

## Workforce Disability Equality Standard (WDES)

### Annual Report 2022

#### Introduction to WDES

WDES is a set of 10 measures that enables NHS organisations to compare the work experience of disabled and non-disabled staff.

The data gathered, is used to develop and publish action plans that aim to improve the work experience of disabled staff. Each year comparisons are made to enable us to demonstrate progress against the indicators of disability equality. It also allows us to better understand the experiences of our disabled employees and supports positive change for all by creating a more inclusive environment.

Data for indicators 1 to 3 and 10 are taken from the Trusts workforce data as of 31 March 2022 and data for indicators 4 to 9 are taken from the Trusts National Staff Survey 2021 results.

WDES 2022 Data Summary Table

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Disabled Staff Representation in the Workforce</b>					
Disabled Staff Representation in the Workforce - Overall	5.5%	8.8%	8.6%		↓
Disabled Staff Representation in the Workforce - Non-Clinical Staff	7.8%	10.9%	11.5%		↑
Disabled Staff Representation in the Workforce - Clinical Staff	4.9%	8.3%	8.0%		↓
<b>Indicator 1: Disabled Staff representation in the workforce by pay band</b>					
<b>Agenda for Change (AFC) Workforce Breakdown</b>					
Cluster 1: AFC Bands - Under 1, 1, 2, 3 and 4	7.0%	11.0%	11.3%		↑
Cluster 2: AFC Bands - 5, 6 and 7	4.3%	7.8%	7.6%		↓
Cluster 3: AFC Bands - 8a and 8b	6.2%	8.3%	7.2%		↓
Cluster 4: AFC Bands - 8c, 8d, 9 and VSM (including executive board members)	6.9%	6.8%	6.7%		↓
<b>Medical and Dental Workforce Breakdown</b>					
Cluster 5: Medical and Dental staff, Consultants	4.9%	6.7%	6.2%		↓
Cluster 6: Medical and Dental staff, Non-consultant career grade	3.1%	5.8%	5.9%		↑
Cluster 7: Medical and Dental staff, Medical and dental trainee grade	5.3%	12.3%	8.1%		↓
<b>Indicator 2: likelihood of appointment from shortlisting</b>					
likelihood ratio Non-Disabled / Disabled	1.02	1.54	1.26		↓
<b>Indicator 3: likelihood of entering formal capability proceedings</b>					
likelihood ratio Disabled / Non-Disabled	0.00	0.00	1.23		↑
<b>Indicator 4a(i): harassment, bullying or abuse from patients, relatives or the public in last 12 months</b>					
Disabled	30.5%	30.3%	26.1%		↓
Non-Disabled	26.7%	24.2%	21.9%		↓
<b>Indicator 4a(ii): harassment, bullying or abuse from Managers in last 12 months</b>					
Disabled	17.5%	17.8%	15.3%		↓
Non-Disabled	10.3%	10.7%	8.8%		↓
<b>Indicator 4a(iii): harassment, bullying or abuse from other colleagues in last 12 months</b>					
Disabled	27.9%	25.4%	24.7%		↓
Non-Disabled	17.5%	17.8%	15.6%		↓
<b>Indicator 4b: harassment, bullying or abuse at work reported by themselves or a colleague</b>					
Disabled	49.0%	43.2%	47.0%		↑
Non-Disabled	43.9%	42.7%	45.5%		↑
<b>Indicator 5: belief that the trust provides equal opportunities for career progression or promotion</b>					
Disabled	60.4%	54.2%	53.6%		↓
Non-Disabled	65.5%	61.8%	58.8%		↓
<b>Indicator 6: pressure from their manager to come to work, despite not feeling well enough</b>					
Disabled	31.1%	29.9%	27.7%		↓
Non-Disabled	21.4%	21.1%	23.8%		↑
<b>Indicator 7: satisfied with the extent to which their organisation values their work</b>					
Disabled	39.1%	38.8%	35.1%		↓
Non-Disabled	53.3%	50.7%	45.0%		↓
<b>Indicator 8: PHU has made adequate adjustment(s) to enable them to carry out their work</b>					
Disabled	75.7%	78.5%	73.9%		↓
<b>Indicator 9a: staff engagement score</b>					
Disabled	6.8	6.7	6.5		↓
Non-Disabled	7.1	7.1	6.9		↓
<b>Indicator 9b</b>					
Has your organisation taken action to facilitate the voices of your Disabled staff to be heard?	Yes	Yes	Yes		
<b>Indicator 10: Disabled representation on the board minus Disabled representation in the workforce</b>					
Total Board Members	0.0%	0.0%	0.0%		
Voting members	0.0%	0.0%	0.0%		
Non-Voting members	0.0%	0.0%	0.0%		
Executive members	0.0%	0.0%	0.0%		
Non-Executive	0.0%	0.0%	0.0%		
Overall Workforce	-5.0%	-9.0%	-9.0%		
Difference (Total Board - Overall Workforce)	-5.0%	-9.0%	-9.0%		

