



# Staffordshire and Stoke-on-Trent Integrated Care Board Workforce Diversity Profile Report 2023

This report was produced by the ICB Equality Diversity and Inclusion Team December 2023

# Introduction

This will be Staffordshire and Stoke-on-Trent Integrated Care Boards (ICB) second workforce diversity profile report since transitioning from Clinical Commissioning Boards in July 2022. Public authorities with over 150 employees must consider how their activities as employers affect staff and publish information on the outcomes for staff. This should include publishing disaggregated data by each protected characteristic including in the following areas as good practice:

- the overall workforce composition including the seniority/pay grade of staff
- recruitment outcomes for staff in respect of protected characteristics

This report will focus on the two above areas. Other activities and outcomes in relation to workforce equality diversity and inclusion e.g. , training and development, staff engagement, staff experience and feedback, health and wellbeing will be captured in the ICB's 2023-24 Public Sector Equality Duty Annual report which will be published in March 2024.

Last year's report served as a baseline to measure the diversity of staff across the full range of NHS pay grades . This report will be presented to the ICBs People, Culture and Inclusion Committee (CPI) Part B has delegated responsibilities to ensure the ICB, as an employer, demonstrates due regard to the Equality Acts. Public Sector Equality Duties, implementation, oversight and monitoring of the ICB's EDI strategy, training, and associated action plans. The report will also be shared with the ICB's Staff Networks and Staff Engagement Group.

The staff figures and data within this report are taken from the NHS Electronic Staff Record (ESR) data base. Staffordshire and Stoke-on-Trent demographic profile data is taken from the Together We're Better Health and Care in Staffordshire and Stoke on Trent - Options appraisal data pack. Where other data is used it will be sourced.

The report provides a profile of ICB staff in post as of the 30.09.2023 which at that point totalled 282. To preserve anonymity staff numbers are replaced with percentages as to make it difficult to identify individual staff. It is worth considering that when working with relatively small figures, small changes in staff numbers can substantially alter the demographic profile of a workforce.

At a Staffordshire and Stoke-on-Trent system level the ICB continue to work with NHS and wider partners to make the local area a better place to work in a movement towards an ['One Workforce'](#) approach where the greatest impact can be had by affecting change across the whole local workforce.

**Note:** Figures have been rounded up to one decimal place.

# Summary of findings

**Age:** Age ranges 16-19 and 20-24 years are not so well represented in the ICB Workforce.

**Disability:** People with a disability are not represented within the ICB workforce as a proportion of the population of Staffordshire and Stoke. The highest percentage staff band not declaring if they have a disability or not, is Non-Afc (Very Senior Managers) 11.4% this is slightly higher than 2022 figure of 10.4%.

**Gender Re-assignment:** Data is not collected for this characteristic. No National agreement on the collection of data or what question/s to ask have yet been determined.

**Marriage and Civil Partnership:** Staff who identified as being in a civil partnership was 0.4% of the workforce as a whole, this is above the estimated combined Staffordshire and Stoke-on-Trent (SSoT) profile figure of 0.2%. 63% of all ICB workforce identified as being married which higher than the (SSoT) profile figure of 50%. The highest percentage staff band range where marital status is unknown is Non-Afc at 16.7%.

**Pregnancy and Maternity:** Data is not currently collected.

**Race:** 90.07% of the workforce identifies as White which is lower than Staffordshire and Stoke-on-Trent (SSoT) population profile of 94%. Asian ethnicity of 6.74% is higher than the SSoT combined population average of 4%. Asian staff are positively represented (29.17%) at the non-Afc pay bands. Black staff are represented in the middle of the ICB broad pay band ranges and overall are slightly underrepresented when compared to their population size has a whole (1%).

While certain ethnic groups are positively represented at senior positions within the ICB, data has shown this varies across roles e.g Board and/or Executive Team positions, departments and/or directorates. The highest percentage staff band not stating their Race, was Non-Afc (Very Senior Managers/Professionals) 2%.

**Religion and Belief:** Staff who identify as Christian is 43.3% less than the (SSoT) population average of 67%, Non-disclosure among staff is 37.2% overall. Islam is slightly below the (SSoT) population average. Sikhism, Hinduism Buddhism and other religious groups are representative. A significant figure in relation to religion and belief is the percentage of Non-Afc (very senior managers/professional) who did not wish to disclose this information 80%.

