



Equality, Diversity and Inclusion Plan 2024/27

Date Approved: 20 March 2024

Developed in collaboration with



PRIDE @ YAS
Network



YAS Race Equality
Network



Women & Allies'
Network



Armed Forces
Network





“Through effective leadership develop a positive and inclusive culture”



Equality, Diversity, and Inclusion Plan 2024/27

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 Strategy where through ‘Our People: “Our ambition is to be a diverse and inclusive organisation with a culture of continuous improvement, where everyone feels valued, included, proud to work and can thrive”.

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 ICBs 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 Support 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 focuses on four key themes Inclusive Recruitment and Selection, Accurate Data, Inclusive Culture and Employee Engagement and Voice. This connects with our NHS England High Improvement Action Plan, Recommendations from the Disabled Directors NHS Network (DNDN), the Board Assurance Framework and enables joined up working within our strategic and operational workforce and OD plans.

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 People and Culture Group, Quality Committee and Trust Board for end of year assessment and evaluation.

EQUALITY, DIVERSITY, AND INCLUSION PLAN 2024 - 2027

2024 - 2025

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners								
Inclusive Recruitment & Selection	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, ensuring each stage of the recruitment pathway is accessible, does not discriminate and encourages people with protected characteristics and those affected by health inequalities to apply for roles in the NHS.	1.	Phase 1: Review advertising and attraction stage of interview process, developing working groups to identify key stakeholders.	As at 31/3/2023: 6.2% of the workforce are people from diverse ethnic backgrounds staff (Q) Attraction from people from diverse ethnic backgrounds communities increased: BME v White Applicants	31 December 2024	Lead: Head of People Services Partners: D&I Team								
			2.	Phase 2: Review application and shortlisting stage to ensure support for those coming in and progressing through YAS.	<table border="1"> <thead> <tr> <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> Metric 2: Relative likelihood of staff being appointed from shortlisting across all posts 1.69. (A)	Applied	Shortlisted	Appointed	870	472	108	9.0%	54.25%	22.88%	31 March 2025
		Applied	Shortlisted	Appointed											
		870	472	108											
9.0%	54.25%	22.88%													
3.	Incorporate learning from data, identifying any trends for protected characteristics leaving the organisation, analysing negative experiences to address.	Staff Survey 2023 (A): Staff thinking of leaving: 33%. Turnover at 31/3/23: 11.92% Stay/Exit interview data	31 March 2025	Lead: Head of People Services Partners: D&I Team Recruitment & Resourcing											
4.	Embed international recruitment toolkit to continue good practice and processes across Nurse and Paramedic occupational groups.	Year-on-year retention of internationally recruited staff 2022: International Paramedics Recruited 30/Retained 29 2023: International Nurses Recruited 4 (first year).	31 March 2025	Lead: Senior Programme Lead Partners: International 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
		commitment and future career options.			Sense of belonging for internationally recruited staff National Staff Survey (NSS).		
Accurate Data	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.	5.	Where colleagues feel comfortable, actively encourage staff to self-declare protected characteristics, on ESR and TRAC, emphasising how this can improve the experiences of diverse staff. ***We recognise that national changes to ESR must be made before trans and non-binary staff are able to do so.	Our diversity data is accurate, and reduction of 'undefined' is reduced. Ethnicity: 0.0% Sexual orientation: 0.73% Disability: 1.84% Religion & Belief: 20.74% Marriage & Civil Partnerships: 3.33%	31 March 2025	Lead: Head of Diversity & Inclusion Partners: BI/Recruitment/Communications
			6.	To review the Disability and Ethnicity Pay Gap Report in public and publish action plans to address it.	Baseline data as at 01/02/2024 Disability Pay Gap: 4.7% Ethnicity Pay Gap: 7.1%	31 March 2025	
			7.	Introduction of data led Director level objectives on recruitment and progression for service areas to increase the diversity of the workforce.	Improvement in Exit interview data/ Departmental morale As at 31 st March 2023: (A) <i>BME: 6.91%</i> <i>Sexual Orientation: LGBT 6.5%</i> <i>Disability: 5.73% (vs 8.7% NSS)</i> <i>Gender: Male 44.63%/Female 55.37%</i> <i>Religion: Christianity 42.17%</i> <i>Undisclosed 20.70%</i> <i>Nationality: 90.6% British</i> <i>Age: 39% staff are aged 46+</i>	31 March 2025	

