



WORKFORCE DISABILITY EQUALITY STANDARD (WDES) ACTION PLAN 2020/22

Introduction

Yorkshire Ambulance Service NHS Trust is committed to meeting the requirements of the Workforce Disability Equality Standard for NHS Trusts' and this is our second publication against this standard.

Yorkshire Ambulance Service submitted the Trust's workforce data, for disabled and non-disabled staff, to the national WDES team on the 27th August 2020 as per our contractual obligations.

As a result of collecting evidence to support our WDES submission, we have identified gaps in our data alongside some areas for improvement from the National Staff Survey (undertaken in October 2019). Therefore the action plan below sets out our primary work to address these areas for improvement gaps. The plan covers the next 18 months until 31st March 2022.

The Trust's Disability Support Network (DSN) has been instrumental in the development of this action plan which has been grouped into five themes to reflect the WDES return and the Trust's People Strategy.

- Culture and Leadership
- Recruitment, Retention and Resourcing
- Employee Voice
- Health and Wellbeing
- Education and Learning

Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Steering Group (DISG) on a bi-monthly basis and Strategic Workforce Group on a quarterly basis, and through the Trust Management Group and Trust Board for end of year assessment and evaluation. A WDES Accountability Group has also been established to ensure there is appropriate challenge from colleagues who do not attend the above groups.

Workforce Disability Equality Scheme: Our data as at 31st March 2020

Metric		2019	2020	Comments	Theme from People Plan	
Metric1 -Percentage of staff in each of the AfC bands 1 - 9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce.	Workforce headcount	5110	5361	Workforce headcount has steadily increased since 2018	Recruitment (1) Increase recruitment to roles such as clinical support workers, highlighting the importance of these roles for patients and other healthcare workers as well as potential career pathways to other registered roles.	
	Overall % Disability	2%	3% 	This has positively increased but YAS remains underrepresented compared to the community (24%)		
	Disabled headcount	113	136 	The increase in the overall workforce has meant an increase in disabled staff, but more non-disabled staff have also been appointed.		
	Non-disabled headcount	5001	5217	Workforce headcount has steadily increased since 2018		
	Not stated	6	8			
Metric 2 - Relative likelihood of Non-Disabled staff being appointed from shortlisting compared to that of Disabled staff being appointed from shortlisting across all posts <i>(A figure below 1.00 indicates that disabled staff are more likely than non-disabled staff to be appointed from shortlisting)</i>		0.14	0.21 	The Trust is a Level 2 Employer for the Disability Confident Scheme, which will increase the likelihood of candidates with disabilities being shortlisted for interview and subsequently appointed.	Equality and Diversity (1) Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets	
Metric 3 - Relative likelihood of disabled staff entering the formal capability process, compared to that of Non-disabled staff, as measured by entry into a formal capability procedure <i>(A figure above 1.00 indicates that disabled staff are more likely than non-disabled staff to enter the formal capability process)</i>		0.00	0.00 	This year the Employee Relations team introduced a gate review process to ensure all cases should be progressed to a formal process		
Metric 4 - Percentage of staff experiencing harassment, bullying or abuse from patients,	% of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public in the last 12 months	Disabled	47.5%	52.3% 	This could have increased due to the start of the Say Yes to Respect Campaign with staff recognising that behaviour they previously accepted is not acceptable.	Health and Wellbeing (8) Prevent and control violence in the workplace – in line with existing legislation.
		Non-Disabled	37%	40.1%		

Metric			2019	2020	Comments	Theme from People Plan	
relatives or the public in last 12 months.	% of staff experiencing harassment, bullying or abuse from managers in the last 12 months	Disabled	20.2%	16.2% ↓	Positive effect from Say Yes to Respect Campaign	Health & Wellbeing (7) Prevent and tackle bullying, harassment and abuse against staff, and create a culture of civility and respect.	
		Non-Disabled	11.7%	9.1%			
	% of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	Disabled	29.2%	25.9% ↓	Positive effect from Say Yes to Respect Campaign		
		Non-Disabled	14.7%	14.4%			
	% of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it in the last 12 months	Disabled	37.0%	44.4% ↑	Positive effect from Say Yes to Respect Campaign		
		Non-Disabled	40.5%	39.2%	Reduced by 0.7% not statistically significant but need to encourage reporting		
	Metric 5 - Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.	Disabled	59.6%	60.9% ↑	This has reduced slightly but not statistically significant		Equality and Diversity (1) Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets
		Non-Disabled	76.7%	73.3%			
Metric 6 - Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.	Disabled	44.9%	36.1% ↓	Although this has improved there remains an issue regarding presenteeism.	Health and Wellbeing (20) Every member of NHS staff should have a health and wellbeing conversation.		
	Non-Disabled	28.0%	23.6%				
Metric 7 - Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied	Disabled	26.7%	29.0% ↑	Although this has improved, staff engagement remains as a key area for	Health and Wellbeing (20) Every member of NHS staff should have a health and		