Key

	Worsened Position, Improvement Required
	No Change, Improvement Required
	Improvement

## WDES 2022 Data

Indicator 1: Percentage of staff in AfC (Agenda for Change) pay bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce. This calculation should be undertaken separately for non-clinical and for clinical staff.

Cluster 1: AfC Bands - Under 1, 1, 2, 3 and 4

Cluster 2: AfC Bands - 5, 6 and 7

Cluster 3: AfC Bands - 8a and 8b

Cluster 4: AfC Bands - 8c, 8d, 9 and VSM (including executive board members)

Cluster 5: Medical and Dental staff, Consultants

Cluster 6: Medical and Dental staff, Non-consultant career grade

Cluster 7: Medical and Dental staff, Medical and dental trainee grades

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Disabled Staff Representation in the Workforce</b>					
Disabled Staff Representation in the Workforce - Overall	5.5%	8.8%	8.6%		↓
Disabled Staff Representation in the Workforce - Non-Clinical Staff	7.8%	10.9%	11.5%		↑
Disabled Staff Representation in the Workforce - Clinical Staff	4.9%	8.3%	8.0%		↓
<b>Indicator 1: Disabled Staff representation in the workforce by pay band</b>					
<b>Agenda for Change (AfC) Workforce Breakdown</b>					
Cluster 1: AfC Bands - Under 1, 1, 2, 3 and 4	7.0%	11.0%	11.3%		↑
Cluster 2: AfC Bands - 5, 6 and 7	4.3%	7.8%	7.6%		↓
Cluster 3: AfC Bands - 8a and 8b	6.2%	8.3%	7.2%		↓
Cluster 4: AfC Bands - 8c, 8d, 9 and VSM (including executive board members)	6.9%	6.8%	6.7%		↓
<b>Medical and Dental Workforce Breakdown</b>					
Cluster 5: Medical and Dental staff, Consultants	3.1%	5.8%	5.9%		↑
Cluster 6: Medical and Dental staff, Non-consultant career grade	5.3%	12.3%	8.1%		↓
Cluster 7: Medical and Dental staff, Medical and dental trainee grade	6.2%	6.8%	6.2%		↓

<b>Percentage of total workforce</b>			
	2020	2021	2022
% of Disabled Workforce	5.45%	8.77%	8.60%
% of Non-Disabled Workforce	66.11%	71.93%	74.19%
% of Unknown Disability Status	28.43%	19.30%	17.21%

Disabled staff were represented at 8.6% in all AfC roles

Disabled staff were represented at 11.5% in all non-clinical roles

Disabled staff were represented at 8% in all clinical roles

Percentage of unknown disability status was 17.21%

### Staff on AfC Paybands

At Band 4 and under disabled representation was 11.3%

At Band 5, 6 and 7 disabled representation was 7.6%

At Band 8a and 8b disabled representation was 7.2%

At Band 8c, 8d, 9 and VSM representation was 6.7%

### Medical Staff

At Medical and Dental staff, Consultant disabled representation was 5.9%  
 At Medical and Dental staff, Non-consultant career grade disabled representation was 8.1%  
 At Medical and Dental staff, Medical and dental trainee grades disabled representation was 6.2%

**Indicator 2: Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts.**

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 2: likelihood of appointment from shortlisting</b>					
likelihood ratio Non-Disabled / Disabled	1.02	1.54	1.26		↓

As at 31 March 2022 non-disabled staff are 1.26 times more likely to be appointed from shortlisting than disabled staff. This position has improved since 2021.

