



# Workforce Committee Report

## Workforce Disability Equality Standard (WDES) Submission 2020

<b>Report to:</b>	Workforce Committee	<b>Date:</b>	14 <sup>th</sup> July 2020 (v2)
<b>Report of:</b>	Strategy, Workforce & Education	<b>Prepared by:</b>	M Davis

### Purpose of Report (tick only one then delete this instruction)

<b>For approval</b>	<input checked="" type="checkbox"/>	<b>For noting</b>	<input type="checkbox"/>	<b>For discussion</b>	<input type="checkbox"/>	<b>For information</b>	<input type="checkbox"/>
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### Executive Summary:

The purpose of this report is to share the data which will form the submission and subsequent publication of the 2020 Workforce Disability Equality Standard (WDES) for our Trust. It sets out priority areas for action based on analysis of the results which include workforce data and findings from the latest staff survey. The Committee is asked to review and approve the contents of the report in particular the areas for action and the associated action plan. Any new actions suggested as part of this review, will be built into the action plans supporting the Our People Plan and the Equality & Diversity Strategy.

The priority areas recommended for action are those which are indicating disabled colleagues are being adversely impacted or disadvantaged according to the four-fifths rule;

**Metric 3** – Relative likelihood of entering the formal capability process, as measured by entry into the formal capability procedure – **1.91 times greater if disabled**

**Metric 4a** – Percentage of staff experiencing harassment, bullying or abuse from;

patients, relatives or other members of the public - **1.30 times greater if disabled**

managers – **1.70 times greater if disabled**

other colleagues – **1.49 times greater if disabled**

**Metric 6** – Percentage of staff saying they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties – **1.36 times greater if disabled**

**Metric 7** – Percentage of staff saying they are satisfied with the extent to which their organisation values their work – **1.23 times greater if disabled.**

It is recommended that the Committee:

- Receive the report and note the content;
- Approve the priority areas for action:
  - Reduce the likelihood of disabled colleagues entering the formal capability procedure
  - Reduce the % of 'not declared' or 'unknown' against the disability field in our electronic staff record
  - Improve the experience of disabled colleagues in respect of experiencing harassment, bullying or abuse from patients, relatives or other members of the public; managers and other colleagues
  - Reduce the percentage of disabled colleagues saying they have felt pressure from their

<div>manager to come to work, despite not feeling well enough to perform their duties.</div> <div><div><div>○ Increase the percentage of disabled staff saying they are satisfied with the extent to which the organisation values their work.</div><div><div>• Approve the action plan and proposed solutions</div><div>• Discuss and agree Board level commitments and actions to within the plan</div></div></div></div>			
Trust Strategic Aims and Ambitions supported by this Paper:			
Aims	Ambitions		
To offer excellent health care and treatment to our local communities	<input type="checkbox"/>	Consistently Deliver Excellent Care	<input type="checkbox"/>
To provide a range of the highest standard of specialised services to patients in Lancashire and South Cumbria	<input type="checkbox"/>	Great Place To Work	<input type="checkbox"/>
To drive innovation through world-class education, teaching and research	<input type="checkbox"/>	Deliver Value for Money	<input type="checkbox"/>
		Fit For The Future	<input type="checkbox"/>
Previous consideration			

## 1. Introduction

The Workforce Disability Equality Standard (WDES) is a mandated requirement through the NHS standard contract which was launched in April of last year. Organisations are instructed to report and publish their WDES data on an annual basis, illustrating organisational progress against ten indicators relating to workforce disability equality. Our Big Plan Strategy (2019) and the Equality Strategy (2019-2023) detail the strategic interventions designed to improve equality and inclusion across a range of protected groups over the next two-three years and will be informed by the priority areas of concern identified through the WDES in addition to staff survey results, other engagement events, research and best practice.

There are ten WDES indicators, broadly categorised into Workforce, Staff Survey and Board representation (listed in Appendix 1).