Metric		2019	2020	Comments	Theme from People Plan
with the extent to which their organisation values their work.	Non-Disabled	36.3%	38.9% ↑	the Trust	wellbeing conversation
Metric 8 - Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.		62.2%	67.7% ↑	A Task and Finish Group on Reasonable Adjustments has commenced with guidance being developed for managers	Health and Wellbeing (20) Every member of NHS staff should have a health and wellbeing conversation.
Metric 9a - The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.	Disabled	5.8	6.2 ↑	This has improved significantly for the Trust as a whole	Health and Wellbeing (20) Every member of NHS staff should have a health and wellbeing conversation.
	Non-Disabled	6.6	6.8		
Metric 9b - Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (yes) or (no)		Yes	Yes ↔	Yes. Diversity & Inclusion Steering Group, Disability Support Network, Joint Steering Group, Cultural Ambassadors, Employee Voice Network	Culture and Leadership (8) Review governance arrangements to ensure that staff networks are able to contribute to and inform decision-making processes
Metric 10 - Percentage difference between the organisations' board membership and its overall workforce disaggregated:	Disabled	8%	8% ↔	The percentage of disabled staff on the Trust Board is higher than that declared by staff	Equality and Diversity (1) Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets
	Non-Disabled	92%	92%		

Workforce Disability Equality Standard: Summary Action Plan 2020/2022

	WDES Objective	YAS Action	Further Details
1.0	Leadership and Culture		
1.1	Staff will work in an environment free from bullying, harassment and discrimination	Continue to roll-out the 'Say Yes to Respect' Campaign in a targeted and structured way to create a culture of civility and respect. This will also include a public awareness campaign to increase respect from patients, relatives and the public with the encouragement to staff to report incidents. Triangulate data to prioritise the roll out of middle management leadership and learning sessions	6
2.0	Recruitment, Retention and Resourcing		
2.1	Ensure that recruitment and selection practices are inclusive for disabled staff and prospective applicants	Analysis of data and use improvement methodologies to develop processes to ensure the Trust's recruitment and selection processes are inclusive to reflect the diversity of the community.	7
2.2	To hold comprehensive and accurate workforce data on all protected characteristics for all staff	Monitor and analyse workforce data on a monthly basis regarding staff protected characteristics with relevant actions taken for highlighted concerns Undertake a Trust Diversity Census and communication plan to increase the rates of staff declarations of long term conditions	7
3.0	Employee Voice		
3.1	Examine issues facing disabled staff and improve working experience	Develop and launch the Reasonable Adjustments Guidance and Disability Passport Scheme within the Trust	8
4.0	Health and Wellbeing		
4.1	To ensure that YAS understands and meets the health needs of disabled staff	Undertake a Health Needs Assessment provide targeted interventions to support staff with disabilities in their working lives Develop and launch guidance on Neurodiversity which encompasses the lifecycle of employment Every member of NHS staff should have a health and wellbeing conversation.	8
5.0	Education and Learning		
5.1	To have strategies to equip and support disabled staff to progress in YAS	To develop middle manager leadership and learning sessions which include diversity and inclusion, unconscious bias and compassionate person centred leadership.	9