**Indicator 3: Relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.**

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 3: likelihood of entering formal capability proceedings</b>					
likelihood ratio Disabled / Non-Disabled	0.00	0.00	1.23		↑

As at 31 March 2022 disabled staff are 1.23 times more likely to enter formal capability proceedings than non-disabled staff. This position has worsened since 2021.

**Indicator 4a: Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from:**

- i. Patients/service users, their relatives or other members of the public
- ii. Managers
- iii. Other colleagues

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 4a(i): harassment, bullying or abuse from patients, relatives or the public in last 12 months</b>					
Disabled	30.5%	30.3%	26.1%		↓
Non-Disabled	26.7%	24.2%	21.9%		↓
<b>Indicator 4a(ii): harassment, bullying or abuse from Managers in last 12 months</b>					
Disabled	17.5%	17.8%	15.3%		↓
Non-Disabled	10.3%	10.7%	8.8%		↓
<b>Indicator 4a(iii): harassment, bullying or abuse from other colleagues in last 12 months</b>					
Disabled	27.9%	25.4%	24.7%		↓
Non-Disabled	17.5%	17.8%	15.6%		↓

The percentage of staff who experienced harassment, bullying or abuse from patients, relatives, the public, managers and colleagues in the last 12 months was significantly higher for disabled staff than non-disabled staff.

- 26.1% of disabled staff experienced harassment, bullying or abuse from patients, relatives or the public, this is 4.2% higher than non-disabled staff.
- 15.3% of disabled staff experienced harassment, bullying or abuse from managers, this is 6.5% higher than non-disabled staff.
- 24.7% of disabled staff experienced harassment, bullying or abuse from other colleagues, this is 9.1% higher than non-disabled staff.



This position has improved in all three areas for both disabled and non-disabled staff in the last 12 months.

Indicator 4b: Percentage of disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 4b: harassment, bullying or abuse at work reported by themselves or a colleague</b>					
Disabled	49.0%	43.2%	47.0%		↑
Non-Disabled	43.9%	42.7%	45.5%		↑

47% of disabled staff said the last time they experienced harassment, bullying or abuse at work, they or a colleague reported this, this is 1.5% higher than non-disabled colleagues. This position has improved for both disabled and non-disabled staff in the last 12 months.

Indicator 5: Percentage of disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 5: belief that the trust provides equal opportunities for career progression or promotion</b>					
Disabled	60.4%	54.2%	53.6%		↓
Non-Disabled	65.5%	61.8%	58.8%		↓



The percentage of staff who believed that the Trust provided equal opportunities for career progression or promotion was lower for disabled staff, 53.6%, than for non-disabled staff, 58.8%. This position has worsened for both disabled and non-disabled staff in the last 12 months.

Indicator 6: Percentage of 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.

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 6: pressure from their manager to come to work, despite not feeling well enough</b>					
Disabled	31.1%	29.9%	27.7%		↓
Non-Disabled	21.4%	21.1%	23.8%		↑


The percentage of staff who felt pressure to come to work, despite not feeling well enough was higher for disabled staff, 27.7%, than for non-disabled staff, 23.8%. This position has improved for disabled staff in the last 12 months and worsened for non-disabled staff.

Indicator 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.

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 7: satisfied with the extent to which their organisation values their work</b>					
Disabled	39.1%	38.8%	35.1%		↓
Non-Disabled	53.3%	50.7%	45.0%		↓

The percentage of staff who are satisfied to the extent to which their organisation values their work was significantly lower for disabled staff, 35.1%, than for non-disabled staff 45%. This position has worsened for both disabled and non-disabled staff in the last 12 months.

