



**York Teaching Hospital  
Facilities Management**

# **Annual Equality, Diversity and Inclusion Workforce Report**

**2019-2020**

## Foreword

YTHFM LLP is absolutely committed to inclusivity and diversity. We are open to all who can benefit from YTHFM LLP services and employment, sustained by a One Team collegiate culture and underpinned by transparent and responsible business stewardship. As part of the LLP's approach to embed and sustain an inclusive culture we intend to develop a clear approach to equality and diversity which promotes an inclusive working environment for all our employees.

This Annual Equality Report is an important tool as we work to ensure a welcoming environment for all our staff and the local community and where individual and team successes are celebrated. This report highlights our progress in the past year against our key achievements.

However, to be truly inclusive requires sustained action across a number of aspects and we know that we have more to do, for example, improving the ethnic diversity across our staff population as well as further improving our gender pay gap.

The LLP Board and Directors are committed to driving improvement across the LLP. We aim to attract the very best and most diverse employees and to ensure equality of opportunity for all. As leaders within YTHFM we acknowledge positive progress is being made as outlined in this 2019-2020 summary report. Looking forward with our team and trade union partners we aim to build upon these achievements in 2021.

**Mike Keaney**  
YTHFM LLP  
Chair of Board

**Delroy Beverley CCMI, MloD**  
YTHFM LLP  
Managing Director

# 1 Introduction

1.1 YTHFM is a limited liability partnership between York Teaching Hospital Foundation Trust, (YTHFT) and Northumbria Healthcare Facilities Management Limited, (NHFML). The company was incorporated in March 2018, and became operational when the existing YTHFT Estates and Facilities staff transferred into the business in October 2018.

1.2 The LLP has adopted YTHFT policies, unless identified that the LLP is specifically required to have its own. All policies are reviewed on the same cycle as the Trust. Our partnership is governed under a 'Members Agreement' between YTHFM, YTHFT and NHFML.

We cover eight hospital sites (York, Scarborough, Bridlington, Malton, Selby, Easingwold and two rehabilitation units, Whitecross Court and St Helens) and have a dedicated workforce of over 1,200 staff working across our hospitals and in the community. Our work ensures that facilities, asset and property management are managed efficiently, effectively, delivered on time and to budget.

YTHFM LLP is a subsidiary business that is available as a direct option for YTHFT to assist in their commitment to providing patient care.

Our mission statement reflects the step change involved. In support of this, YTHFM LLP aims to: ***Start well, live well, age well. We want everyone in our area to have a great start in life and to have the opportunities and support they need to stay healthy and to age well.***

The primary aim of YTHFM LLP is to ensure the successful delivery of key and critical support services to the Trust, which then supports them in the delivery of patient care. YTHFM will support YTHFT in delivering their Strategic goals and we share their values.

YTHFT Strategic Goals:

- Deliver safe and high quality patient care as part of an integrated system
- Ensure financial stability
- Support an engaged, diverse, healthy and resilient workforce

## 1.1 What we do

YTHFM now represents a reconfigured structure of three new departments within the Company, our work includes;

**a) Facilities Management** - Catering Services, Environmental and Linen Services, Facilities, including, Domestic and Portering Services, Food Safety & Supply Chain and Helpdesk and Uniforms

**b) Property & Asset Management** - Asset & Project Management, Building Safety, Commercial Property Services, Asset and Capital Works, Medical Engineering, Renal Services and Equipment Library, Development and Construction, Mechanical & Electrical, Planned Maintenance, Minor Works and Responsive Maintenance, Sustainability and Energy Management and Apprenticeships planning and day to day management

**c) Resources** - Our aim is to ensure that business support services are delivered to a high quality and are value for money these include: Finance and Risk Management, Governance, Health and Safety, including Compliance Management, Equality Diversity & Inclusion, HR & OD, Business Transformation, ICT and digital technologies, Marketing and Communications, Procurement, Legal Services, Switchboard, Print Services, Car Parking, Security, Transport Management and commercial services.

