



GIG  
CYMRU  
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WALES

Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwylans Cymru  
Welsh Ambulance Services  
University NHS Trust

# STRATEGIC EQUALITY PLAN ANNUAL REPORT

2023/2024



Take  
ownership



Broaden our  
understanding



Respect  
others



Show belief  
in each other



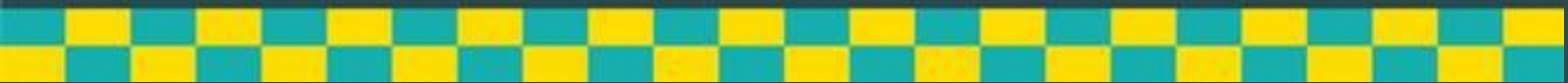
Practice  
ethically



Continually  
improve  
our service



Be inclusive  
of the  
whole team



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# Foreword

Welcome to Welsh Ambulance Services University NHS Trust annual report on our Strategic Equality Plan for 2023-2024.

On 31st March 2024, our Strategic Equality Plan for 2020-2024 and our set of objectives were replaced by a new four-year plan and a new set of objectives. Further details on the consultation and engagement processes to help us develop our new plan can be found in this report.

Before looking ahead to the next phase of our plans to improve equality, diversity and inclusion, we have taken the time to reflect upon the progress made over the past four years. During this period, we have faced our most challenging times as a healthcare provider following the impact of the COVID-19 Pandemic, Brexit and the costs of living crisis. Health inequalities have worsened as a result with our most vulnerable people experiencing increasing challenges in their everyday lives.

As a result, we have worked with Welsh Government to shape a series of action plans designed to improve the experiences of people with a protected characteristic to help meet their specific needs. We continue to work with charities and third sector organisations whose specialist research into the experiences of specific community groups has helped to influence and inform our plans and service delivery.

This report outlines the steps taken to address the inequity experienced by our staff and service users and the progress made to increase diversity within our workforce to help us be more inclusive of all who come into contact with the Trust.

# Our Strategic Objectives

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The Trust's Strategic Equality Plan *Treating People Fairly* 2020–2024 contains a high-level action plan for our key objectives which we have continued to implement over the past four years. Our Strategic Equality Plan can be found on our Trust's website or by clicking [here](#).

The four objectives over the past 4 years were:

## OBJECTIVE 1

Continue to celebrate and promote the diversity of all our people, to ensure they feel safe, valued and respected at work.

## OBJECTIVE 2

Take action to maximise health opportunities and strengthen the voice of all citizens and staff to ensure the people who use our services have equity of access and improved experience with access to services that are sensitive to the needs of all.

## OBJECTIVE 3

Take action to increase awareness and tackle key equality issues that may arise from a person's protected characteristics to ensure our services, our culture and our people understand and are responsive to the needs of all.

## OBJECTIVE 4

Take positive action to increase representation and create a positive experience of work for individuals from diverse backgrounds, cultures and identities to ensure the Trust is seen as a great place to work, volunteer, develop, and grow for all.

## 2023–2024 Achievements


The following pages outline the steps we have taken during 2023–2024 to achieve our Strategic Equality Objectives. This builds upon the work already undertaken in previous years. Copies of previous annual reports can be found on our website.

# Engaging with our Service Users




We continue to use a range of methods to gather feedback from our service users so that we can learn from their experiences and use this information to make improvements to our services. A new Videobooth functionality on our patient feedback system allows patients to directly record and upload their personal stories onto the system. Other key features of the new patient video stories functionality include the ability to categorise stories; the option to play videos directly within the experience platform; and the ability to download and share videos for use within a health board. The PECl Team represent the Trust on the All Wales Digital Stories Network, where our innovative practice in patient storytelling was acknowledged as exemplar.


The Trust has also developed some specific surveys to help address the most common healthcare issues affecting our most vulnerable service users. This has included:



A new survey for patients who are treated by one of our Falls Assistants or Falls Responders and remain at home after falling.



A new survey for staff and dementia patients to help us better understand the experiences of both parties who are using reminiscence interactive therapy activity tablets available in select vehicles across Hywel Dda.



A new Oncology Volunteer Car Transport Survey to look specifically at the experiences of oncology patients who travel to their hospital appointments using the Volunteer Car Service.



# Improving communication with our ethnic minority communities



A Welcome Pack for diverse communities and people whose first language is not English was formally launched in conjunction with the Ethnic Youth Support Team (EYST) in November 2023 at an event held in the Selwyn Samuel Centre, Llanelli. This pack was informed by the engagement with Syrian families being resettled in Wales and other ethnic minority communities across Wales. An online translation tool has been built into the pack to allow users to provide feedback in real time and a new set of pictorial instructions for inclusion is in development and will be rolled out from April 2024.



