

Equality, Diversity & Inclusion Report

Annual Report 2023



Foreword

I am pleased to introduce this year's Equality, Diversity, and Inclusion (EDI) report, which provides an outline of the work undertaken by the Coventry and Warwickshire Integrated Care Board (CWICB) to support the fulfilment of its Public Sector Equality Duty over the past year.

At CWICB, reducing health inequalities, promoting equality, embracing diversity, and championing Human Rights, is core to our purpose and not peripheral. We are therefore working to these principles in every part of our organisation. As we reflect on our achievements, we are committed to build upon them, to recognise areas for improvement and to confront inequalities with purposeful action.

One important steppingstone has been the publication of our Workforce Race Equality Standard (WRES) action plan, which informs where we need to focus efforts in order to improve workforce data, foster inclusive recruitment practices, and promoting equality at every level of our organisation.

While we celebrate the progress made thus far, we acknowledge that there is still work to be done. The journey toward true equality is ongoing, and we are committed to navigating it with diligence and determination. As we confront the challenges ahead, we remain steadfast in our commitment to fostering an environment where diversity is celebrated, and every individual is afforded equal opportunities to thrive.

I extend my gratitude to all who have contributed to our EDI efforts, and I look forward to the continued collaboration. Together, we will continue to tackle inequality, to promote diversity and inclusion and to foster a culture of civility and respect.



Signature

A handwritten signature in black ink that reads "Danielle". The signature is written in a cursive style with a long, sweeping horizontal line extending to the right.

Danielle Oum

Chair, Coventry and Warwickshire Integrated Care Board



1. Introduction

The purpose of this report is to present the work undertaken by Coventry and Warwickshire ICB (CWICB) to meet its Public Sector Equality Duty in 2023.

We have a Public Sector Duty under the Equalities Act 2010 to work in ways that support the following:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

2. Our Workforce

As of 31st March 2023, CWIB employed 440 people. The profile of our workforce, across the protected characteristics is shown in the tables below. Less than 10 counts have been redacted. This is to ensure anonymity and that individual members of staff cannot be easily identified. The numbers less than ten are represented in the data by the symbol '-'. This does not mean that there were zero numbers rather that they are less than ten. If there were no counts at all the number zero would be kept in the data.

Age	Number	%
Under 31	47	11%
31 - 40	65	15%
41 - 50	140	32%
51 - 60	157	36%
61 and above	31	7%
Grand Total	440	

Disability	Number	%
No	354	80%
Not Declared	61	14%
Prefer not to Answer	-	-
Yes	23	5%
Grand Total	440	

Race	Number	%
White (White-British, White-Irish, and Any other White)	338	77%
Minority Ethnic Group	87	20%
Do not wish to declare/Unknown	15	3%
Grand Total	440	

Religion/Belief	Number	%
Atheism	50	11%
Christianity	175	40%
Hinduism	-	-
Do not wish to disclose my religion/belief	148	34%
Islam	16	4%

Jainism	-	-
Judaism	-	-
Other	22	5%
Sikhism	18	4%
Unspecified	0	0%
Grand Total	440	

