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| **No** | **Objective** | **Specific Action** | **Timeline** | **Indicators of Improvement** | **RAG** |
| **1.0** | **Leadership and Development****Goal: Increase diversity in leadership and ensure leaders are trained in inclusive practices.** |
| **1.1** | **Annual Appraisal Integration** | Integrate disability inclusion and diversity metrics into the annual appraisals of leaders to encourage accountabilityConduct training for appraisal managers to ensure they can assess EDI-related performance. | **Q1:** Analyse organisational data to identify gaps in representation at leadership levels and engage with BME and disabled colleagues to identify specific barriers to career progression. Define EDI objectives and align with the appraisal process.**Q2:** Develop a structured programme combining leadership skills training, mentorship, and career development workshops ready to pilot Q3 2025/26.Begin embedding EDI in appraisals.**Q3:** Pilot Leadership Development Programmes.**Q4:** Evaluate and adjust based on feedback and performance reviews. | Increase in candidates from protected groups applying for and securing leadership roles.Increase in the percentage of leadership with EDI goals embedded in appraisals. |  |  |  |  |
| **1.2** | **Leadership Development Programmes** | Create tailored leadership programmes aimed at our BME workforce and workforce with LTC/disability, providing the tools for career progression.Incorporate mentorship and networking opportunities to support programme participants. |  |  |  |  |
| **1.3** | **Reciprocal Mentoring** | Scope and develop reciprocal mentoring for the Executive Team and Senior Leadership Group (SLG) to provide diverse perspectives.Pair senior leaders with workforce from protected groups for a structured mentoring experience. |  |  |  |  |
| **2.0** | **Fair and Inclusive Recruitment & Talent Management****Goal: Attract and retain a diverse workforce by ensuring fair and accessible recruitment, as well as progression opportunities for our workforce.** |
| **2.1** | **Diverse Hiring Panels** | Ensure diverse panel members are present in every recruitment process.Track recruitment data to identify any disparities for candidates with LTC/disability.Implement bias-awareness training for recruiters and hiring managers.  | **Q1**: Complete recruitment audit and diversify hiring panels.**Q2:** Develop and implement specific actions to barriers to employees with disabilities.**Q3:** Review Model Employer data and implement diverse job board strategies.**Q4:** Embed new processes through ongoing training, exec sponsorship and quality audits. | Recruitment barriers identified and addressed through the audit.Increased percentage of BME applicants and applicants with LTC/disability successfully recruited.Reduced gaps in progression between employees with LTC/disability compared to non-disabled workforce.Reduced gaps in progression between BME and non-BME workforce. |  |  |  |  |
| **2.2** | **Internal progression** | Monitor internal progression rates of employees with LTC/disability compared to non-disabled employees to ensure equitable progression opportunities.Monitor internal progression rates of BME employees compared to non-BME employees to ensure equitable progression opportunities.Offer training and skill-building programmes tailored to employees with LTC/disability to support their career progression.Ensure equitable access to progression opportunities and career development plans, with a focus on removing barriers that might affect employees with LTC/disability. |  |  |  |  |
| **2.3** | **Recruitment Audit** | Review recruitment practices to ensure accessibility, including application platforms, interview locations and assessment methods. Track diversity data across recruitment stages to identify and address any drop-off points for candidates.Review and adjust job descriptions to ensure inclusive language and remove any barriers for applicants. |  |  |  |  |
| **2.4** | **Inclusive job advertising** | Ensure all job postings explicitly welcome applicants with disabilities. Highlight the organisation’s commitment to inclusivity and mention available accommodations.  |  |  |  |  |
| **3.0** | **Eliminate Disability Pay Gap****Goal: Develop strategies to reduce gender, ethnicity and disability pay gaps.** |
| **3.1** | **Reporting**  | Develop a Workforce Metrics dashboard to report on key workforce metrics relating to EDI. To include:* Disability and race representation across all grades and service lines
* Recruitment data to include number of applicants with a LTC or Disability and the likelihood of shortlisting
 | **Q4 (24/25):** Workforce Metrics Dashboard to be agreed at January 2025 Remuneration Committee and reviewed monthly thereafter.**Q1:** Complete reviews of pay gap data.**Q2:** Develop and implement specific actions to address pay gaps.**Q3-Q4:** Promote agile working policies and monitor pay gap reduction | Reduction in pay gap year-over-year.Increased transparency and trust regarding pay equity among employees with LTC/disability.Uptake of agile working arrangements. |  |  |  |  |