## Collaboration

In October 2023, the Trust collaborated with the Hindu Cultural Association and Cardiff and Vale Regional Partnership Board. This project aimed to identify knowledge and skill gaps in community members attending the India Centre, Splott, Cardiff. A programme of skill and awareness raising sessions based on community need were co-designed, which aimed to create solutions to accessing services and building community resilience.

## Black Lives Matter Wales Conference and Exhibition

The Trust continues to work with external organisations to engage with our Black, Asian and Minority Ethnic communities. In March 2024, the Trust had an information stand at Race Council Cymru's Black Lives Matter Wales Conference and Exhibition where staff learned about the lived experiences of individuals, discussed ways of building relationships and improving access to services, and promoted volunteering opportunities and careers within the Trust. As a result of this event, a planned visit to the African Community Group in North Wales has been arranged for later in the year.



# Supporting our LGBTQ+ Communities

# PRIDE!

Our LGBTQ+ Staff Network continues to lead on attendance at Pride events which allows the Trust not only to show visible support for our LGBTQ+ communities but also allows us a valuable opportunity to engage with our communities and use this information to inform our future plans, such as our new Strategic Equality Plan for 2024-2028.



Feedback from staff and service users told us that they wanted to see more attendance at local Pride events across Wales. The LGBTQ+ Network is working in partnership with our Locality Managers and Community First Responders across Wales to plan a coordinated approach to attending more events across Wales in 2024-2025. This plan was piloted during the summer of 2023 with some of our staff and volunteers attending Llandeilo Pride and Pembrokeshire Pride in addition to Cardiff and Swansea.

Working in partnership with AACE LGBTQ+ Network, we have co-produced educational resources to help staff better understand the challenges faced by transgender people. The resources include:

- Information for call handlers which explains terminology and offers advice on dealing with transgender patients sensitively whilst maintaining confidentiality and dignity.
- Guidance on developing organisational policies and procedures to help embed trans-friendly practices
- Practical steps Ambulance Trusts can take to show visible support for trans communities.

The Trust recognises that our trans communities are increasing both within the communities we serve and within our own workforce. In November 2023, Our WAST Voices Network welcomed a transgender paramedic from another Ambulance Trust who shared their personal story with our staff to help increase knowledge and understanding of supporting colleagues who are transitioning whilst at work.

National Ambulance  
LGBT Network



Understanding Trans  
Service Users





As part of our long-term plans to deliver primary education and engage with children and young people, October saw our Patient Experience and Community Involvement Team visit schools as part of their 'Shocktober' campaign.

The aim was to promote CPR and the use of community defibrillators, as well as promoting key messages on the healthcare services we provide. Pupils who took part were encouraged to become future lifesavers in the community.

This year's primary education programme was the most successful to date with more schools than ever expressing an interest to take part. A total of 68 schools attended across Wales, including 11 Welsh medium schools with 4 sessions being delivered in Welsh. This year, 83 volunteers also attended the sessions, which is our highest number to date.

For future events, we will include new health scenarios to enable pupils to consider when 999 is appropriate and record an emergency 999 simulation call with a younger caller not knowing their home address.

## Blue Light Gaming App



The Children's Commissioner 'The Right Way', a children's rights approach '7 Important checks' is the latest feature developed and added to our WAST 'Blue Light Hub' gaming app. The bilingual gaming app, aimed at 7–12-year-olds is designed to assist children and young people in understanding what happens when they call 999 and how we prioritise patients. It also aims to familiarise players with the equipment emergency crews use and why they use it alleviating any fears young patients may have and promoting a positive experience. The app is available on all staff iPads. Under strict supervision and parental consent, staff have the option to use the app for play and distraction technique purposes. The app is also free to download at Google Play and Apple App Store.



## Improving our Dementia Care

After receiving an award for the most innovative use of Reminiscence Therapy Interactive Activities (RITA) at the RITA User Group Conference and Awards in 2022, the Trust's Dementia Team attended the 36th Global Conference of Alzheimer's Disease International to share good practice on a global scale.



The event, which took place in Krakow, brought together experts from across the world to share information on achievements, innovations and best practice in dementia research, care and policy, whilst continuing to address and challenge the perceptions around dementia. As the only ambulance service to physically attend, we were invited to share the Trust's work on creating dementia-friendly environments and the use of reminiscence therapy to support people living with dementia when using our services. This has included the introduction of dementia-friendly flooring, blinds and colour schemes to our non-emergency fleet, and the continued use of interactive touch screen tablets that blends entertainment with therapy. This assists patients in recalling and sharing events from their past through listening to music, watching news reports of significant historical events, listening to war-time speeches, playing games and karaoke, watching old films, TV shows, sporting events, and viewing old photographs.

The work of the team has enabled the Trust to be recognised as a Dementia Friendly Organisation by the Alzheimer's Society and in 2023 we were awarded a Dementia Hero Award for Professional Excellence.



## Improving our service delivery to people with learning disabilities



Our Patient Experience and Community Involvement (PECI) Team have continued to build relationships with people who have a learning disability to learn more about how we can improve access to services and communicate better with people. Using the feedback received, we have invested in training to develop easy read versions of our communications and have invested in digital technology to help make our website communications more accessible.