Workforce Disability Equality Standard – Action Plan 2020/22

No	Objective	Specific action	Lead	Timeline	WDES 2020 submission	Indicators of improvement	Progress	RAG Rating				
1.0	Leadership and Culture											
1.1	Staff work in an environment free from bullying, harassment and discrimination	Continue to roll out the dignity and respect for all campaign “Say Yes to Respect” across the organisation using data to prioritise areas and create a culture of civility and respect.	Head of D&I / Head of OD	March 2022	National staff survey for % of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from: Patients/service users, relatives or public: <table border="1"> <thead> <tr> <th>Disabled</th> <th>Non-disabled</th> </tr> </thead> <tbody> <tr> <td>52.3%</td> <td>40.1%</td> </tr> </tbody> </table>	Disabled	Non-disabled	52.3%	40.1%	Reduction of formal processes for conflict between staff Reduction in complaints of bullying and harassment Increased staff awareness of the Mediation Service and feel comfortable accessing it Disabled staff feel confident about reporting incidences of bullying and harassment		
Disabled		Non-disabled										
52.3%		40.1%										
The Say Yes to respect campaign is adapted for external use to encourage respect from patients, relatives and the public with staff being encouraged to report and receive feedback on action taken	Head of Corporate Comms / LSMS	March 2022	Managers: <table border="1"> <thead> <tr> <th>Disabled</th> <th>Non-disabled</th> </tr> </thead> <tbody> <tr> <td>16.2%</td> <td>9.1%</td> </tr> </tbody> </table> Other colleagues <table border="1"> <thead> <tr> <th>Disabled</th> <th>Non-disabled</th> </tr> </thead> <tbody> <tr> <td>25.9%</td> <td>14.4%</td> </tr> </tbody> </table> % of disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it	Disabled	Non-disabled	16.2%	9.1%	Disabled	Non-disabled	25.9%	14.4%	
Disabled	Non-disabled											
16.2%	9.1%											
Disabled	Non-disabled											
25.9%	14.4%											
Triangulate data relating to patient complaints, FTSU, Employee Relations cases to prioritise the roll out of middle manager and Say Yes to Respect sessions	Head of D&I / Head of HR Operations	March 2021	<table border="1"> <thead> <tr> <th>Disabled</th> <th>Non-disabled</th> </tr> </thead> <tbody> <tr> <td>44.4%</td> <td>39.2%</td> </tr> </tbody> </table>	Disabled	Non-disabled	44.4%	39.2%					
Disabled	Non-disabled											
44.4%	39.2%											

No	Objective	Specific action	Lead	Timeline	WDES 2020 submission	Indicators of improvement	Progress	RAG Rating								
2.0	Recruitment, Retention and Resourcing															
2.1	Ensure that recruitment and selection practices are inclusive for all disabled staff and prospective applicants	Undertake recruitment and selection workshops to review the inclusivity of the Trust processes.	Head of HR Operations / Recruitment Manager	December 2020	<p>The relative likelihood of disabled staff compared to non-disabled staff being appointed from shortlisting across all posts (internal & external)</p> <p>Applied</p> <table border="1"> <thead> <tr> <th>Disabled</th> <th>Non-disabled</th> </tr> </thead> <tbody> <tr> <td>668</td> <td>9897</td> </tr> </tbody> </table> <p>Shortlisted</p> <table border="1"> <thead> <tr> <th>Disabled</th> <th>Non-disabled</th> </tr> </thead> <tbody> <tr> <td>355</td> <td>6022</td> </tr> </tbody> </table>	Disabled	Non-disabled	668	9897	Disabled	Non-disabled	355	6022	<p>All selection panels are adequately trained on diversity and inclusion and unconscious bias.</p> <p>R&S panels have diversity representation,</p> <p>Recruitment literature carries an inclusive statement and DCS/guaranteed interview commitment</p>		
Disabled		Non-disabled														
668		9897														
Disabled		Non-disabled														
355	6022															
Developing job description and personal specifications to ensure roles are inclusive	Recruitment Manager	March 2021														
Introduce diverse panels for leadership roles including training more staff from all groups in R&S who can support panels	Recruitment Manager / Head of D&I	March 2022														
Achieve Disability Confident Level 3 status	Recruitment Manager / Head of D&I	March 2022														
2.2	To hold comprehensive workforce data on all protected characteristics for staff	Strategic Workforce Group (SWG) to monitor the data on a monthly basis in relation to: <ul style="list-style-type: none"> Recruitment Employee relations Turnover 	Head of HR Operations	March 2021	Only 3% of staff (March 2020) have recorded with a disability on ESR v 21.8% on the NSS.	<p>Improvements in data for submission of:</p> <ul style="list-style-type: none"> Workplace Disability Equality Scheme (WDES) Equality & Diversity System 2 (EDS2) Workforce Profile 										