Indicator 8: Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 8: PHU has made adequate adjustment(s) to enable them to carry out their work</b>					
Disabled	75.7%	78.5%	73.9%		↓

The percentage of disabled staff saying that their employer has made adequate adjustments to enable them to carry out their work was 73.9%. This position has worsened in the last 12 months.

Indicator 9a: The staff engagement score for Disabled staff, compared to non-disabled staff.

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 9a: staff engagement score</b>					
Disabled	6.8	6.7	6.5		↓
Non-Disabled	7.1	7.1	6.9		↓

The staff engagement score is lower for disabled staff, 6.5, than non-disabled staff, 6.9. This position has worsened for both disabled and non-disabled staff in the last 12 months.



Indicator 9b: Have you taken action to facilitate the voices of Disabled staff in your organisation to be heard? (Yes) or (No)

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 9b</b>					
Has your organisation taken action to facilitate the voices of your Disabled staff to be heard?	Yes	Yes	Yes	—	

The Trust facilitate the voices of disabled staff by supporting the DisAbility Staff Network with time and a safe space to have supported conversations; putting mechanisms in place so that staff networks are consulted with when processes and initiatives are being developed or reviewed; the EDI Team providing continuous support to enhance and strengthen staff networks to increase their maturity level to develop their reach and effectiveness.

Indicator 10: Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:

- By voting membership of the board.
- By Executive membership of the board.

Indicator number and description	2020	2021	2022	Trend	↑↓
<b>Indicator 10: Disabled representation on the board minus Disabled representation in the workforce</b>					
Total Board Members	0.0%	0.0%	0.0%	—	
Voting members	0.0%	0.0%	0.0%	—	
Non-Voting members	0.0%	0.0%	0.0%	—	
Executive members	0.0%	0.0%	0.0%	—	
Non-Executive	0.0%	0.0%	0.0%	—	
Overall Workforce	-5.0%	-9.0%	-9.0%		
Difference (Total Board - Overall Workforce)	-5.0%	-9.0%	-9.0%		

At 31 March 2022 there is no disabled staff representation on the Board. As there is no disabled staff representation on the board, the percentage difference between the Trust's voting membership

and the overall workforce is -9%. Similarly, the percentage difference between the Trust's executive membership and the overall workforce is -9% as well. This position has not changed since 2021.

## Key Findings

The key findings from the WDES 2022 data show:

- Indicator 1: Disabled staff represent 8.60% of the total workforce, 17.21% of staff have not declared their disability status
- Indicator 2: Disabled staff are less likely to be appointed from shortlisting than non-disabled staff
- Indicator 3: Disabled staff are more likely to enter the formal capability process than non-disabled staff
- Indicator 4a: Disabled staff are more likely to experience harassment, bullying or abuse from patients, service users, relatives, the public, their manager and colleagues than non-disabled staff
- Indicator 4b: Disabled staff are more likely to report harassment, bullying or abuse than non-disabled staff
- Indicator 5: Disabled staff are less likely to believe the Trust provides equal opportunities for career progression or promotion than non-disabled staff
- Indicator 6: Disabled staff are more likely to come to work despite not feeling well enough than non-disabled staff
- Indicator 7: Disabled staff say they are less satisfied with the extent the organisation values their work than non-disabled staff
- Indicator 8: 73.9% of disabled staff say that their employer has made adequate reasonable adjustments to enable them to carry out their work
- Indicator 9a: The disabled staff engagement score is lower than the overall workforce engagement score
- Indicator 9b: The Trust has taken action to facilitate the voices of disabled staff
- Indicator 10: There is no disabled staff representation on the Board

## What are we doing to improve the work experience of disabled staff?

The COVID-19 pandemic shifted the landscape globally and influenced every aspect of our lives and the way the NHS operates. This has affected our people, patients and our community in an unprecedented way. The disproportionate impact of COVID-19 on many of our communities brought into focus the enormity of the task and the importance of taking focused and deliberate action on creating a truly inclusive environment at Portsmouth Hospitals University Trust. It has been a challenging time for all staff, and many have felt the repercussions of COVID-19, leaving staff feeling strained and pressured. This is reflected in the National Staff Survey staff engagement score which has declined for both disabled and non-disabled staff in the last 12 months. The Trust has taken many actions to support disabled staff through the pandemic, examples include individual risk assessments, moving staff to work in low-risk areas, introduction of home working, Occupational Health Nurse support via the Staff Support Line, management referrals to Occupational Health and mental health assessments for psychological support, welfare phone calls and the Fit for Work scheme.