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
			8.	Compliance with mandatory frameworks, e.g. WRES, WDES, EDS, GPG where data is used to develop key actions to support diversity and inclusion at YAS.	Improvements in our benchmarking data for: <ul style="list-style-type: none"> Gender Pay Gap 8.84% Workforce Race Equality Standards Workforce Disability Equality Standards 	Review Annually	
Inclusive & Compassionate Culture	Our culture is inclusive and compassionate, bullying, harassment and abuse against staff is prevented and tackled to create a culture of civility and respect.	Deliver and embed the year 2- 3 priorities for 'YAS Together' building upon the outcome of the culture change programme, supported by Moorhouse.	9.	Continue roll out of YAS Together content across the Trust. Embedding phase 1 and undertaking a maturity framework in Q4 to inform decision-making on interventions/assessing progress.	Year-on-year improvement to: National Staff Survey 2023 Q14b: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers? (42.68%) (A) Q14c: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues? (17.52%) (A) Dignity and Respect cases: 25 cases during 2022/23 (A) Freedom to Speak Up activity increases	31 March 2025	Lead: Director of People & OD Partners: Senior Programme Lead, Head of Leadership & Organisational Development
		Embed health and wellbeing into our people journey, from onboarding through to retirement, supporting their diverse health and wellbeing needs.	10.	Improve our onboarding and recruitment experience related to health and wellbeing.	Year and year improvement: National Staff Survey 2023 Q11a: "Does your organisation take positive action on health and well-being? 51% (A)	31 March 2025	Lead: Head of Health & Wellbeing Partners: D&I Team
Staff Voice & Engagement	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	To tackle race discrimination effectively YAS must proactively raise awareness of their commitment with patients and public.	11.	Launch and deliver the reciprocal mentoring programme in partnership with the BME Support Network.	FTSU: Cases regarding treatment associated with protected groups: 2 cases between Oct 23 - March 24 (Q) Dignity and Respect cases: 25 cases during 2022/23 (A) Turnover at 31/3/22: 11.92% (M) Year-on-year improvement to: Staff turnover is sector average (A) (M) Turnover at 31/03/23 was 6.5%	31 March 2024	Lead: Head of Leadership & Organisational Development Partners: BME Network/ FTSU Guardians

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	differences are celebrated and supported.		12.	Develop a toolkit on language for inclusion to encourage an environment where colleagues feel equipped to conduct conversations surrounding diversity, equity, and inclusion with confidence.	<p>Year-on-year improvement to: <u>National Staff Survey 2023</u></p> <p>Q14b: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers? (42.68%) (A)</p> <p>Q14c: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues? (17.52%) (A)</p> <p>Dignity and Respect cases: 25 cases during 2022/23 (A)</p>	31 October 2024	<p>Lead: Chair Race Equality Support Network</p> <p>Partners: D&I Team</p>
		Actively promote the YAS Sexual Safety Charter and implement the NHSE Sexual Safety in Healthcare Organisational Charter.	13.	Raise awareness of the YAS Sexual Safety Charter and Lone Worker policy, how to raise concerns and the support available. Work collaboratively to equip managers with the knowledge and skills to handle concerns and allegations compassionately.	<p>Year and year improvement: <u>National Staff Survey 2023</u></p> <p>Q17a: "In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace from patients / service users, their relatives or other members of the public". 23% (A)</p> <p>Q17b: "In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace from staff / colleagues 8% (A)</p>	1 July 2024	<p>Lead: Head of People Services/ Head of Safeguarding</p> <p>Partners: FTSU Guardians/ Head of Health and Wellbeing</p>
		Awareness and involvement in Staff Equality Networks is increased and staff feel confident to raise issues.	14.	Network Chairs' development including governance and charring meetings for Support Networks to improve consistency and staff voice.	<p>Increased membership and engagement with equality networks. <i>Abstraction requests to attend Support Network meetings are increased.</i></p> <p>Network members as of March 2023: Armed Forces 80 Disability Support 95 Pride@YAS 50 Race Equality 34 Women & Allies 145</p>	31 October 2024	<p>Lead: Head of Diversity & Inclusion</p> <p>Partners: Network Chairs/Deputies/Sponsors/Champions</p>

