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WDES ACTION PLAN – 2023/2025

Metric 1	Percentage of staff in AfC paybands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.																						
Objective	Action	Reason	Target	Timeframe	RAG rating																		
Increase staff disability declarations.	<p>Work with ESR Team and Comms to create and launch an 'update your details' campaign.</p> <p>This should include;</p> <ul style="list-style-type: none"> • Why MTW ask for equality data. • Who sees the data provided. • What MTW does with the information. • What are the positive impacts for staff, the organisation and patients. <p>The campaign should also feature an easy to follow guidance on how to update their details.</p>	<p>We cannot accurately determine the percentage of staff with disabilities for comparison because there are not enough staff members providing this information through ESR.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Non-Clinical</td></tr> <tr><td style="text-align: center;">Current %</td></tr> <tr><td style="text-align: center; color: green;">5.8%</td></tr> <tr><td style="text-align: center;">2024 Target %</td></tr> <tr><td style="text-align: center;">6.6%</td></tr> <tr><td style="text-align: center;">2025 Target %</td></tr> <tr><td style="text-align: center;">7.3%</td></tr> <tr><td colspan="2" style="font-size: small;">The regional average for declaration is currently 5.8%. However, the highest percentage for a Trust for declaration within the region is 7.3%</td></tr> <tr><td style="text-align: center;">Clinical</td></tr> <tr><td style="text-align: center;">Current %</td></tr> <tr><td style="text-align: center; color: red;">3.6%</td></tr> <tr><td style="text-align: center;">2024 Target %</td></tr> <tr><td style="text-align: center;">5.7%</td></tr> <tr><td style="text-align: center;">2025 Target %</td></tr> <tr><td style="text-align: center;">7.8%</td></tr> <tr><td colspan="2" style="font-size: small;">The regional average for declaration is currently 5.2%. However, the highest percentage for a Trust for declaration within the region is 7.8%</td></tr> </table>	Non-Clinical	Current %	5.8%	2024 Target %	6.6%	2025 Target %	7.3%	The regional average for declaration is currently 5.8%. However, the highest percentage for a Trust for declaration within the region is 7.3%		Clinical	Current %	3.6%	2024 Target %	5.7%	2025 Target %	7.8%	The regional average for declaration is currently 5.2%. However, the highest percentage for a Trust for declaration within the region is 7.8%		Feb 2024	
Non-Clinical																							
Current %																							
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WDES ACTION PLAN – 2023/2025

Metric 2	Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts.										
Objective	Action	Reason	Target	Timeframe	RAG rating						
Increase the number of applications from disabled people.	Work with recruitment to develop a guide/checklist for recruiting managers to make sure that they are thinking inclusively. This should include; <ul style="list-style-type: none"> • job adverts • job descriptions • interview questions 	We are aware that the language used in job adverts and job descriptions can discourage people with disabilities from applying for roles. In order to increase the likelihood of people with disabilities being appointed from shortlisting across all posts we need to encourage them to apply in the first instance.	<table border="1"> <tr><td>Current</td></tr> <tr><td>1.03</td></tr> <tr><td>2024 Target</td></tr> <tr><td>1.01</td></tr> <tr><td>2025 Target</td></tr> <tr><td>1.00</td></tr> </table>	Current	1.03	2024 Target	1.01	2025 Target	1.00	Dec 2023	
	Current										
1.03											
2024 Target											
1.01											
2025 Target											
1.00											
Empower staff with disabilities to have the confidence to apply for roles within MTW.	Work with the Career Development Team to promote training opportunities in things such as; <ul style="list-style-type: none"> • Completing job applications • Interview skills Which would then be promoted through the DisAbility Network to increase the uptake of these courses from people with disabilities.	We are aware from feedback that some people with disabilities lack confidence in applying for roles within the NHS because they are unsure of the application process and how to request reasonable adjustments at interview.	The regional average likelihood of shortlisting is currently 1.04. However, the score for likelihood of shortlisting should be no more or less than 1.00 to show balance.	Ongoing							

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WDES ACTION PLAN – 2023/2025

