



# Promoting Equity and Celebrating Diversity

Equity, diversity & inclusion strategy 2022-23



## Foreword

Dear Colleague and friends,

I am delighted to introduce St John Ambulance's very first Equity, Diversity and Inclusion (EDI) Strategy. This is a milestone for us, but I would not want to overplay how many miles we still need to journey on these issues. EDI must be the golden thread running through all that we do. More than anything, this strategy sets out our ambition and we are firmly committed to meeting the requirements under the Equity ACT 2010.

The Covid-19 Pandemic, along with the national and international events over the last 18 months, have highlighted the health inequalities and the structural, societal and organisational barriers that exist for many people within society and our communities. I want to reassure our people and the communities we serve, that we will strengthen our allyship with those most vulnerable to discrimination and prejudice, to enable them to thrive.

This document is a starting point for us, to build upon the ongoing and valuable contributions from the Celebrating Communities Steering Group - now the Equity, Diversity and Inclusion Steering Group and, most recently, the work generated by our emerging people networks. I am grateful to all who have championed these important matters across St John and helped inspire this work.

Our 2022-23 EDI strategy sets out our ambition to be more representative of the communities we serve. To be the welcoming St John we aspire to be, we will all need to reflect on the role we play and keep in mind that the way we act will lead if, full of our HEART values and the commitments set out in this document, to a more inclusive environment in which everyone can flourish.

As our Values In Action programme advances and more St John people have their say on our future culture, we will need to revisit this strategy, but this helps us well on our way.

I believe this strategy will enhance our aspirations to serve our communities better, create a sense of belonging for our people, and, together, we will bring this document to life.

Yours,

Martin Houghton-Brown  
Chief Executive, St John



# Ask us why Equity, Diversity and Inclusion are so important

**Equity** is about recognising that each person has different circumstances, and allocating the appropriate resources and opportunities needed to reach an equal outcome. It is about addressing barriers that can prevent people from thriving, and recognising that some people need more or different resources.

**Diversity** is about recognising people's differences. This includes both protected and non-protected characteristics as defined by the Equity ACT 2010. Considering diversity can mean explicitly monitoring the protected characteristics and identifying groups that are under-represented or disproportionality impacted.



**Inclusion** is about making sure everyone feels involved and engaged, and that the environment that they are in makes everyone accepted and comfortable as each other. For example, ensuring inclusion might involve designing physical spaces where all can easily access them.

**Equity** is concerned with understanding

**Diversity** is concerned with representation

**Inclusion** is concerned with involvement

# Ask us our strategic aims

## Our vision

To engender a sense of belonging for all employees, volunteers and everyone we come into contact with, by creating an environment of mutual respect, where we value unique differences and demonstrate authentic allyship.

We want St John to be:

- / representative of the communities we serve, which means that, in terms of gender, race, sexual orientation, disability or any other protected characteristic, **St John people have a better understanding of the communities they serve and their needs**
- / fully inclusive, which means that St John makes people feel welcome and valued **and be their authentic and best self at work**
- / a charity that a broad and diverse pool of people can call their home - whether they contribute to the amazing work we do as volunteers or as employees and have a **shared sense of belonging**
- / **caring and compassionate and providing a safe space for people** to draw on different perspectives and become more innovative and efficient, and that **we are accessible** to all those who need our services.



## Why we need an equity, diversity, and inclusion strategy:

- » To ensure all St John people are valued for their unique differences
- » To demonstrate equitable and fair processes, so that everyone feels valued and able to challenge prejudice and discrimination
- » To attract, recruit and retain diverse and talented people into St John
- » To ensure all communities receive the best quality of care.

This new Equity, Diversity and Inclusion strategy sets a new way of thinking at St John and will follow our wider strategic goals to ensure that we create and foster environments which are open, welcoming and embrace difference, and are aligned to our wellbeing agenda.



# HUMANITY

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# EXCELLENCE

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# ACCOUNTABILITY

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# RESPONSIVENESS

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# TEAMWORK



## Our Values in Action

This strategy supports our wider cultural change programme - Values in Action. St John Ambulance's leadership team is heavily invested in ensuring that our organisation fosters a truly open environment and continues to be responsive and adaptable. The objectives of this programme are set to ensure St John is able to become a more inclusive organisation by:

- » Acting on organisational learning
- » Showing our Values in Action
- » Increasing connectedness between St John People
- » Improving efficiencies in our existing activities
- » Increasing engagement of St John People

We are keen to ensure that our HEART values are properly embedded into our processes and that our leaders know how to perform their role to the highest standards whilst embodying these values. That is why we have developed a programme of training and interventions for those in positions of leadership - Leaders with HEART - which is overseen by our Director of People and Culture.