## Summary of findings continued

**Sex (Female – Male):** When we compare the NHS National workforce figure of 76.7% female 23.3% male this is very similar to the ICB staff figure of 75.67% female and 24.3% male. This is also reflected at Pay Band levels 8a-9 . When looking at the most senior (non-AfC) roles, male staff are significantly overrepresented (56%) as a proportion of their overall workforce 24.3%. Conversely Males are underrepresented at both pay band groupings 1-4 (2.8%) and 5-7 (11.8%) respectively.

**Sexual Orientation:** Staff who identified as LGB are found in the middle broad pay band ranges 8a-9 (1.63%). A total of 70.3 % of staff identified as Heterosexual or Straight. 28% were asked but declined to provide their sexual orientation status of the 28% who declined to disclose. This makes it difficult to establish if the workforce is representative of the National estimated figure of 3.1% of the population over 16 years of age. 60% of staff in Non-AfC roles did not state this characteristic.

**Full Time and Part Time Participation:** The percentage of staff working full time represented 70.9% of the workforce this was a 4.2% increase compared to last year figure of 66.7% which meant that staff who worked part time decreased from last years figure of 33.3% to 29.1%

The reasons for over or under representation of the ICB workforce by protected characteristics across all pay bands can be attributed to a range of cultural, social and economic factors these could include but not limited to:

- Conscious and/or unconscious bias within the recruitment process .
- Roles which have historically been taken up by a specific characteristic profile e.g. White, Non-disabled Male.
- The nature of the work and size of the organisation
- Demographics of the local communities
- Organisational Culture

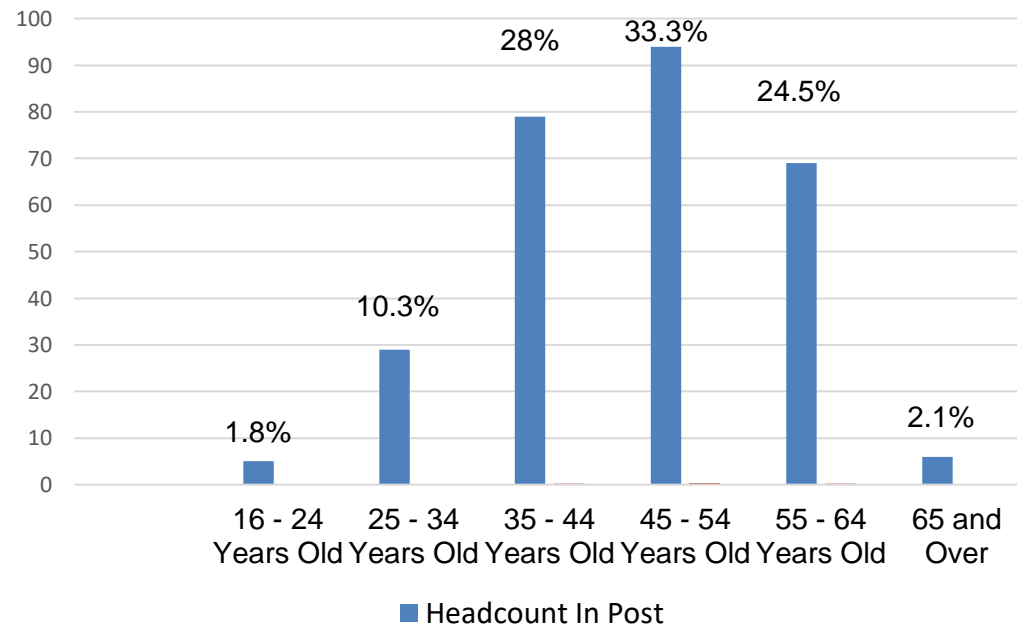
Further understanding may be gained through continual monitoring, staff surveys, and through assessing policies, processes, and functions for bias towards a characteristic over another. As we continue the journey towards “One Workforce” across Staffordshire and Stoke-on-Trent , there will be opportunities to further our understanding and reduce inequality in the workforce. This is the second workforce report, and while two sets of data do not constitute a trend, there are similar findings when compared to last year. An example being Non-Agenda for Change (Afc) staff non-disclosure rates are higher compared to the rest of the workforce.