No	Objective	Specific action	Lead	Timeline	WDES 2020 submission	Indicators of improvement	Progress	RAG Rating				
		Undertake a Diversity Census to increase the rates of staff declaration on ESR	Head of HR Operations	March 2021		YAS workforce is representative of the community we serve – 24% of the working population is disabled in Yorkshire						
3.0 Employee Voice												
3.1	Examine issues facing disabled staff and improve working experience	Develop and launch the Reasonable Adjustments Guidance and Disability Passport Scheme within the Trust	Head of Employee Relations	March 2021	% of disabled staff saying employer has made adequate adjustment(s) to enable them to carry out their work <table border="1"><tr><td>Disabled</td></tr><tr><td>67.7%</td></tr></table>	Disabled	67.7%	Disabled staff across YAS feel engaged and listened to through various engagement mechanisms.				
Disabled												
67.7%												
4.0 Health and Wellbeing												
4.1	To ensure that YAS understands and meets the health needs of disabled staff	Undertake a Health Needs Assessment focussed on disabled staff and provide targeted interventions to support their working lives	Head of Health & Wellbeing	March 2021	% of disabled staff compared to non-disabled staff saying they felt under pressure from their manager to come to work, despite not feeling well enough to perform their duties. <table border="1"><tr><td>Disabled</td><td>Non-disabled</td></tr><tr><td>36.1</td><td>23.6</td></tr></table>	Disabled	Non-disabled	36.1	23.6	Disabled staff feel their physical, mental and psychological needs are met		
		Disabled	Non-disabled									
36.1	23.6											
Develop and launch guidance on Neurodiversity which encompasses the lifecycle of employment	Head of Employee Relations	March 2021	% of disabled staff saying employer has made adequate adjustment(s) to enable them to carry out their work <table border="1"><tr><td>Disabled</td></tr><tr><td>67.7%</td></tr></table>	Disabled	67.7%							
Disabled												
67.7%												

No	Objective	Specific action	Lead	Timeline	WDES 2020 submission	Indicators of improvement	Progress	RAG Rating																
		Every member of NHS staff should have a health and wellbeing conversation.	Head of Health and Wellbeing	March 2021	Absence rate for staff with disabilities <table border="1"> <thead> <tr> <th></th> <th>Long Term</th> <th>Short Term</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>3.61%</td> <td>2.81%</td> <td>6.42%</td> </tr> <tr> <td>Yes</td> <td>5.87%</td> <td>3.53%</td> <td>9.39%</td> </tr> <tr> <td>Grand Total</td> <td>3.66%</td> <td>2.83%</td> <td>6.50%</td> </tr> </tbody> </table>		Long Term	Short Term	Total	No	3.61%	2.81%	6.42%	Yes	5.87%	3.53%	9.39%	Grand Total	3.66%	2.83%	6.50%			
	Long Term	Short Term	Total																					
No	3.61%	2.81%	6.42%																					
Yes	5.87%	3.53%	9.39%																					
Grand Total	3.66%	2.83%	6.50%																					
5.0 Education and Learning																								
5.1	To have strategies that equip disabled staff to progress in their careers at YAS	To develop middle manager leadership and learning sessions which include diversity and inclusion, unconscious bias and compassionate person centred leadership.	Head of D&I / Head of L&OD / Head of YAS Academy	March 2021	% of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work. <table border="1"> <thead> <tr> <th>Disabled</th> <th>Non-disabled</th> </tr> </thead> <tbody> <tr> <td>29%</td> <td>38.9%</td> </tr> </tbody> </table> % of disabled staff compared to non- disabled staff believing that the Trust provides equal opportunities for career progression. <table border="1"> <thead> <tr> <th>Disabled</th> <th>Non-disabled</th> </tr> </thead> <tbody> <tr> <td>59.6%</td> <td>76.7%</td> </tr> </tbody> </table>	Disabled	Non-disabled	29%	38.9%	Disabled	Non-disabled	59.6%	76.7%	Staff survey shows improvement in disabled staff believing that the Trust provides equal opportunities for career progression Staff survey shows improvement in quality of appraisals										
Disabled	Non-disabled																							
29%	38.9%																							
Disabled	Non-disabled																							
59.6%	76.7%																							