partners in the LGB&T communities. The Trust has established a LGBT+ Network to provide a forum for Trust Staff and also to look externally at attending National Conferences and also to attend Pride events to both promote the work of the Trust but to also effectively engage with our communities.

Gender Pay Reporting

The Trust is required to comply with the Gender pay reporting legislation to publish statutory calculations every year showing how large the pay gap is between their male and female employees from March 2018. The Trust is working towards introducing parity in terms of pay and to also address the lack of representation of women in senior roles. The Trust's Leadership Strategy references this as an action to be addressed.

8. Our Workforce and Communities Information.

As part of East of England's Ambulance Service's commitment to Equality

and Inclusion and in line with our Public Sector Equality Duty, the Trust regularly collects and monitors its employment statistics against equality groups. The Public Sector Equality Duty (PSED) requires public bodies to have due regard to the need to eliminate discrimination, to advance equality of opportunity and to foster good relations between different people when carrying out their activities. In order to do this, we need to develop an adequate evidence base for decision making. Collecting and using equality information such as workforce data enables us to develop a sound evidence base to support this. For more information on the Equality Act 2010 and the PSED, please see:

<https://www.gov.uk/guidance/equality-act-2010-2010-guidance>.

Snap shot of community and staff equality data in EEAST:

Population data by County

Population All usual residents

Units Persons

Date 2011

Ethnic Group	Bedford		Cambridgeshire		Essex		Hertfordshire		Norfolk		Suffolk		Total	
	number	%	number	%	number	%	number	%	number	%	number	%	H/C	%
White: English/Welsh/Scottish/Northern Irish/British	112,588	71.5	524,617	84.5	1,264,877	90.8	902,006	80.8	793,086	92.4	661,458	90.8	4,258,632	87.37
White: Irish	1,683	1.1	4,908	0.8	11,165	0.8	17,260	1.5	3,677	0.4	3,744	0.5	42,437	0.87
White: Other White	12,575	8.0	45,462	7.3	37,814	2.7	58,229	5.2	31,255	3.6	27,993	3.8	213,328	4.38
Mixed/multiple ethnic groups: White and Black Caribbean	2,396	1.5	2,510	0.4	6,936	0.5	8,899	0.8	2,493	0.3	4,733	0.6	27,967	0.57
Mixed/multiple ethnic groups: White and Black African	587	0.4	1,385	0.2	2,801	0.2	3,250	0.3	1,905	0.2	1,785	0.2	11,713	0.24
Mixed/multiple ethnic groups: White and Asian	1,366	0.9	3,895	0.6	6,173	0.4	8,703	0.8	2,979	0.3	2,787	0.4	25,903	0.53
Mixed/multiple ethnic groups: Other Mixed	1,037	0.7	3,291	0.5	4,975	0.4	6,645	0.6	2,650	0.3	3,167	0.4	21,765	0.45
Asian/Asian British: Indian	8,122	5.2	7,430	1.2	12,456	0.9	28,848	2.6	4,043	0.5	3,999	0.5	64,898	1.33
Asian/Asian British: Pakistani	3,270	2.1	2,373	0.4	3,462	0.2	12,302	1.1	700	0.1	697	0.1	22,804	0.47
Asian/Asian British: Bangladeshi	3,225	2.0	2,562	0.4	2,747	0.2	5,608	0.5	933	0.1	2,253	0.3	17,328	0.36
Asian/Asian British: Chinese	905	0.6	6,723	1.1	6,361	0.5	8,462	0.8	3,208	0.4	2,159	0.3	27,818	0.57
Asian/Asian British: Other Asian	2,410	1.5	6,550	1.1	9,834	0.7	17,361	1.6	4,133	0.5	4,023	0.6	44,311	0.91
Black/African/Caribbean/Black British: African	2,741	1.7	3,426	0.6	12,143	0.9	19,722	1.8	3,096	0.4	2,624	0.4	43,752	0.90
Black/African/Caribbean/Black British: Caribbean	2,843	1.8	1,647	0.3	4,556	0.3	8,713	0.8	905	0.1	2,509	0.3	21,173	0.43
Black/African/Caribbean/Black British: Other Black	618	0.4	937	0.2	2,010	0.1	2,966	0.3	608	0.1	1,721	0.2	8,860	0.18
Other ethnic group	1,113	0.7	3,494	0.6	5,277	0.4	7,088	0.6	2,217	0.3	2,511	0.3	21,700	0.45
Not Stated	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.00
TOTAL All usual residents	157,479	100	621,210	100	1,393,587	100	1,116,062	100	837,888	100	728,163	100	4,874,389	100