# Age

The Integrated Care Boards workforce profile by age varies across pay bands. Most staff are found in the 35 - 64 age groups which collectively make up 85.8% of the workforce. 10.3% of staff are in the 25–34-year age range, with 1.8% being under 25 years and 2.1% being over 65 years of age. There is no significant change in age profiles across all pay grades compared to 2022 and there does not appear to be any concerns regarding staff declaring this information around this characteristic.

The workforce dynamics of an ICB differs when compared with NHS Provider Trusts. There are proportionately higher numbers of senior non-clinical positions. This may be one reason why there are lower numbers of staff in the under 25 age ranges. Further analysis shows the 30-39 age group represent 20.6% of the workforce but only 8.6% are represented in the Non-AfC pay band.

Overall Staffs and Stoke ICB Workforce 30/09/23:  
By Age Band



% Headcount by Pay Band for years 2022 and 2023							
	Year	Under 25	25 - 34	35 - 44	45 - 54	55 - 64	65+
2022		2.0%	10.7%	28.3%	31.3%	25.7%	2.0%
2023		1.8%	10.3%	28%	33.3%	24.5%	2.1%



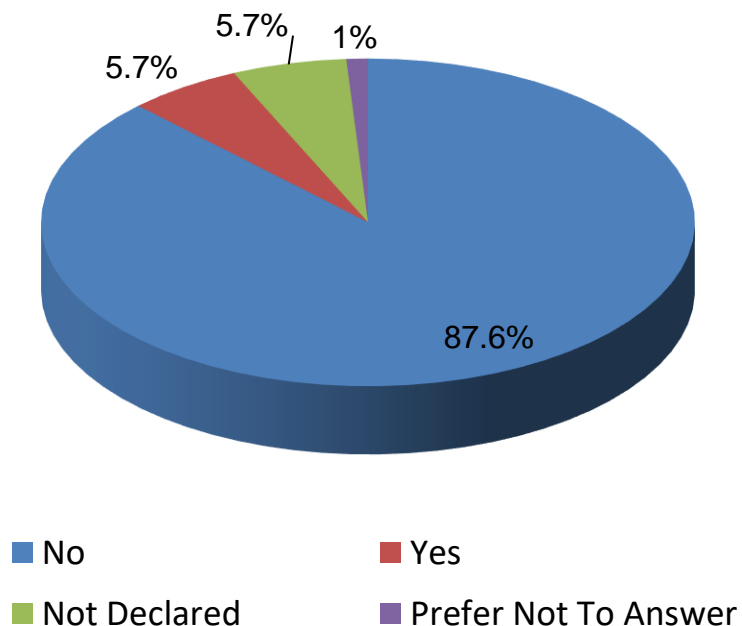
# Disability

According to the Equality Act definition, 23% of working-age people in the UK are disabled (Office for National Statistics, ONS, 2023) Population figures by disability varies between Staffordshire 18.1% and Stoke-on-Trent 22.4%. During this reporting period 5.7% of ICB of staff identified as having a disability this is an increase based on 2022 figure of 4.7%. A total of 6.7% of staff did not provide this information compared to 2022 figure of 5.3%. Assuming all staff who did not declare or preferred not to answer to having a disability, added to staff who did declare their disability, this would total 12.4 %. Staffordshire and Stoke on Trent populations declaring a disability averages around 20.3%.

The highest percentage of staff band not declaring if they have a disability or not, was Non-Afc (Very Senior Managers) this is a percentage point increase based on the 2022 figure.

The data shows that people with a disability are not represented within the ICB workforce as a proportion of the population.

**Staffs and SoT ICB Workforce 30/09/2023 :  
By Disability Status**



% Headcount by Pay Band for years 2022 and 2023	2022		2023		2022		2023	
	Band 1 – 4	Band 1 – 4	Band 5 – 7	Band 5 – 7	Band 8a – 9	Band 8a – 9	Non-AfC	Non-AfC
No	91.7%	86.1%	88.2%	89.3%	92.7%	88.2%	85.4%	82.9%
Yes	2.8%	5.6%	7.5%	7.1%	4.1%	5.5%	2.1%	2.9%
Not Declared	2.8%	2.8%	4.3%	3.6%	3.3%	6.3%	10.4%	11.4%
Prefer Not To Answer	2.8%	5.6%	0.00%	0.00%	0.00%	0.00%	2.1%	2.9%

