



## Workforce Disability Equality Standard Action Plan 2023/2024

This is a high-impact action plan overarching the key objectives and actions for the Trust. There is a triangulation tracker sitting behind this plan with granular insights and specific actions for each directorate against each indicator. The work will be supported by the EDI Team and monitored through the task and finish group, EDI Implementation group and EDI Sub-Board Committee.

### Key Themes

The Workforce Disability Equality Standard (WDES) objectives and actions are presented under the following thematic areas:



1

- Workforce Representation, Recruitment & Retention



2

- Leadership Learning & Development



3

- Staff Experience (Inclusion & Belonging)

“At London Ambulance Service, each of us contributes to embed Equality, Diversity and Inclusion – we all have a role to play. As part of our values, we are committed to supporting a more representative workforce of our communities and a workplace that creates a sense of belonging for everyone. The Trust is committed to tackling and preventing discrimination, valuing diversity and achieving equality of opportunity for all!”

**EDI Team**  
[londamb.edimailbox@nhs.net](mailto:londamb.edimailbox@nhs.net)





## Monitoring and Evaluation

The Trust and the identified leads will adopt this action plan as a basis for their work programme and will play a key role in monitoring and influencing the actions going forward. The key stakeholders and leads will work closely with the Equality, Diversity and Inclusion team and will attend the Equality and Diversity Board meetings where regular updates on the action plan will be provided. Key updates and assurance will also be provided to the Trust Board on an annual basis.

## Workforce Disability Equality Standard (WDES): The 10 Indicators

<b>Indicator 1</b>	Percentage of staff in each of the AfC (Agenda for Change) bands 1-9 and VSM (including executive board members) compared with the percentage of staff in the overall workforce
<b>Indicator 2</b>	Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts
<b>Indicator 3</b>	Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure
	National Staff Survey Responses (Metrics 4-9 only)
<b>Indicator 4</b>	4a: i) Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months. ii) % of staff experiencing harassment, bullying or abuse from managers in the last 12 months iii) % of staff experiencing harassment, bullying or abuse 4b: % 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
<b>Indicator 5</b>	Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion
<b>Indicator 6</b>	Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
<b>Indicator 7</b>	Percentage of staff % staff saying that they are satisfied with the extent to which their organisation values their work
<b>Indicator 8</b>	% of disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.
<b>Indicator 9</b>	Comparison of the engagement scores for disabled and non-disabled staff
<b>Indicator 10</b>	Percentage difference between the organisation's Board voting membership and its overall workforce.



Status Colour Key

Not Started	In Progress	Delayed	Complete
-------------	-------------	---------	----------

## Workforce Disability Equality Standard: Actions 2023-2024

This table provides an overview of the actions identified for this year’s WDES action plan and demonstrates how these actions align to the WDES Indicators and the NHS People Promise.

Workforce Representation, Recruitment & Retention					
WRES Indicators	1	2	5	10	
<p><b>Aligns with the following People Promise ambitions:</b>                      We are compassionate and inclusive                      We work flexibly                      We are always learning                      We are a team</p>					
	Objective	Action	Lead	Time-scale	Status
1	Continued focus on ensuring our recruitment & selection processes are inclusive	<ul style="list-style-type: none"> <li>Establish place-based engagement plans to attract a more diverse range of staff into LAS careers (including recruitment/ career days and application/ interview skills sessions).</li> <li>Develop and Implement the De-bias Recruitment and Selection toolkit tailored to LAS</li> <li>Conduct deep dives to understand the root cause analysis for underrepresentation of disabled staff</li> <li>Recruit a pool of independent panel members to ensure transparency</li> </ul>	Head of EDI, Head of Workforce, Head of Recruitment	September 2024	In progress
		<ul style="list-style-type: none"> <li>Work towards level 2 Disability Confident Employer</li> </ul>	Associate Dir P&C, Head of	June2024	In progress



Status Colour Key

Not Started	In Progress	Delayed	Complete
-------------	-------------	---------	----------

		<ul style="list-style-type: none"> <li>• Deeper analysis of the Trust data around career progression and the career development journeys of disabled staff to:             <ul style="list-style-type: none"> <li>▪ Identifying bottlenecks</li> <li>▪ Target under-representation</li> <li>▪ Promote positive role models</li> <li>▪ Career pathways</li> </ul> </li> <li>• EnAbleD Disability Equality Staff Inclusion Network to proactively work and lead in raising the profile of disability equality for staff</li> <li>• EnAbleD Disability Equality Staff Inclusion Network to act as an ambassador for change</li> </ul>	EDI, Head of Recruitment, Head of EDI		
2	<p><b>To improve the quality, collection and analysis of our workforce data on all protected characteristic for staff</b></p> <p>(Ensuring all disabled staff have confidence in declaring their status on ESR)</p>	<ul style="list-style-type: none"> <li>• Dashboard to be created to reflect the workforce representation data through graphs, charts and visuals</li> </ul>	Head of EDI, Head of workforce EDI Partner	Ongoing	In progress
		<ul style="list-style-type: none"> <li>• Run an EDI data declaration campaign to reduce the “not stated and blanks” in ESR</li> </ul>	EDI Team EnAbleD Network	July 2024	In progress
3	<p><b>Increase the diversity balance at Trust Board level</b></p>	<ul style="list-style-type: none"> <li>• Utilise positive action principles to strive for a Board that reflects the diversity of the local population</li> </ul>	Trust’s Chair Chief executive	Ongoing	As vacancies arise