# Governance

**ST JOHN  
BOARDS OF  
TRUSTEES**

**EXECUTIVE  
COMMITTEE  
(EXCO)**

**PEOPLE  
COMMITTEE**

**EXECUTIVE  
LEADERSHIP  
TEAM**

**EQUITY, DIVERSITY & INCLUSION STEERING GROUP**

**DISABILITY,  
ACCESSIBILITY  
NETWORK**

**FAMILY &  
CARERS  
NETWORK**

**PRIDE  
NETWORK**

**WOMEN'S  
NETWORK**

**MULTI-CULTURAL  
NETWORK**

# Ask us about our key groups

We will ensure good governance, and our approach is designed to ensure visible leadership and responsibility for the EDI agenda at St John. This will enhance trust and confidence, and demonstrate senior leadership commitment, which is vital to drive, progress and embed our work.

This structure ensures that all key groups in St John's equity, diversity and inclusion agenda receive regular assurance of progress, feedback and perspectives, to challenge and add scrutiny of ongoing changes to our systems and processes. This approach also ensures we are continuously assessing and improving.

The Trustees set and oversee St John's strategy.

## People Committee

This is a Committee of the Boards, which is Chaired by a St John Trustee and is concerned with people matters.

## Executive Committee (ExCo)

Working with our Boards of Trustees to plan our ten-year strategic vision, being accountable for its delivery, and managing our strategic external stakeholder relationships:

- » Critical operational principles
- » Driven by the impact we want to have on communities
- » Creating shared understanding of where we're headed to empower everyone by the part they play
- » Ensuring effective governance
- » Championing inclusive and open culture
- » ExCo to meet twice monthly and meet with the Executive Leadership Team each quarter



## Executive Leadership Team

The Executive Leadership Team (ELT) is responsible for planning, delivering and reporting on our three-year strategic plan, aligned to longer term vision and strategic goals set by our Boards of Trustees and ExCo. Priorities include:

- » Critical operational principles
- » Reduced siloed thinking, increased collaboration cross-organisation – a single shared plan
- » Consistently inclusive and open leadership strengthened by diverse skills and perspectives
- » Decisions aligned with our culture and HEART values
- » Focus resources and expertise via ELT sub-groups where needed
- » Members accountable for co-creating and championing positive ways of working together

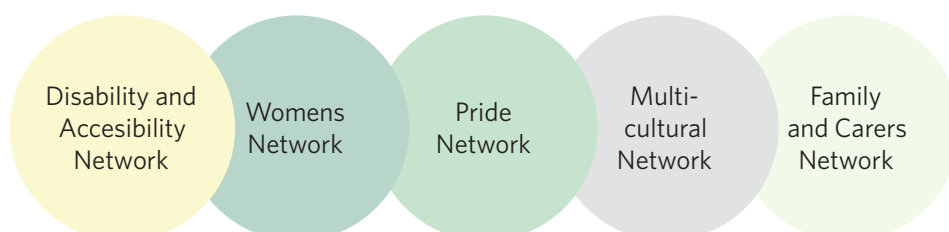
## Equity, Diversity and Inclusion Steering Group

(Previously Celebrating Communities Steering Group)

The Equity, Diversity and Inclusion Steering Group has a mix of employee and volunteer representation. It makes recommendations to the Trustee Boards and Executive Leadership Team on the strategic direction St John should take on Equity, Diversity and Inclusion. It also monitors the implementation of strategy, challenges the organisation and encourages improvements. The group is also responsible for steering the strategic direction of the People Networks.

## People Networks

Our wider family of People Networks informs, supports and advances the voices of St John People on specific equity and inclusion issues. They provide a safe space for diverse key issues and their allies to network and discuss key issues and work together to ensure we improve understanding of intersectionality. They also play a key role in monitoring the implementation of our EDI strategy.





# Ask us about our Achievements 2020-21



People Networks launched — Disability and Accessibility Network, Multi-cultural Network, Pride Network, Women's Network, Family and Carers Network



Celebrating Communities Steering Group established with volunteer EDI officer support recruited



Launched out Values in Action Programme - with the golden thread of E&I throughout