COVID-19 has magnified and focused attention on the impact of inequality and other discriminatory behaviours and actions. This is evident in the National Staff Survey results which shows that disabled staff are more likely to experience bullying, harassment and abuse from patients, relatives or the public, colleagues and managers than non-disabled staff. Although, it is worth noting that staff saying they have experienced this has improved for both disabled and non-disabled staff in the last 12 months. The Trust recognise that training and development is crucial when tackling discriminatory behaviours and the Equality, Diversity and Inclusion (EDI) Team are supporting departments with bespoke training and development in areas where staff are subject to discriminatory behaviours. In addition to this, the Trust is partnering with Diversity and Ability, an award-winning social enterprise led by and for disabled people, to deliver a programme of work that will strengthen the EDI training offer for managers and staff to increase awareness on disability and provide knowledge and strategies to help build a positive inclusive work environment. As well as introducing monthly Deaf Awareness and Sign Language workshops to raise awareness and to implement positive methods of communication and offer an equal service to deaf and hard of hearing people. The Trust is incredibly proud to have such a diverse workforce and will continue to celebrate this, support staff, raise awareness of inequalities and take actions to address this. For example, the Trust launched a video that showcased colleagues talking about their visible and hidden disabilities with the aim to improve the working lives of staff with disabilities by raising awareness.

It has been a challenging year but also a year to reflect, listen and take first steps towards creating a vision for EDI that reflects the needs of the people we work with and care for. Throughout August to October 2021, the EDI Team launched their 'Every Voice Matters' campaign where important work was carried out to engage and consult with staff, patients and members of the community. The feedback gathered was used to shape the EDI Strategy that launched in April 2022, with full support from the Trust and senior leadership team. The aim of the strategy is that we are all *Working towards Intentional Inclusion* so that inclusion is embedded in all that we do and PHU is a place where everyone feels welcomed, valued and respected and can be their true selves. Our Trust values of working together, for patients, with compassion, as one team and always improving guide our people, inform their behaviours and decisions. These values also shape the 7 core principles for inclusion which are at the heart of our strategy which we will adopt to deliver our aim. Commitment to the EDI Strategy and the delivery of this has been demonstrated by the recent investment in EDI whereby a business case was approved to grow the team and a budget to carry out activity that will support the EDI strategic aims and actions that sit underneath these. Link to EDI Strategy: <https://www.porthosp.nhs.uk/about-us/EDI-strategy.htm>

It is pleasing to see a reduction of 2.09% in the number of unknown disability status in 12 months. A key measure has been added to the monthly 'Integrated Performance Report – Workforce Dashboard' to help monitor this. Plus, guidance has been made available for staff on how to update their disability status via ESR which has been uploaded to the Intranet and shared with staff via EDIT (quarterly staff network newsletter). Increasing disabled representation across all bands and VSM is a key focus for the Trust. In consultation with staff networks the recruitment inclusive statement has been strengthened to encourage applications from all protected characteristics and backgrounds and the Trust will continue to guarantee interviews to applicants who declare a disability and meet the essential criteria. To attract talent from a wider pool and increase retention, the flexible working policy has been revised and Flexperts (flexible working experts) have been introduced to promote the benefits of flexible working. This will improve staff engagement and motivation and support staff wellbeing – enabling staff to achieve a better work/life balance. The Trust will also continue to work with Project Choice to provide tailored educational support, and a supported internship course for young adults aged 16-24 with disabilities, learning disabilities/



difficulties and/ or Autism. The aim is to give young people work experience and get interns job ready by the end of the programme. Project Choice began in September 2021 when seven interns joined the Trust and started placements across a range of departments. In terms of career progression and promotion, disabled staff are less likely to believe the Trust provides equal opportunities. To address this, the Trust plans to expand on the Reverse Mentoring programme for ethnic minority staff by introducing reciprocal mentoring for all staff.

