



Workforce Disability 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 Disability 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 colleagues living with, or without, a disability; 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.

Note – The numbering relates to actions on the approved Equality, Diversity, and Inclusion Action Plan. Some actions have been removed as they are specific to either gender or race, therefore the numbering is not sequential



WORKFORCE DISABILITY EQUALITY STANDARD - ACTION PLAN 2022 - 2023

Aim	Objective		Actions to meet objective	WDES 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 4: Bullying & harassment Metric 6: Pressure to attend work although unwell Metric 7: Feeling valued	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)	Ongoing	Lead: Associate Director of Education & Learning Partners: OD/ER ED&I Teams, 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 4: Bullying & harassment Metric 6: Pressure to attend work although unwell Metric 7: Feeling valued Metric 9b: Voices for staff living with disabilities	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	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 4: Bullying & harassment Metric 6: Pressure to attend work although unwell Metric 7: Feeling valued	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: HR / OD BP Teams ED&I Team

Aim	Objective	Actions to meet objective	WDES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
of civility and respect.		3a Restorative culture work to be rolled out and included in DAW 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.		3c. 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 23	Lead: Head of Employee Relations Partners: OD 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.	Metric 4: Bullying & harassment (patients/staff and managers)		31 March 2023	Lead: Head of OD Partners: HR/ODBP/ ED&I Teams
		4a Review the current messaging and approach to 'abuse' against staff.			31 March 2023	Lead: Head of Communication Partners: ED&I Teams
		4b Encouraging staff to report abuse leading to potential data flags on addresses, where abusive behaviour has occurred.			31 March 2023	Lead: Head of Communication Partners: ED&I Teams
		4c Body worn cameras rollout with footage used to prosecute.			Ongoing	Lead: Head Safety Partners: H&S Committee
		4d Request if fields, to enable monitoring all Protected Characteristics, can be added on DATIX.			31 March 2023	Lead: Head of Safety Partners: ED&I Teams

Aim	Objective		Actions to meet objective	WDES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners						
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 candidates living with disabilities Metric 5: 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 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.	Metric 1: Increasing the diversity of the workforce Metric 2: Recruitment of candidates living with disabilities Metric 5: Equal opportunities for career progression or promotion. Metric 10: Trust Board representation	<table border="1" data-bbox="1339 560 1749 627"> <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%	31 January 2023	Lead: Head of EDI Partners: OD Team Staff Networks Recruitment Manager
		Applied	Shortlisted	Appointed									
		18.61%	14.34%	10.81%									
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 candidates living with disabilities		31 December 2022	Lead: Head of Employee Relations Partners: Recruitment Manager, ED&I Team								
8	Linking to the Trust's engagement strategy, where possible, with other emergency services, hold a series of outreach / engagement events with	Metric 1: Increasing the diversity of the workforce Metric 2: Recruitment of	As at 31 March 2022: (A) BME: 6.92% Sexual Orientation: Heterosexual 79% Disability: 4.29%	31 March 2023	Lead: Head of Comms & Engagement Partners: Community Engagement								

Aim	Objective		Actions to meet objective	WDES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
	diverse backgrounds.		schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.	candidates living with disabilities	Gender: Male 44.9% Female 55.1% Religion: Christianity 41.6% Undisclosed 24.1% Nationality: 90.6% British Age: 38% staff are aged 46+		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 4: Bullying & harassment Metric 6: Pressure to attend work although unwell Metric 7: Feeling valued Metric 9b: Voices for staff living with disabilities	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)	31 March 2023	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.	Metric 6: Pressure to attend work although unwell Metric 7: Feeling valued Metric 9a: Staff engagement scores Metric 9b: Voices for staff living with disabilities	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	31 March 2023 (Event 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.	Metric 6: Pressure to attend work although unwell Metric 7: Feeling valued Metric 9a: Staff engagement scores	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

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All staff are able to bring their true selves to work and any differences are celebrated and supported	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.	Metric 8: Reasonable Adjustments	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.	Metric 8: Reasonable Adjustments		31 December 2022	Lead: Head of Employee Relations Partners: Disability Support Network				
		15 a	Flexible working options offered to support staff with reasonable adjustments.								
		16	Develop and launch guidance on Neurodiversity which encompasses the lifecycle of employment.	Metric 8: Reasonable Adjustments		31 March 2023	Lead: Head of Employee Relations Partners: Disability Support Network RAW Group				
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 candidates living with disabilities Metric 3: Entry into a formal capability investigation. Metric 5: Equal opportunities for career progression or promotion.	<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="1335 1182 1659 1251"> <tr> <td>White</td> <td>BME</td> </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%										

Aim	Objective		Actions to meet objective	WDES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
		17 a	Continue with Employee Relations review process to assess merit of progressing to a formal process.	Metric 6: Pressure to attend work although unwell Metric 7: Feeling valued Metric 8: Reasonable Adjustments		Ongoing	Lead: Head of Employee Relations Partners: Staff Networks
		17 b	Review Performance Management Policy to ensure all reasonable adjustments have been implemented to support performance.	Metric 9a: Staff engagement scores		31 August 2023	Lead: Head of Employee Relations Partners: Disability Support Network
	The Trust supports progression for people from diverse backgrounds within the Trust and beyond	18	Where possible, support applications for, and placements on, NHS Leadership Academy Programmes and exploration of internal targeted accelerated development initiatives.	Metric 5: Equal opportunities for career progression or promotion.		Ongoing	Lead: Head of OD Partners: Staff Networks
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 candidates living with disabilities Metric 5: 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 Business Intelligence

Aim	Objective		Actions to meet objective	WDES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
	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	Continue to 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	Metric 2: Recruitment of candidates living with disabilities Metric 5: Equal opportunities for career progression or promotion. Metric 8: Reasonable Adjustments	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% of respondents v 4.29% on ESR (Q). 8% of staff	28 February 2023	Lead: Head of Employee Relations Partners: Staff Networks Comms Team