Joined Employers Network for Equity and Inclusion, Stonewall Diversity Champions



Celebrated black history month



Disability Confident Scheme launched

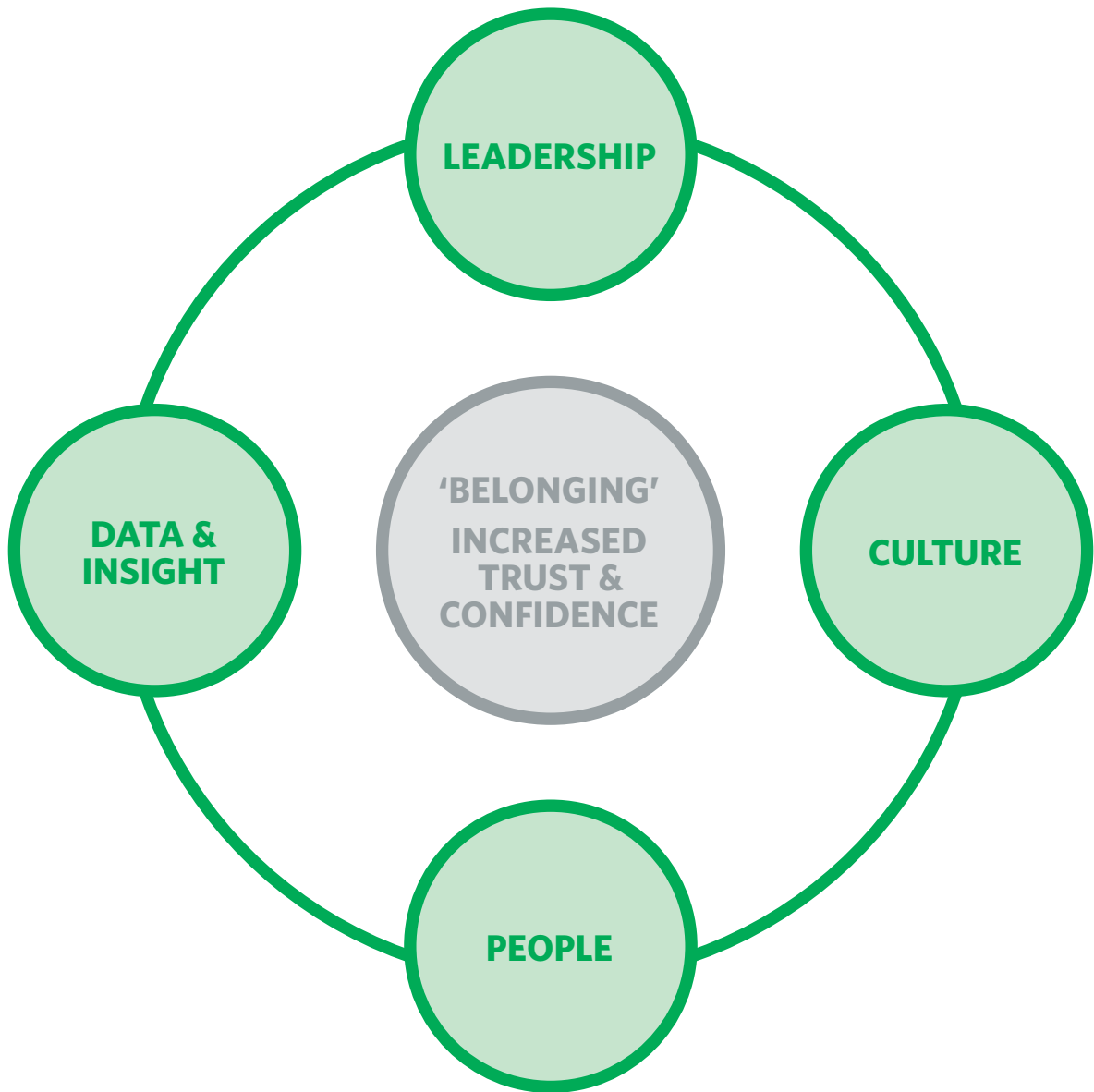


Head of Equity, Diversity and Inclusion appointed

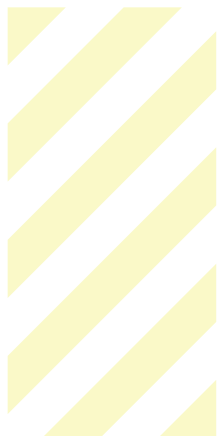


Inclusive Leadership Training introduced via the Leaders with Heart workstream





## Ask us about our 2022-23 Equity, Diversity & Inclusion priorities



**Leadership** - Inclusive and Compassionate. We will raise the competence and confidence of our leaders

**Culture** - Inclusive and Just - We will engender an environment where there is respect, relationships and challenge

**People** - Inclusive and Representative - We will ensure all our people have the opportunities to thrive

**Data & Insight** - Inclusive and Accurate - We will develop KPI's that track our journey and evidence our success

# Leadership

Inclusive and Compassionate

# Culture

Inclusive and Just

## Theme

### Leadership

Strengthening leadership behaviours and role modelling around Equity, Diversity & Inclusion

Energise the organisation to harness the commitment to Equity, Diversity & Inclusion

## Action/Responsibility

Head of Learning & Development and Head of Equity, Diversity and Inclusion to review all Leadership training and ensure EDI woven throughout all training