Capturing equality monitoring information helps identify and address any areas of inequality. Significant investment has been made in a system with suitable data reporting capabilities to monitor candidate profiles at all stages of recruitment, with a launch date expected in June 2023. The Trust has also introduced a monthly EDI dashboard, which includes a series of equality and diversity charts. This enables divisional leads to view their team’s equality monitoring data and filter this by trust level applicant data, staff in post, starters and leavers. Divisional leads are supported by the Head of Equality, Diversity and Inclusion to understand their data and develop actions for improvement.

The Trust recognises the importance of providing staff with time and a safe space for employees to have real, honest conversations on work-life experience, highlighting both areas for improvement and is proud to have four active staff networks, including the DisAbility Staff Network. Mechanisms have been put in place so that staff networks can contribute to shaping organisational strategies, policies and processes to improve staff experience on a wide range of issues. For example, the DisAbility Staff Network Co-Chairs formed a working group to explore moving the Trusts ‘Disability Confident Employer’ status to ‘Disability Confident Leader’. The working group are passionate about developing authentic actions that will hold the Trust to account, enhance staff with disabilities work experience and move us towards leader status. These actions include the introduction of a centralised budget for reasonable adjustments supported by a reasonable adjustments policy and to create a disability leave policy or strengthen current policies to support this. The implementation of these policies will help to address the pressure disabled staff feel to come to work despite not feeling well enough and the percentage of disabled staff saying their employer has made adequate adjustments to enable them to carry out their work. To help promote initiatives and inclusivity schemes, celebrate staff, share stories and raise awareness of issues that can impact underrepresented groups staff network leads have worked hard to develop a quarterly staff network newsletter ‘EDIT’ which is shared with all staff Trust wide and available on the Trusts external facing website.

**WDES Action Plan**

The Trust is committed to improving individuals work experience, employment practices and advance equal opportunities. We want all staff to feel happy at work where their individual and team experiences are positive ones. Ensuring everyone has fair and equal access to jobs, training and promotion and given the opportunity to maximise their potential is a key priority. In addition to the activity that is already underway to achieve this there are further initiatives in the pipeline, these include:

Action	Completion Date
Support the Occupational Health Team to monitor staff wellbeing and recovery following on from the impact of COVID-19 on staff.	Current and ongoing

Support the implementation of the staff health and well-being improvement plan to ensure that staff are provided with the necessary support and advice to manage physical and mental health conditions.	Current and ongoing
Working in partnership with Diversity and Ability to complete a diagnostic to comprehensively measure workplace inclusion and to identify opportunities to improve people management practices and line management capability.	Current and ongoing
Partnership working with Project Choice to offer young people with learning disabilities, difficulties and/or Autism internships to gain valuable skills in a working environment. Cohort one commenced in September 2021 and six interns graduated in July 2022. Cohort two commences in September 2022.	Current and ongoing
Celebrate and recognise Disability History Month in November which will include targeted interventions to raise awareness delivered by Diversity and Ability.	November 2022
Implement the inclusivity 'Sunflower Scheme' to raise awareness and support staff and patients with visible and invisible disabilities.	December 2022
Explore the possibility of a central funds budget for reasonable adjustments supported by a reasonable adjustments policy.	January 2023
Explore the implementation of a disability leave policy or strengthen existing policies to support this.	January 2023
Review the recruitment policy to ensure consistency and governance of unfair practices.	January 2023
Strengthen recruitment practices to require greater diverse recruitment panel membership and selection training.	December 2023
Introduce recruitment system for monitoring equality information/values based.	June 2023
Develop an Inclusion Ambassadors programme that will support employment practices to become more inclusive.	December 2023
Expand on the reverse mentoring pilot with staff from minority ethnic groups by introducing reciprocal mentoring across all protected characteristics, with the aim of developing empathy and understanding of staff experience.	December 2023
Strengthen the EDI training offer for managers and staff to increase awareness and provide knowledge and strategies to help build a positive inclusive work environment.	December 2023