Sex	Number	%
Female	345	78%
Male	95	22%
Grand Total	440	

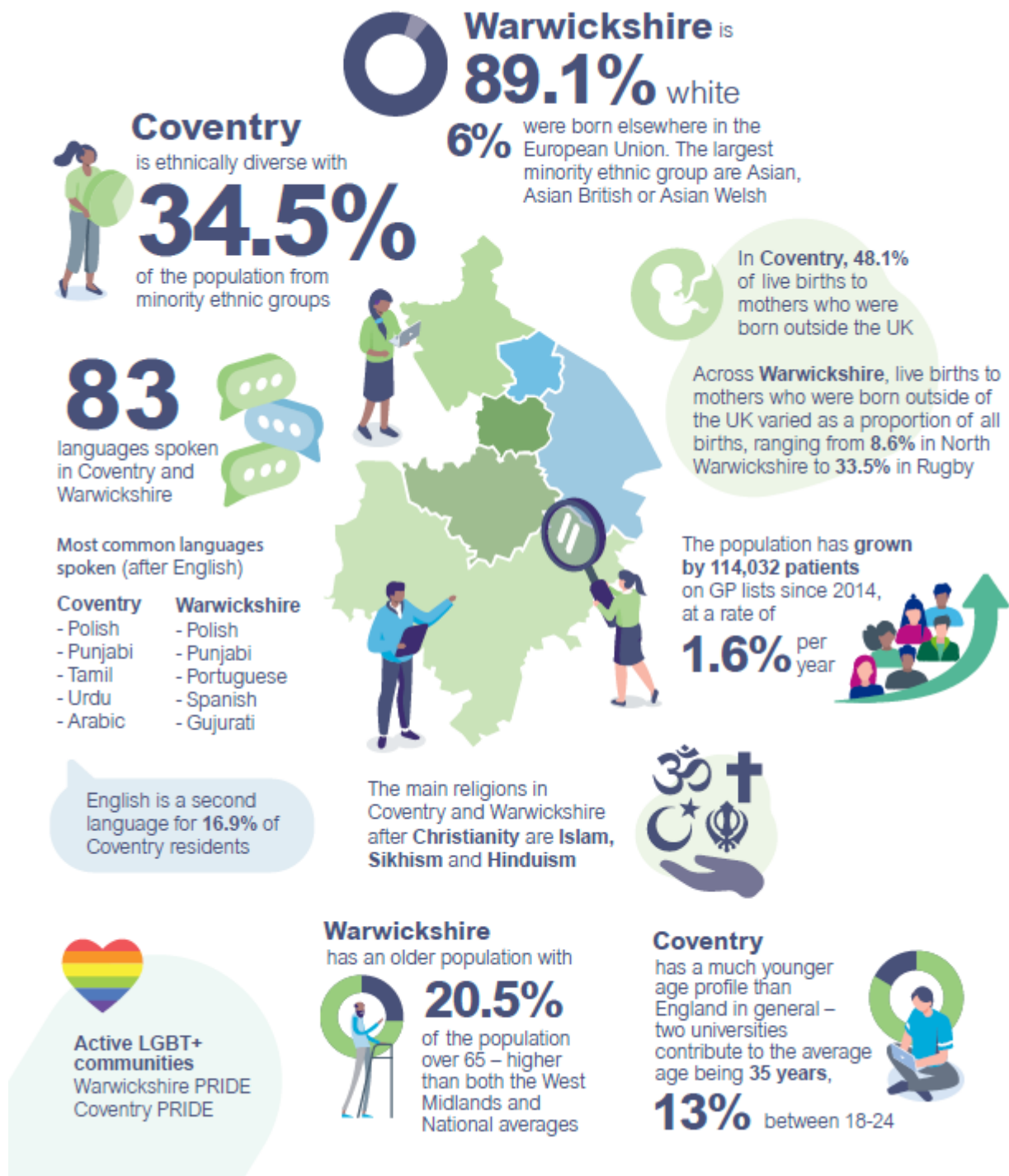
Sexual Orientation	Number	%
Bi-sexual	0	0%
Gay or Lesbian	-	-
Heterosexual	305	69%
Do not wish to disclose	126	29%
Other sexual orientation not listed	-	-
Unspecified	0	0%
Undecided	-	-
Grand Total	440	

2.1. Our Local Area

According to 2021 census, the overall population of Coventry and Warwickshire place amounts to 942,097 people with 345,324 in Coventry and 596,773 in Warwickshire in 2021. The overall breakdown is 50.52% female, 49.48% male, 19.55% Minority Ethnic Group, 80.45% White and 16.7% disabled.

In Coventry, the breakdown is 50.1% (173,137) female, 49.9% (172,187) are male, 34.5% (119,075) Minority Ethnic Group, 65.5% White (226,246) and 16.6% (57,225) disabled.

In Warwickshire, the breakdown is 50.7% (302,775) female, 49.3% (293,998) male, 10.9% (65,099) Minority Ethnic Group, 89.1% (531,674) White and 16.8% (100,013) disabled.



2.2. Comparisons to our workforce

Overall, the representation of Minority Ethnic Group staff in CWICB (20%) is lower than the Coventry Minority Ethnic Group population (34.5%), but higher than the Warwickshire Minority Ethnic Group population (10.9%) and slightly higher than the total population for both Coventry and Warwickshire at 19.55% Minority Ethnic Group.



Overall, the representation of female staff in CWICB (78%) is higher than the Coventry female population (50.1%), and higher than the Warwickshire female population (50.7%) and higher than the total population for both Coventry and Warwickshire at 50.52% female.