Make sure that all candidates are viewed fairly at shortlisting.	Encourage Utilise the use of new and existing cohort of EDI Recruitment Reps to support within the shortlisting process.g panels.	To increase the likelihood of people with disabilities being appointed from shortlisting across all posts we need to make sure that the shortlisting process is being conducted fairly.		Ongoing	
Empower managers with a wider understanding of bias against people with disabilities in recruitment.	Develop Debiasing Recruitment Training and begin roll out for all recruiting managers to provide them with a wider understanding of recruiting people with disabilities.	We are aware from feedback that many recruiting managers may not be aware that they are likely to have unconscious & no recognise bias within their recruitment practices and therefore need to be empowered to do so.		Nov/Dec 2023	Pilot to start Nov/Dec 2023

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WDES ACTION PLAN – 2023/2025

Metric 3	Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.										
Objective	Action	Reason	Target	Timeframe	RAG rating						
<p>Improve awareness of other options available to both staff and their line managers rather than going straight to the formal capability procedure.</p>	<p>Work with DisAbility Network and Comms to create an awareness campaign around the Staff Health Passport.</p> <p>This should include;</p> <ul style="list-style-type: none"> The purpose of the Staff Health Passport. Where to find it. How to complete it. What should a line manager do when they receive it. Outline/Signpost to avenues of support. <p>The campaign should also feature dates for Health Passport virtual drop-ins to be held monthly with the EDI Team.</p>	<p>Feeling confident to have an open and honest conversations about a disability or chronic health condition can improve a line managers understanding on how to offer support. The Staff Health Passport is a way to structure/tailor these conversations.</p> <p>However, we are aware that despite promotion, they are still not widely used because staff are unsure of the process and the potential benefits to both parties.</p>	<table border="1" style="width: 100%; text-align: center;"> <tr><td>Current</td></tr> <tr><td style="color: red;">1.41</td></tr> <tr><td>2024 Target</td></tr> <tr><td>1.20</td></tr> <tr><td>2025 Target</td></tr> <tr><td>1.00</td></tr> </table> <p>The regional average likelihood of entry into the formal capability procedure is currently 1.34. However, the score for likelihood of entry into the formal capability procedure should be no more or less than 1.00 to show balance.</p>	Current	1.41	2024 Target	1.20	2025 Target	1.00	<p>Jan 2024</p>	
Current											
1.41											
2024 Target											
1.20											
2025 Target											
1.00											

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WDES ACTION PLAN – 2023/2025

Metric 4	<p>Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse in the last 12 months from:</p> <ul style="list-style-type: none"> patients, relatives or the public managers colleagues 														
Objective	Action	Reason	Target	Timeframe	RAG rating										
Reduce the number of disabled staff experiencing harassment, bullying or abuse in the workplace.	Develop Inclusive Ally training and begin roll out for all staff to provide them with a wider understanding of people with disabilities and how to support them with proactive allyship including challenging behaviours they may witness.	To provide staff with a wider understanding of people with disabilities and make them aware of inappropriate behaviour they may display or witness. The aim is to empower them to change any behaviours they may have and also feel confident to challenge any behaviours they may witness.	<table border="1" style="width: 100%;"> <tr><td style="text-align: center;">Patients, relatives or the public</td></tr> <tr><td style="text-align: center;">Current %</td></tr> <tr><td style="text-align: center;">26.4%</td></tr> <tr><td style="text-align: center;">2024 Target %</td></tr> <tr><td style="text-align: center;">25.0%</td></tr> <tr><td style="text-align: center;">2025 Target %</td></tr> <tr><td style="text-align: center;">23.9%</td></tr> <tr><td style="font-size: small;">The regional average for this type of bullying and harassment is 25%. However, the lowest percentage for a Trust this type of bullying and harassment within the region is 23.9%</td></tr> <tr><td style="text-align: center;">Managers</td></tr> <tr><td style="text-align: center;">Current %</td></tr> </table>	Patients, relatives or the public	Current %	26.4%	2024 Target %	25.0%	2025 Target %	23.9%	The regional average for this type of bullying and harassment is 25%. However, the lowest percentage for a Trust this type of bullying and harassment within the region is 23.9%	Managers	Current %	May 2024	
Patients, relatives or the public															
Current %															
26.4%															
2024 Target %															
25.0%															
2025 Target %															
23.9%															
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Managers															
Current %															