In September 2023, our PECI Team presented to the Learning Disability Ministerial Advisory Group. As a result, proposals have been developed to introduce a flagging mechanism on our systems to identify individuals with a learning disability, those who have autism or are neurodiverse, so that clinicians can learn more about individuals' needs. This will help us to manage frequent callers, identify intersectionality between learning disability and ethnicity, and provide further engagement and networking opportunities.

A change request to make improvements to our electronic patient record system was submitted and a prototype solution is in development. The change was funded by Improvement Cymru Learning Disability Team, who are also collaborating to explore funding opportunities to make improvements on our telephony systems.



## Educating our staff about sight loss

To try and help reduce the number of falls-related incidents, our Mental Health and Dementia team have worked in partnership with the Royal National Institute of Blind People to develop a series of mini learning videos on sight loss conditions. The videos, which have been added to the Trust's YouTube Channel and our learning launchpad, cover topics including common eye conditions, sight loss and dementia, uncorrected refractive error, glaucoma, falls environments, diabetic retinopathy, Charles Bonnet Syndrome, cataracts, and age-related macular degeneration.

# Gender Pay Gap



There has been little fluctuation within our gender pay gap over the past 7 years. Our gender pay gap for 2023–2024 is 5.6%. A full breakdown of our gender pay gap data can be found in appendix A. Whereas our gender pay gap remains relatively small in comparison to many other UK Health Boards and Trusts, we acknowledge that any gender pay gap is unacceptable and we need to continue to work to close the pay gap. Therefore, we will continue to:

**Engage with our staff to understand the reasons behind our gender pay gap.**

**Educate staff to help them understand our gender pay gap in order to influence future recruitment activity.**

**Encourage our female staff to explore available career progression opportunities.**



*What have we done over the past year to improve our gender pay gap?*

# Women's Open Day at HART

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In June 2023, the Trust held its first open day specifically for women within our specialist operational Hazardous Area Response Team (HART). The purpose of this day was to encourage more women to apply to join the HART Unit to bridge the gap between the disproportionate low number of women who currently work within the unit. During the day, women had the opportunity to undertake some of the practical elements of the role, including safe working at heights, confined space training and the physical competency test. This was to alleviate some of the concerns that potential female applicants may have when considering applying for a highly specialised role within HART. Our existing female operatives within HART were on hand to share their own experiences of joining the team and provided a safe space for the attendees to ask questions and learn more about the role.



## REDUCING MISOGYNY AND IMPROVING SEXUAL SAFETY IN THE AMBULANCE SERVICE

WAST has supported one of our Organisational Development Managers to take up a secondment position within a specialist sexual safety role within the Association of Ambulance Chief Executives. A set of sexual safety guiding principles were developed in 2023–2024 which were launched at the UK Ambulance Leadership Forum in November 2023. An engagement exercise with our staff has demonstrated the need to increase support for our female employees who experience misogyny and sexual harassment in the workplace. Learning from cultural reviews which have taken place in Ambulance Trusts in NHS England and within other emergency services, we have been proactive in tackling this issue within the Trust. Working with national media outlets, our Chief Executive has made a public commitment to eradicate sexual harassment within the workplace. Sharing anonymised experiences of our female staff has helped to highlight the need for action. We have developed and delivered a number of sexual safety awareness sessions to key groups of staff throughout the year which we will continue into next year. Work is ongoing to develop and implement a series of more detailed sessions on multiple topics relating to sexual safety. This work has also been supported by our WAST Voices Network and our Freedom to Speak Up initiative. Further information on these can be found in the Workforce section of this report.



## International Women's Day 2024

We held a series of events to recognise the achievements of our female staff and to encourage more women into leadership and management positions and into roles where we have a fewer female staff than men.

Some of our female Board Members and Assistant Directors held an online discussion panel and shared their own personal stories and journeys into leadership positions. Staff shared advice on coping strategies and multi-tasking skills to balance career progression with home life commitments whilst acknowledging the barriers and challenges that women face in the workplace.

Our WAST Voices Network hosted a 'Women in Tech' session which was led by our Assistant Director of Digital Services, Dr Leanne Smith.

This session was well attended and provided an insight into the opportunities for women within digital services, a service area which is predominantly male dominated in many sectors.

To make our celebrations inclusive of our male staff, we took the opportunity to increase understanding of gender discrimination by hosting a dedicated session on how to be a better ally to women in the workplace. A guest panel included some of our male Board Members and our Head of Workplace Wellbeing, Dr Adam Cann, who spoke candidly about their own knowledge gaps in relation to gender equality and explored possible actions to better support their female colleagues.

Our Women's Health Network was relaunched as part of our International Women's Day celebrations in March 2024. Early conversations have been held with members on developing a set of objectives for the network and planning a series of future events to support women in the workplace which will focus on topics requested by network members.