Overall, the representation of staff with a disability in CWICB (5%) is lower than the Coventry population with a disability (16.6%), and the Warwickshire population with a disability (16.8%) and the total population with a disability for both Coventry and Warwickshire at 16.7%.

We have 34% of colleagues who do not want to disclose their religion and 24% of colleagues who do not want to disclose their sexual orientation, this has meant we are unable to understand representation rates in these 2 categories. We will continue our promotion of updating personal details and work with our EDI network to understand how we can further support our colleagues to update their sexual orientation and religion on ESR.

We have an ageing workforce with 75% of our workforce over 41 and 43% over 51, this shows an underrepresentation of colleagues at a younger age and does not match the profile of Coventry with the average age being 35 years.

3. Update on EDI (Equality, Diversity, and Inclusion) Priorities for 2023/24

The equality objectives 2021 to 2025 are aimed at ensuring that equality, diversity, and inclusion were considered during the period of system reform leading to the establishment of the CWICB.

To support delivery against Equality Diversity and Inclusion (EDI) priorities the actions from the various statutory and regulatory equality standards and reports from the 2022 to 2023 period including the Workforce Race Equality Standard (WRES) the Workforce Disability Equality Standard (WDES), the Gender Pay Gap (GPG) and the NHS Equality Delivery System (EDS), have been mapped and consolidated under broad themes:


- Workforce Data and Quantitative Intelligence
- Recruitment, Retention Progression
- Health and Wellbeing
- Leadership and Culture
- Staff Engagement

In June 2023 NHS England published the [NHS equality, diversity, and inclusion improvement plan](#). This includes six “High Priority Areas” with high impact actions for ICBs (Integrated Care Boards) to implement which are designed to create change and achieve strategic EDI outcomes. The ICB’s equality objectives and consolidated actions have been aligned to these six high impacts actions and have been the focus of equality activity. The ICB and the report outlines below our progress against each objective.

3.1. Objective 1 - To improve the quality of employee data, held on ESR (Electronic Staff Record), and data recording and monitoring

3.1.1. Equality and diversity information declaration rates

The ICB ran a communications campaign to encourage the workforce to update their equality information on the Electronic Staff Record (ESR). The campaign explained that Equality and diversity monitoring can be a sensitive issue however it is central to Coventry and Warwickshire



ICB strategy for promoting inclusivity and increasing accessibility as this information enables the ICB to better understand the composition of our workforce and examine our practices. Reassurance was given that all information given on ESR is treated with strictest confidence and that individuals will not be identifiable from the data.

As a result of this campaign our declaration rates for disability increased from 3.06% to 7.51% and our declaration rates for sexual orientation increased from 0% to 2.82%. we recognise there is more work to do but this is a positive start.

3.1.2. Workforce Race Equality Standard (WRES)

WRES data was compiled using the NHSE (NHS Eng) submission template and the report (redacted for publication) was completed in September 2023 and approved and published in November 2023 [REDACTED WRES Report Coventry Warwickshire 30102023.pptx \(live.com\)](#)

The WRES action plan 2022-24 was developed, and the plan focuses on enhancing workforce data and providing staff support including:

- Regular monitoring and reviewing of workforce demographics
- Record all formal and non-formal mandatory training
- Maintain robust inclusive recruitment and selection practices
- Continue to engage with the staff Equality Diversity and Inclusion Network
- Promote the use of Freedom to Speak Up Guardian service
- Explore opportunities to further increase board diversity
- Encourage staff to take part in the NHS National Staff Survey
- Promote the importance of reporting unreasonable behaviour
- Improve reporting and recording of bullying and harassment incidents
- Ensure a talent management scheme is in place.

The results of these actions will be reported in the 2023/24 WRES report.

3.1.3. Workforce Disability Equality Standard (WDES)

As part of our continuing improvement approach and commitment to developing good practice the ICB voluntarily completed WDES data using the NHSE submission template. The WDES report was completed and published in November 2023 including the action plan 2022-24 [REDACTED - WDES Report Coventry Warwickshire 30102023.pptx \(live.com\)](#)

As with the WRES the WDES action plan 2022 – 24 focuses on improving the collection and monitoring of workforce data, health and wellbeing, and inclusive leadership.

The results of these actions will be reported in the 2023/24 WRES report.