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			<p style="text-align: center;">10.6%</p> <p>2024 Target %</p> <p style="text-align: center;">10.25%</p> <p>2025 Target %</p> <p style="text-align: center;">9.9%</p> <p>The regional average for this type of bullying and harassment is 15.8%. However, the lowest percentage for a Trust this type of bullying and harassment within the region is 9.9%</p>		
			<p style="text-align: center;">Colleagues</p> <p>Current %</p> <p style="text-align: center;">18.6%</p> <p>2024 Target %</p> <p style="text-align: center;">17.25%</p> <p>2025 Target %</p> <p style="text-align: center;">15.9%</p> <p>The regional average for this type of bullying and harassment is 23.2%. However, the lowest percentage for a Trust this type of bullying and harassment within the region is 15.9%</p>		

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WDES ACTION PLAN – 2023/2025

Metric 5	Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion										
Objective	Action	Reason	Target	Timeframe	RAG rating						
To change the perception staff with disabilities have around being able to progress their careers.	Work with the DisAbility Network to produce ‘Share your MTW Journey’ stories which will be published on the staff Intranet and feature members talking about their careers and how they have progressed to the role they are in today. Create a resource of experiences from staff who have not had positive experiences to use within Exceptional Leaders as learning.	By sharing real life lived experiences of MTW staff with disabilities it may change the perception others have of being able to progress.	<table border="1"> <tr><td>Current %</td></tr> <tr><td>56.7%</td></tr> <tr><td>2024 Target %</td></tr> <tr><td>61.8%</td></tr> <tr><td>2025 Target %</td></tr> <tr><td>66.9%</td></tr> </table> The regional average for staff believing that the Trust provides equal opportunities for career progression or promotion is 54.2%. However, the highest percentage staff believing that the Trust provides equal opportunities for career progression or promotion within the region is 66.9%	Current %	56.7%	2024 Target %	61.8%	2025 Target %	66.9%	March 2024	
Current %											
56.7%											
2024 Target %											
61.8%											
2025 Target %											
66.9%											

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WDES ACTION PLAN – 2023/2025

Metric 6	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.										
Objective	Action	Reason	Target	Timeframe	RAG rating						
Normalise the use of the Disability Leave Health Passport Policy in the workplace.	<p>Work with Comms to create an awareness campaign around the Disability Leave Policy Health Passport.</p> <p>This should include;</p> <ul style="list-style-type: none"> • The purpose of the Disability Leave Health Passport. • Advice to managers and staff about how to best utilise the passport. • The parameters of the policy. 	<p>We are aware from feedback that the Disability Leave Policy staff health passport is not widely known about or used by both staff with disabilities or managers.</p>	<table border="1" style="width: 100%; text-align: center;"> <tr><td>Current %</td></tr> <tr><td>24.2%</td></tr> <tr><td>2024 Target %</td></tr> <tr><td>18.75%</td></tr> <tr><td>2025 Target %</td></tr> <tr><td>13.3%</td></tr> </table> <p>The regional average for staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties is 28.2%. However, the lowest 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 within the region is 13.3%.</p>	Current %	24.2%	2024 Target %	18.75%	2025 Target %	13.3%	March 2024	
Current %											
24.2%											
2024 Target %											
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WDES ACTION PLAN – 2023/2025

