



Equality, Diversity, and Inclusion Plan 2022/23

Date Approved: 26th July 2022

Developed in collaboration with



Disability Support Network



Pride@YAS (LGBT+)
Staff Network



BME Staff Network



Equality, Diversity, and Inclusion Plan 2022/23

Yorkshire Ambulance Service NHS Trust is passionate about ensuring our services and employment practices are accessible and inclusive for the diverse communities we serve and the people we employ or volunteer with us. This commitment is reflected in the Trust's vision and values with equality, diversity and inclusion at the heart of these.

We want to be an employer of choice for individuals regardless of their age, disability, gender identity/gender transition phase, sexual orientation, religion and belief, race, maternal or and pregnancy status, marriage/civil partnership status, social economic background or any other distinction. Our inclusive workforce will support our delivery of high-quality services and provision of compassionate care to all our patients and service users. Therefore, our approach to equality, diversity and inclusion needs to go beyond legal compliance and be central to the Trust's core business.

One of the Trust's strategic aims is to “**Attract, develop and retain a highly skilled, engaged and diverse workforce**”. This area is being implemented through the Trust's People Strategy where through effective leadership we aim to: develop a positive and inclusive culture; celebrate and support difference in our workforce and embrace diversity and promote inclusivity to be an inclusive organisation and representative of the communities we serve.

Trust wide representation at the Diversity and Inclusion Steering Group enables partnership working on many key priority areas for equality, diversity and inclusion including inclusive practices, dignity and respect, supporting our staff who live with disabilities, creating an LGBTQ+ friendly environment and providing a voice for every member of staff regardless of their characteristics. Our connections with other NHS organisations and the ICS will ensure best practice, innovation and learning is applied in all that we do.

This Equality, Diversity and Inclusion Plan has been developed following a number of stakeholder events, which has included our Staff Networks, Trade Union colleagues, Board Members and Operational colleagues. The main themes from each event have been collated to produce a high-level plan, which should also be read in conjunction with the People Strategy Implementation Plan, NHS People Plan, Workforce Race Equality Standard, Workforce Disability Standard and Gender Pay Gap action plans. We purposely want to focus our attention on a small, but impactful and measurable, number of objectives to ensure these are delivered and actioned, regardless of our going operational pressures. More detail on each of the actions will be produced using improvement methodologies as they are implemented, with this plan detailing the headlines of each area of focus.

Our plan is linked directly to the five strategic aims of the People Strategy: Culture & Leadership, Recruitment, Retention & Resourcing, Employee Voice, Health & Wellbeing and Education & Learning. This connection enables joined up working within our strategic and operational workforce and OD plans for 2022/2023. The objectives also closely link to expectations as outlined in the NHS People Plan published in July 2020.

We specifically acknowledge, and thank, our Staff Networks for their support, guidance, and insight in the production of our plan.

Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Steering Group (DISG) on a bi-monthly basis and through the Trust Management Group, Quality Committee and Trust Board for end of year assessment and evaluation.



EQUALITY, DIVERSITY, AND INCLUSION PLAN 2022 - 2023

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
Culture and Leadership	Our culture is inclusive and compassionate	Every department has a diverse and inclusive culture, where staff can bring their true self to work with differences embraced and celebrated.	1.	To undertake targeted culture work in areas where diversity and inclusion is of particular concern. This action links with the recruitment and selection work (See Action 5)	Staff survey engagement score 2021 (A): 5.9 Staff Survey 2021 (A): Staff thinking of leaving: 5.6 FTSU: Cases regarding treatment associated with protected groups (Q)	31 March 2023	Lead: Associate Director of Education & Learning Partners: OD & ER Team, ED&I Team, FTSU
		All leaders and staff are more cognisant of behaviours that can have harmful effects on marginalised groups	2.	To launch and promote a microaggressions and allyship programme that enables education of subtle and often unintentional prejudicial behaviour.	Dignity and Respect cases: 8 cases during 2021/22 (A) Turnover at 31/3/22: 11.9% (M) Stay/Exit interview data	31 December 2022	Lead: Head of EDI Partners: ED&I Team
	Bullying, harassment and abuse against staff is prevented and tackled to create a culture of civility and respect.	To reduce, year on year bullying harassment and abuse against staff	3.	Devise and rollout plan for the 'Say Yes to Respect' Campaign with targeted action/training for identified areas to improve culture and behaviours	Year-on-year improvement to: <u>National Staff Survey 2021</u> Q13b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers? 13.9% (A)	31 March 2023	Lead: Head of OD Partners: OD BP Team HR Business Partners ED&I Team
		Staff feel safe and have confidence to and know how to raise issues of concern and/or bullying	4.	Secure a resource to do bespoke and targeted work with teams on dealing with and recognising unacceptable and bullying behaviour.	Q13c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues? 20.7% (A) Dignity and Respect cases: 8 cases during 2021/22 (A) Freedom to Speak Up activity increases	31 March 2023	Lead: Head of OD Partners: OD BP Team HR Business Partners ED&I Team

