

NHS Staff Standards Assurance and Alignment to YAS Together Culture Development Programme

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Care Together



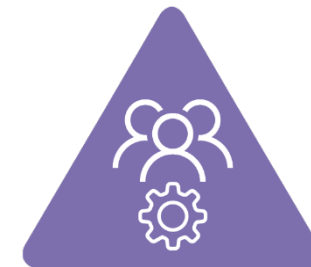
Lead Together



Grow Together



Excel Together



Everyone Together

Summary

WHAT:

NHS Staff Standards Alignment to YAS Together Culture Development Programme

Self-assessment evidence and approach

SO WHAT:

What is the self-assessment telling us?

Current position for each standard

WHAT NEXT:

Priority actions following evidence review

Ask of Board and next steps

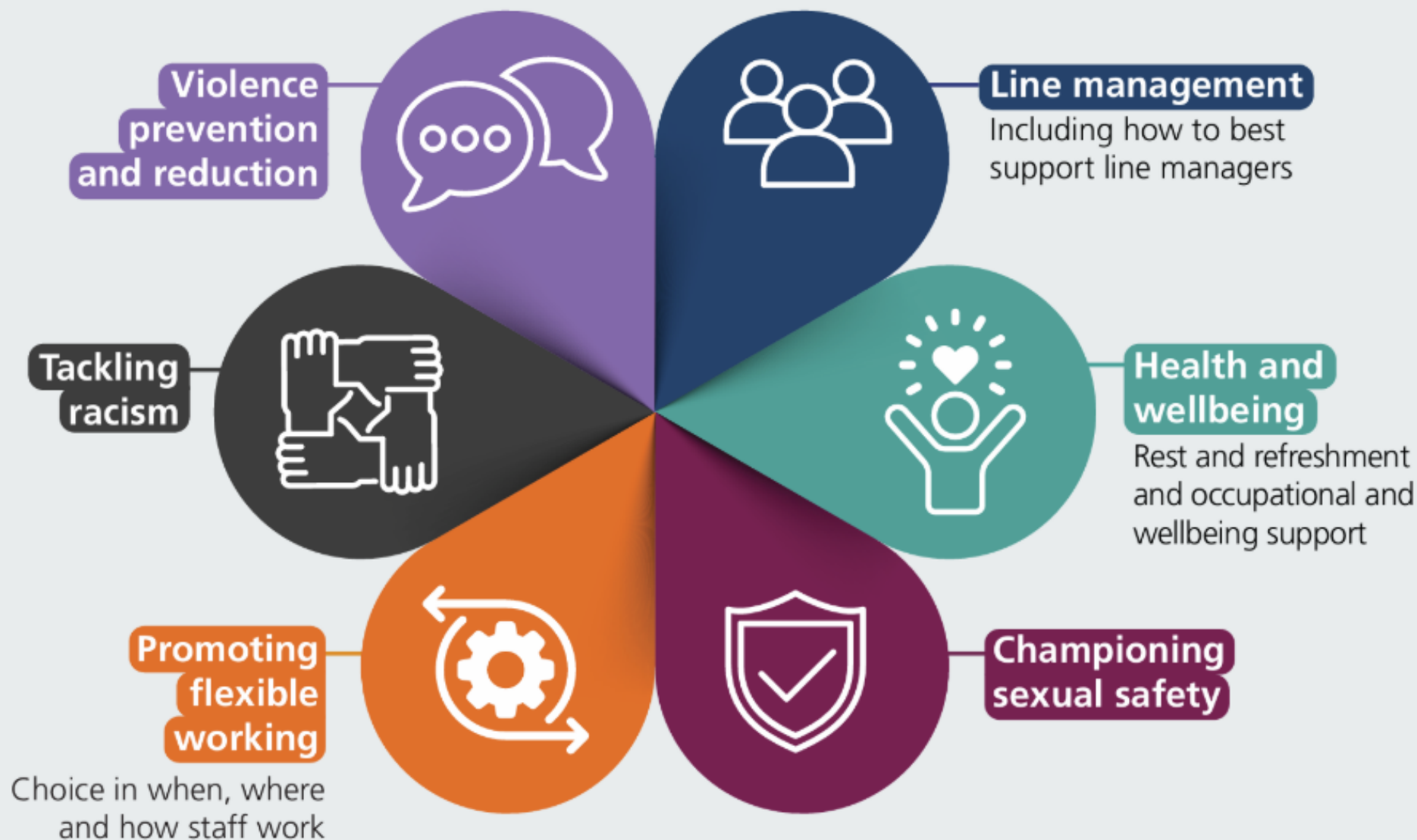