**Menopause Matters!**



Working in partnership with Betsi Cadwaladr University Health Board, staff were invited to attend a series of virtual menopause sessions. These sessions, provided by The Menopause Company, focused upon menopause awareness and how to become a menopause champion. Staff were also invited to attend a screening of a the '*Rainbow Menopause*' a short film produced with the Menopause Inclusion Collective. The film looks at menopause for LGBTQ+ people, identifying the need for more inclusive conversations and support. Featuring interviews with clinicians and people who have experienced the menopause it is hoped that sharing lived experiences and individual stories will help more people to understand that menopause conversations need to be inclusive of everyone.

Our People Services Team has delivered a series of workshops to managers to promote better implementation of the flexible working policy, reasonable adjustments and managing sickness absence. The aim is to help managers to move away from traditional ways of line management and offer more flexibility to meet the individual needs of our staff, improve health and wellbeing and increase recruitment and retention of staff within the workplace.

Our Carers Network has also been promoting and preparing to implement the requirements of the new Carers Leave Bill which provides unpaid carers with an entitlement of up to one week's unpaid carers leave.

**Policy Development**



In 2024-2025, the following actions have been identified to help us address our gender pay gap within the Trust:

What more can we do?

Engage with our female staff to better understand the possible reasons behind gender pay gap.

Deliver our 'Women in Tech' session at this year's Mastering Diversity Conference Wales, a premier event organised by leading EDI expert, Bernie Davies, which attracts leading professionals across Wales and the UK. Dr Leanne Smith, alongside staff from within the Trust will be leading the digital sector zone in the event which will aim to encourage more women to consider careers within digital services within WAST and the wider public sector.

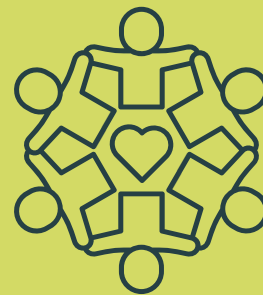
Increase capacity for our Speak Up Safely Initiative with the recruitment of a full-time Guardian. This new role will support our programme of work to improve culture around sexual safety awareness and provide support to those who experience sexual harassment.

Continue to support the Lead for Sexual Safety in delivering a series of sexual safety awareness training to staff across the UK Ambulance Service. The Lead will also liaise with Cardiff University and facilitate participation in a research project which aims to analyse the sexual harassment experiences of frontline healthcare staff.

Hold dedicated workshops for operational female staff to learn about progressing into a managerial role. Workshops will explore theories around 'imposter syndrome', promote policies and procedures that can support flexible working, and encourage participation in our available leadership and management skills programmes.

As part of the re-launch of our Women's Health Network, we plan to hold a series of sessions which will support women's health and wellbeing within the workplace. Sessions will begin in July 2024 with a focus on endometriosis and menopause.

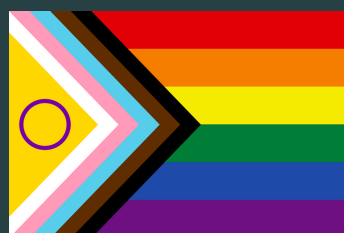
# Workforce Diversity



Our workforce equality monitoring data shows some improvement in the diversity of our workforce with a small increase in the number of staff who have a disability and those who identify as LGBT+.



**6.75%**



**5.6%**



For the first time since reporting began, we have more female members of staff than male members of staff. However, we were disappointed to see a small decrease in our Black, Asian and Minority Ethnic workforce which remains a challenge for the Trust.



**50:50**



**1.4%**

We recognise that despite some small gains in workforce diversity, there is much we need to do to improve so that it is more reflective of the population we serve. In 2023-2024, we have continued to implement a number of actions to help us grow workforce diversity and to support staff from minoritised groups who may face additional challenges in both the workplace and in their personal lives.

Further details of our workforce diversity can be found in our Workforce Annual Equality Monitoring Report 2023-2024 which can be found in Appendix B

# What have we done over the past year to improve our workforce diversity?



Our **WAST Voices Network** continues to promote inclusive working environments and raise awareness of the issues faced by vulnerable people and those with a protected characteristic. This network acts as an umbrella network to our other staff networks. It continues to liaise with our Network Chairs to host information sessions on a range of current issues which need addressing. Throughout the year, guest speakers were invited into the Trust and delivered sessions to offer support to staff and raise awareness of the following topics:

LGBTQ+  
Student Voices

Trans  
Awareness

NHS Muslim  
Women's Network

Women within the  
Armed Forces

Women in  
Technology

Extreme Misogyny and  
the Incel Movement

Misandry and Masculinity  
with Lads Army

Male  
Allyship



Rhwydwaith  
LGBTQ+  
Network

As our LGBTQ+ staff and communities continue to face challenges and discrimination, the Trust has accelerated its efforts to put support mechanisms in place to improve the experience of our LGBTQ+ staff and service users.