Recruitment Period 1-4-16 to 23-3-17	Beds		Cams		Essex		Herts		Norf		Suff		Total	
	H/C	%	H/C	%	H/C	%	H/C	%	H/C	%	H/C	%	H/C	%
A White - British	55	74.32	68	80.95	150	87.21	48	84.21	108	90.76	116	87.88	545	85.42
White - Irish	0	0.00	2	2.38	5	2.91	2	3.51	0	0.00	0	0.00	9	1.41
C White - Any other White background	1	1.35	1	1.19	2	1.16	1	1.75	2	1.68	1	0.76	8	1.25
Mixed - White & Black Caribbean	1	1.35	0	0.00	0	0.00	1	1.75	0	0.00	1	0.76	3	0.47
E Mixed - White & Black African	1	1.35	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
Mixed - White & Asian	1	1.35	0	0.00	0	0.00	0	0.00	1	0.84	0	0.00	2	0.31
G Mixed - Any other mixed background	1	1.35	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
H Asian or Asian British - Indian	3	4.05	1	1.19	0	0.00	0	0.00	0	0.00	0	0.00	4	0.63
J Asian or Asian British - Pakistani	0	0.00	1	1.19	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
K Asian or Asian British - Bangladeshi	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
L Asian or Asian British - Any other Asian background	1	1.35	0	0.00	1	0.58	0	0.00	0	0.00	1	0.76	3	0.47
M Black or Black British - Caribbean	1	1.35	0	0.00	1	0.58	0	0.00	0	0.00	0	0.00	2	0.31
N Black or Black British - African	1	1.35	1	1.19	0	0.00	0	0.00	0	0.00	0	0.00	2	0.31
P Black or Black British - Any other Black background	1	1.35	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
Chinese	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
S Any Other Ethnic Group	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Z Not Stated	7	9.46	10	11.90	13	7.56	5	8.77	8	6.72	13	9.85	56	8.78
Total	74	100	84	100	172	100	57	100	119	100	132	100.00	638.00	100.00