Status Colour Key

Not Started	In Progress	Delayed	Complete
-------------	-------------	---------	----------

Leadership, Learning & Development							
WDES Indicators	3	4	5	6	7	8	9
<p><b>Aligns with the following People Promise ambitions:</b>                      We are compassionate and inclusive                      We are always learning                      We each have a voice that counts                      We are safe and healthy                      We are a team</p>							
	Objective	Action	Lead	Time-scale	Status		
1	<b>Commitment to embedding &amp; mainstreaming diversity &amp; inclusion in everything we do</b>	<ul style="list-style-type: none"> <li>Develop data driven action plans for each directorate underpinned by a set of strategic equality objectives and principles to advance equality for staff</li> <li>Work with key stakeholders to raise the profile of disability equality across the Trust, including the development of EDI Commitments</li> <li>Develop and implement an 'Allies/ Ambassadors' programme across the Trust to foster good relations</li> </ul>	Head of EDI EDI Partner	March 2024	In progress		
2	<b>Managers equipped with having meaningful and compassionate conversations</b>	<ul style="list-style-type: none"> <li>Continue to engage with the EnAbleD Network and roll out EDI training courses/workshops for line managers around Disability awareness with a focus on Neurodiversity</li> <li>Develop a series of tools and training programs to support leaders at all levels be inclusive and compassionate</li> </ul>	EDI Partner	Ongoing March 2024 (Pilot Neuro Inclusion Pathway)	In progress		





Status Colour Key

Not Started	In Progress	Delayed	Complete
-------------	-------------	---------	----------

		<ul style="list-style-type: none"> <li>Create and sustain a culture of Civility &amp; Respect, Inclusion &amp; Belonging</li> </ul>			
		<ul style="list-style-type: none"> <li>Review the Trust's Performance Capability process</li> <li>Review the Trust's Disciplinary process and data analytics</li> </ul>	Deputy Chief People Officer, Director of Strategy & Transformation Head of EDI	March 2024	Not Started
		<ul style="list-style-type: none"> <li>Develop a Reasonable Adjustments Framework including a Reasonable Adjustments Policy, Process Guidelines, reasonable adjustments agreement</li> <li>Work towards creating a centralised budget for reasonable adjustments to support local budgets</li> </ul>	EDI Partner, Deputy Director P&C, Head of Wellbeing, Dir Finance	March 2024	In progress
3	Take positive action to ensure our disabled staff have equal opportunity for personal development, career progression and promotion	<ul style="list-style-type: none"> <li>Pilot and evaluate "Neuro-Inclusion Pathway" to raise awareness and provide support with cognitive assessments for Neurodiverse staff</li> </ul>	Head of Wellbeing, EDI Partner	March 2024	In progress
		<ul style="list-style-type: none"> <li>Sign up to be a Mindful Employer</li> </ul>	Head of Wellbeing	June 2024	Not Started
		<ul style="list-style-type: none"> <li>Encourage participation for Calibre and DRUK Leadership LAP programme</li> </ul>	EDI Partner, EnAble Network	June 2024	Not Started
		<ul style="list-style-type: none"> <li>Equality Impact Assessment and monitoring of Education &amp; Training opportunities to ensure our disabled staff needs are being met.</li> </ul>	Head of OD, Head of Clinical Education	March 2024	In progress



Status Colour Key

Not Started	In Progress	Delayed	Complete
-------------	-------------	---------	----------

Staff Experience (Inclusion & Belonging)					
WDES Indicators	4	5	6	7	9
<p><b>Aligns with the following People Promise ambitions:</b>                      We are compassionate and inclusive                      We are always learning                      We each have a voice that counts                      We are safe and healthy                      We are a team</p>					
	Objective	Action	Lead	Time-scale	Status
1	<b>Tackle, prevent and challenge bullying, harassment and abuse against staff and create a culture of civility and respect</b>	Increased focus on civility in the workplace. Including; <ul style="list-style-type: none"> <li>Continued roll out of a Trust wide training around “Tackling discrimination and promoting inclusivity”</li> <li>Wider promotion of the Trust Workplace Mediation service</li> <li>Encourage staff to report instances of ableism, discrimination and micro-aggression</li> </ul>	Head of OD/ Dep Dir P&C/ Head of EDI	Ongoing	In progress
2	<b>Disabled Staff are engaged in the diversity and inclusion agenda and empowered to challenge inappropriate behaviours</b>	<ul style="list-style-type: none"> <li>EnAble Network to raise awareness and strengthen the support</li> <li>Providing “safe spaces” for open, but uncomfortable discussions around “lived experience</li> <li>Develop and implement an Anti-Discrimination Charter</li> </ul>	EDI Team, OD Team, EnAble Network FTSU Guardian Head of Health & Safety Head of Safeguarding	Ongoing	In progress