## 2. Discussion

The data for each of the WDES indicators is presented in Appendix 2. For each of the indicators the data is compared for Disabled colleagues and non-disabled colleagues. National staff survey averages have been included for comparative purposes. In the Workforce Race Equality Standard (WRES) reports we would typically explore the percentage movement across metrics which, if we applied the same methodology, would indicate for the WDES this year there are a nine metrics which have seen improvements and one area which has deteriorated, specifically;

**Improvements** have been seen for Disabled colleagues across the following eight indicators;

4a) Percentage of staff experiencing harassment, bullying or abuse from:

- i) patients, relatives or other members of the public
- ii) Managers
- iii) Other colleagues

4b) Percentage of staff saying the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it

- 5) Percentage believing the trust provides equal opportunities for career progression or promotion
- 6) Percentage of staff saying they have felt pressure from their manager to come into work, despite not feeling well enough to perform their duties
- 7) Percentage of staff saying that they are satisfied with the extent to which their organisation values their work
- 8) Percentage of disabled staff saying their employer has made adequate adjustments to enable them to carry out their work

The following indicators show a **deterioration** in the experience of our Disabled colleagues;

- 2) Relative likelihood of staff being appointed from shortlisting across all posts.
- 3) Relative likelihood of entering the formal capability process, as measured by entry into the formal capability procedure.

The approach used by both the national WRES team and the Race Disparity Unit with regard to the ongoing Race Disparity Audit work is to utilise the four-fifths (“4/5ths” or “80 percent”) rule to highlight whether practices have an adverse impact on an identified group, e.g. a sub-group of ethnicity. For example, if the relative likelihood of an outcome for one sub-group compared to another is less than 0.8 or higher than 1.2, then the process would be identified as having an adverse impact.

If we utilise this approach, although metric 4a (staff experiencing bullying and harassment from patients, relatives or other members of the public) indicates an improvement of experience from the previous year, it is outside the four-fifths guidance at 1.30 and so would indicate this process is having an adverse impact on disabled groups. The recommendation moving forwards is to shift our focus to reviewing the metrics in line with the four-fifths rule as this will enable us to focus on the specific areas where Disabled colleagues are adversely impacted.

If we apply this approach to the current year’s results; the metrics which indicate there is **no adverse impact on our Disabled colleagues are**;

**Metric 4b** – Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it

**Metric 5** – Percentage believing that the Trust provides equal opportunities for career progression or promotion

**Metric 9a** – The staff engagement score

The areas which indicate there **is an adverse impact on our Disabled colleagues** are as follows;

**Metric 3** – Relative likelihood of staff entering the formal capability process, as measured by entry into a formal capability procedure – **1.91 times greater if disabled**

**Metric 4a** – Percentage of staff experiencing harassment, bullying or abuse from;  
     patients, relatives or other members of the public - **1.30 times greater if disabled**  
     managers – **1.70 times greater if disabled**  
     other colleagues – **1.49 times greater if disabled**

**Metric 6** – Percentage of staff saying they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties – **1.36 times greater if disabled**

**Metric 7** – Percentage of staff saying they are satisfied with the extent to which their organisation values their work – **1.23 times greater if non-disabled.**

We are unable to apply the four-fifths rule to metric 1 (Percentage of disabled staff in each of the AfC bands and VSM compared with percentage of staff in the overall workforce) and metric 10 (Percentage difference between the organisation's Board membership and its overall workforce). As noted last year, the key area of focus remains for us to reduce the % of colleagues with 'not known' for disability on our electronic staff records as, without it, we cannot be sure of our workforce profile and representation.

### **WDES Action Plan**

Organisations are mandated to produce a detailed WDES action plan (Appendix 3), elaborating on the areas identified in this report and setting out the next steps with milestones for expected progress against the WDES indicators which is subsequently agreed by the Board. This action plan will then be published on our Trust website, alongside our WDES data for 2019-20.

The WDES action plan (appendix 3) seeks to address the organisation's key priority areas for improvement which are:

- Reduce the likelihood of disabled colleagues entering the formal capability procedure
- Reduce the % of 'not known' against the disability field in our electronic staff record
- Improve the experience of disabled colleagues in respect of experiencing harassment, bullying or abuse from patients, relatives or other members of the public; managers and other colleagues
- Reduce the percentage of disabled colleagues saying they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.
- Increase the percentage of disabled staff saying they are satisfied with the extent to which the organisation values their work.

The action plan appended to this report notes actions which are already being undertaken in addition to outlining proposed actions planned or in place for the next few years. All actions are designed to improve the overall representation, experience and fair treatment of our disabled colleagues. Not all actions fall solely under the remit of the Organisational Development team to deliver, a number relate to other teams and strategies. Agreed actions will form part of the wider action plan for the Equality, Diversity and Inclusion agenda under the Equality Strategy and the Our People Plan.