Our Network Chair continues to work closely with the Association of Ambulance Chief Executive's National LGBT Network. This has included a 2-day conference in Manchester University where network members and staff from across UK Ambulance Trusts met to participate in themed workshops and attended seminars to improve their own knowledge and learn new skills in tackling inequalities for LGBTQ+ communities. Networking opportunities at the event also provided Trusts with useful contacts to help deliver further awareness training within their own individual organisations.

# Nothing Without Us

PurpleSpace

After commissioning support from the **Purple Space** organisation, we have established a growing network for staff with a disability. This network is currently open to all staff with a disability and their allies. As the network develops, members will decide if they wish to create separate sub-groups for physical disabilities and neurodiversity.



The network has currently set itself a set of objectives for the year and has already made links with other networks across Wales.

Members have sought support from our established **Carers Network** and are working on an initiative to introduce a Health and Wellbeing Passport for staff and have already developed a draft version which is currently out for consultation. This will be linked to our **Carer's Passport** initiative and will offer staff and their line managers the opportunity to meet individual needs more efficiently and implement appropriate reasonable adjustments.



Our **Carers Network** continues to grow in numbers and strength. In addition to celebrating Carers Week and Carers Rights day we have developed a Carers SharePoint page and launched a Working Carers Passport. Training sessions continue to be delivered to line managers by our appointed Carers Wales Workplace Champion. In June 2023, a Carers Peer Support Network was launched to offer a supportive space for working carers and colleagues.

This launch included procuring access to the Carers Wales 'Jointly App' which helps staff to manage their caring responsibilities alongside work and social life. This app was created by carers for use as a communication and support tool. We will continue to fund access to the app for our staff and to date, 23 members of staff have benefited from using the app.



## Compassionate Practices

The Trust has worked in partnership with NWSSP to develop a series of training modules based upon compassionate practices in relation to employee relations. These sessions were designed for staff with line management responsibilities and those who play a role in developing our people services and workforce strategies.



The aim of the session was to explore the impact of our current workforce procedures upon employee relations and how a more compassionate approach tailored to each individual member of staff can improve employee experience, line management procedures and have a positive impact upon productivity, workforce retention and improve long-term sickness and absence.

## Allyship & Active Bystander Training



*Practicing Allyship  
Ymarfer cynghreiriaid*

We have developed bespoke training to help staff identify people who may be the victims of discrimination or experience inequity. This training teaches staff how to

become an **ally** to those who need them and provides them with the skills to eliminate discrimination by becoming an **active bystander**. Staff learn about **five** techniques that can help others who find themselves in vulnerable positions.

200

colleagues completed the training in 2023 - 2024



Learned a great deal or a lot



Would use what they have learned every day or often



Positive rating of 4.75 out of 5



# Speaking Up Safely



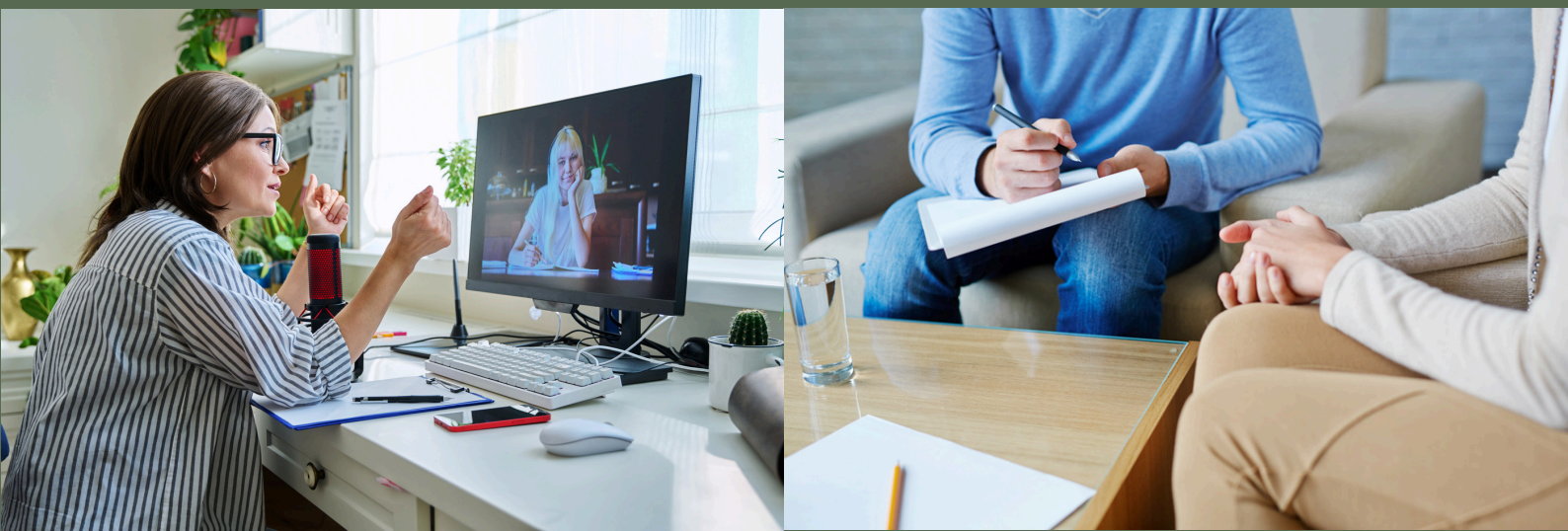
Following a series of engagement exercises with staff, we have increased our channels for staff to raise concerns and have open conversations about their personal experiences.