Theme	Aim	Objective	No	Actions to meet objective	Measures / Baseline data (Red) Annual: A Quarterly: Q Monthly: M	Completion by	Lead and Partners
		Ensure the W&A Support Network continues building on engagement across all levels of the organisation through events, training and development opportunities	15.	Raising awareness of intersectionality to support staff to bring their whole selves to work through the power of support network collaboration.	Staff Survey engagement score 2023 (A): 6.2 Staff Survey 2023 (A): Staff thinking of leaving: 33% FTSU: Cases regarding treatment associated with protected groups: 2 cases between Oct 23 - March 24 (Q) Dignity and Respect cases: 25 cases during 2022/23 (A) Turnover at 31/3/23: 11.92% (M) Stay/Exit interview data	31 March 2025	
		Establish the Women & Allies Network Mentorship Scheme.	16.	Launch and deliver the mentoring programme in partnership with the W&A specifically for senior women at YAS to mentor junior women to support progression.	Mentor/Mentee numbers matched. Evaluation data available from March 2025	31 March 2025	Lead: Head of Leadership & Organisational Development
		All staff with disabilities/long-term health conditions have adequate adjustment(s) to enable them to carry out their work, where they are required.	17.	Implement NHS mandatory training for leaders and managers at all levels) to develop confidence/literacy in relation to a wide variety of conditions and definitions that constitute disability and equip them with the skills to provide full and positive support to disabled staff.	Year and year improvement: <u>National Staff Survey 2023 Q31b</u> : "Has your employer made adequate adjustment(s) to enable you to carry out your work?" 69% (A)	TBC – Awaiting NHSE Guidance	Lead: Head of Leadership & Organisational Development
			18.	Embed process for centralised budgets to access reasonable adjustments so that there is a consistent and robust process across the whole Trust. Monitor and review trends/issues every 2 years.	Increase of staff with a long-term condition recorded as having a Health Passport (Q). (142 staff as at 09/08/23)	31 October 2024	Lead: Head of People Services Partners: Disability Support Network/ D&I Team

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		We offer and actively promote a range of opportunities for flexible working to all staff, to suit their parental and caring responsibilities and commitments outside of work supportive of creating a good work/life balance.	19.	Actively promote and champion policies to support women in the workplace including focused support for managers to implement guidance on the following: •New Parent Support Policy •Menopause Policy •Flexible Working Policy •Hybrid Working Policy •Shared Parental Leave	Year-on-year improvement to: <u>National Staff Survey 2023</u> Q6b: My organisation is committed to helping me balance my work and home life. 35% (A)	31 March 2025	Lead: Head of People Services Partners: HR BP's D&I Team Network Chairs
		Continued drive of flexible working policy throughout YAS, specifically in recruitment, retention and return.	20.	Encourage flexible working as part of local attraction, recruitment, retention and return plans. The plan should embed the NHS Pension Scheme and highlight its value across the career journey, with special focus on flexible retirement for staff in late-stage careers.	Q4d: The opportunities for flexible working patterns. 45% (A)		
		Ensure the New Parent Policy is actioned and implemented across the Trust, specifically for managers supporting pregnant and breastfeeding women.	21.	Promote and raise awareness of the New Parent Policy with a specific focus on local provision of a private, healthy, and safe environment for breastfeeding mothers to express and store milk.	Year-on-year improvement to: <u>National Staff Survey 2023</u> Q9d: "My immediate manager takes a positive interest in my health and well-being" 68% (A) Q11a: "Does your organisation take positive action on health and well-being?" 51% (A)		
		Ensure full support for colleagues experiencing menopause, maximising their wellbeing and allowing them to work for as long as they wish to contribute.	22.	Continue raising awareness of menopause policy including guidance for managers and colleagues.			