### **Next steps:**

- Submit results and action plan to the WDES team
- Communicate results and action plan to our workforce through
  - EDI module in Annual Trust Update
  - Managers Update Sessions
  - Staff Awareness Sessions
  - Specific organisational communications in conjunction with the Communications team
- Publish our results and action plan on the Trust website
- The action plan will be implemented, progress measured through the Equality Strategy Group and outcomes will be reviewed utilising the 2020 Staff Survey in conjunction with 2021 workforce data results.

### **3. Financial implications**

None

### **4. Legal implications**

Unsatisfactory progress may leave the Trust open to legal challenges. We are required to demonstrate all staff have access to provision of services and are not discriminated against because of a protected characteristic.

## **5. Risks**

Unsatisfactory progress would be a risk to our reputation; both as a provider of Excellent Care with Compassion but also as an employer of choice.

## **6. Impact on stakeholders**

Research evidence within the NHS tells us that the experiences of our colleagues acts as a good barometer for the experience of our patients; the more positive the experience of our colleagues, the more positive the experience of our patients.

## **7. Recommendations**

It is recommended that the Committee:

- Receive the report and note the content;
- Approve the priority areas:
  - Reduce the likelihood of disabled colleagues entering the formal capability procedure
  - Reduce the % of 'not declared' or 'unknown' against the disability field in our electronic staff record
  - Improve the experience of disabled colleagues in respect of experiencing harassment, bullying or abuse from patients, relatives or other members of the public; from managers and other colleagues
  - Reduce the percentage of disabled colleagues saying they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.
  - Increase the percentage of disabled staff saying they are satisfied with the extent to which the organisation values their work.
- Approve the action plan and proposed solutions
- Discuss and agree Board level commitments and actions to within the plan

## Appendix 1 – Workforce Disability Equality Standard (WDES) Indicators

### Workforce Indicators

1. Percentage of staff in each of the Agenda for Change (AfC) Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce
2. Relative likelihood of staff being appointed from shortlisting across all posts
3. Relative likelihood of staff entering the formal capability process, as measured by entry into the formal capability procedure

### National NHS Staff Survey indicators

*For each of the four staff survey metrics, the responses are compared for both Disabled and non-disabled staff.*

4. a) Percentage of staff experiencing harassment, bullying or abuse from:
  - i. Patients/service users, their relatives or other members of the public
  - ii. Managers
  - iii. Other colleaguesb) Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.
5. Percentage believing that trust provides equal opportunities for career progression or promotion
6. Percentage saying they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.
7. Percentage saying they are satisfied with the extent to which the organisation values their work

***The following metric only includes the responses of Disabled staff***

8. Percentage saying their employer has made adequate adjustments to enable them to carry out their work.

### NHS Staff Survey and the engagement of Disabled Staff.

9. a) The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.  
b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? Yes or No.

### Board representation indicator

*For this indicator, the difference for Disabled staff and non-disabled staff are compared*

10. Percentage difference between the organisations' Board membership and its overall workforce disaggregated
  - By voting membership of the Board
  - By executive membership of the Board

## **Appendix 2 – Completed WDES Metrics for 2019-2020.v2**

### **Any issues of completeness of data?**

The figures exclude Pennine doctors as they do not appear on our ESR system.

### **Any matters relating to reliability of comparisons with previous years?**

Concerns are still being raised locally and nationally around the quality of the data we are able to draw from the Employee Staff Record (ESR) as it is possible to have four open (and conflicting) entries against “Disability Y/N” item. ESR will currently report on any entry which indicates a staff member has a disability, even if this is out of date and has been superseded with a further entry.

Disability is still currently under reported within the Trust; ESR disability declaration rates currently tells us that 3.2% (272) of our workforce are living with a disability whereas just over 19% of colleagues who completed the Staff Survey indicated they have a disability, which equates to over 719 staff.

### **Total number of staff employed within this organisation at the date of the report?**

8,483

### **Proportion of Disabled staff employed within this organisation at the date of the report?**

3.2% (272)

### **Have any steps been taken in the last reporting period to improve the level of self-reporting?**

Yes, communications went out across the Trust in February of this year encouraging colleagues to review (and update if necessary) their personal data set.

### **Are any steps planned during the current reporting period to improve the level of self-reporting?**

Yes – we will need to continue with the campaign to encourage colleagues to update their personal data set.