Metric 7	Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.										
Objective	Action	Reason	Target	Timeframe	RAG rating						
To promote and encourage line managers to lead with compassion and feel empowered to have conversations which make staff feel valued.	Use our timeslot on the Exceptional Leaders Management Training Programme to highlight the importance of; <ul style="list-style-type: none"> • Having regular “How are you?” conversations with staff. • Providing positive feedback to staff. • Highlighting achievements of staff. 	The aim of the Exceptional Leaders Management Training Programme is to create more compassionate leaders. This includes making people feels accepted, respected, supported and values.	<table border="1" style="width: 100%;"> <tr><td style="text-align: center;">Current %</td></tr> <tr><td style="text-align: center;">47.2%</td></tr> <tr><td style="text-align: center;">2024 Target %</td></tr> <tr><td style="text-align: center;">48.4%</td></tr> <tr><td style="text-align: center;">2025 Target %</td></tr> <tr><td style="text-align: center;">49.6%</td></tr> </table> <p>The regional average for staff saying they are satisfied with the extent to which their organisation values their work is 38.6%. However, the highest percentage of staff saying they are satisfied with the extent to which their organisation values their work within the region is 49.6%</p>	Current %	47.2%	2024 Target %	48.4%	2025 Target %	49.6%	Ongoing	
	Current %										
47.2%											
2024 Target %											
48.4%											
2025 Target %											
49.6%											
	Work with the Learning and Development Team to; <ul style="list-style-type: none"> • Having an outline of possible reasonable adjustments available based on the course content. 	We are aware from feedback that many staff with disabilities feel that they are not included in training provisions because there is no easy or clear process to request reasonable adjustments.		Dec 2023							

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	<ul style="list-style-type: none"> • Have a clear process for requesting reasonable adjustments. • Providing accessibility information as standard on training information when it is a face to face session so that candidates know whether the venue is suitable in a quick easy way. 	<p>Often they do not know what reasonable adjustments are possible based on the course content.</p> <p>Often they do not know how to request reasonable adjustments.</p> <p>Often they are reluctant to book face to face training because there is limited information available regarding the accessibility of the venue.</p>			
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WDES ACTION PLAN – 2023/2025

Metric 8	Percentage of Disabled staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work.										
Objective	Action	Reason	Target	Timeframe	RAG rating						
Increase the percentage of staff with disabilities saying that their employer has made reasonable adjustments to enable them to carry out their work.	Work with the DisAbility Network to organise a Reasonable Adjustments Roadshow to highlight possibilities.	We are aware from feedback that both staff with disabilities and line managers are often unclear of possible reasonable adjustments to ask for/offer. The roadshow would be a way to promote the options available.	<table border="1"> <tr><td>Current %</td></tr> <tr><td style="color: red;">72.5%</td></tr> <tr><td>2024 Target %</td></tr> <tr><td>77.5%</td></tr> <tr><td>2025 Target %</td></tr> <tr><td>82.5%</td></tr> </table>	Current %	72.5%	2024 Target %	77.5%	2025 Target %	82.5%	Ongoing	
Current %											
72.5%											
2024 Target %											
77.5%											
2025 Target %											
82.5%											
Empower staff with disabilities and their line managers to know what kind of reasonable adjustments are possible and obtain expert advice.	The EDI Team to hold monthly virtual Reasonable Adjustment Drop-Ins		The regional average for staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work is 74.9%. However, the highest percentage of staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work within the region is 82.5%	April 2024							

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WDES ACTION PLAN – 2023/2025

Metric 9	Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.				
Objective	Action	Reason	Target	Timeframe	RAG rating
To provide avenues for staff with disabilities to engage with the organisation.	DisAbility Network information on the intranet to be reviewed to make sure that it is accurate and engaging.	To raise the profile of the DisAbility Network and increase membership by publishing the work they are doing and the different things staff with disabilities can get involved in such as celebratory events, learning opportunities and culture change projects.	Current 7.1	Ongoing	
	DisAbility Network to have agendas and minutes published on the intranet so visitors can see the projects they are working on.		2024 Target 7.25	Ongoing	
	DisAbility Network to have an action plan and objectives over a 12 month period.		2025 Target 7.5	Ongoing	
	Reverse mentoring programme to be relaunched with a focus on a cohort with disabilities and chronic health conditions.		The regional average likelihood overall engagement score for the organisation is currently 6.60 with the best score from 2021 data being 7.08 meaning that ours is higher.		

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