



Workforce Race Equality Standard Action Plan 2023/24

Date Approved: 20 October 2023

Developed in collaboration with



Disability Support Network



Pride@YAS (LGBT+)
Staff Network



BME Staff Network



Armed Forces Network



Women & Allies' Network



Workforce Race Equality Standards - Action Plan 2023/24

Yorkshire Ambulance Service NHS Trust is passionate about ensuring its 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 is being implemented as part of 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 ICB 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 forward to meet these standards. Our plan has been developed following a number of stakeholder events, which has included our Support 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 ongoing 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 organisational development (OD) plans for 2023/24. The objectives also closely link to expectations as outlined in the NHS People Plan.

We specifically acknowledge, and thank, our Support 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 Executive Group, People and Culture Committee and Trust Board for end-of-year assessment and evaluation.

WORKFORCE RACE EQUALITY STANDARD - ACTION PLAN 2023/24

Aim	Objective		Actions to meet objective	WRES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners									
We understand our barriers to recruitment and selection practices to ensure they are inclusive to prospective candidates. Our workforce profile represents the communities we serve.	Undertake a comprehensive review of end-to-end recruitment process and associated procedures with recommendations to improve inclusive recruitment.	1	Review Job Description / Person Specification requirements of Emergency Care Assistant, Ambulance Care Assistant Driver, Call Handlers (Patient Transport Service, Integrated Urgent Care, Emergency Operations Centre, Ambulance Vehicle Preparation, Fleet & Logistics) roles to develop a one-page summary for advert.	<p>Metric 1: Increasing the diversity of the workforce</p> <p>Metric 2: Recruitment of BME candidates</p>	<p>Year-on-year improvement to:</p> <p>As at 31 March 2023: 6.2% of the workforce are people from diverse ethnic backgrounds staff (Q)</p> <p>Attraction from people from diverse ethnic backgrounds communities increased: BME v White Applicants</p> <table border="1" style="margin: 10px auto; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #003366; color: white;"> <th>Applied</th> <th>Shortlisted</th> <th>Appointed</th> </tr> </thead> <tbody> <tr> <td>870</td> <td>472</td> <td>108</td> </tr> <tr> <td>9.0%</td> <td>54.25%</td> <td>22.88%</td> </tr> </tbody> </table>	Applied	Shortlisted	Appointed	870	472	108	9.0%	54.25%	22.88%	31 October 2024	<p>Lead: Head of Employee Relations (ER)</p> <p>Partners: Diversity & Inclusion Team, Community Engagement</p>
		Applied	Shortlisted	Appointed												
870	472	108														
9.0%	54.25%	22.88%														
1b	Review recruitment campaign and strategy at the attraction stage for candidates with recommendations to widen reach.	<p>Metric 4: Accessing non-mandatory training and CPD compared to BME</p> <p>Metric 7: Equal opportunities for career progression or promotion.</p>	<p>Metric 2: Relative likelihood of staff being appointed from shortlisting across all posts 1.69. (A)</p>													
	Improve the number of applications, and subsequent appointments of, candidates from diverse backgrounds	2	Advertising apprenticeship programmes wider to target the local communities we serve. Providing greater opportunities for people from less advantaged backgrounds to get a first foot on the NHS career ladder.		<p>As at 31st March 2023: (A) BME: 6.91% Sexual Orientation: LGBT 6.5% Disability: 5.73% (vs 8.7% NSS) Gender: Male 44.63% / Female 55.37% Religion: Christianity 42.17% Undisclosed: 20.70% Nationality: 90.6% British Age: 39% staff are aged 46+</p>	31 October 2024	<p>Lead: Head of ER</p> <p>Partners: Diversity & Inclusion Team, YAS Academy, Support Networks</p>									