Head of Learning & Development and Head of Equity, Diversity development to ensure EDI is incorporated into Trustee Boards/ ExCO/ELT development framework

Review and refresh of Celebrating Communities Steering Group

Develop a Programme of work, endorsed by ELT/ExCo

Undertake the Employers Network for Equity & Inclusion Network (ENI) assessment survey to identify organisational priorities and benchmark progress

## Measure

**Pulse Survey benchmark to show increase in confidence and trust. Perceptions of St John being an inclusive organization remain strong and positive. 8 out of 10 St John people agree they can bring their whole self to work and be treated fairly- Results from March 2022 survey**

**All Trustees and senior leaders able to champion authentic allyship by engaging with our People Networks**

**ELT members evidencing the EDI journey and progress within their Networks**

**EDI Steering group will drive the EDI agenda for SJA and provide quarterly assurance reporting to ELT and People Committee**

**Annual EDI report to evidence our work and set priorities for next 12 months**

**2021 - 33%**

**2022 - 44%**

**2023 - 55% target to be agreed by EDI Steering Group**

## By

Q2

Q3

Q2

Q4

### Culture

Embed the HEART Values through EDI Learning & Development

Embed a Zero Tolerance approach to all prejudice and discrimination

Head of Learning and Development to develop and establish a new EDI suite, including the Welcome/ Induction training to help build confidence, raise awareness and engender an inclusive and compassionate culture

ExCo/ELT to sign Zero Tolerance Pledge and ensure this is cascaded throughout St John

**Mandatory EDI training launch Sept 2022, including Recruitment and Onboarding training from October 2022**

**Review evaluation and feedback from courses to assess satisfaction and additional requirements for Q4**

**Additional Pilot session to be delivered in Q4 for evaluation**

**Reduced incidents of discrimination and bullying**

**Increased reporting to FTSU and requests for Conflict Resolution support**

Q3

Q2  
2023

# People Inclusive and Representative

## Data & Insight Inclusive and Accurate

Theme	Action/Responsibility	Measure	By
<p><b>People:</b></p> <p>Improve our recruitment and selection practices to increase representation in the charity and educate to eliminate bias</p> <p>Support our People Networks to thrive</p>	<p>Recruitment Business Partner and Director Youth and Volunteer Development, Director Priory and international Affairs, to develop an inclusive Attraction strategy and undertake an end- end review of our process and design out bias and develop positive action initiatives</p> <p>Head EDI to support the Chairs to establish the needs of the Networks and any developmental requirements</p>	<p><b>Increased representation of our employees, volunteer and cadets allowing for targeted attraction and recruitment activity.</b></p> <p><b>Develop measures to increase representation for 2023-2025</b></p> <p><b>Bring People Networks together on National Staff Networks Day and show case achievements</b></p>	<p><b>Q3</b></p> <p><b>Q2</b></p>
<p><b>Data &amp; Insight</b></p> <p>Review and standardise our EDI data collection</p> <p>Improve base line Employee and Volunteer workforce profile to identify gaps and priorities to improve diversity</p> <p>Standardise patient/service user equality monitoring</p>	<p>Head of EDI and Data and Systems Lead to develop a standardised Equity Monitoring template to ensure inclusive and accurate data collection to inform priorities</p> <p>Head EDI to work with Communications Team and HR to encourage of reviewing/ up-dating of MyData</p> <p>Head EDI to work with Communications Team and HR to encourage of reviewing/ up-dating of MyData</p>	<p><b>Accurate data to identify and address disproportionality: Grievance/Discipline/Dismissal</b></p> <p><b>Increased self-reporting in relation to demographic information</b></p> <p><b>Improved satisfaction and ensure we are responsive to needs</b></p>	<p><b>Q2</b></p> <p><b>Q2</b></p> <p><b>Q1 2023</b></p>



## Ask us what steps we are taking to succeed

### STEP 1

Evaluate and review our current position, including our structures and resources for Equity, Diversity and Inclusion

### STEP 2

Equity, Diversity and Inclusion Steering Group will establish regular reporting cycles to our Executive Leadership Team and People Committee

### STEP 3

We will set out a clear Equity, Diversity and Inclusion communication and engagement strategy

### STEP 4

We will improve and embed our EDI Data and Insight collection to inform our priorities

### STEP 5

Refresh and publish our equity objectives annually

## Ask us how we measure that success

### MEASURE 1

Improved Pulse Survey feedback

### MEASURE 2

Positive experiences being shared and captured via our Values in Action programme

### MEASURE 3

Improved representation and retention across St John

### MEASURE 4

Upward trend to reduce Gender Pay Gap and Ethnicity Pay Gap