| **3.2** | **Gender / Ethnicity / Disability Pay Gap Review** | Conduct a review of Ethnicity Pay Gap data to identify trends and areas for improvement.Develop strategies to close identified pay gaps for staff with disabilities. (Disability Pay Gap information to be completed and presented to HR Steering Group and HR & Remuneration Committee post the conclusion of the first employee data campaign in Q4 2024/25)Set specific actions to address pay disparities. |  |  |  |  |
| **4.0** | **Health and Wellbeing and Culture****Goal: Foster a work environment that supports the health, safety and wellbeing of our workforce.** |
| **4.1** | **Tackling non-disclosure** | Host a range of campaigns aimed at updating personal details on ESR, to ensure the ICB’s workforce profile is as accurate as it can be and reduce the number of non-disclosure of disability and ethnicity status. | **Q4 (24/25):** Awareness campaigns to commence in January 2025, with further sessions to be developed on a quarterly basis.**Q1:** Begin regular health and well-being conversations.**Q2:** Develop a guidance for managers to support employees with disabilities.**Q3:** Design and implement targeted health interventions and provide regular health checks. | Reduction in non-disclosure in ESR.High engagement with health and wellbeing programmes amongst workforce.Improved staff survey scores relating to workplace culture and inclusivity.Improved staff survey scores relating of workforce with LTC/disability in relation to reasonable adjustments.Reduction in absenteeism and improved retention rates.Improved staff survey engagement scores. |  |  |  |  |
| **4.2** | **Health and Well-being Conversations** | Encourage regular conversations between managers and the wider workforce about health and well-being.Provide guidance and training for managers to conduct these conversations effectively. |  |  |  |  |
| **4.3** | **Support offers** | Implement flexible working policies, including remote work options and adjustable work hours, to accommodate health-related needs.Ensure all physical and virtual workspaces are accessible, with facilities such as ergonomic workstations, accessible restrooms and screen readers.Provide mental health resources, including counselling, resilience training and support groups specifically catering to employees with LTC/disability.Streamline the process for employees to request reasonable adjustments and accommodations. |  |  |  |  |
| **4.4** | **Employee voice** | Establish feedback channels to gather insights from workforce with LTC/disability about their experiences.Further develop staff network groups to provide workforce with peer support, share resources and offer a platform for collective feedback to leadership. |  |  |  |  |
| **5.0** | **Eliminate Bullying, Harassment and Discrimination****Goal: Prevent and address incidents of bullying, harassment and discrimination, particularly those related to disability.** |
| **5.1** | **Monitoring and Accountability** | Establish dashboards and KPIs linked to the NHS People Promise to monitor incidents of bullying and harassment.Regularly review incident reports and trends to adjust training and policies as necessary, aiming to reduce occurrences and improve the workplace culture.Hold managers and teams accountable for reducing these incidents through regular reviews. | **Q4 (24/25):** Scope of code of conduct to be reviewed and presented to HR & Remuneration Committee and HR Steering Group with view to implementation in Q1 2025/26.**Q1:** Develop and implement dashboards and KPIs.Implement Code of Conduct.**Q2:** Begin embedding EDI into business operations and provide training.**Q3-Q4:** Monitor progress and adjust initiatives based on feedback and data. | Reduction in reported incidents of bullying, harassment and discrimination.Reduction in the number of cases linked to dignity and respectImproved staff survey scores relating to feeling safe and respected at work.Improved staff survey scores relating to violence, bullying and harassment from colleagues and managers. |  |  |  |  |
| **5.2** | **Embed EDI into Business Operations** | Scope the opportunity to implement an employee code of conduct which sets out the standards of behaviour expected from all employees across the organisation and link with appropriate ICB policies.Communicate EDI initiatives frequently to maintain awareness and focus on cultural improvement.Continue to develop and promote awareness of our zero tolerance approach to bullying and harassment. |  |  |  |  |
| **5.3** | **Reporting mechanisms** | Promote safe, confidential reporting mechanisms for employees to report bullying and harassment without fear of retaliation. |  |  |  |  |