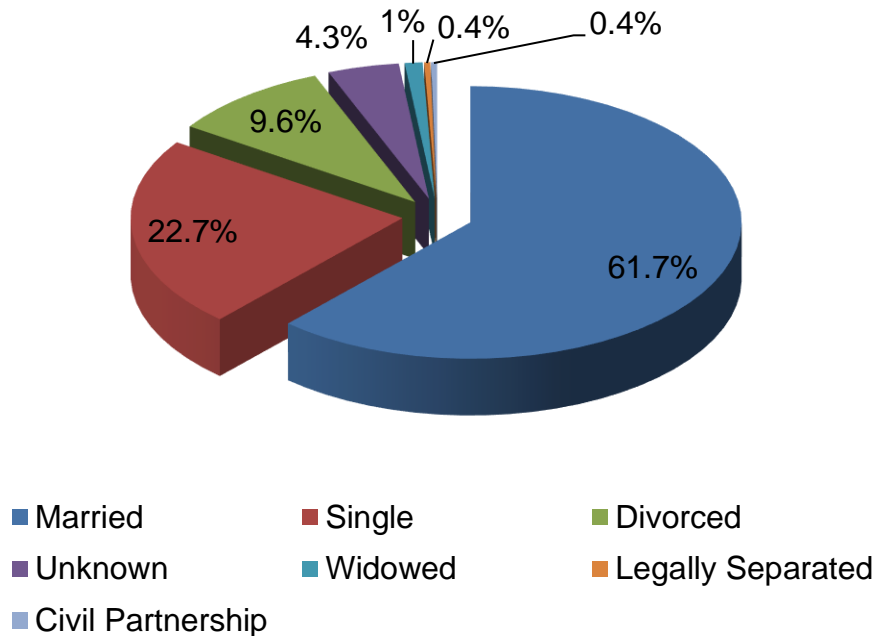
2022 all ICB Staff by Disability **4.7%** Not declared/preferred not to answer **5.3%**

2023 all ICB Staff by Disability **5.7%** Not declared/preferred not to answer **6.7%**

# Marriage and Civil Partnership (Marital Status)

The percentage figure of ICB staff identifying as being in a civil relationship for this reporting period was 0.4% this is above the combined Staffordshire and Stoke-on-Trent (SSoT) profile figure of 0.2%. 61.7% of the ICB workforce identified as being married which is higher than the (SSoT) profile figure of 50%. The highest pay band group who identify as married is the Non- AfC with 88.6%. The marital status of 4.3% of ICB staff is unknown.

Overall Staffs and SoT ICB Workforce 30/09/2023 :  
By Marital Status

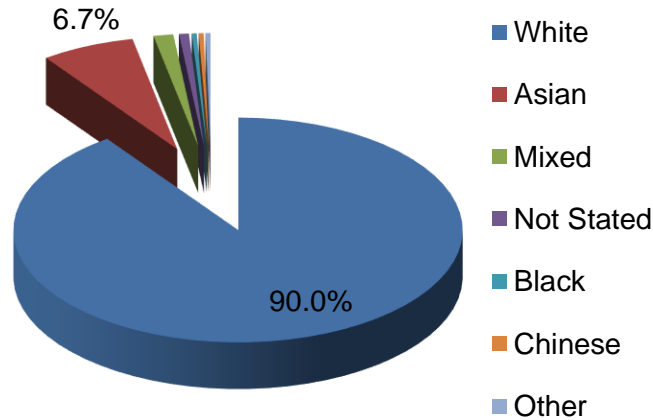


% Headcount by Pay Band for years 2022 and 2023	2022		2023		2022		2023	
	Bands 1 - 4	Bands 5 - 7	Bands 1 - 4	Bands 5 - 7	Bands 8a - 9	Bands 8a - 9	Non-AfC	Non - AfC
Married	50.0%	58.1%	52.8%	53.6%	63.4%	62.2%	81.3%	88.6%
Single	41.7%	26.9%	36.1%	28.6%	20.3%	20.5%	0.0%	2.7%
Divorced	5.6%	12.9%	5.56%	13.1%	8.9%	11.0%	2.1%	0.0%
Unknown	2.8%	1.1%	2.8%	3.6%	4.9%	3.9%	16.7%	8.6%
Widowed	0.0%	1.1%	2.8%	1.2%	0.8%	0.8%	0.0%	0.0%
Legally Separated	0.0%	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	0.0%
Civil Partnership	0.0%	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	0.0%