## **WORKFORCE DATA**

### **What period does the organisation's workforce data refer to?**

The “reporting year” refers to 1<sup>st</sup> April 2019 – 31<sup>st</sup> March 2020

For this report disabled staff are compared with non-disabled staff for each metric.

<b>Metric 1.</b> Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce.	Data for reporting year 2018-19		Data for reporting year 2018-19	
	NON CLINICAL	CLINICAL	NON CLINICAL	CLINICAL
Under Band 1	(3.2)	9.3	4.1	(3)
Band 1	(3.2)	(3.2)	0.1	(3)
Band 2	0.3	0.9	0.6	1.5
Band 3	2.0	0.4	1.6	0.5
Band 4	(0.5)	(0.8)	(0.2)	(0.2)
Band 5	(0.4)	0.5	(0.5)	0.0
Band 6	(0.6)	(0.6)	(0.3)	(0.6)
Band 7	3.4	(1.0)	2.2	(0.7)
Band 8a	3.3	0.1	3.2	(1.0)
Band 8b	(3.2)	(3.2)	(3)	(3)
Band 8c	1.0	3.5	(3)	8.7
Band 8d	(3.2)	(3.2)	(3)	(3)
Band 9	(3.2)	(3.2)	(3)	(3)
VSM	(3.2)	(3.2)	(3)	(3)
M&D Consultant		(3.0)		(2.8)
M&D Non-Consultant Career Grade		(3.2)		(3)
M&D Trainee Grades		n/a		(0.9)

**The implications of the data and any additional background explanatory narrative;**

**NB:** The figures presented for this indicator should be read in the following way:

*For the current reporting year, the proportion of 'Under Band 1', non-clinical disabled staff was 4.1 percentage points HIGHER than the proportion of disabled staff in the Trust's overall workforce. Whereas, the proportion of 'Under Band 1', clinical disabled staff was 3 percentage points LOWER than the proportion of disabled staff in the Trust's overall workforce which, in effect means there is currently no representation of colleagues at that level who have a disability.*



WORKFORCE METRICS	Data for current reporting year 2019-2020		Data for reporting year 2018-19	
<b>Metric 2.</b> Relative likelihood of staff being appointed from short listing across all posts.	<b>1.70 (greater if non-disabled)</b>		1.50 (greater if non-disabled)	
<b>Links to EDS2 outcome 3.1 “Fair NHS recruitment and selection processes lead to a more representative workforce at all levels”</b>				
<b>Metric 3.</b> Relative likelihood of entering the formal capability process, as measured by entry into the formal capability procedure. <i>* This indicator is based on data from a two year rolling average of the current year and the previous year</i>	<b>1.91 (greater if disabled)</b>		1.41 (greater if disabled)	
STAFF SURVEY METRICS	Data for current reporting year 2019		Data for reporting year 2018	
<b>Metric 4a.</b> Percentage of staff experiencing harassment, bullying or abuse from;  - <b>patients, relatives or other members of the public</b>	Disabled staff	30.6% (National average 33.9%)	Disabled staff	34.5% (National average 34.4%)
	Non-disabled staff	23.6% (National average 27.3%)	Non-disabled staff	24.0% (National Average 26.9%)
<b>Ratio</b>	<b>1.30</b> (National Av = 1.24)		1.44 (National Av = 1.28)	
- <b>managers</b>	Disabled staff	19.2% (National average 19.7%)	Disabled staff	20.4% (National average 20.0%)
	Non-disabled staff	11.3% (National average 11.0%)	Non-disabled staff	12.5% (National average 12.1%)
<b>Ratio</b>	<b>1.70</b> (National Av = 1.79)		1.63 (National Av = 1.65)	
- <b>other colleagues</b>	Disabled staff	27.5% (National average 28.1%)	Disabled staff	29.0% (National average 28.3%)
	Non-disabled staff	18.5% (National average 18.4%)	Non-disabled staff	18.1% (National average 18.9%)
<b>Ratio</b>	<b>1.49</b> (National Av = 1.53)		1.60 (National Av = 1.50)	
<b>Links to EDS2 outcome 3.4 “When at work, staff are free from abuse, harassment, bullying and violence from any source”</b>				