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		Ensure the W&A Support Network continues building on engagement across all levels of the organisation through events, training and development opportunities.	23.	Link the Women's Support Network in with other gender Support Networks across UK, particularly the NHS to source and adopt good practice.	Cross networking opportunities, shared events for IWD and blue light services, ICB's.	31 March 2025	Lead: Chair W&A Network & Partners: Head of D&I
		To tackle race discrimination effectively YAS must proactively raise awareness of their commitment with patients and public.	24.	Develop a "root out racism" campaign to raise awareness of racial discrimination within the workplace.	Year-on-year improvement to: <u>National Staff Survey 2023</u> Q16c "On what grounds have you experienced discrimination?" 22% (BME)	31 March 2025	Lead: Chair Race Equality Network Partners: D&I Team
		The Trust is an LGBTQ+ Friendly Workplace for staff to bring their true selves to work.	25.	Embed Trans-inclusion guidance for staff and managers including minimum requirements for estates for refurbishments and new fits.	Year-on-year improvement to: <u>National Staff Survey 2023</u> Q25 "I would recommend my organisation as a place to work" 71.3% LGBT (A)		Lead: Head of Diversity & Inclusion Partners: Pride@YAS/ Head of People Services

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Inclusive Recruitment & Selection	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, ensuring each stage of the recruitment pathway is accessible, does not discriminate and encourages people with protected characteristics and those affected by health inequalities to apply for roles in the NHS.	26.	Phase 3: Review interview and selection process to facilitate fair and equal opportunities for all applicants.	As at 31/3/2023: 6.2% of the workforce are people from diverse ethnic backgrounds staff (Q) Attraction from people from diverse ethnic backgrounds communities increased: BME v White Applicants	31 March 2026	Lead: Head of People Services Partners:							
			27.	Phase 4: Outcome and Offer stage of recruitment reviewed with standardised letter, support and induction.	<table border="1"> <thead> <tr> <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> <p>Metric 2: Relative likelihood of staff being appointed from shortlisting across all posts 1.69. (A)</p>	Applied		Shortlisted	Appointed	870	472	108	9.0%	54.25%
		Applied	Shortlisted	Appointed										
870	472	108												
9.0%	54.25%	22.88%												
28.	Give international recruits access to the same development opportunities as the wider workforce. Line managers must proactively support their teams, particularly international staff, to access training and development opportunities. They should ensure that personal development plans focus on fulfilling potential and opportunities for career progression.	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 Staff Survey (NSS).	31 March 2026	Lead: Senior Programme Lead Partners: D&I Team										
		Ensure international recruits receive clear communication, guidance and support around their conditions of employment; including clear guidance on latest Home Office immigration policy, conditions for accompanying family members, financial commitment and future career options before they join. (by March 2024)												

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		Improve the numbers of applications, and subsequent appointments of, candidates from diverse backgrounds.	29.	Continue advertising apprenticeship programmes wider to target the local communities we serve. Working closely with Recruitment and Community Engagement Team.	As at 31 st March 2023: (A) <i>BME: 6.91%</i> <i>Sexual Orientation: LGBT 6.5%</i> <i>Disability: 5.73% (vs 8.7% NSS)</i> <i>Gender: Male 44.63%/Female 55.37%</i> <i>Religion: Christianity 42.17%</i> <i>Undisclosed 20.70%</i> <i>Nationality: 90.6% British</i> <i>Age: 39% staff are aged 46+</i>	31 March 2027	Lead: Head of YAS Academy & Community Engagement Manager Partners:
Inclusive & Compassionate Culture	Our culture is inclusive and compassionate, bullying, harassment and abuse against staff is prevented and tackled to create a culture of civility and respect.	Develop and launch an Active Bystander to Upstander Programme to build on Allyship for all protected characteristics.	30.	Develop and launch an Active Bystander to Upstander Programme in partnership with L&OD for roll out in 2025/26.	Year-on-year improvement to: <u>National Staff Survey 2023</u> Q14b: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers? (42.68%) (A) Q14c: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues? (17.52%) (A) Dignity and Respect cases: 25 cases during 2022/23 (A) Freedom to Speak Up activity increases.	31 March 2026	Lead: Head of Diversity & Inclusion Partners:

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		Deliver and embed the year 2- 3 priorities for 'YAS Together' building upon the outcome of the culture change programme, supported by Moorhouse.	31.	Leadership behaviours and talent management framework implemented as part of phase 2 roll out of YAS Together - supporting the 'everyone together' pillar - embedding ambition to celebrate diverse contributions and strive for an inclusive, respectful and compassionate culture.	Staff Survey engagement score 2023 (A): 6.2 Staff Survey 2023 (A): Staff thinking of leaving: 33% Cases regarding treatment associated with protected groups: 2 cases between Oct 23 - March 24 (Q) Dignity and Respect cases: 25 cases during 2022/23 (A) Turnover at 31/3/23: 11.92% (M) Stay/Exit interview data	31 March 2027	Lead: Director of People & OD Partners: Head of Leadership and Organisational Development, D&I Team, Senior Programme Lead
		Improve our senior leaders understanding of the issues and barriers faced by our people from diverse backgrounds.	32.	Board and executive team members continue to have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process.		Review Annually	Lead: Director of People & OD Partners: Chair, CEO & Board
		Support Network & Chairs have continued access/support to Exec Sponsors and NED Champions, strengthening engagement and delivery across the Trust.	33.	Network chairs invited to relevant People Committee meetings, DISG, Public Board and other meetings including senior leadership presence and Network meetings.	Increased engagement within networks	Review Annually	Lead: Head of Diversity & Inclusion Partners: Network Chairs

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		Continue Culture Development work with teams on dealing with and recognising unacceptable and bullying behaviour.	34.	Review data by protected characteristic on bullying, harassment, discrimination, and violence. (NSS, WRES, WDES) - and undertake Culture Development work in areas where diversity and inclusion is of particular concern.	<p>Year-on-year improvement to: <u>National Staff Survey 2023</u> Q14b: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers? (42.68%) (A)</p> <p>Q14c: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues? (17.52%) (A)</p> <p>Dignity and Respect cases: 25 cases during 2022/23 (A)</p> <p>Freedom to Speak Up activity increases</p>	31 March 2027	<p>Lead: Head of Leadership & Organisational Development</p> <p>Partners: D&I Team, Business Intelligence, FTSU, Local Teams</p>
		To provide leadership and management 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.	35.	Improve leadership skills and behaviours including effective appraisals and career conversations through following programmes, Aspiring Leaders Programme, Manage2Lead, Lead Together, Developing Leaders, Strategic Leadership Programme and Board Development Programme.	<p>Appraisal Training Compliance currently: 85.3% (571 managers)</p> <p>The Manage2Lead platform: as at 07/03/2024 the homepage has had 2230 views.</p>		
Staff Voice & Engagement	Staff from diverse backgrounds have a voice regarding issues they face to improve working experience. All staff can bring their true selves	All staff with disabilities/long-term health conditions have adequate adjustment(s) to enable them to carry out their work, where they are required.	36.	Develop and adopt a disability leave policy based on good practice models available from NHS Employers website.	<p>Year and year improvement: <u>National Staff Survey 2023</u> Q31b: "Has your employer made adequate adjustment(s) to enable you to carry out your work?" 69% (A)</p>	31 March 2026	<p>Lead: Head of People Services/ Head of D&I/ Head of</p> <p>Partners: Network Chairs/ Enabling Staff Working Group</p>

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	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.	37.	Embed guidance on Neurodiversity which encompasses the lifecycle of employment through the Enabling Staff Working Group.	Increase of staff with a long-term condition recorded as having a Health Passport (Q). (142 staff as at 09/08/23)	31 March 2027	
		The Trust is an LGBTQ+ Friendly Workplace for staff to bring their true selves to work.	38.	Ensure that LGBT+ staff are closely involved in the development and delivery of its LGBT+ training and educational interventions and its health & wellbeing programmes so that these are fully inclusive.	YAS is an LGBTQ+ Friendly Workplace as evidenced via assessment via Stonewall Workplace Equality Index Year-on-year improvement to: <u>National Staff Survey 2023</u> Q25: "I would recommend my organisation as a place to work" 71.3% LGBT (A)	31 March 2027	Lead: Head of D&I Partners: D&I Team, HR Services, Pride@YAS