**Race** Population by race varies across the nine boroughs of Staffordshire and Stoke on Trent with low level figures of 2% in some areas rising to 10% and 11% in East Staffordshire and Stoke –on-Trent respectfully. The total of (SSoT) non-white population represents 6.3% of the total population. The total Black African and African Caribbean population represent 1% of the Staffordshire and Stoke-on Trent population, with all Mixed/multiple ethnicity people representing 1.3 % of the population. The report provides a profile of ICB workforce based on broad ethnic groups types.90.07% of the workforce identifies as White which is lower than Staffordshire and Stoke-on-Trent (SSoT) population profile of 94%.

ICB staff profile by Asian ethnicity of 6.7% is higher than the SSoT combined population average of 4%. When looking at the percentage of Asian staff by pay band you will see that this group is positively represented (26.3%) at the higher 8a-9 and non-Afc pay bands. Black staff are represented in band 8a-9 (0.8%) and Non AfC (2.7%). As mentioned at the top of this report It is worth considering that when working with relatively small figures, small changes in staff numbers can substantially alter the demographic profile of a workforce in percentage terms.

**Staffs and SoT ICB Workforce 30/09/2023 :  
By Ethnicity**



% Headcount by Pay Band Group for years 2022 and 2023								
	2022 Band 1 – 4	2023 Bands 1 - 4	2022 Bands 5 – 7	2023 Bands 5 – 7	2022 Bands 8a – 9	2023 Bands 8a - 9	2022 Non-Afc	2023 Non-Afc
White	91.7%	88.9%	95.7%	96.4%	89.4%	89.8%	68.6%	77.1%
Asian	2.8%	5.6%	2.2%	2.4%	6.5%	6.3%	29.2%	20.0%
Mixed	5.6%	5.6%	1.1%	1.2%	0.8%	0.8%	0.0%	0.0%
Black	0.0%	0.0%	1.1%	0.0%	0.8%	0.8%	0.0%	2.7%
Not Stated	0.0%	0.0%	0.0%	0.0%	0.8%	0.8%	2.1%	0.0%
Chinese	0.0%	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	0.0%

**2022 all ICB Staff: Non-White % 11% - White Staff 88.3% - Not stated 0.7%**

**2023 all ICB Staff: Non-White Staff 9.2% - White staff 90.0% - Not stated 0.7%**

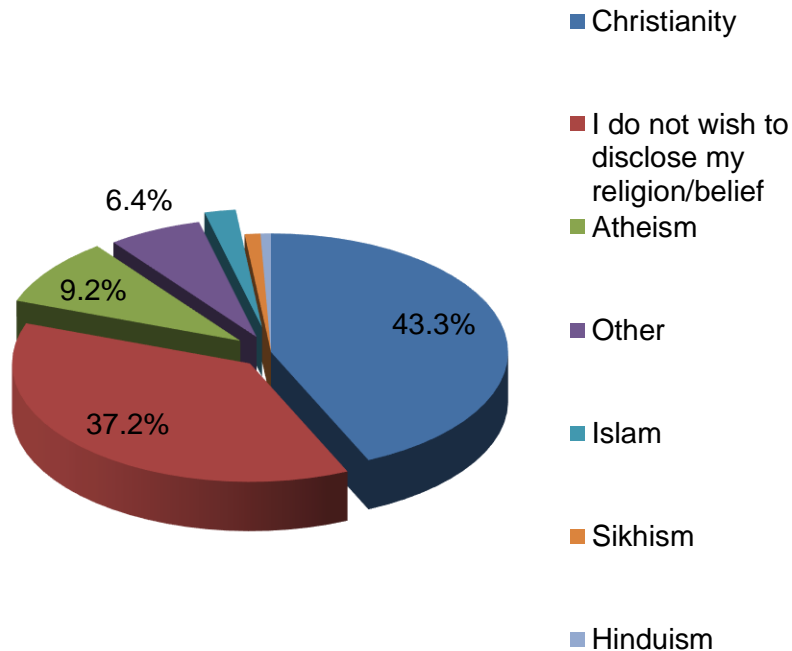


# Religion and Belief

Based on the Together We're Better Health and Care Data pack, the majority population of Staffordshire and Stoke-on-Trent (67%) identify as Christian. The next highest percentage are people who identify as having no religion (23%). This is followed by 6% of the population who did not state their religion. Across Staffordshire and Stoke-on-Trent (SSoT) the average percentage of the population who identify their religion as Islam is 2.4%. There two areas where this figure is significantly higher East Staffordshire and Stoke-on-Trent, 6% respectively. Religions including Sikhism, Hinduism, Buddhism and other religious beliefs each represented less than 0.5% of the population

