Disability Workforce Action Plan 2026-28

Approved: 30 October 2026

Developed in collaboration with



Disability Workforce Action Plan 2026-28

Yorkshire Ambulance Service NHS Trust is passionate about ensuring our services and employment practices are accessible and inclusive for the diverse communities we serve and the people we employ or volunteer with us. This commitment is reflected in the Trust's vision and values with equality, diversity and inclusion at the heart of these.

We want to be an employer of choice for individuals regardless of their age, disability, gender identity/gender transition phase, sexual orientation, religion and belief, maternal or and pregnancy status, marriage/civil partnership status, social economic background, or any other distinction. Our inclusive workforce will support our delivery of high-quality services and provision of compassionate care to all our patients and service users. Therefore, our approach to equality, diversity and inclusion needs to go beyond legal compliance and be central to the Trust's core business.

Our People Bold Ambition is to be a **"diverse and inclusive organisation with a culture of continuous improvement, where everyone feels valued, included, proud to work and can thrive."** We aim to value difference and improve equality, diversity and inclusion of our people at all levels of the organisation, to reflect the population we serve. We aim to improve our progress against the Workforce Disability Equality Standard and eliminate the disability pay gap.

Trust-wide representation at the Diversity and Inclusion Steering Group enables partnership working on many key priority areas for equality, diversity and inclusion, including inclusive practices, dignity and respect, supporting our staff who live with disabilities, creating an LGBT+ friendly environment and providing a voice for every member of staff regardless of their characteristics. Our connections with other NHS organisations and the Integrated Care System will ensure best practice, innovation and learning is applied in all that we do.

This final version combines the 2026 WDES and Disability Pay Gap findings, the 7 October 2026 stakeholder consultation and the 14 October 2026 Disability Support Network drop-in. It focuses on the strongest priorities identified through the evidence and lived experience: workplace adjustments and oversight, staff voice, declaration and trust, manager capability and neurodiversity, inclusive recruitment, culture and accountability.

The plan aligns with the YAS Strategy, NHS Equality, Diversity and Inclusion (EDI) Improvement Plan, NHS People Promise and relevant NHS Staff Standards. It translates consultation feedback into specific, measurable actions with clear owners, timescales and evidence of impact.

The Trust acknowledges the Disability Support Network (DSN), neurodiversity champions, staff representatives, operational and corporate colleagues whose feedback shaped the final priorities and delivery approach.

Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Steering Group on a bi-monthly basis. Six-monthly progress reports will be provided to the People and Culture Group, with year-end assessment through established Trust governance arrangements.

Note: Reporting frequencies are shown as annual (A), quarterly (Q) or six-monthly.

DISABILITY WORKFORCE ACTION PLAN 2026-28

Aim	Objective	No.	SMART Action	WDES / Pay Gap link	Success measure and reporting	Completion by	Lead and partners
Disabled colleagues receive timely, consistent and effective workplace adjustments.	Improve access, oversight, recording and review of workplace adjustments.	**1**	Map the end-to-end workplace-adjustment and Health and Wellbeing Passport processes, including formal, informal, flexible-working and locally declined requests, and agree a proportionate future process.	**Metric 8**: adequate adjustments. **Metric 9b**: staff voice.	Process map, gap analysis and recommendations agreed by DISG, including review points and escalation routes. (**One-off review)**	**31 March 2027**	**Lead:** People Strategy **Partners:** Workplace Adjustments Working Group, Occupational Health, D&I, DSN
		2	Implement a simple, accessible mechanism through which colleagues and managers can record adjustment requests, decisions, alternatives, reasons for refusal and review dates, including requests that do not require central approval or expenditure.	**Metric 8**: adequate adjustments. **Metric 9b**: staff voice.	Mechanism implemented; quarterly reporting covers volume, type, outcome, timeliness, refusals and service-level variation. **(Q)**	**30 September 2027**	**Lead:** Workforce / HR **Partners:** People Systems, BI, managers, DSN

Aim	Objective	No.	SMART Action	WDES / Pay Gap link	Success measure and reporting	Completion by	Lead and partners
		3	Introduce scheduled review of adjustments and passports, normally within three months of implementation and thereafter through appraisal or earlier when needs, roles or circumstances change.	**Metrics 6, 7 and 8**: presenteeism, feeling valued and adjustments.	Review standard incorporated into guidance and the recording process; compliance and themes included in the annual adjustments report. **(A)**	**31 December 2027**	**Lead:** HR/ Workplace Adjustments Working Group **Partners:** Managers, Occupational Health, DSN
Disabled colleagues have a meaningful voice and trust the support available.	Use lived experience to improve services and strengthen disability declaration and trust.	**4**	Deliver at least three targeted engagement exercises each year through the DSN, station and service visits, focus groups and proactive themed sessions, including colleagues who cannot routinely access network meetings.	**Metrics 4–9**: staff experience, adjustments, engagement and voice.	Minimum three exercises completed annually; themes, organisational response and resulting changes reported to DISG. (**Six-monthly review)**	**From 30 June 2027**	**Lead:** D&I Team / DSN **Partners:** Service Leads, Trade Unions, Neurodiversity Champions
		5	Review disability declaration and ESR updating processes and deliver repeated communications explaining the purpose, practical benefits, confidentiality,	**Metric 1**: representation. **Metric 9b**: staff voice.	Review and campaign completed; declaration and unknown/not-stated rates monitored against the March 2026 baseline, with staff feedback on clarity and confidence. **(Q)**	**30 September 2027**	**Lead:** D&I Team/ Workforce Planning Team **Partners:** ESR, Corporate Communications Team/ DSN/