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We understand our barriers to recruitment and selection practices to ensure they are inclusive to prospective candidates. Our workforce profile represents the communities we serve.	Implement an effective flexible working policy including advertising flexible working options on recruitment campaigns.	3	Implement consistent flexible working and hybrid working practices across the organisation - ensuring Hybrid/Flexible working is included in adverts where the role permits.	Metric 1: Increasing the diversity of the workforce. Metric 2: Recruitment of BME candidates	Year-on-year improvement to: <u>National NHS Staff Survey 2022</u> Q6b My organisation is committed to helping me balance my work and home life. 35% Q4d The opportunities for flexible working patterns. 46%	31 October 2024	Lead: Head of ER Partners: ED&I Team L&OD, Support Networks													
	Line managers and supervisors should have regular effective wellbeing conversations with their teams, utilising resources such as the national NHS health and wellbeing framework.	4	Over 90% of Trust Managers trained to deliver effective appraisals.	Metric 4: Accessing non-mandatory training and CPD compared to BME Metric 7: Equal opportunities for career progression or promotion.	Annual improvement to baseline figures below. (Q) <table border="1" data-bbox="1355 598 1753 754"> <thead> <tr> <th>Metric</th> <th>Current</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Appraisal completion rate</td> <td>72.2%</td> <td>90%</td> </tr> <tr> <td>Appraisal Manager training rate</td> <td>67.8%</td> <td>90%</td> </tr> </tbody> </table> Metric 7: Percentage of staff believing that Trust provides equal opportunities for career progression or promotion. (A) <table border="1" data-bbox="1355 927 1682 986"> <thead> <tr> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>54%</td> <td>41.2%</td> </tr> </tbody> </table>	Metric	Current	Target	Appraisal completion rate	72.2%	90%	Appraisal Manager training rate	67.8%	90%	White	BME	54%	41.2%	31 October 2024	Lead: Head of Leadership & OD Partners: Diversity & Inclusion Team, YAS Academy
	Metric	Current	Target																	
Appraisal completion rate	72.2%	90%																		
Appraisal Manager training rate	67.8%	90%																		
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Ensure international recruits receive clear communication, guidance and support around conditions of employment; including guidance on latest Home Office immigration policy, accompanying family members, financial commitment and future career options before they join.	5	Develop international recruitment toolkit with guidance to enable good practice and processes across Nurse and Paramedic occupational groups.	Metric 1: Increasing the diversity of the workforce. Metric 2: Recruitment of BME candidates Metric 7: Equal opportunities for career progression or promotion.	Year-on-year retention of internationally recruited staff 2022: International Paramedics Recruited 30/Retained 29 2023: International Nurses Recruited 4 (first year). Sense of belonging for internationally recruited staff National NHS Staff Survey (NSS).	31 March 2024	Lead: Senior Programme Lead (People & OD) Partners: Diversity & Inclusion Team, IUC/EOC														

Aim	Objective		Actions to meet objective	WRES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners				
We have accurate data that supports focus on diversity and inclusion	Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan.	6	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.	<p>Metric 1: Increasing the diversity of the workforce.</p> <p>Metric 2: Recruitment of BME candidates</p> <p>Metric 4: Accessing non-mandatory training and CPD compared to BME</p> <p>Metric 7: Equal opportunities for career progression or promotion.</p>	<p>Our diversity data is accurate, and reduction of 'undefined' is reduced.</p> <p>Ethnicity: 0.0% Sexual orientation: 0.73% Disability: 1.84% Religion & Belief: 20.74% Marriage & Civil Partnerships: 3.33%</p>	31 October 2024	<p>Lead: Head of Diversity & Inclusion</p> <p>Partners: Support Networks, Comms Team, People Systems Manager, Business Intelligence</p>				
Our culture is inclusive and compassionate, bullying, harassment and abuse against staff is prevented and tackled to create a culture of civility and respect.	Chief Executives, Chairs and Board Members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.	7	Every Board and executive team member must have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process (by March 2024)	Metric 9: Trust Board BME representation	<p>Annual Chair and Chief Executive appraisals on EDI objectives (A)</p> <table border="1" data-bbox="1352 756 1637 820"> <thead> <tr> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>84.6%</td> <td>15.4%</td> </tr> </tbody> </table>	White	BME	84.6%	15.4%	31 March 2024	<p>Lead: Director of People and OD</p> <p>Partners: Trust Secretary</p>
	White	BME									
84.6%	15.4%										
Support Network Chairs have access to Board Members for updates and feedback on any areas of concern.	8	Network Chairs invited to relevant People Committee meetings, Diversity and Inclusion Steering Group (DISG), Public Board and other meetings including senior leadership presence at Support Network meetings.	Metric 9: Trust Board BME representation	Year-on-year improvement to: <u>National NHS Staff Survey 2022 Q19b</u> I am confident my organisation would address my concern 52.1% (A)	31 October 2024	<p>Lead: Head of Diversity & Inclusion</p> <p>Partners: L&OD, ER Services, Support Networks Trade Unions</p>					