When looking at religious beliefs across the ICB and across all pay bands Christianity represented 43.3% of the workforce, non-disclosure is 37.2% overall. Islam is slightly below the (SSoT) population average. Sikhism, Hinduism Buddhism and other religious groups are representative. A significant figure in relation to religion and belief is the percentage of Non-AfC (very senior managers) who did not wish to disclose this information 80%.

**Staffs and SoT ICB Workforce 30/09/2023 :  
By Religious Belief**



% Headcount by Pay Band Group for years 2022 and 2023	2022		2023		2022		2023	
	Bands 1 - 4	Bands 1 - 4	Bands 5 - 7	Bands 5 - 7	Bands 8a - 9	Bands 8a - 9	Non-AfC	Non-AfC
Christianity	55.6%	50.0%	47.3%	41.7%	51.2%	52.0%	6.3%	8.6%
I do not wish to disclose	30.6%	36.1%	28.0%	31.0%	28.5%	29.9%	81.3%	80.0%
*Atheism	2.8%	2.8%	14.0%	15.5%	10.6%	9.5%	2.1%	0.0%
Other	8.3%	5.6%	8.6%	9.5%	4.9%	3.9%	4.2%	8.6%
Islam	2.8%	5.6%	1.1%	1.2%	1.6%	1.6%	4.2%	2.9%
Sikhism	0.0%	0.0%	1.1%	1.2%	1.6%	1.6%	0.00%	0.0%
Hinduism	0.0%	0.0%	0.0%	0.0%	0.8%	1.6%	2.1%	0.0%
Buddhism	0.0%	Not Recorded	0.0%	Not Recorded	0.8%	Not Recorded	0.0%	Not Recorded

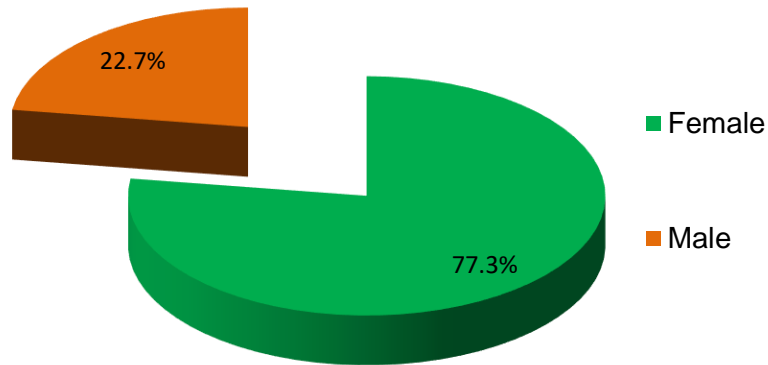
# Sex (Female Male)

Men and women both make up 50% of the overall Staffordshire and Stoke-on-Trent (SSoT) population.

Health and Social Care is one of the public sectors where women thrive in terms of representation. The NHS workforce totals 1.3 million staff, of which 76.7% are women (2021 NHS England) This figure of 76.7% is almost identical with the ICB workforce demographic of 75.7% of the workforce being women and 24.3% men. While the NHS has traditionally been a female dominated sector these figures are not represented at the senior levels.

When we compare the NHS National workforce figure of 76.7% female 23.3 male % it is closely representative at Pay Band levels 8a-9 . When looking at the most senior (non-AfC) roles, male staff are significantly overrepresented as a proportion of the ICB workforce 56%. Males are also significantly underrepresented at both pay band groupings 1-4 (2.78%) and 5-7 (11.8% respectively).