Staff in Post as at 29-3-17	Beds		Cams		Essex		Herts		Norf		Suff		Total	
	H/C	%	H/C	%	H/C	%	H/C	%	H/C	%	H/C	%	H/C	%
A White - British	412	74.91	484	79.34	1097	80.07	370	82.59	723	82.53	590	79.84	3676	80.03
B White - Irish	1	0.18	10	1.64	18	1.31	5	1.12	3	0.34	1	0.14	38	0.83
C White - Any other White background	23	4.18	22	3.61	83	6.06	19	4.24	48	5.48	38	5.14	233	5.07
D Mixed - White & Black Caribbean	6	1.09	0	0.00	1	0.07	2	0.45	1	0.11	0	0.00	10	0.22
E Mixed - White & Black African	1	0.18	0	0.00	2	0.15	0	0.00	0	0.00	0	0.00	3	0.07
F Mixed - White & Asian	2	0.36	3	0.49	3	0.22	2	0.45	1	0.11	0	0.00	11	0.24
G Mixed - Any other mixed background	2	0.36	1	0.16	5	0.36	0	0.00	2	0.23	0	0.00	10	0.22
H Asian or Asian British - Indian	13	2.36	3	0.49	3	0.22	1	0.22	0	0.00	0	0.00	20	0.44
J Asian or Asian British - Pakistani	1	0.18	1	0.16	1	0.07	1	0.22	0	0.00	0	0.00	4	0.09
K Asian or Asian British - Bangladeshi	1	0.18	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	0.02
L Asian or Asian British - Any other Asian background	1	0.18	2	0.33	1	0.07	2	0.45	0	0.00	1	0.14	7	0.15
M Black or Black British - Caribbean	4	0.73	2	0.33	2	0.15	1	0.22	0	0.00	1	0.14	10	0.22
N Black or Black British - African	2	0.36	1	0.16	4	0.29	0	0.00	0	0.00	0	0.00	7	0.15
P Black or Black British - Any other Black background	2	0.36	1	0.16	2	0.15	0	0.00	0	0.00	0	0.00	5	0.11
R Chinese	1	0.18	0	0.00	2	0.15	0	0.00	0	0.00	0	0.00	3	0.07
S Any Other Ethnic Group	1	0.18	0	0.00	2	0.15	1	0.22	0	0.00	3	0.41	7	0.15
Z Not Stated	77	14.00	80	13.11	144	10.51	44	9.82	98	11.19	105	14.21	548	11.93
Total	550	100	610	100	1370	100	448	100	876	100	739	100	4593	100

9. 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 People and Culture provide leadership support to the Equality, Diversity and Inclusion agenda.
- The Equality and Diversity Steering 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 Steering Group advises the Trust on policies and procedures that comply with national laws in relation to Equality, Diversity and Inclusion.
- The Director of People and Culture 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.

10. Diversity and Inclusion Objectives 2018 - 2020

The following seven strategic objectives have been developed to be achieved by 2020 and will be delivered by the EDI working in partnership with teams across the Trust such as: Quality Improvement, Human Resources 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 Education, Empowerment and Support.

Ensure all our staff are aware of their own and the Trust's responsibilities for developing and advancing a culture of respect, equality of opportunity and the fostering of healthy relationships to reduce and prevent any form of discrimination.

Objective 2 Effective Service Delivery, Staff and Community Engagement.

Effective planning and engagement are key to improving service delivery to all our communities and workforce. We continue to develop trust and confidence through effective communication and engagement with all.

Objective 3 Promoting Inclusive and Professional Behaviour.

Ensure all our staff are trained and made aware of the effects of their behaviour on others and are equipped to challenge and report inappropriate behaviour when they experience or witness it.

Objective 4 Improving Policy and Practice.

Develop and use Equality Analysis and Equality Impact Assessments to build greater understanding of the diversity of our staff and patient populations and use the statistical analysis to improve our policies, procedures and practice.

Objective 5 Develop a Workforce Reflective of the Communities We Serve.

Enhance our approach to recruitment, selection and promotion to both attract and retain a workforce reflective of our populations.

Objective 6 Demonstrating Integrity

Demonstrate that our decisions are open, transparent and accountable and are effectively informed by equality monitoring, data and equality intelligence.

Objective 7 Equality Standards

Our commitment to meeting the Equality Standards set by NHS England will be demonstrated by the implementation and monitoring of the following standards:

- Workforce Race Equality Standard
- Workforce Disability Equality Standard
- Accessible Information Standard
- Equality Delivery System 2

We will ensure “due regard” is applied to all policy procedure and practice in line with the Workforce Race Equality Standard Requirements and Public Sector Equality Duty.

Meet the Diversity Team:

Paul Fitzgerald: Equality and Inclusion Lead for East Midlands Ambulance Trust and EEAST.

Email: paul.fitzgerald@eastamb.nhs.uk

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Amanda Marsh: Equality, Diversity and Inclusion Project Support Officer. Email: amanda.marsh@eastamb.nhs.uk

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