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners						
Recruitment Retention and Resourcing	Our recruitment and selection practices are inclusive for staff and prospective applicants	Our workforce profile represents and is comparable to the communities we serve.	5.	Through a series of targeted workshops (mass recruitment exercises), undertake a review of our recruitment and selection practices to ensure they are inclusive i.e., re-design ECA & Call Handler. This includes deep dive analysis of candidates through the recruitment pathway.	Year-on-year improvement to: As at 31/3/2022: 6.92% of the workforce are people from diverse ethnic backgrounds staff (Q) Attraction from people from diverse ethnic backgrounds communities is increased: BME v White Applicants <table><tr><th>Applied</th><th>Shortlisted</th><th>Appointed</th></tr><tr><td>18.61%</td><td>14.34%</td><td>10.81%</td></tr></table>	Applied	Shortlisted	Appointed	18.61%	14.34%	10.81%	31 March 2023	Lead: HRBP (EOC/111) Partners: ED&I Team Senior Leaders Recruiting Managers YAS Academy
		Applied	Shortlisted	Appointed									
		18.61%	14.34%	10.81%									
			6.	From October 2022 introduce diverse recruitment panels for leadership roles (Band 7+) through training more staff from all groups in R&S who can support panels for senior leadership roles to be diverse by March 2023	Year-on-year improvement to: WRES Metric 2 - Relative likelihood of white staff being appointed from shortlisting compared to that of BME staff being appointed from shortlisting: 1.36 (1.0 being equal) (A)	30 November 2022	Lead: Head of EDI Partners: OD Team Staff Networks Recruitment Manager						
All roles have job descriptions/ person specifications that set out the minimum / essential criteria, reducing possible discrimination against protected groups.	7.	Developing a new job description and personal specification template/guidance to ensure criteria are inclusive		31 December 2022	Lead: Head of Employee Relations Partners: Recruitment Manager, ED&I Team								
	To improve the numbers of applications, and subsequent appointments of, candidates from diverse backgrounds i.e., ethnicity, age, gender, sexual orientation, disability.	8.	Linking to the Trust's engagement strategy, where possible, with other emergency services, hold a series of outreach / engagement events with schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.	As at 31 st March 2022: (A) BME: 6.92% Sexual Orientation: Heterosexual 79% Disability: 4.29% Gender: Male 44.9% Female 55.1% Religion: Christianity 41.6% Undisclosed 24.1% Nationality: 90.6% British Age: 38% staff are aged 46+	31 March 2023	Lead: Head of Comms & Engagement Partners: Community Engagement ED&I Team Recruitment Team							

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
Employee Voice	Staff from diverse backgrounds have a voice regarding issues they face to improve working experience.	Evidenced intelligence on cultural concerns is available for management to act and resolve	9.	Strengthen relationships between Staff Networks, Freedom to Speak Up and leaders to provide intelligence regarding issues of cultural concern via a refresh of the Cultural Ambassadors Network	Staff survey engagement score 2021 (A): 5.9 Staff Survey 2021 (A): Staff thinking of leaving: 5.6 FTSU: Cases regarding treatment associated with protected groups (8 B&H in Q4) (Q) Dignity and Respect cases: 8 cases during 2021/22 (A) Turnover at 31/3/22: 11.9% (M) Improvement in Exit interview data: Departmental morale Attendance at Staff Network meetings: Abstraction requests to attend staff network meetings are increased Year-on-year improvement to: Staff Turnover is sector average (A) (M) Turnover at 31/3/20 was 11.9%	31 December 2022	Lead: Head of OD Partners: ER Team, ED&I Team, FTSU Guardian, Staff Network Chairs
		Awareness and involvement in Staff Equality Networks is increased and staff feel confident to raise issues	10.	Make arrangements for a Staff Equality Networks conference that is open to all levels of the organisation to provide insight into inclusion issues faced by staff	Dignity and Respect cases: 8 cases during 2021/22 (A) Turnover at 31/3/22: 11.9% (M) Improvement in Exit interview data: Departmental morale	31 March 2023 (Conference in May 2023)	Lead: Head of EDI Partners: Staff Networks Comms Team
		Improve our senior leaders understanding of the issues and barriers faced by our people from diverse ethnic backgrounds staff	11.	Review the Reverse mentoring (people from diverse ethnic backgrounds) pilot and roll out to other protected groups for them to learn from one another in terms of lived experience.	Attendance at Staff Network meetings: Abstraction requests to attend staff network meetings are increased Year-on-year improvement to: Staff Turnover is sector average (A) (M) Turnover at 31/3/20 was 11.9%	31 December 2022	Lead: Head of OD Partners: ED&I Team Staff Networks
Health & Wellbeing	All staff are able to bring their true selves to work and any differences are celebrated and supported	The Trust is an LGBTQ+ Friendly Workplace for staff to bring their true selves to work	12.	Working with the Pride@YAS Staff Network review the feedback from Stonewall to create and implement practices to ensure YAS is an inclusive environment	YAS is an LGBTQ+ Friendly Workplace as evidenced via assessment via Stonewall Workplace Equality Index As at 31 st March 2022: (A) Sexual Orientation: Heterosexual 79% , Declined to say 13.24%	31 March 2023	Lead: Head of EDI Partners: Pride@YAS Staff Network Comms Team