For further information about us please visit: <https://www.ythfm.co.uk/>

## 1.2 Diversity Data

The workforce profile will be monitored against the protected characteristics and in conjunction with policies on work life balance and equal pay to ensure that no barriers are in place for any specific groups. In order to work towards this aim, targets will be set for recruitment. The monitoring statistics will act as a means to identify underrepresented groups within the organisation and then strategies will be devised to address and overcome these gaps.

We collect, and publish data on the diversity of our staff and have created a separate document which presents our workforce statistics other than those that can already be found in the WRES, WDES and Gender Pay Gap submissions and reports. These statistics form the basis of current and future activity.

<https://www.ythfm.co.uk/about-us/reports-and-publications/>

## 2 Equality, Diversity and Inclusion

Our commitment to Equality, Diversity and Inclusion is embedded in the values of YTHFM, and is translated through the ED&I strategy and supporting action plans. We will ensure the promotion of these key values is embedded in our service delivery and through the actions of our Board and workforce. We will also ensure that the partners we work with embrace our commitment to advancing Equality Diversity and Inclusion.

As a business we are dedicated to encouraging a supportive and inclusive culture that fully embraces the diversity of its workforce and celebrates individual differences.

We are committed to providing equality and fairness to all our staff ensuring we provide no less favourable treatment on the grounds of age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, ethnic origin, colour, nationality, national origin, religion or belief or sex and sexual orientation.

We strive to have a zero tolerance approach to discrimination on any grounds and we will aim to ensure that through our policies and procedures that our workforce is treated fairly and with respect.

York Teaching Hospital Facilities Management (YTHFM) commits to;

- being an organisation that is welcoming and accessible to all
- developing interventions which help our staff to understand and support one another
- ensuring that there are no barriers to accessing jobs, training or promotion
- listening to our staff and implementing changes
- listening to the voices in our communities, through local and national initiatives to continue to ensure that roles are accessible to all protected groups
- not tolerating any forms of discrimination and will challenge it wherever we see it, ensuring that equality, diversity and inclusion is everybody's business – creating a 'just culture' and learning environment for all

### **3 Our Legal Responsibilities**

This report sets out how we have met our responsibilities under the public sector equality duty. A separate report is produced for York Teaching Hospital NHS Foundation Trust.

#### **3.1 Public Sector Equality Duty**

Under the Equality Act 2010, all public sector employers must abide by the Public Sector Equality Duty (PSED). The PSED has three key aims, which are:

1. Eliminate discrimination, harassment, and victimisation
2. Advance equality of opportunity between people who share a protected characteristic and people who do not
3. Foster good relations between people who share a protected characteristic and those who do not

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

### **4 Other National and NHS reporting requirements**

#### **4.1 Gender Pay Gap**

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (the Regulations) require public sector organisations with over 250 employees to report on and publish their gender pay gap on a yearly basis. The purpose of the report is to identify gender pay inequalities.

## 4.2 Workforce Race Equality Standard (WRES)

Implementing the Workforce Race Equality Standard (WRES) is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS standard contract.

The WRES is a set of metrics that demonstrates our progress against a number of indicators of race equality.

## 4.3 Workforce Disability Equality Standard (WDES)

The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) that will enable NHS provider organisations to compare the experiences of Disabled and non-disabled staff.

This report will set out our achievements and areas for development in relation to Equality, Diversity and Inclusion specifically for our workforce.

**Please note that the report does not intend to duplicate information or actions as set out in our Gender Pay Gap report or WRES and WDES outcomes and the associated single Equality Action plan.**

For further information please go to <https://www.ythfm.co.uk/about-us/reports-and-publications/>

## 5 Equality Objectives

The financial year 2019/20 was the final year of the Trust equality objectives, set in April 2012 which YTHFM is a part of. In July 2019, the Trust made a conscious decision to separate the equality and diversity agenda into three work streams to ensure all three standards of the agenda were able to move forward.

YTHFM is supported by the ED&I structure within the Trust and has adopted its objectives.

