



Workforce Disability Equality Standard (WDES) Action Plan 2023/24

This action plan sets out the key areas of work that the North West Ambulance Service will focus on in 2023/24 to improve the experiences of staff members with disabilities or long-term conditions in the trust. The actions identified are based on the most recent WDES data which can be seen here:

<https://www.nwas.nhs.uk/about/valuing-staff/wres-wdes-and-monitoring-data/>

As well as the WDES Metrics, the action plan references the trust's ED&I Priorities and the High Impact Actions from the NHS ED&I Improvement Plan to show how the actions cut across various frameworks. These are set out below and are listed as numbers in the action plan:

NWAS ED&I Priorities:

1. We will ensure our current employees and future talent have fair opportunities and access to jobs and career progression resulting in improved representation of diverse groups at all levels of the organisation, including Board.
2. Priority 2: We will educate and develop our leaders and staff to improve understanding of racism, discrimination, and cultural competence to deliver a step change in the experience of our staff and patients.
3. Priority 3: We will improve our use of patient data and patient experience to drive improvements in access and health inequalities, for patients from diverse communities.

NHS ED&I Improvement Plan

- High Impact Action 1: Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.
- High Impact Action 2: Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.
- High Impact Action 3: Develop and implement an improvement plan to eliminate pay gaps.
- High Impact Action 4: Develop and implement an improvement plan to address health inequalities within the workforce.
- High Impact Action 5: Implement a comprehensive induction, onboarding, and development programme for internationally recruited staff.
- High Impact Action 6: Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.

Theme	Aim	WDES Metric (2022/23 position)	Actions / Stakeholder(s)	Expected outcome(s)	Timeframe	Progress / how will this be monitored?	Link to ED&I Priority and High Impact Actions
Recruitment	Improve the relative likelihood of disabled staff being appointed from shortlisting across all posts.	Metric 2 <i>(Non-disabled applicants are 1.26 times more likely to be appointed, target figure 1.0)</i>	Trust-wide <ul style="list-style-type: none"> Embed recommendations from the ENEI Inclusive Recruitment Audit HR Hub <ul style="list-style-type: none"> Review and refresh the Recruitment & Selection Policy Workforce Development <ul style="list-style-type: none"> Continue to deliver Beyond Bias training for all people managers. Conducting surveys to collect feedback from candidates who have been and not been successful to highlight any improvements and encourage them to re-apply with NWAS 	A 0% difference in appointment rates between non-disabled and disabled applicants, ensuring equal and fair opportunities for all applicants.	12 - 18 months	<ul style="list-style-type: none"> Annual workforce employment monitoring Diversity & Inclusion Sub-Committee monitoring progress and effectiveness of the Beyond Bias training. 	Trust ED&I Priority 1 High Impact Action 2
Formal Performance Process	Equalise relative likelihood of disabled staff compared to non-disabled staff entering the formal capability Process.	Metric 3 <i>(Disabled staff are 1.47 times more likely to enter performance process, target figure 1.0 or below)</i>	HRBP TEAM <ul style="list-style-type: none"> Workforce Performance Management policy and procedure to be reviewed in conjunction with policy group Support managers in achieving objective decision-making by addressing workplace bias, through challenging local decisions which may undermine Trusts values or fail to treat employees equitably. Undertake periodic reviews of disciplinary cases with ED&I Team to consider whether the disciplinary process is being used fairly across all staff groups. Learning & OD <ul style="list-style-type: none"> Ensure North West Leadership Academy coaching is available to staff needing support. Promote disability awareness training to NWAS staff – e.g. Training provided by Lexxic 	<ul style="list-style-type: none"> Consistent and fair treatment for all employees who experience difficulties in performing the duties of their post satisfactorily. Reduction in difference between disabled and non-disabled staff entering formal processes. Improved awareness of disability related needs among staff and managers. 	March 2024 Ongoing	<ul style="list-style-type: none"> Continue to promote training Continue to link with Disability Network and be the L&OD link for any future developments. 	Trust ED&I Priority 2 High Impact Action 6
Negative experiences	Reduce the number of disabled staff experiencing harassment, bullying, abuse & discrimination from:	Metric 4.1 <i>(Nearly half of disabled staff experienced abuse from the public)</i> Metric 4.2	Learning & OD <ul style="list-style-type: none"> Paramedic and corporate induction process to be reviewed. Freedom to Speak up and reporting processes included Provide training for managers e.g. Civility Saves Lives which addresses harassment and discrimination, and Active Bystander training. 	<ul style="list-style-type: none"> A reduction in the experience for all staff toward zero % Knowledgeable and skilled managers able to competently address issues 	March 2024	HRBP team regular monitor Dignity at Work and grievances cases relating to issues of bullying / harassment and discrimination. Supporting frontline managers to deal with	Trust ED&I Priority 2 High Impact Action 6