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Health & Wellbeing		The Trust supports staff experiencing symptoms of menopause to enable them to flourish at work	13.	Through a working group develop a Menopause Policy that supports staff in the workplace	Year-on-year improvement to: <u>National Staff Survey 2021</u> Q8f "Does your immediate manager take positive interest in staff health and wellbeing?" 53.5% (A) Q11a "Does your organisation take positive action on health and well-being?" 42.3% (A) 90% Appraisal compliance 31/3/22: compliance 48.7%	30 November 2022	Lead: Head of Health & Wellbeing Partners: Women & Allies Network
		All staff with disabilities/long-term health conditions have adequate adjustment(s) to enable them to carry out their work, where they are required	14.	Signpost the Reasonable Adjustments Guidance and Health Passport Scheme in the new appraisal documentation / guidance	Year and year improvement: <u>National Staff Survey 2021</u> "Has your employer made adequate adjustment(s) to enable you to carry out your work?" 58.6% (A) Increase of staff with a long-term condition recorded as having a Health Passport (Q). (30 staff as at 31/5/22)	31 December 2022	Lead: Head of OD Partners: D&I Team
			15.	Raise staff awareness of the Health Passport to enable support for adjustments to be offered		31 December 2022	Lead: Head of Employee Relations Partners: Disability Support Network
			16.	Develop and launch guidance on Neurodiversity which encompasses the lifecycle of employment		31 March 2023	Lead: Head of Employee Relations Partners: Disability Support Network Reasonable Adjustments Working Group

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Education & Learning	Managers are conscious of EDI issues and challenges and enable all our staff, to flourish at work	All leaders have completed the training to conduct Inclusive and Compassionate appraisals and other conversations	17.	Continue the rollout of the training on Inclusive and Compassionate conversations to enable staff to flourish at work	Year on year improvement: <u>National Staff Survey 2021</u> Organisation acts fairly with regard to career progression / promotion, regardless 69.8% (A) Metric 7 - Percentage of staff believing that Trust provides equal opportunities for career progression or promotion. (A) <table><tr><th>White</th><th>BME</th></tr><tr><td>49.7%</td><td>42.7%</td></tr></table>	White	BME	49.7%	42.7%	31 March 2023	Lead: Head of OD / Head of YAS Academy Partners: Staff Networks
		White	BME								
49.7%	42.7%										
The Trust supports progression for people from diverse backgrounds within the Trust and beyond	18.	Where possible, support applications for, and placements on, the West Yorkshire & Harrogate BAME Fellowship Programme, other NHS Leadership Academy Programmes and exploration of internal targeted accelerated development initiatives.	Ongoing (as programmes open for applications)	Lead: Head of OD Partners: Staff Networks							
Enablers to support successful delivery	We have accurate data that supports focus on diversity and inclusion	Our leaders have access to robust diversity data that enables them to monitor the workforce diversity profile and areas of focus can be identified	19.	Introduction of data led recruitment and progression targets for service areas to increase the diversity of the workforce utilising an enhanced Diversity Dashboard incorporating external geographical and demographical data so that targets are representative and realistic.	Our diversity data is accurate, and reduction of ‘undefined’ is reduced. Ethnicity: 0.83% Sexual orientation: 13.24% Disability: 32% NSS v 4.29% on ESR Religion & Belief: 2% Marriage & Civil Partnerships: 4.25%	31 October 2022	Lead: Head of EDI Partners: Staff Networks Comms Team People Systems Manager Business Intelligence				
		All staff feel able to share their equality data with us to enable the Trust to understand where our efforts towards inclusion are needed most	20.	Undertake a diversity census of the Trust to help us to understand where we need to focus our priorities to support our staff to care for our patients	Year-on-year improvement to: <u>National Staff Survey 2021</u> Our ESR data matches the data in the NHS Staff survey – “Do you have any physical or mental health conditions, disabilities or illnesses that have lasted or are expected to last for 12 months or more? 32% v 4.29% on ESR (Q).	31 August 2022	Lead: Head of EDI Partners: Staff Networks Comms Team				

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	The Trust meets its statutory diversity responsibilities	Progress is demonstrated towards equality for all protected groups	21.	Progress actions relating to: <ul style="list-style-type: none"> Gender Pay Gap Workforce Race Equality Standards Workforce Disability Equality Standards 	Improvements in our benchmarking data for: <ul style="list-style-type: none"> Gender Pay Gap 6.86% Workforce Race Equality Standards Workforce Disability Equality Standards 	31 March 2023	Lead: Head of EDI Partners: Staff Networks Comms Team