The three work streams are:

Work stream	Executive Director Responsibility	Operational Lead
Patients	Chief Nurse	Lead for Patient Equality and Diversity
Buildings Environment	Chief Nurse	Inclusive Built Environment Lead
Workforce	Director of Workforce and Organisational Development	Care Group 3 Workforce Lead and Human Resources Business Partner
	Director of Resources YTHFM	Director of Facilities Management and HR Business Partner

The Equality objectives 2020-2024 for the Workforce work stream are as follows;

1. To be regarded as a fully inclusive employer by:
  - a) Continuously reviewing our recruitment processes to remove any unintended bias
  - b) Continuing to undertake activity which ensures we maintain our disability confident status
  - c) Engaging with members of our community, local charities and internal stakeholders to become a fully diverse employer that is reflective of society
2. To contribute to the overall employee retention strategy set by the Trust:
  - a) Working to reduce inequalities experienced by staff from across the protected characteristics by engaging with key stakeholders to fully implement the Trust's ED&I action plans, which include Gender Pay Gap, Disability Confident, WRES, WDES and also, the annual staff survey action plan
  - b) Providing a voice to our workforce through the development and implementation of staff networks
  - c) Fully equipping our workforce through training and development to proactively support staff to work in an equal, diverse and inclusive manner and environment
  - d) Ensuring that our HR policies and procedures support the needs of a diverse workforce
  - e) Supporting our staff to work flexibly wherever possible

This report aspires to demonstrate key actions and achievements during the 2019/2020 reporting year and our forward plan for Equality, Diversity and Inclusion.

We support a values based inclusive culture, which starts with our recruitment and selection of staff and is further achieved through staff development and appropriately challenging inappropriate behaviours within a culture of learning.

We acknowledge there is more work to do; our commitment to specific targeted activity can be found in our single equality action plan and gender pay gap action plan which can be found here:

<https://www.ythfm.co.uk/about-us/reports-and-publications/>

Additionally we will be publishing an action plan to support our updated objectives; this will be available in due course.

## **6 Reporting and Coronavirus (COVID-19)**

The reporting this year has been delayed due to the COVID-19 pandemic and whilst we remain absolutely committed to advancing equality, diversity and inclusion within YTHFM, due to the

ongoing pandemic, levels of reporting will be reduced. Further, some specific planned activity in enabling us to meet our Equality Objectives and Equality Action Plan (which incorporates WRES and WDES) has been inevitably delayed whilst we appropriately focus on the here and now.

## **7 Governance**

The Management Board is strongly committed to advancing equality of opportunity across all of its business activities and is united in tackling discrimination of any kind.

The Management Board aims to:

- Act quickly if any breach of legislation is not correctly followed by Board Members, employees, contractors or service users
- Attend training and briefing sessions on legislation, good practice guidance and duties for public bodies
- Consider all legislation when decisions of the business and the direction including growth are to be addressed
- Ensure that all employees and contractors are treated correctly under the policies of the organisation and provide any necessary training or support

In 2021 refresher training on Equality, Diversity & Inclusion is to be scheduled.

Equality and Diversity actions are reported via the YTHFM LLP Management Board and we retain strong links with the ED&I lead for the Trust.

## **8 Procurement of Goods and Services**

All Procurement activity carried out by the Trust is conducted fairly, objectively and in a transparent manner, uses best practice in the application of ethical standards and encompasses the short and longer term objectives of the Trust. This includes the Trust's aim to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at an unreasonable or unfair disadvantage over others.

## **9 Communication and Engagement**

### **9.1 Our Values**

Throughout late 2019 to early 2020 staff came together to share their ideas and insights. During these engagements, values and behaviours featured heavily in the narratives that staff shared, and these insights we're used to create a new set of values and a behaviours framework. This new set of values and the behaviours framework are to be adopted by the Trust and YTHFM in 2021.



Colleagues co-created, challenged and agreed that collectively, above all else we should value being kind, open and excellent. These are the powerful principles which people said should guide everything we do, without which we'll be unable to achieve our shared vision. Under each of these values sit three key behaviours which provide clarity and direction about how everyone who works across YTHFM should act. The agreed values and behaviours framework is as follows:

We are **KIND** meaning we:

- Respect and value each other
- Treat each other fairly
- Are helpful and seek help when we need it

We are **OPEN** meaning we:

- Listen, making sure we truly understand the point of view of others
- Work collaboratively, to deliver the best possible outcomes
- Are inclusive, demonstrating that everyone's voice matters

We pursue **EXCELLENCE** meaning we:

- Are professional and take pride in our work, always seeking to do our best
- Demonstrate integrity, always seeking to do the right thing
- Are ambitious, we suggest new ideas and find ways to take them forward, and we support others to do the same

## 9.2 Investing in our people

Feedback received from supervisors and managers evidenced that in many cases they felt unprepared for their new roles and would welcome more support at an early stage.