NHS Staff Standards



NHS Staff Standards aim to reduce variability and improve consistency of staff experience across the NHS and will work alongside other initiatives like the NHS People Promise.

They will set a national required standard, providing a clear framework of accountability for improving staff experience. Setting out the areas employers should prioritise and focus on, this will make improving staff experience a priority for boards, alongside areas like finance and operational performance.

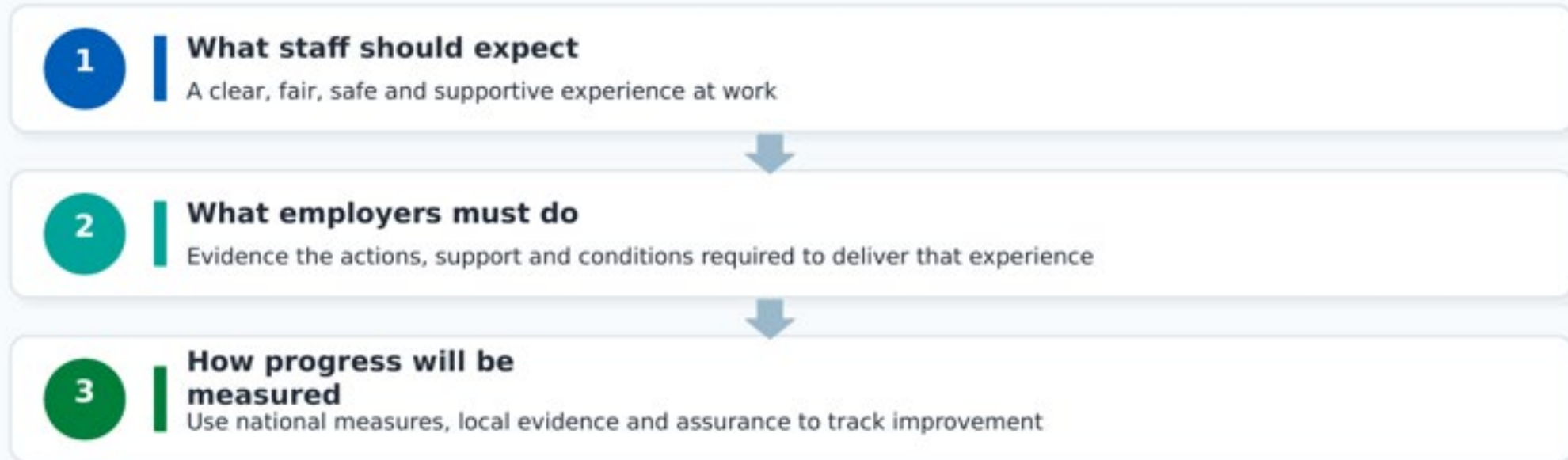
The standards will cover:



What are the expectations?