3.1.4. Identifying workforce underrepresentation

Information on workforce equality data is updated quarterly to identify underrepresentation amongst different protected characteristics and develop initiatives to overcome gaps in HR and recruitment practices.

3.2. Objective 2 – To show inclusive leadership and commitment to being a leader in equality, diversity, and inclusion

ICB leaders met regularly with Equality Inclusion and Human Rights Experts (EIHR) to discuss EIHR priorities and better understand our roles and responsibilities in relation to the Public Sector Equality Duty and NHSE requirements.

These discussions helped us understand where our priorities lie in relation to the wider community as well as with the staff in the ICB. This included involvement with the Integrated Care System (ICS) Equality team.

3.2.1. Committees and Boards

The Chair of the ICB, Danielle Oum, champions equality across the organisation. All Committee Chairs have put into place governance measures to demonstrate assurance that 'Due Regard' of Equality considerations, outcomes and decisions are discussed and recorded within Committee Minutes. Harry Hayer, Non-Executive Member chairs the People Committee the ICB provides the committee with assurance that it is delivering its functions and undertaking its responsibilities to deliver the workforce related activities as an employer and in relation to the Public Sector Equality Duty.

3.2.2. Executive Board Training

A development session was held to update and strengthen the ICB Executive of their duties and accountabilities in relation to EDI to champion equality. The objectives of the session were for participants to:

- Improve their knowledge of key equality legislation and EDI frameworks
- Update on the ICB current EDI position
- Update their understanding of Managing their EDI responsibilities in relation to their roles/duties (tools/standards)
- Be able to demonstrate their inclusive leadership – EDI commitment and accountabilities to inclusive services including EDI compliance, monitoring, review, and scrutiny (Domain 3)
- Understand the importance of building a culture of belonging and work to champion, cascade and embed equalities throughout the ICB.

3.2.3. Equality and Quality Impact Assessment Toolkit

The CWICB is committed to ensuring that commissioning decisions, business cases and any other business plans are evaluated for their impact on equality and quality. A new EQIA (Equality and Quality Impact Assessments) template was developed in a spreadsheet format. The template includes embedded guidance on each step for completing an EQIA and enables information on stakeholders and useful resources to be kept within one document. It also links to initial considerations regarding health equity assessments of a project

Training sessions were delivered to support staff in using the new toolkit, and in completing EQIAs (Equality and Quality Impact Assessments).

The sessions enabled participants to:

- Understand what an equality impact assessment (EIA) is

- Understand legal duties related to Equality and Health Inequalities
- Understand the key areas of evidence needed
- Gain an overview of the Health Equity Assessment Tool (HEAT)
- Be more confident in completing the EIA
- Know who to contact for further advice on equality, inclusion, and human rights

The training also included signposting to relevant ICB HEAT documents and the support that is available from the Health Inequalities team. 79 people registered for the training, 38 of whom attended the sessions and feedback was mostly positive. When asked what they enjoyed most participants comments included:

“As a new concept the session was perfect.” “Brilliant introduction to EQIAs.” “Enjoyed going through a case study to complete the form.”

3.3. Objective 3 – To improve the processes for recruitment, retention, experience, and progression

3.3.1. Recruitment Processes

The ICB recognises the need for equality and diversity within the workforce and is committed to improve the processes for recruitment, retention, experience, and progression of all its staff. We continued monitoring and reviewing our workforce demographics through the WRES, WDES, Gender Pay Gap (GPG), Equality Delivery System (EDS) and Staff Surveys. The ICB continued to ensure the new organisation has robust inclusive recruitment and selection practices including:


- Promoting awareness of equality and diversity issues.
- Taking measures to ensure that any opportunity for discrimination during the recruitment process is minimised. Removing personal information from application forms prior to shortlisting and used for monitoring purposes only.
- Ensuring that objective selection criteria are used,
- Recording the decision-making process is recorded and demonstrating that appointments are made on merit.
- Recruitment and selection are carried out in accordance with all relevant legislation.
- Ensuring that all employees who are responsible for undertaking recruitment and selection are suitably trained and have the necessary knowledge and skills.
- If applicable to the role, the ICB uses the disclosure service provided by the Disclosure and Barring Service (DBS) to assess applicants’ suitability for positions of trust.