<b>Metric 4b.</b> Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.	Disabled staff	48.3% (National average 46.7%)	Disabled staff	46.5% (National average 44.2%)
	Non-disabled staff	47.4% (National average 45.6%)	Non-disabled staff	46.2% (National average 44.4%)
<b>Ratio</b>	<b>1.02</b> (National Av = 1.02)		1.01 (National Av = 1.00)	
<b>Metric 5.</b> Percentage believing that trust provides equal opportunities for career progression or promotion.	Disabled staff	80.2% (National average 79.1%)	Disabled staff	74.8% (National average 78.2%)
	Non-disabled staff	85.8% (National average 85.6%)	Non-disabled staff	83.5% (National average 85.3%)
<b>Ratio</b>	<b>1.07</b> (National Av = 1.08)		1.12 (National Av – 1.09)	
<b>Metric 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.	Disabled staff	29.4% (National average 32.7%)	Disabled staff	32.1% (National average 33.5%)
	Non-disabled staff	21.6% (National average 22.4%)	Non-disabled staff	24% (National average 23.9%)
<b>Ratio</b>	<b>1.36</b> (National Av = 1.46)		1.34 (National Av = 1.40)	
<b>Metric 7.</b> Percentage of staff saying that they are satisfied with the extent to which their organisation values their work.	Disabled staff	39.5% (National average 37.4%)	Disabled staff	39.1% (National average 36.3%)
	Non-disabled staff	48.4% (National average 49.5%)	Non-disabled staff	47.0% (National average 47.6%)
<b>Ratio</b>	<b>1.23</b> (National Av – 1.32)		1.20 (National Av = 1.31)	
<b>Metric 8.</b> Percentage of disabled staff saying their employer has made adequate adjustment(s) to enable them to carry out their work.	74.7% (National average 73.3%)		73.3% (National average 72.1%)	
<b>Metric 9a</b> The staff engagement score for				
<b>Disabled Staff</b>	6.6/10		6.6/10	
<b>Non-disabled Staff</b>	7.0/10 <b>(1.06)</b>		7.0/10 <b>(1.06)</b>	
<b>Overall Engagement Score</b>	6.9/10		6.9/10	
<b>Metric 9b</b> Has the Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard (Y/N)	Yes		Yes	

BOARD REPRESENTATION	Data for current reporting year 2019	Data for reporting year 2018
<b>Metric 9.</b> Percentage difference between the organisations' Board membership and its overall workforce disaggregated: <ul style="list-style-type: none"> <li>• By voting membership of the Board</li> <li>• By executive membership of the Board</li> </ul>	The proportion of disabled Board voting members is 4 percentage points HIGHER than the proportion of disabled staff in the Trust's overall workforce	The proportion of disabled Board voting members is 4 percentage points HIGHER than the proportion of disabled staff in the Trust's overall workforce
	The proportion of disabled Board Executive members is 3 percentage points LOWER than the proportion of disabled staff in the Trust's overall workforce	The proportion of disabled Board Executive members is 3 percentage points LOWER than the proportion of disabled staff in the Trust's overall workforce

### Appendix 3: Workforce Disability Equality Standard (WDES) Actions.

#### Metric 4a. Percentage of disabled staff experiencing harassment, bullying or abuse from patients, relatives or other members of the public; managers and other colleagues.

Actions already undertaken/completed:

- Call it Out Campaign undertaken.
- Invited a guest speaker to one of our Leadership Alumni events (Dr Chris Turner) titled Call it Out Compassionately
- Greater promotion of Freedom to Speak up Champions
- Regularly interrogate incidents of bullying and harassment reported on Datix
- Thematic analysis of staff survey comments undertaken in respect of EDI related comments to identify key themes

Actions proposed	Owner(s)	Provisional Timeframe
a) Explore ways to improve the reporting of informal action in relation to grievances and bullying and harassment as the number of colleagues accessing the policies are much smaller than those stating in the staff survey they've experienced bullying and harassment at work.	Head of Workforce Advice	By October 2020
b) Implement a resolution policy, which will replace the Trust's grievance and Bullying and Harassment policies. The resolution policy contains a greater emphasis on informal resolution as early as possible which should lead to a reduction in the need for formal interventions.	Head of Workforce Advice	By December 2020
c) Executive team to set out clear message and expectations of managers and colleagues in respect of Zero Tolerance to discrimination	Chief Executive Strategy, Workforce & Education Director	By end of August 2020
d) Finalise poster campaign reinforcing Zero Tolerance message (partially complete)	Head of Diversity & Inclusion Freedom to Speak up Guardian Director of Communications and Engagement	By end of August 2020
e) Identify colleagues who have contacted the Freedom to Speak up Team and who are happy to share their experiences of discrimination. Share learning across all teams/professional groups	Freedom to Speak up Guardian Director of Communications and Engagement	By end of September 2020
f) Finalise and launch revision of 'Recognising Individuality' Trust value which includes specific behaviours that illustrate when colleagues are/are not demonstrating inclusive behaviours	Head of Diversity & Inclusion	By end of September 2020, include in revised appraisal templates/guides
g) Build a question in to appraisal in respect of Inclusion i.e. how have you demonstrated inclusive behaviours (provide examples)	Head of Leadership & OD	