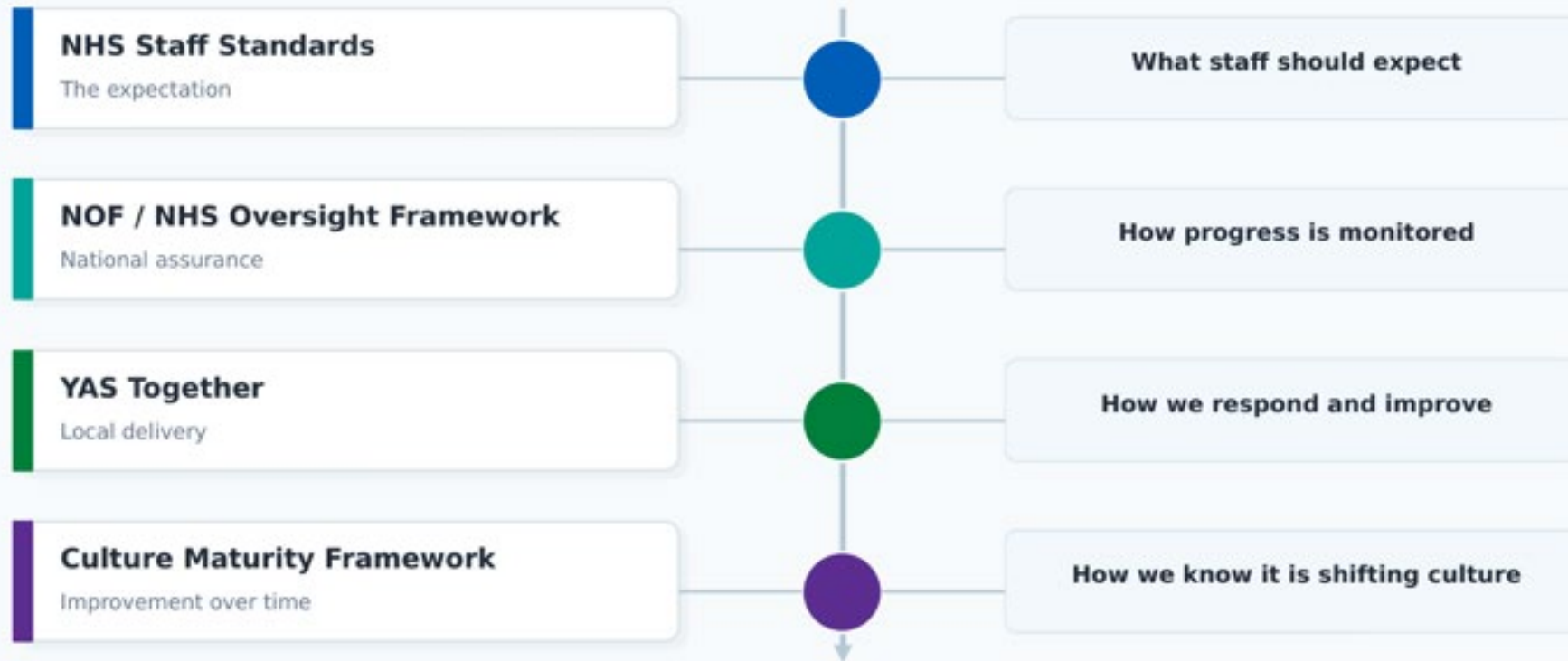


The Standards translate staff experience into clear employer actions and assurance requirements.



How do they align with YAS Together?

A simple golden thread from national expectation to local improvement.



Expectation → Assurance → Delivery → Improvement

Self-Assessment Evidence and Approach

What we used

NHS Staff Survey metrics aligned to each standard, alongside YAS Together evidence, workforce data, policies and governance routes.

How we tested it

Reviewed with relevant leads, YAS Together Executive Director Sponsors, and Trade Union colleagues.

Why this matters now

Our position against the Staff Standards will be published nationally through the NHS Oversight Framework, so we need a clear local view of strengths, gaps and actions.

What is the self-assessment telling us?

What's working well

- Clear alignment between the Staff Standards and YAS Together
- Health and wellbeing has the most established baseline
- Positive Staff Survey results for appraisal, development and manager support
- Flexible working compares well against the Staff Survey measures
- Sexual Safety Charter and governance arrangements are established

Where further action is needed

- Build on established VPR arrangements to embed proactive prevention, improve reporting confidence and strengthen post-incident support
- Work-related stress, restorative rest and manager-led wellbeing support
- Line management framework alignment, capacity and shared team objectives
- Delivery of flexible working employer actions, including governance, data and consistency
- Consistent implementation, equality insight, staff voice and measurable assurance across the standards

Support required and next steps

- Approve the baseline self-assessment as the Trust's position
- Endorse YAS Together as the delivery and coordination mechanism
- Confirm the priority actions, Executive accountability and delivery ownership
- Require clear milestones, review dates and measures of impact
- Oversee progress through established Board and People governance arrangements

Overall position: positive alignment and established foundations, with significant work still required to demonstrate consistent implementation and impact.