3.3.2. Gender Pay Gap Report

CWICB completed a Gender Pay Gap Report (GPGR) for the organisation as of 31st March 2023 which was published in November 2023 [C&W Gender Pay Gap Report 2023 v2.docx \(live.com\)](#)

Calculations were made using two types of averages, a mean average, and a median average. Using these two different types of average gave a more balanced overview of CWICB’s overall gender pay gap. The results were used to assess:

- the levels of gender equality in our workplace
- the balance of male and female employees at different levels
- how effectively talent is being maximised and rewarded.



Our mean gender pay gap is 24.66% which is an improvement of 1.44% on last year's mean pay gap of 26.1%. Our median gender pay gap is 16.36%. This is 14.74% less than last year's median gender pay gap of 31.1%.

To continue to reduce the gender pay gap CWICB plan to check for any gender bias in our recruitment information and appointment processes, check for any gender bias in the uptake of our training offers, monitor the application of other policies and procedures, such as flexible working, and encourage through the PDR process to support women's leadership development.

3.4. Objective 4 – To actively engage with, promote, support, and encourage the work of staff networks and recognised forums

The CWICB has continued to focus on creating an ICS wide staff network, open to all staff within Health & Social Care. There is an active ICS wide Women's Network in place which is open to all women and allies within the CWICB.

The Equality Diversity and Inclusion staff network, for CWICB staff has been refreshed, with the Chief People Officer being a staunch Executive Sponsor. The network has hosted events aimed at bringing people together including holding regular Fikas themed around significant festivals such as Diwali and Christmas. Fika is a Swedish word which means being available for friends and colleagues to share a cup of coffee (or tea) and a little something to eat. Fika cannot be experienced at your desk on your own; that would just be having coffee and a snack. Colleagues were therefore invited to come along to various venues and to bring some food or drink to share, socialise and chat with colleagues. These events have seen good attendance at both Coventry and Warwick and have enabled colleagues to come together to learn and understand more about each festival.


Developing the network is continuing as a priority to take into 2023-24, working together with Freedom to Speak Up Guardians (FTSU) and our Wellbeing Warriors. The ICB wants to understand the needs of the workforce and what support might be needed to further build the capacity of the network(s) and enable them to thrive.

3.5. Objective 5 – To ensure staff feel confident to access the health and wellbeing schemes according to their individual needs

The CWICB has several resources for staff wellbeing, which are communicated through the staff bi-weekly newsletter, staff email, staff forum, staff briefing and through Champions (HWB, FTSU, EDI staff network).

For instance, the Wellbeing Warriors staff group, which has representation from many teams including HR and Communications with oversight from the Director of Corporate Affairs and the People Directorate, ensures that the wellbeing message is on the agenda at all team meetings and is a standing item at the Staff Forum, and is in line with staff needs and tie in with the ICB People Plan.

Additionally, there is a regular wellbeing section in the staff newsletter that ensures that the Wellbeing Warriors' priorities and message are communicated to all staff in the ICB. The ICB



continues to ensure the wellbeing agenda supports those working at home and in the office with a move towards hybrid working.

A wellbeing programme based on staff feedback via the Coventry and Warwickshire ICB 2023 Staff Wellbeing Survey has been created. The feedback of the 85 respondents enabled to run some events and activities to raise awareness of important wellbeing issues. These events and activities were open and communicated to all staff and include:

- Arden and GEM CSU (Commissioning Support Units) held finance workshops throughout the year which were open to our staff, promoted in staff newsletter. Topics include pre-retirement and taking control of your finances.
- Mental Health Awareness May: With Staff in Mind held several webinars for 'Mindful May' around stress, sleep, mental wellbeing, promoted to our staff via the newsletter. Also, staff member lived experience of anxiety was promoted in our staff newsletter
- Walking month May: promoted in staff newsletter and staff shared their favourite walks
- Carers Week June: promoted in staff newsletter
- Health Eating Week June: Webinar on affordable healthy eating held for staff, 15 attendees
- ICB Running Group set up

The CWICB has several resources for staff wellbeing, which are communicated through the staff bi-weekly newsletter, staff forum, staff briefing and through Champions (HWB, FTSU, EDI staff network):

- Health and Wellbeing Warriors
- Employee Assistance Programme (Health Assured)
- Healthy Lifestyle Workshops & Sessions
- Counselling Services
- Health & Wellbeing resources for staff
- Wellness Assessment & Action Plan for Employers & Managers
- Occupational Health
- Staff Network (EDI Staff Network, ICS Women's Network)
- Freedom to Speak Up Guardians and Champions
- Menopause Support
- Recruitment lunch & learns sessions

It is difficult to monitor the uptake of some of the Health and Wellbeing resources because they are self-referral or online. We are seeing an increased number of staff approaching our Freedom to Speak Up Guardians and Champions for informal discussions and an increased number of staff accessing Occupational Health.