In addition to the traditional channels of available support from line managers and our People Services Team, we launched our Work in Confidence Platform and our Speaking Up Safely Programme in 2023. Both channels offer confidential advice and support from trained 'Guardians' to help find appropriate resolutions to concerns raised.



After initially training three existing members of our Culture, Inclusion and Wellbeing Team to act as official Guardians within the Trust, the growing demand for this service has led to the Trust seeking to appoint a full-time Guardian to increase our capacity to offer advice and support to staff.

The conversations held with Guardians has allowed us to identify trends in the concerns raised, specifically around issues relating to specific protected characteristics. Strong links between the Guardians and People Services has helped to identify key themes between the issues raised with the Guardians and those within staff disciplinary cases. As a result, specific information sessions have been delivered on reasonable adjustments in the workplace, support has been provided to individual staff members and line managers, and our WAST Voices Network have used these themes in their awareness raising campaigns, with a particular focus on addressing inappropriate behaviour, misogyny and sexual safety.



**In 2024-2025, the following actions have been identified to help us improve workforce diversity:**



**Strengthen our support for our working unpaid carers by developing a Carers Policy and become a certified Carer Confident Employer to increase support to prospective employees.**

**Liaise with the national Sexual Safety Lead to deliver a series of learning sessions which focus on developing a deeper understanding of sexual safety, sexual harassment, new legislative requirements, institutional misogyny and societal influences. The sessions will signpost to further guidance on how to manage and prevent inappropriate behaviour in the workplace.**

**Support Board Members to develop and achieve personal objectives around diversity and inclusion beginning with an assessment of their current levels of understanding. Board Members will be invited to attend events throughout the year to improve their leadership skills and to reinforce the Trusts commitment as an inclusive organisation.**

**Implement a robust annual action plan to help achieve the Strategic Equality Objectives, ensuring that equality, diversity and inclusion is embedded across all directorates and is linked to local directorate plans. Review of the governance procedures around the Strategic Equality Plan and restructure the Equality, Diversity and Inclusion Steering Group with the establishment of sub-groups to implement directorate level actions.**

**Pilot a new Team Culture Toolkit for managers which aims to help managers identify aspects of team culture that may need to change. It includes a cultural assessment tool which allows teams to measure qualitative and quantitative cultural measures and prompt more in-depth conversations.**

**Invest in specialist roles which focus on improving employee relations and employee experience. This will include a Guardian and full time Investigation Team to improve timelines in line with compassionate practices goals.**