Current Position: Line Management

Current draft: 1 fully met | 4 largely met | 5 partially met | 2 planned

Appraisal coverage 84.28%; Q23c best in sector; development measures above average / close to best. Q7a shared objectives is slightly below ambulance average.

What's working well

- Leadership Development Pathway Managers' Induction
- Manage2Lead
- Appraisal and Career conversations
- Values-based Behavioural Framework
- Positive NSS appraisal/development scores.

What still needs focus

- Formal mapping to the NHS Leadership and Management Framework to identify gaps in manager development
- Line manager capacity and capability
- Job planning
- Practical barriers to consistent line management.

Proposed next steps

- Complete NHS Leadership and Management Framework gap analysis
- Agree manager self-assessment and reporting
- Implement the standard appraisal framework and the 360 framework
- Assess management capacity and capability across services
- Implement 'Manager's Induction'
- Agree the minimum standard for People/TEG assurance.

Current Position: Health and Wellbeing

Current draft: 4 fully met | 3 largely met | 2 partially met

Q11a is above ambulance average at 51.78%; burnout is better than average at 36.89%; work-related stress remains a priority at 44.00%.

What's working well

- Health and wellbeing is the strongest baseline
- Board-level accountability
- HWB Plan
- Occupational health
- Menopause/pregnancy provision
- Partnership review routes are already in place.

What still needs focus

- Work-related stress
- Restorative rest
- Food and drink access
- Manager-led wellbeing conversations
- Occupational Health recommendation assurance

Proposed next steps

- Agree the remaining priority actions through the HWB plan
- Using data to target stress
- Recovery
- Healthy food and drink access
- Strengthening assurance on manager-led wellbeing support.

Current Position: Violence Prevention Reduction (VPR)

Current draft: 4 largely met | 4 partially met

Patient/public violence is 31.80%, slightly worse than average; reporting is below average at 72.80%. Staff-to-staff physical violence is better than average.

What's working well

- Executive accountability and a dedicated VPR Lead
- VPR Standard review and improvement plan completed
- Established governance through VPR and safety groups
- Logic model, KPIs, roadmap and dashboards in development
- Contribution to national digital reporting and data collection

What still needs focus

- Embedding the VPR Standard and strengthening programme capacity
- Moving from reactive response to proactive prevention
- Consistent workforce and workplace risk assessment
- Data quality, categorisation and intelligence-led action
- Reporting confidence, post-incident support and learning
- Role-based training, evaluation and staff feedback loops

Proposed next steps

- Align the VPR strategy, improvement plan and dashboard
- Strengthen risk assessment, data standards and assurance
- Improve reporting, feedback and learning from incidents
- Embed trauma-informed support and manager capability
- Embed into safety culture development opportunities (induction/onboarding)
- Develop a comms and engagement plan (patients/public)
- Complete the training needs analysis and strengthen staff voice

Current Position: Championing Sexual Safety

Current draft: 3 fully met | 4 largely met

7.00% reported unwanted behaviour of a sexual nature from staff/colleagues. This is better than the ambulance average of 8.14%, but remains a clear improvement priority.