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; bullying, harassment and abuse against staff is prevented and tackled to create a culture of civility and respect.	Continue bespoke and targeted work with teams on dealing with and recognising unacceptable and bullying behaviour.	9	Review data by protected characteristic on bullying, harassment, discrimination and violence. (NSS, WRES, WDES) - and 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 or abuse from staff. Metric 8: Experienced discrimination at work	Year-on-year improvement to: <u>National NHS Staff Survey 2022</u> Q13b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers? 41.2% (A) Q13c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues? 27.5% (A)	31 March 2024	Lead: Head of Leadership & OD Partners: Diversity & Inclusion Team, Recruiting Managers, YAS Academy
	To provide management and leadership development opportunities to all people leaders at all leadership levels; first line managers to executive leaders. To increase employee morale and retention by improving leadership skills and behaviours including effective appraisals and career conversations.	10	Improve leadership skills and behaviours including effective appraisals and career conversations through following programmes, Aspiring Leaders Programme, Manage2Lead, Lead Together and Board Development Programme.	Metric 3: Entry into a formal disciplinary investigation Metric 8: Experienced discrimination at work	Dignity and Respect cases: 15 Cases, 2 BME during 2022/23 (A)	31 October 2024	Lead: Head of Diversity & Inclusion Partners: OD Team, Support Networks, Recruitment Manager
	Improve our senior leaders understanding of the issues and barriers faced by our people from diverse backgrounds.	11	Develop a series of inclusive learning interventions for people leaders specific to supporting staff living with disabilities and LGBT, BME colleagues.	Metric 5: Harassment, bullying or abuse from patients/relatives. Metric 6: Harassment, bullying or abuse from staff.	Year-on-year improvement to: <u>National NHS Staff Survey 2022</u> Q9h My immediate manager cares about my concerns. 64.3% (A) Q9i My immediate manager takes effective action to help me with any problems I face. 62.3% (A)	31 October 2024	Lead: Head of Employee Relations Partners: Recruitment Manager, D&I Team

Aim	Objective		Actions to meet objective	WRES Metric	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
	Deliver and embed the year 1 priorities for 'YAS Together' building upon the outcome of the culture change programme, supported by Moorhouse.	12	Pilot and launch first interventions, including soft roll out of YAS Together content across the Trust.	Metric 8: Experienced discrimination at work		31 October 2024	Lead: Head of Leadership & OD Partners: D&I Team YAS Academy
Staff from diverse backgrounds have a voice regarding issues they face to improve working experience. All staff can bring their true selves to work, and any differences are celebrated and supported.	Awareness and involvement in Support Networks is increased and staff feel confident to raise issues.	13	Network Chairs' development including governance and chairing meetings for Support Networks to improve consistency and staff voice.	Metric 4: Accessing non-mandatory training and CPD compared to BME. Metric 6: Harassment, bullying or abuse from staff. Metric 8: Experienced discrimination at work Metric 9a: Staff engagement score	NHS Staff Survey engagement score 2022 (A): 6.2 NHS Staff Survey 2022 (A): Staff thinking of leaving: 41.2% FTSU: Cases regarding treatment associated with protected groups (6 Cases Nov-March 23) (Q) Dignity and Respect cases: 15 cases during 2022/23 (A) Turnover at 31/3/22: 13.6% BME (M)	31 October 2024	Lead: Head of Diversity & Inclusion Partners: ER Team, D&I Team, FTSU Guardian, Support Network Chairs