**Staffs and SoT ICB Workforce 30/09/2023 :  
By Gender**



% Headcount by Pay Band Group for years 2022 and 2023	2022		2023		2022		2023	
	Band 1 – 4	Band 1 – 4	Band 5 – 7	Band 5 – 7	Band 8a – 9	Band 8a – 9	Non-AfC	Non-AfC
Sex Female - Male								
Female	97.2%	91.7%	88.2%	86.9%	72.4%	74.8%	43.6%	48.6%
Male	2.8%	8.3%	11.8%	13.1%	27.6%	25.2%	56.6%	51.4%

**2022 ICB Staff by Sex: Female 75.7% - Male 24.3%**

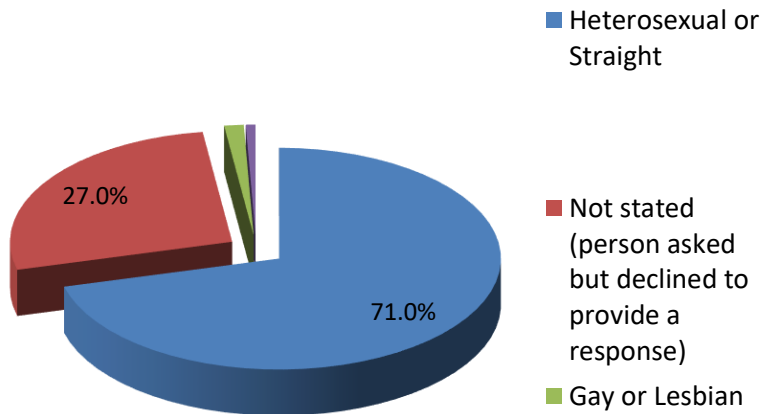
**2023 ICB Staff by Sex: Female 77.3% - Male 22.7%**

# Sexual Orientation

An estimated 3.1% of the UK population aged 16 years and over identified as lesbian, gay or bisexual (LGB) in 2020, an increase from 2.7% in 2019 and almost double the percentage from 2014 (1.6%). (ONS Sexual orientation, UK: 2020)

Staff who identified as LGB are found in the middle broad pay band ranges; 5-7 (3.57%) and 8a-9 (2.36%). A total of 70.92 % of staff identified as Heterosexual or Straight. 26.95% were asked but declined to provide their sexual orientation status of the 26.95% who declined to disclose their sexual orientation 60% were staff in the Non-AfC pay band.

Overall Staffs and SoT ICB Workforce 30/09/2023 :  
By Sexual Orientation



% Headcount by Pay Band for years 2022 and 2023	2022		2023		2022		2023	
	Bands 1 - 4	Bands 1 - 4	Bands 5 - 7	Bands 5 - 7	Bands 8a - 9	Bands 8a - 9	Non-AfC	Non-AfC
Heterosexual or Straight	72.2%	66.7%	79.6%	78.6%	77.2%	75.6%	33.3%	40.0%
Not stated	27.8%	33.3%	17.2%	17.9%	21.1%	22.1%	66.7%	60.0%
Gay or Lesbian	0.0%	0.0%	1.1%	1.2%	1.6%	2.4%	0.0%	0.0%
Bisexual	0.0%	0.0%	2.2%	2.4%	0.0%	0.0%	0.0%	0.0%

2022 ICB Staff: **LGB 1.7% - Heterosexual or Straight 70.3% - Not stated 28.0%**

2023 ICB Staff: **LGB 2.1% - Heterosexual or Straight 70.9% - Not stated 27.0%**

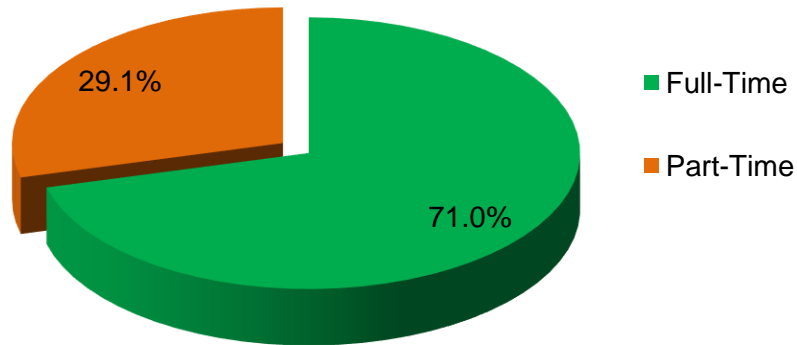
# Full Time and Part Time Participation

When analysing this data, it is important to consider the dynamics of full and part time working. Disaggregating this data for example by sex (female male) can provide a range of meaningful data around working habits that can be attributed to historical factors such as:

- The organisations operating structures
- preferred part time working arrangements for women with families or who have carer commitments..
- Though women have traditionally occupied Part-Time roles Non AfC for Change staff or highly specialised roles which are sessional are predominantly occupied by males
- It is important to consider the various types and roles available as well as other considerations within the organisation and the different gender profiles that occur within specific roles.