What's working well

- Sexual Safety Charter embedded with Board-level assurance routes
- Strategic Steering Group reporting through People and Culture Group
- e-Learning compliance is at 95.11%
- Professional Standards Panel and Safeguarding Allegations Support Group ensure policy and case oversight arrangements support consistent decision-making.
- Trade union colleagues contribute to governance and organisational learning

What still needs focus

- Closing the remaining e-Learning gap
- Ensuring staff understand how to recognise and report sexual misconduct
- Clear, accessible guidance for staff and managers
- Developing aftercare support following safeguarding cases
- Using staff feedback to test confidence in reporting and support arrangements

Proposed next steps

- Complete outstanding e-Learning
- Develop the aftercare toolkit and associated manager training
- Publish clear staff and manager guidance through Pulse
- Continue assurance through the Strategic Steering Group
- Use trade union and staff network insight to shape ongoing improvement

Current Position: Tackling Racism

Current draft: 1 largely met | 7 partially met | 1 planned

NSS metrics show a mixed position: Q15 career progression fairness best in sector at 56.10%; Q14b manager-related HBA best in sector at 7.69%; Q14c colleague-related HBA slightly better than average at 15.54%; Q14a public/patient HBA at ambulance average at 44.60%; discrimination remains evident, Q16a 14.74% and Q16b 7.50%.

What's working well

- Behavioural Framework Call to Action has launched, giving a clear route for testing expected behaviours
- Anti-Racism Charter and Cultural Awareness Programme have been developed and are moving through approval and launch
- Equality Support Networks, EDI Plan, Inclusive Recruitment and Inclusive Talent Development provide routes to support delivery

What still needs focus

- Important foundations are in place, but most actions remain partially met and should not be described as embedded. Charter and Cultural Awareness Programme need formal approval, launch, implementation and assurance
- Board/Executive accountability, SMART objectives and six high impact actions need clearer evidence
- Public/patient Harassment Bullying Abuse and discrimination remain priority risks, with stronger reporting and trend analysis required

Proposed next steps

- Launch the Anti-Racism Charter and Cultural Awareness Programme
- Embed the Behavioural Framework Call to Action through leadership, partnership and staff routes
- Confirm Board/Executive SRO accountability and SMART anti-racism objectives
- Map the six high impact actions, strengthen WRES/EDI evidence and review conduct, investigation and response policies.

Current Position: Promoting Flexible Working

Current draft: 1 not started | 6 planned | 4 partially met

Q4d is best in the ambulance sector at 46.27%; work-life balance support and manager conversations are above average or close to best.

What's working well

- Staff survey indicators are strong
- Evidence review confirms current work on policy/process
- Guidance, animation, dashboard development
- P2 Flexible Working Arrangements links

What still needs focus

- Board champion
- Action plan
- Request/outcome data with equality overlays
- National Policy Alignment with process guidance for managers and staff
- Annual review embedded within appraisal

Proposed next steps

- Agree flexible working action plan route
- Confirm the Board champion role
- Complete the dashboard/equality breakdowns and embed within current governance structures
- Review guidance, training and annual review arrangements, and ensure they are fully embedded within Appraisal and Career Conversation (both in guidance and digital platform).

Priority actions following evidence review

1 Agree the baseline position

Use the self-assessment as the agreed baseline, recognising different levels of evidence and implementation across the six standards.

2 Prioritise implementation

Maintain focused action on VPR, sexual safety, tackling racism and flexible working employer actions, while addressing the remaining gaps in line management and health and wellbeing.

3 Confirm ownership

Confirm accountable leads, delivery capacity, milestones and review dates for each outstanding employer action.

4 Strengthen assurance

Bring together Staff Survey metrics, workforce data, equality insight, staff experience and partnership feedback to evidence progress and impact.

5 Move to action planning

Translate the remaining gaps into coordinated plans through YAS Together, with clear outputs, measures and governance reporting.

6 Take through Board assurance

Use Strategic Board Forum and established People governance routes to test the position, monitor delivery and strengthen the assurance narrative.

Priority is not a single standard in isolation: it is translating the full self-assessment into owned, measurable and consistently assured delivery.

Alignment to YAS Together Programme Priorities



Ask of the group and next steps

1. Agree the position

Agree the high-level assessment position and the standards where YAS can show stronger evidence now, alongside those needing further action.

2. Agree the action focus

Confirm the priority action areas and support the proposed approach to moving these into clear delivery plans and assurance reporting.

3. Agree the next route

Endorse the approach with YAS Together as the delivery and assurance mechanism.

Proposed outcome: Board to agree current position, the priority areas for action and the delivery and assurance route.