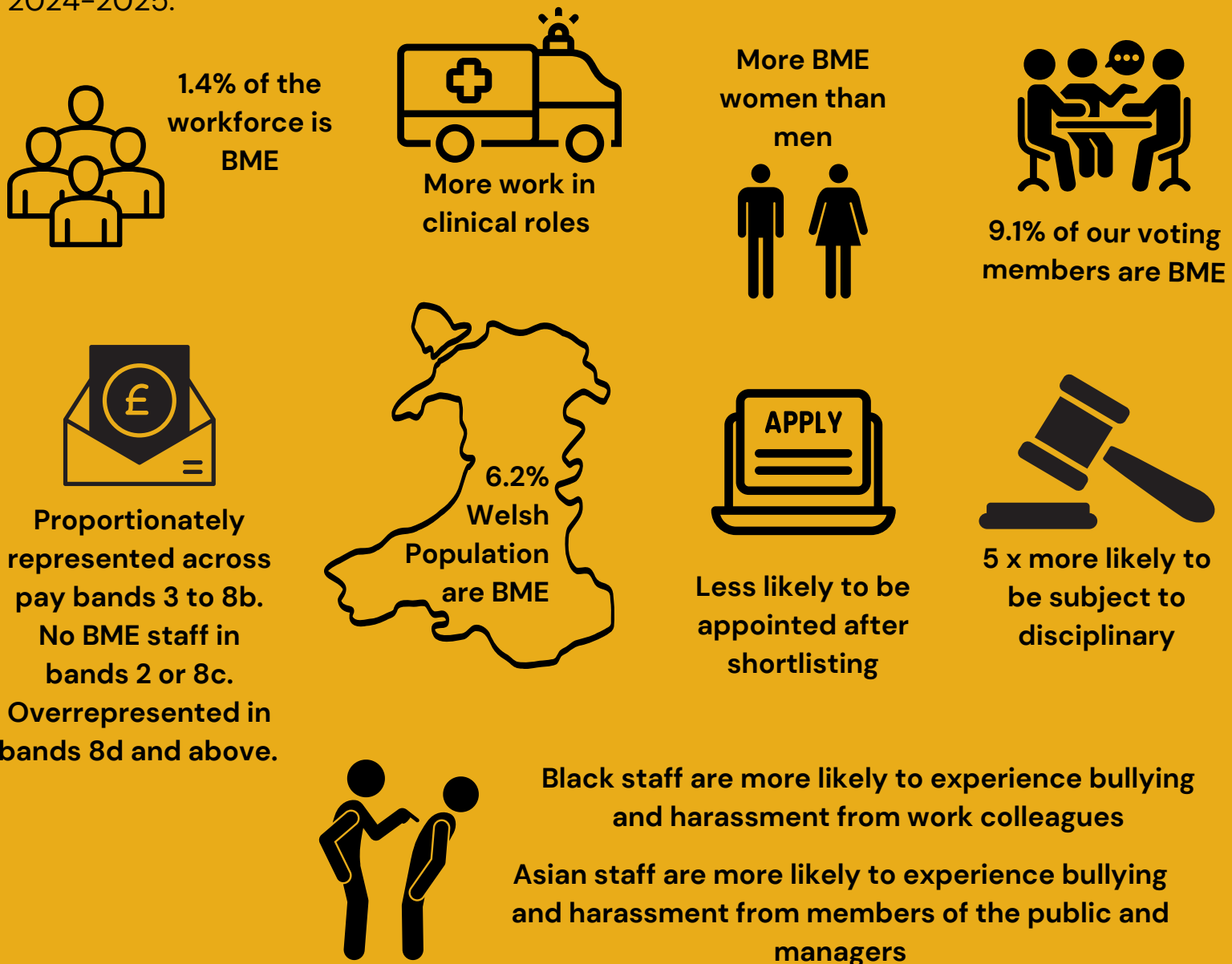
**Increase our engagement with staff and our local communities to better understand the gaps in our workforce diversity. This work will also include actions to increase staff participation in the national staff survey.**

# Workforce Race Equality Standard

## WRES

In 2023-2024, the Trust prepared to produce its first ever Workforce Race Equality Standard (WRES) Report in line with the requirements of Welsh Government's Anti-Racist Wales Action Plan. Our colleagues at Health Education and Improvement Wales were tasked with collating information from the national electronic staff record (ESR) system, the NHS national staff survey results, and from employee relations colleagues across NHS Wales organisations. This information will form a collective WRES Report on behalf of NHS Wales.

In March 2024, early data collation relating specifically to the Trust provided a baseline of information that can be used to identify areas for improvement to take forward into 2024-2025.



Throughout this report, we use the term 'Black, Asian and minority ethnic'. For the purpose of brevity and visualisation, this is abbreviated to 'BME' in figures and tables



What can we do to improve?

In 2023–2024, the Trust has worked alongside other NHS Wales organisations to progress the actions outlined in Welsh Government’s Anti-Racist Wales Action Plan. The Trust has liaised with Diverse Cymru who were asked to undertake a review of NHS Workforce Policies through an anti-racist lens. Feedback has also been provided on the audit report recommendations, which have been agreed in principle, to help identify barriers to implementing the proposed actions. Alongside this work, the Trust has worked closely with Professor Anton Emmanuel and the NHS Equality Leadership Group to collate the data for the WRES Report and has attended workshops to discuss potential actions for improvement. We have included some actions within our annual plans to improve our workforce experience and address workforce diversity whilst we await further guidance from Welsh Government on the next steps in the implementation of the Anti-Racist Wales Action Plan.



# Anti-racist Wales Action Plan



# Looking Ahead



## Strategic Equality Plan 2024–2028

Throughout the year we have reviewed the implementation of our strategic equality objectives to assess the progress made and to identify what actions are needed over the next four years. As part of the development of our next set of objectives, we have undertaken a series of consultation and engagement exercises with staff, service users and stakeholders to help us develop a new Strategic Equality Plan for 2024–2028. We were keen to learn more about the challenges faced by people with a protected characteristic. We engaged with local sight loss groups, people from local religious groups, homeless cafés, LGBTQ+ communities, Youth Parliaments, Diverse Cymru, British Deaf Association, charitable organisations, and many more. We also engaged with our staff networks, the Executive Leadership Team, Non-executive Directors, and colleagues across NHS Wales organisations. This engagement has helped us to design a set of objectives that will help us to provide more equitable services and tailor our healthcare services to meet the needs of individuals.



Reflecting on the progress made over the past four years, we are pleased to see how far we have come as an organisation to create a fair and inclusive service for our service users, staff and stakeholders. This new four-year plan builds upon the foundations which have been laid and continues to maximise our efforts to be an exemplar organisation for equality, diversity and inclusion. Over the next four years we will continue in our ambition to lead by example and succeed in creating a truly inclusive environment for all, treating everyone fairly regardless of who they are, their background or circumstances.

