

Workforce Race Equality Standard Action Plan 2022/23

Date Approved: 19 October 2022

Developed in collaboration with



Disability Support Network



Pride@YAS (LGBT+)
Staff Network



BME Staff Network





Workforce Race Equality Standards - Action 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.

We are committed to ensuring parity between our white and ethnically diverse colleagues; hence this action plan aims to move the Trust forwards to meet these standards. Our 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 plan is aligned with our over-arching Equality, Diversity, and Inclusion Plan as 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.

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.

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.



WORKFORCE RACE EQUALITY STANDARD - ACTION PLAN 2022 - 2023

Aim	Objective		Actions to meet objective	WRES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
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.	Metric 5: Harassment, bullying or abuse from patients/relatives Metric 6: Harassment, bullying/abuse from staff Metric 8: Experienced discrimination at work	Staff survey engagement score 2021 (A): 5.9 FTSU: Decrease in cases regarding treatment associated with protected groups (Q) Dignity and Respect cases: 8 cases during 2021/22 (A) Turnover at 31/3/22: 11.9% (M)	Ongoing	Lead: Associate Director of Education & Learning (Claus Madsen) Partners: OD/ER ED&I Team, FTSU
	All leaders and staff are more cognisant of behaviours that can have harmful effects on marginalised groups	2	Through the Staff Networks, launch and promote a micro-behaviours and allyship programme that enables education of subtle and often unintentional prejudicial behaviour.	Metric 5: Harassment, bullying or abuse from patients/relatives Metric 6: Harassment, bullying or abuse from staff Metric 8: Experienced discrimination at work	Stay/Exit interview data	31 December 2022	Lead: Head of EDI Partners: Staff Networks
Bullying, harassment, and abuse against staff is prevented and tackled to	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	Metric 5: Harassment, bullying or abuse from patients/Relatives Metric 6: Harassment, bullying or abuse from staff	Year-on-year improvement to: <u>National Staff Survey 2021 Q13b</u> In the last 12 months how many times have you personally experienced harassment, bullying	31 March 2023	Lead: Head of OD Partners: HR / OD BP Teams ED&I Team

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create a culture of civility and respect.	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.	Metric 7: Equal opportunities for career progression or promotion. Metric 8: Experienced discrimination at work	or abuse at work from managers? 13.9% (A) 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)	31 March 2023	Lead: Head of OD Partners: HR/ODBP/ ED&I Teams				
	Entry into a disciplinary / Dignity at Work process is the last resort	4a	Restorative culture work to be rolled out and included in HR policy to enhance the Trust's approach to reporting of bullying, harassment, and abuse at work, ensuring that processes are transparent, and set out the key routes to reporting incidents	Metric 3: Entry into a formal disciplinary investigation.		Ongoing	Lead: Head of Employee Relations Partners: Recruitment Manager, ED&I Team				
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 the candidate's recruitment pathway.	Metric 1: Increasing the diversity of the workforce Metric 2: Recruitment of BAME candidates Metric 7: Equal opportunities for career progression or promotion.	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	31 March 2023	Lead: HRBP (EOC/111) Partners: ED&I Team Recruiting Managers YAS Academy				
		6	From January 2023 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	Metric 1: Increasing the diversity of the workforce Metric 2: Recruitment of BAME candidates Metric 7: Equal opportunities for career progression or promotion. Metric 9: Trust Board BAME representation	<table border="1" data-bbox="1373 1074 1780 1141"> <thead> <tr> <th>Applied</th> <th>Shortlisted</th> <th>Appointed</th> </tr> </thead> <tbody> <tr> <td>18.61%</td> <td>14.34%</td> <td>10.81%</td> </tr> </tbody> </table>	Applied	Shortlisted	Appointed	18.61%	14.34%	10.81%
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	All roles have job descriptions / person specifications to 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	Metric 1 Increasing the diversity of the workforce. Metric 2: Recruitment of BAME candidates		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.	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.	Metric 1: Increasing the diversity of the workforce Metric 2: Recruitment of BAME candidates	As at 31 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
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	Metric 6: Harassment, bullying or abuse from staff Metric 8: Experienced discrimination at work	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 in Q4) (Q) Dignity and Respect cases: 8 cases during 2021/22 (A) Turnover at 31/3/22: 11.9% (M)	31 March 2023	Lead: Head of OD Partners: ER Team, ED&I Team, FTSU Guardian, Staff Network Chairs

Aim	Objective		Actions to meet objective	WRES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners				
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.	Metric 2: Recruitment of BAME candidates Metric 4: Accessing non-mandatory training and CPD compared to BME	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 border="1" data-bbox="1368 533 1693 600"> <thead> <tr> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>49.7%</td> <td>42.7%</td> </tr> </tbody> </table>	White	BME	49.7%	42.7%	31 March 2023	Lead: Head of OD / Head of YAS Academy Partners: Staff Networks
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Entry into a disciplinary process is the last resort	17a	Restorative culture work to be rolled out and included in HR policy to enhance the Trust's approach to reporting of bullying, harassment, and abuse at work, ensuring that processes are transparent, and set out the key routes to reporting incidents	Metric 3: Entry into a formal disciplinary investigation.	Metric 3: Entry into a formal disciplinary investigation.	Ongoing	Lead: Head of Employee Relations Partners: Recruitment Manager, ED&I Team					
The Trust supports progression for people from diverse ethnic backgrounds staff within the Trust and beyond	18	Advertise non-mandatory training through the BAME network	Metric 4: Accessing non-mandatory training and CPD Metric 7: Equal opportunities for career progression or promotion.	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)	Ongoing	Lead: Recruitment Manager Partners: Staff Networks					
	18a	Consider prioritisation of abstraction for BAME staff to undertake non-mandatory training		<table border="1" data-bbox="1368 1278 1693 1345"> <thead> <tr> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>49.7%</td> <td>42.7%</td> </tr> </tbody> </table>	White	BME	49.7%	42.7%	Ongoing	Lead: Head of YAS Academy Partners: Managers	
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		18b	Review criteria of Learning Approvals Panel to ensure parity for BAME staff applications			31 March 2023	Lead: Head of YAS Academy Partners: EDI Team
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.	Metric 2: Recruitment of BAME candidates shortlisting across all posts Metric 7: Equal opportunities for career progression or promotion.	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 March 2023	Lead: Head of EDI Partners: Staff Networks Comms Team People Systems Manager Business Intelligence