The wellbeing initiatives are developed with our wellbeing warriors and in response to the wellbeing survey.

3.6. Objective 6 – To create a more welcoming and supportive learning environment linked to Personal Development Plan which better meets the development needs of staff

The ICB has refreshed the PDR process to ensure there is a cascade approach to objectives and to ensure every leader has at least one EDI objective and all staff consider how they can actively

support colleagues to feel included and commit to ‘speaking up’ if they witness any inappropriate or discriminatory behaviour to their manager or the freedom to speak up guardian.

In 2023 the ICB launched a new induction programme for all new starters, this includes an induction booklet which is sent out with the contract of employment, this booklet provides useful information for new starters. We also launched an online induction for all new starters which our Chief Executive Officer chairs, this session provides a more in-depth explanation of our ICB priorities and has guest speakers who talk about their areas of expertise, this includes the Health Inequalities Team and the EDI Network.

In 2023 we also launched a development programme for all ICB staff, this programme focuses on ‘Owning and Driving our Performance’ (ODP). The programme has inclusion at the heart of it and is made up of 3 full day workshops and then ongoing development through a peer-to-peer scheme and targeted support for teams. The feedback from the programme has been positive and we are starting to see examples of colleagues using coaching style approaches to resolve problems and being more comfortable giving and receiving feedback.

As an ICB we are fully invested in supporting the Oliver McGowan training on learning disability and autism and we have added to our mandatory training list for all colleagues.

3.7. Objective 7 – Actively participate with relevant equalities standards and benchmarks

3.7.1. Equality Deliver System (EDS)

Implementation of the Equality Delivery System (EDS) is a requirement on both NHS commissioners and NHS providers. The EDS is an improvement tool for patients, staff, and leaders of the NHS. It supports NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains: Services, Workforce and Leadership. It is driven by data, evidence, engagement, and insight.

There are eleven outcomes across the three EDS domains: -

- Domain 1: Commissioned or provided Services
- Domain 2: Workforce Health and Wellbeing
- Domain 3: Inclusive Leadership

During 2022 the new EDS was in pilot phase and the ICB focussed solely on Domain 2. This year has seen the implementation of all three domains which is a significant achievement.

Starting as early as January 2023 the implementation took place in separate stages and involved communications and awareness raising within the ICB and identifying and liaison with numerous and differing personnel and departments across the ICB and ICS. Each domain necessitated a different approach with bespoke templates, methods of evidence collecting, and engagement and assessment events. The final domain was completed in January 2024 after which the ICB achieved an organisation rating of developing activity. Overall scores are as below.

Coventry and Warwickshire ICB overall score, or EDS Organisation Rating

	Score
Domain 1 – Commissioned Services	

	VW (Virtual Ward) Maternity
Outcome 1A – Patients (service users) have required levels of access to the service	1 2
Outcome 1B – Individual patients (service user’s) health needs are met	2 2
Outcome 1C – When patients (service users) use the service they are free from harm	2 2
Outcome 1D – Patients (service users) report positive experiences of the service	1 2
Aggregate Total	7
Domain 2 – Workforce Health & Wellbeing	
Outcome 2A - When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions	1
Outcome 2B - When at work, staff are free from abuse, harassment, bullying and physical violence from any source	1
Outcome 2C - Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source	0
Outcome 2D - Staff recommend the organisation as a place to work and receive treatment	1
Total	3
Domain 3 – Inclusive Leadership	
Outcome 3A - Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to equality and health inequalities	1
Outcome 3B - Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed	1
Outcome 3C - Board members and system leaders (Band 9 and Very Senior Manager) ensure levers are in place to manage performance and monitor progress with staff and patients	0
Total	2
Overall EDS score for CW ICB = 12	Developing activity

EDS Rating and Score Card

The review of each domain referred to the [EDS ratings and score card guidance](#). Each outcome was scored and added together providing the overall CW ICB score, or EDS Organisation Rating. The rating was in accordance to scores as below:

Undeveloped activity – organisations score out of 0 for each outcome	Those who score under 8 , adding all outcome scores in all domains, are rated Undeveloped
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Developing activity – organisations score out of 1 for each outcome	Those who score between 8 and 21 , adding all outcome scores in all domains, are rated Developing
Achieving activity – organisations score out of 2 for each outcome	Those who score between 22 and 32 , adding all outcome scores in all domains, are rated Achieving
Excelling activity – organisations score out of 3 for each outcome	Those who score 33 , adding all outcome scores in all domains, are rated Excelling

Details of the scoring for each domain can be found in our published EDS report.