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	<ul style="list-style-type: none"> (4.1) Patients, relatives, or the public (4.2) Managers (4.3) Other colleagues 	<p>(Around 17% of disabled staff experienced abuse from managers)</p> <p>Metric 4.3</p> <p>(more than 1 in 5 disabled staff experience abuse from colleagues)</p>	<ul style="list-style-type: none"> Promote coaching via the North West Leadership Academy for affected staff members. 			prejudicial and discriminatory behaviour/ question any unconscious bias and determine appropriate outcomes in such cases. Putting actions in place to coach/support local teams to prevent reoccurrence.	
	Empower more staff to report incidents and experiences relating harassment, bullying or abuse at work.	<p>Metric 4.4</p> <p>(Around 45% of disabled and non-disabled staff have reported their experiences)</p>	<p>Freedom 2 Speak Up</p> <ul style="list-style-type: none"> Development of F2SU Team and Champions to increase awareness of routes to speak up 	Improved reporting of incidents related to harassment, bullying, abuse and discrimination and appropriate actions taken	March 2024	Review of F2SU and NHS Staff Survey data	Trust ED&I Priority 2 High Impact Action 6
Equal opportunities for career progression	Improve opportunities for fair career progression, in order to increase the confidence of disabled staff relating to the Trust providing equal opportunities for career progression or promotion.	<p>Metric 5</p> <p>(Less 50% of disabled staff believe there are equal opportunities for progression)</p>	<p>Learning & OD</p> <ul style="list-style-type: none"> Exploration of part-time study options with HEI for Para Apprenticeship programme. Opportunities for staff to have an annual appraisal – there is a focus on personal development and progression. Promote the North West Leadership Academy's Mentoring programmes. Conduct a learning and development survey. This survey includes questions around how we can tailor our offer to all at NWAS. 	<ul style="list-style-type: none"> Increase in number of applicants applying for programmes, accessing non-fulltime study. Greater staff engagement for career development Increase in positive staff perceptions around development and progression. Regularly promote success stories to inspire others 	August 2024	<p>Three cohorts per year – data to analysed following each recruitment process.</p> <p>Reviewed through the Career Progression Workstream Chaired by Deputy Director of People.</p>	Trust ED&I Priority 1 High Impact Action 2
Attending Work	Reduce the number of staff experiencing pressure from their manager to come to work, despite not feeling well enough.	<p>Metric 6</p> <p>(Around 4 in 10 staff still report that they feel the pressure to come in to work)</p>	<p>HRBP TEAM</p> <ul style="list-style-type: none"> Investment in additional 4 HR officers to support wider Business HR team in working with managers to improve attendance, through implementing proactive measures enabling staff to remain in work were possible 	<ul style="list-style-type: none"> Improved manager awareness around disabilities/long-term conditions Reduce the number of staff experiencing pressure from managers. Increased awareness of staff health and wellbeing services 	March 2024	<ul style="list-style-type: none"> Trust attendance improvement team continue to work with managers to support the management of attendance issues Adverts for additional posts re being promoted. 	Trust ED&I Priority 2 High Impact Action 2
Feeling Valued	Increase % of staff who are satisfied	<p>Metric 7</p>	Learning & OD	<ul style="list-style-type: none"> Greater staff engagement for career development 	March 2024		Trust ED&I Priority 1 High Impact Action 2

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	with the extent to which their organisation values their work	<i>(More than 75% of staff with disabilities do not feel satisfied with how the trust values their work)</i>	<ul style="list-style-type: none"> Opportunities for staff to have an annual appraisal – there is a focus on personal development and progression. Promote the North West Leadership Academy's Mentoring programmes. Conduct a learning and development survey. This survey includes questions around how we can tailor our offer to all at NWAS. 	<ul style="list-style-type: none"> Increase in staff positive perceptions of development and progression. 		<ul style="list-style-type: none"> Review of NHS Staff Survey results Regularly promote success stories to inspire others 	
Reasonable Adjustments	Improve opportunities for staff to request and receive adequate reasonable adjustment(s) at work.	<p>Metric 8</p> <p><i>(Just under two-thirds of staff said that the organisation has made adequate reasonable adjustments for them)</i></p>	<p>ED&I Team</p> <ul style="list-style-type: none"> Produce and publish the inaugural 'Procedure for Requesting and Managing Reasonable Adjustments.' <p>HRBP TEAM</p> <ul style="list-style-type: none"> AIT team to develop and roll out training and supporting guidance for managers around managing and implementing reasonable adjustments to support attendance at or return to, work. HRBP to actively collaborate with managers to challenge biases which could hamper the Trust's ability to fulfil its legal and internal obligations regarding supporting employees with a disability <p>Staff Engagement & Wellbeing</p> <ul style="list-style-type: none"> Review and refresh the Work and Wellbeing Passport, ensuring it is fit for purpose. 	<ul style="list-style-type: none"> Clarity for staff around how to request reasonable adjustments, and clear process to follow for managers. Increased opportunities for staff to access reasonable adjustments All employees who have RA in place receive an annual review to ensure these are fit for purpose, 	March 2024	<ul style="list-style-type: none"> Procedure has been drafted and is currently being consulted upon. Training has been developed and is in the process of being rolled out to local teams. Rolling H&W communications campaign 	Trust ED&I Priority 1 High Impact Action 2
Board representation	Maintain equity of representation for disabled board membership and overall disabled workforce	<p>Metric 10</p> <p><i>(14% of Board membership has declared a disability/long-term condition)</i></p>	<p>People Team</p> <ul style="list-style-type: none"> Reduce levels of non-disclosure amongst Board members. Take proactive steps to deliver diverse recruitment pools for any VSM or NED recruitment. 	<ul style="list-style-type: none"> Ensure accurate representation recorded. disabled representation in candidates. Maintaining positive representation on Board 	December 23 As vacancies occur	Annual Employment Monitoring Data	Trust ED&I Priority 1 High Impact Action 2