As a consequence a workshop was initially rolled out in 2019 for new starters and those newly promoted to supervisory roles but also any existing supervisors and managers who may benefit from the opportunity to invest time in their own development around this subject.

Listening to our staff, this program has evolved through 2019 into 2020 and is designed to supplement 1-1 staff development which is rolled out on an ongoing and bespoke manner.

We believe that by developing a Leadership culture that is consistent with the YTHFM values, that not only will supervisors and managers feel more confident to lead and manage their staff, but will do so in a constructive way that leads to; for example, a reduction in the number of grievances brought against managers, disciplinary cases with individual staff, and referrals to the Freedom to Speak up Guardian, Organisational Development team, Trade Unions and the Fairness Champions.

It enables supervisors and managers to spend protected time considering the following:

- Developing insight and understanding of one's own behaviour and how it may differ from that of others
- How to effectively manage staff from all backgrounds
- How to manage consistently in line with YTHFM values, the personal responsibility framework, policies and procedures (and employment law), while understanding the

level of discretion available to ensure people are managed in a compassionate way; i.e. on a case-by-case basis, and fairness being determined by the context of each case rather than being a one-size-fits-all approach

- Practical, real-life examples of situations that supervisors and managers will find themselves in, to apply the above knowledge in practice
- Roles and responsibilities of managers/supervisors, Staff Side Representatives, HR, Fairness Champions, Freedom to Speak Up Guardian
- Understanding of the desired behaviours expected from them as leaders, empowering them to use appropriate discretion, and be more people focused

### 9.3 A 'Just Culture'

We continue to proactively apply a 'placing people before processes' approach referred to as 'Just Culture' for every employee relations case which arises.

It helps reduce the role of unconscious bias when we make decisions and will ensure all individuals are consistently treated equally and fairly no matter what their staff group, profession or background. A more people centric approach promotes 'dignity at work' allowing interpretation considering an individual's circumstances and ensures:

- A rigorous decision making methodology
- A learning approach to errors and incidents is adopted
- Learning is favoured over sanction wherever possible
- Support is provided to anyone who has allegations made against them and not just the perceived 'victim'

There will be a continuation of this work to embed 'Just Culture' into other areas of work for example investigations and management of serious incidents in 2021.

### 9.4 Developing Talent

In early 2020 a talent management program was launched to sit alongside the annual appraisal for non-medical staff.

Talent conversations will be held with all employees about their future aspirations, readiness and the support and development required to achieve personal objectives. The data will be recorded centrally and a matrix will be developed.

This matrix will identify where individuals sit within the talent matrix (are they new to role, ready for a new role, happy where they are) and timescales surrounding talent movement.

The learning matrix will detail the training/learning requirements to fulfil the talent aspirations aims to support inclusive talent management practices; the data will enable YTHFM to proactively challenge under representation of staff from protected groups.

## 10 Supporting Staff

### 10.1 Lesbian, Gay, Bi-sexual and Transsexual (LGBTQ+) Network

YTHFM has access to the Trust support groups; which include a staff Lesbian, Gay, Bi-sexual and Trans (LGBTQ+) Network and the Fairness Champions. Both groups are comprised of staff who have volunteered with the common aims to:

- Provide a safe environment to raise issues
- Give information, guidance and support to staff
- Contribute to staff development activities and awareness events
- Assist colleagues to assess impact of policy etc. to ensure inclusivity
- Signpost and support people to live the Trust values
- Support the role of the Freedom to Speak Up / Safer working Guardian.

### 10.2 Race Equality Network

During 2020 a Race Equality Network was established within the Trust to support all staff and YTHFM has members on the Network, including, the Director of Facilities Management. Further recruitment will be sought from YTHFM to ensure a just representation from the organisation.