EDS Domain Action Plans

To allow time for actions to be delivered and monitored the plans for each domain will run for a two-year period 2023 to 2025. To ensure continuity consistency and avoid duplication, the plans have been aligned to key frameworks, standards, reviews, and reports as appropriate. Such as the NHS EDI Improvement Plan, the Workforce Race Equality Standard, the Workforce Disability Equality Standard, the Ockenden Maternity Review 2022.


3.8. Objective 8 – Set up arrangements to assess the disproportionate impact of Covid-19 on vulnerable groups including Minority Ethnic Group staff.

The CWICB continues to have in place to support vulnerable groups such as:

- Risk Assessments
- Agile working guidance
- Office Attendance Processes – Kadence Booking In
- Provision of PPE (Personal Protective Equipment)
- Rest & Respite Areas
- Display Screen Assessments
- Vaccinations
- Staff Briefings and Communications
- Virtual Staff Huddle
- Support for Staff through Sickness through Occupational Health
- Flexible Working
- Health & Wellbeing Conversations as routine part of conversations with line managers

The focus on Covid-19 and the impact is shifting towards more support through vaccinations and the ICB has championed the vaccination programme through several channels. As we nationally move to pre-covid work practices, the ICB has established support mechanisms through managers, staff forum, FTSU, EDI Staff Network, Health & Wellbeing and Occupational Health.

4. Conclusion



CWICB is committed to reducing health inequalities, promoting Equality, and valuing diversity including Human Rights as an integral part of everything we do. We have agreed to continue these objectives to build upon what we have already achieved and to address inequalities for our people, with real purpose and action.

Using the tools of the WRES WDES EDS and GPGR we have identified the need to build an accurate picture of our workforce, regularly monitor our data and encouraging our people to declare their personal diversity information. We want to engage with our staff to better understand their experiences of working for the CWICB including in relation to health and wellbeing, and training and development. The CWICB will continue to raise awareness of equality diversity and inclusion and promote and demonstrate a culture of civility and respect.

Through implementing the objectives linked to the EDS outcomes, and the NHS Improvement Plan Six High Impact actions CW ICB ensuring the needs of the public, patients, carers, and our staff are met. We will continue to monitor progress against our equality objectives and report regularly and openly on the development of this work.

5. 2024/25 Priorities

The key areas below align to those within the statutory and regulatory reports outlined above and to the NHS EDI Improvement Plan six high impact actions.

Our priorities for 2024/5 are:

- a. **Equality Objectives:** review and development of equality objectives and related action plan
- b. **Monitor progress against action plans:** Develop processes to map and align equality objectives and action plan to those of EDS WRES WDES GPGR, and monitor quarterly and bring regular updates to the relevant groups and committees
- c. **Improve declaration rates** on the protected characteristics collected on ESR at all levels of the organisation to understand better the diversity of the ICB workforce
- d. **Workforce demographics:** Regular monitoring and review of recruitment and workforce data
- e. **Strengthen the Board and executive level support to deliver the EDI Agenda** including specific EDI objectives for Board members and executives linked to their Professional Development Reviews. Ensure senior leaders understand their responsibility and accountability including to the implementation of the EDS
 - f. **Development:** Through our Organisational Development intervention, we are delivering in 2024/25 continue to deliver packages to enhance their knowledge and awareness.
 - g. **Staff Network:** CWICB ongoing commitment to support the revamp and continuation of this group
- h. **Development of Minority Ethnic Group staff and other underrepresented groups** to progress as leaders including training, mentoring and talent management opportunities.
- i. **Eliminate the conditions in which bullying, discrimination, harassment and physical violence** at work occur through adopting a just culture approach, improved reporting, training, and awareness raising, cultural competency and allyship
- j. **Training Needs Analysis:** Assess current Equality training provision and staff professional development and introduce packages to enhance their knowledge and awareness