h) Share WDES report with Divisional teams	Head of Diversity & Inclusion Senior Workforce Business Partners	By end of August 2020
i) Obtain divisional level data in respect of this metric and utilise this to set improvement targets within Divisional People Plans	Head of Workforce Information Head of Diversity & Inclusion Senior Workforce Business Partners	By end of November 2020
j) Reinstate Managers Update plan to share information and results in respect of the WDES with managers	Workforce & OD Senior Leads	From September 2020 onwards
k) Invite senior managers (8a and above) to participate in the Living Library events in order to challenge generalisations, bias and preconceptions in respect of staff living and working with disabilities.	Head of Library Services Head of Diversity & Inclusion	By November 2020
l) Incorporate Cognitive Bias sessions into Senior Leadership Development Programme offer (8a and above)	Head of Diversity & Inclusion Senior Leadership & OD Advisor	By September 2020
m) Source case studies showcasing the experiences of disabled colleagues in the organisation and share and use as a basis for reflection/action within Core People Management Skills programme.	Head of Diversity & Inclusion Freedom to Speak Up Guardian Living with Disability Inclusion Ambassador forum	By end November 2020

**Metric 6. Percentage of staff saying they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.**

Actions already undertaken/completed:

- Draft sickness absence policy taken to Inclusion Ambassador forum for review/comments
- Supporting Disability in the Workplace policy launched last year
- Supporting Disability in the Workplace sessions held for Managers
- Information in respect of the Supporting Disability in the Workplace policy (and adequate adjustments) included in the Core People Management Skills programme and in the EDI module for Annual Trust Update
- Thematic analysis of staff survey comments undertaken to identify any EDI related issues.
- Living Library events held; a number of the books are colleagues living and working with a disability

Actions proposed	Owner(s)	Provisional Timeframe
a) Schedule a listening event for colleagues living and working with disabilities to hear their experiences (covering Metric 4a, 6 and 7); gather themes, and define lessons learned to include within Core People Management Skills, Manager Update sessions etc. Identify colleagues who are happy to utilise their experiences as a case study/lessons learned	Head of Diversity & Inclusion  Living with Disability Inclusion Ambassador forum	August 2020
b) Identify managers who are leading the way in terms of best practice, supporting colleagues with disabilities in the workplace. Gather lessons learned/reflections and utilise in Core People Management Skills/Manager Update sessions etc.	Head of Diversity & Inclusion  Living with Disability Inclusion Ambassador forum	August 2020
c) Obtain divisional level data in respect of this metric and utilise this to set improvement targets within Divisional People Plans	Head of Workforce Information Head of Diversity & Inclusion Senior Workforce Business Partners	By end of October 2020
d) Post COVID, reschedule the additional Values Plus filming which includes a scenario with disabled colleague, exploring reasonable adjustments, treatment by colleagues and manager etc.	Head of Diversity & Inclusion Blended Learning team	TBA

**Metric 7. Percentage of staff saying they are satisfied with the extent to which the organisation values their work**

Actions already undertaken/completed:

- Inclusion Ambassador forum for Living with Disability
- Thematic analysis of staff survey scores undertaken in respect of EDI related comments

Actions proposed	Owner(s)	Provisional Timeframe
a) Schedule listening event (as noted above)	Head of Diversity & Inclusion	August 2020
b) Work with the Workforce Information team to report on/review appraisal ratings for disabled colleagues versus non-disabled colleagues, average scores, talent ratings etc	Head of Diversity & Inclusion Workforce Information Manager	Quarter 1 2021?
c) Work with Living with Disability Inclusion Ambassador forum to promote contribution of disabled colleagues on key dates i.e. Inclusion week	Head of Diversity & Inclusion Living with Disability Inclusion Ambassador forum	National Inclusion wk 28 <sup>th</sup> September