The Vision of the Race Equality Network is to

- “Champion inclusivity within the workplace, through recognising diversity and naturally embedding cultural change that harnesses fairness, equality and equity in everything that we do.
- To create an environment that promotes a level playing field providing opportunities for personal development and career progression.
- To work collaboratively with colleagues from all backgrounds and ethnicities irrespective of grade/ role, respecting their voice as equals to drive positive change that is in congruent to our values’

The Organisational Development (ODIL) team are working with the Race Equality network to co create an ongoing development programme for members that supports their development and progression within the organisation.

This offering, is in addition to YTHFM being able to access the existing suite of leadership development opportunities and coaching provided by ODIL.

### **10.3 Chaplaincy Service**

YTHFM has access to the Trust's chaplaincy service; the chaplains work with staff with any faith or no faith and are active members of the Trust Fairness Forum ensuring that all faiths have a voice in the organisation.

### **10.4 Disabled Staff Network**

The establishment of a Disabled Staff Network by March 2020 has been paused due to COVID 19, work will recommence in the first quarter of 2021 and we will be working with the Trust to enable us to extend the services of this network to staff within YTHFM.

### **10.5 Fairness Champions**

There are 39 Fairness Champions in post across the Trust and including YTHFM They continue to play an integral role in promoting fairness, sign posting staff to the correct channels to gain support and help, raising concerns and challenging behaviour which is inconsistent with Trust and YTHFM values.

### **10.6 Trade Unions / Staff Representatives**

We continue to work in partnership with our trade unions and staff representatives. Working in partnership and collaboratively ensures that we are developing and applying all policies with fairness and equality in our people management processes and enables us to fully embed a 'Just Culture' approach.

Trade unions and staff representatives provide staff with support and promote awareness of key issues; they appropriately challenge YTHFM and by listening to their feedback we strive to continuously improve the experience for staff across the organisation.

### **10.7 Freedom to Speak Up / Guardian of Safer Working**

During 2019 a decision was taken by the Trust to split this role with a specific contact for medical staff; a safer working guardian and for all other staff a freedom to speak up guardian. The YTHFM team can access the support of the Freedom to Speak Up Guardian and the role has been promoted across the business. Part of the Speaking Up agenda is to create a culture where staff feel safe and secure in speaking up about anything that may get in the way of delivering safe, high quality care or affects their experience in the workplace.

## 11 Equality and Diversity Resources

There is a range of resources that staff can access dedicated to Equality, Diversity and inclusion on the 'staffroom' intranet; our team can find fact sheets, videos and signposting to external resources and have access to support services including Interpretation and Translation and the Patient Advice and Liaison Service.

We listen to our employees and run workshops that support for example, individuals going through the menopause or those considering retirement.

In line with the Trust's objectives and commitment to accessible information we remain committed to developing resources which ensure that all forms of information are available in formats which meet the communication needs of our colleagues and clients.

For further information please visit: <http://staffroom.ydh.yha.com/about-the-trust/equality-diversity-inclusion>

## 12 Key Achievements and Accreditations

### 12.1. Armed Forces Covenant

The Defence Employer Recognition Scheme (ERS) encourages employers to support defence and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations the pledge, demonstrate or advocate to support defence and the armed forces community, and align their values with the Armed Forces Covenant (an extract of which is set out below). In 2020, we achieved a gold award for our work.

YTHFM recognises the value serving personnel, reservists, veterans and military families bring to our business. We will seek to uphold the principles of the Armed Forces Covenant, by:

- Aiming to actively participate in Armed Forces Day;
- Endeavouring to offer a degree of flexibility in granting leave for Service spouses and partners before, during and after a partner's deployment;
- Offering a discount to members of the Armed Forces Community;
- Offering support to our local cadet units, either in our local community or in local schools, where possible;
- Promoting the fact that we are an armed forces-friendly organisation;
- Seeking to support our employees who choose to be members of the Reserve forces, including by accommodating their training and deployment where possible;

- Seeking to support the employment of veterans young and old and working with the Career Transition Partnership (CTP), in order to establish a tailored employment pathway for Service Leavers;
- Striving to support the employment of Service spouses and partners;

We will publicise these commitments through our website and recruiting processes, setting out how we will seek to honour them and inviting feedback from the Service community and our customers on how we are doing.