This plan has been developed to align with our new People and Culture Plan and will sit alongside our Delivering Excellence: A Vision for 2030 strategy. We have also developed a new set of behaviours and cultural values for the Trust which are woven through all of our strategic plans. This plan underpins these behaviours and is designed to further embed them throughout the Trust.

We are committed to putting our people and culture at the heart of everything we do. Creating a diverse and culturally competent workforce that demonstrates respect, empathy, support and understanding for others is a priority. By investing in our people, we hope to enhance creative thinking and innovation, helping them to realise their full potential. We recognise that this is key to achieving success in improving the quality of care and service user experience. Engaging with our staff, service users and stakeholders has been a crucial part of developing our strategic equality objectives. Listening to what people want and hearing their ideas for change has helped us to identify themes of focus and has provided clear direction for the Trust in order to become a truly inclusive organisation. The Strategic Equality Plan reinforces our ambition to create a positive and inclusive working environment, where everyone feels valued, actively contributes and is proud to work for #TeamWAST. Our people should all feel respected and supported to help us deliver the best possible service to the people of Wales.

Click the link below to see a copy of our  
Strategic Equality Plan 2024-2028

<https://ambulance.nhs.wales/about-us/treating-people-fairly-our-strategic-equality-plan-2020-2024/>



Take  
ownership



Broaden our  
understanding



Respect  
others



Show belief  
in each other



Practice  
ethically



Continually  
improve  
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Be inclusive  
of the  
whole team

# Get Involved

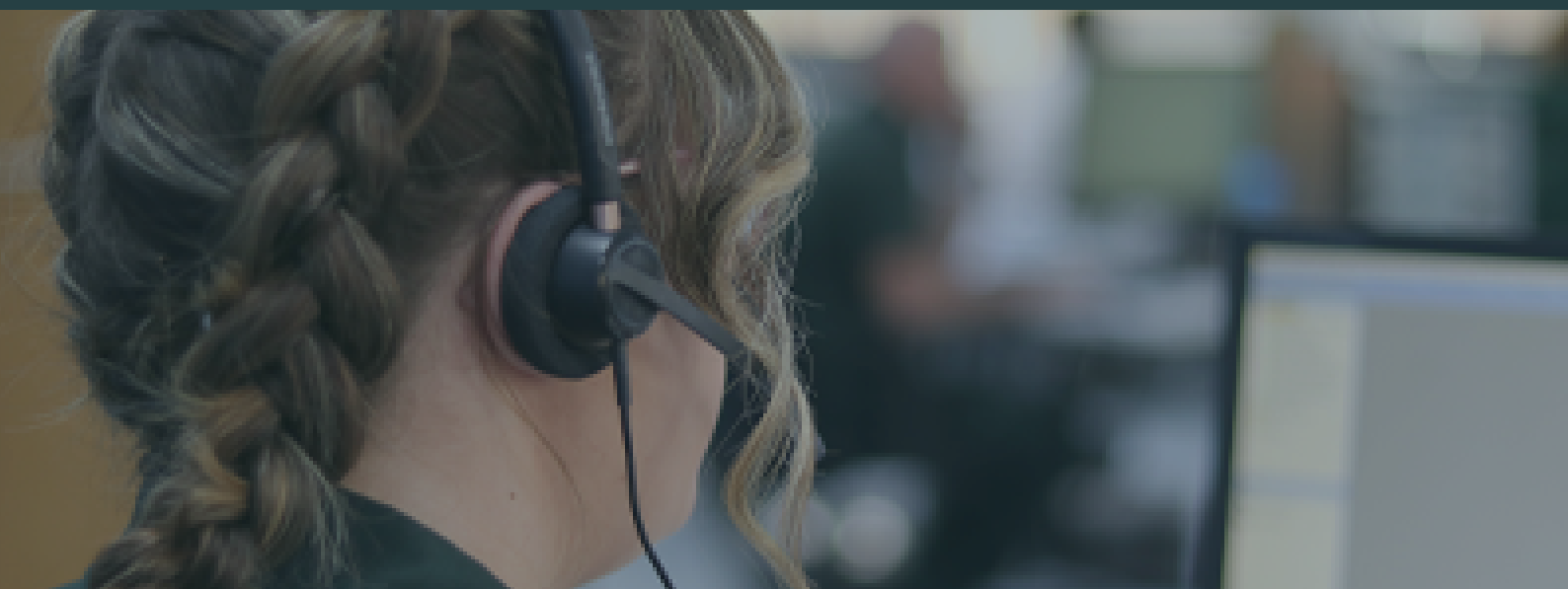


Thank you for taking the time to read this annual report.

We welcome all comments or questions on all aspects of work to improve equality, diversity and inclusion.

If you would like to comment, know more about the work, or how to get involved, please contact:

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