Aim	Objective	No.	SMART Action	WDES / Pay Gap link	Success measure and reporting	Completion by	Lead and partners
			access controls and support available.				Enabling Staff Working Group
Managers are confident and consistent in supporting disabled and neurodivergent colleagues.	Provide practical, needs-based guidance, learning and specialist signposting.	**6**	Publish practical manager guidance covering disability conversations, functional barriers, trial adjustments, decision recording, review, escalation, flexible working, Access to Work and specialist contacts.	**Metrics 4, 6, 7 and 8**.	Guidance published, embedded in manager resources and tested with managers and disabled colleagues. **(Launch and annual review)**	**30 June 2027**	**Lead:** P&OD / D&I Team **Partners:** HR, Health & Wellbeing, DSN
		7	Deliver at least four disability inclusion and neurodiversity learning sessions for managers, informed by the AACE Neurodiversity Pledge, lived experience and YAS scenarios, and establish a visible champion and support pathway.	**Metrics 4, 6, 7, 8 and 9a**.	Minimum four sessions delivered; confidence and knowledge improve through evaluation; one pledge priority and champion support model agreed. **(Six-monthly)**	**31 March 2028**	**Lead:** D&I / Learning & Development **Partners:** P&OD, DSN, Neurodiversity Champions
Recruitment and progression are disability-inclusive.	Remove structural barriers and ensure consistent	**8**	Use Phases 2 and 3 of the Inclusive Recruitment Review to examine disability outcomes across shortlisting, interview, selection and offer,	**Metric 2**: appointment. **Metric 5**: progression.	Disability findings and candidate insight reported; agreed improvements implemented and	**31 December 2027**	**Lead:** Recruitment Team/ Inclusive Recruitment

Aim	Objective	No.	SMART Action	WDES / Pay Gap link	Success measure and reporting	Completion by	Lead and partners
	candidate adjustments.		including wording, hidden expectations, interview format, scoring and manager practice.		monitored through recruitment data. **(Q)**		Review Group **Partners:** D&I, DSN, recent candidates
		9	Issue and monitor recruiting-manager standards for reasonable adjustments, including plain-language questions, agreed interview aids, individualised decisions, advance information where appropriate and recording of requests and outcomes.	**Metric 2**: relative likelihood of appointment.	Standards issued and promoted; adjustment requests, refusals, candidate feedback and compliance reviewed. (**Six-monthly)**	**31 March 2028**	**Lead:** Recruitment **Partners:** HR, D&I, recruiting managers, DSN, Enabling Staff Working Group
Culture is inclusive and unacceptable behaviour is addressed.	Strengthen behaviour expectations, learning and accountability.	**10**	Embed disability inclusion within the Behavioural Framework and 'See Something Wrong, Do Something Right' activity, using lived-experience learning, positive practice examples and clear routes for raising concerns.	**Metrics 4, 7 and 9a**: bullying, feeling valued and engagement.	Resources and examples published; manager and staff confidence monitored; relevant WDES indicators reviewed annually. (**Progress reported six-monthly)**	**31 March 2028**	**Lead:** D&I/ P&OD **Partners:** Corporate Communications, Employee Relations, DSN, Trust Executive Sponsors

Aim	Objective	No.	SMART Action	WDES / Pay Gap link	Success measure and reporting	Completion by	Lead and partners
		11	Review available WDES, employee-relations, Occupational Health, adjustment and engagement evidence to identify recurring themes or hotspots in bullying, harassment and inconsistent support, while maintaining confidentiality.	**Metrics 4 and 7**: bullying and feeling valued.	Annual thematic analysis completed and targeted prevention or support agreed where evidence permits. **(A)**	**31 December 2027**	**Lead:** Workforce Team / Employee Relations **Partners:** D&I, Occupational Health, DSN, L&OD
Leaders are accountable for sustained improvement.	Monitor delivery and outcomes and take remedial action where progress is off track.	**12**	Maintain a single RAG-rated WDES and Disability Workforce Action Plan and report progress, barriers and outcome measures bi-monthly to DISG and six-monthly to People governance, with DSN involvement in reviewing impact.	**Metrics 1–9** and Disability Pay Gap measures.	Bi-monthly monitoring and two assurance reports each year; remedial action agreed where delivery or outcomes are off track. **(Bi-monthly / six-monthly)**	**From March 2027**	**Lead:** D&I Team **Partners:** All action owners, Workforce Team, DSN, Executive Sponsors