## 12.2 Disability Confident and a Mindful Employer

The Trust successfully attained Disability Confident Employer status until July 2021 and is a Mindful Employer; the principles of these two standards are mirrored with the recruitment and selection process for YTHFM staff. The Disability Confident scheme supports employers in:

- benefiting from the talents people with disabilities can bring to the workplace
- demonstrating commitment to workplace equality
- drawing from the widest possible pool of talent
- improving employee morale and commitment by demonstrating that all employees are treated fairly
- recruiting and retaining great people
- securing high quality staff who are skilled, loyal and hard working

## 12.3 York Human Rights City

YTHFM supports the Trust with its commitment to York Human Rights City Network. This is a project which aims to make York the UK's first Human Rights City and comprises a range of voluntary, faith and public sector organisations. The team is able to access the resources and learning from this network.

## 13 Recruitment and Selection

As a business YTHFM continues to emphasise the importance of a values-based recruitment (VBR) approach through its recruitment strategy. All recruitment campaigns utilise VBR methodology.

- ✓ The VBR approach relies on the attraction and selection of new staff according to their motivations and drivers, and ensures that experience and qualifications are not given a disproportionate level of attention in the selection process.
- ✓ Research has shown that values-based recruitment increases workforce diversity as it takes a much broader view, not only of applicants, but of the attributes which make someone suitable to undertake a particular role.

The Recruitment & Selection training, promotes a values based approach. The content of this training course is continually under review to ensure that it reflects current legislation and best practice. This course is currently being developed to enable us to deliver it remotely and the Race Equality Network will help us make further improvements in 2021.

## 13.1 Careers Events

A range of careers and recruitment-related events are hosted in schools, colleges and universities in the communities we serve. We continue to build new relationships across the Scarborough/ Bridlington community.

Five short careers videos were developed to support with recruitment and have been shared with school/colleges to showcase the variety of roles available in YTHFM and wider NHS.

## 13.2 Social Media

We recognise that social media is a valuable resource for promoting our work and attracting future talent and customers. In 2021 we are looking to strengthen our digital communication strategy.

## 14 Staff Survey – The Headlines

The 2019 staff survey results showed us that overall (YTHFM & Trust) **86.7%** of staff that responded to the survey felt the organisation acts fairly with regards to progression / promotion. It is acknowledged that our ED&I score showed a small deterioration when compared to the 2018 survey; but this remains above average when compared with its peers in this area. It should be noted that completion of the staff survey is not mandatory and only represents the views of those who responded each year. Completion rates will vary and therefore it is difficult to fully analyse the meaning of marginal year on year changes.

For further information regarding performance against the Equality, Diversity and Inclusion metrics measured by the annual staff survey and our corresponding actions please see

<https://www.ythfm.co.uk/about-us/reports-and-publications/>

## 15 Staff Learning and Development

### 15.1 Apprenticeships

We have a mixture of new and existing staff undertaking apprenticeships across a variety of work settings. Apprenticeship opportunities are linked to new starter recruitment as well as forming part of the Continuing Professional Development and appraisal processes for existing staff.

A number of apprenticeships are run across a variety of different trades and our management and leadership positions.

All apprenticeship programmes require the learner to achieve (either before or during the programme) a minimum level of English/Maths learning. YTHFM staff can access the

Functional skills on-line training platform. This provides another option for staff and helps to mitigate against access to Maths and English qualifications causing a barrier to apprenticeships.

Where appropriate YTHFM works alongside training providers, supporting apprentices who have disclosed additional learning needs, to ensure reasonable adjustments are put in place.

Corporate promotional activity has continued to increase; this is reflected in the number of staff now undertaking apprenticeships, and the growing number of areas engaging in the apprenticeship agenda.

## **15.2 Looking Forward**

During National Apprentice Week from the 8th to the 12th February 2021 we plan to celebrate our apprentices and reinforce the value of apprenticeships. It is also our intention to refresh the apprentice program and provide additional mentoring training. We will also look to maximise the use of the apprentice levy funds as part of our overall workforce development plan.