Age, Disability Religion and Belief may also be determining factors to consider in better understanding the dynamics of full and part time working arrangements and ensuring due regard to equality of opportunity between the protected characteristics.

Overall Staffs and SoT ICB Workforce 30/09/2023 :  
By Participation



% Headcount by Pay Band for years 2022 and 2023	2022		2023		2022		2023	
	Bands 1 – 4	Bands 5 – 7	Bands 1 – 4	Bands 5 – 7	Bands 8a - 9	Bands 8a – 9	Non-AfC	Non-AfC
Full-Time	66.7%	81.7%	66.7%	84.5%	73.2%	75.6%	22.9%	25.7%
Part-Time	33.3%	18.3%	33.3%	15.5%	26.8%	24.4%	77.1%	74.3%

2022 ICB Staff by Participation: **Full Time 66.7.0 % - Part Time 33.3%**

2023 ICB Staff by Participation: **Full Time 70.9% - Part-Time 29.1%**

# Staffordshire and Stoke-on-Trent Integrated Care Board.

Recruitment process data by Protected Characteristics 2023





## Summary of findings.

The information below provides data around the ICB recruitment process data by Protected Characteristics from April 1st to December 11th, 2023 . There were a total of 177 applicants, 68 were short listed, 42 were interviewed and 10 were appointed. The information provides a breakdown of these applicants by protected characteristics and how they fared within the recruitment process.

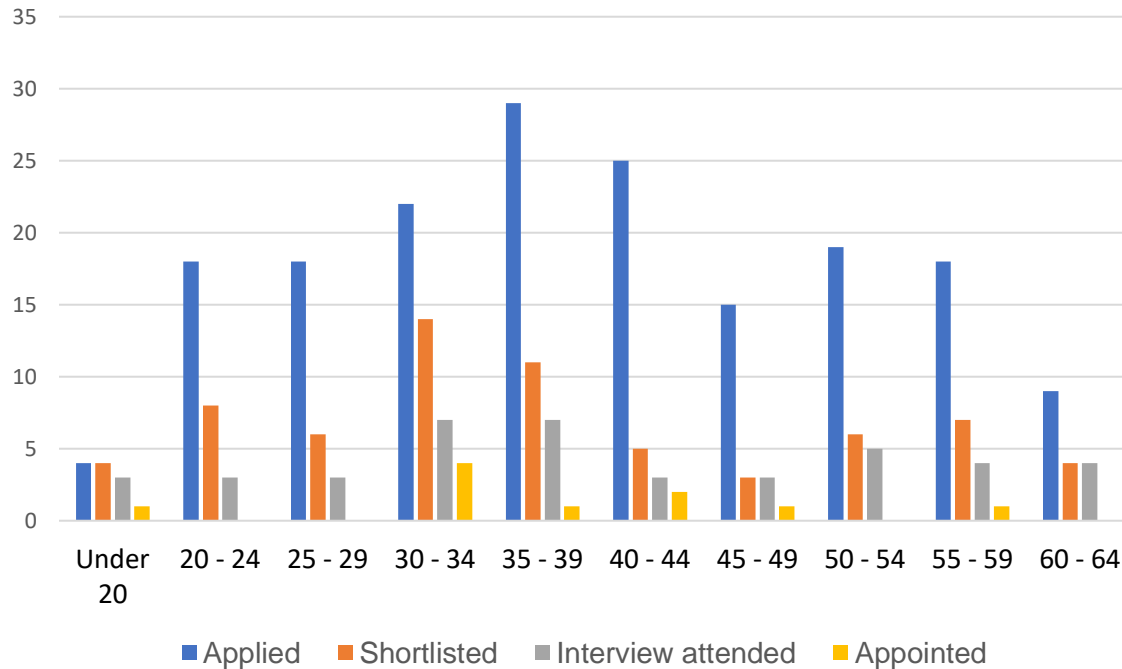
This data should be used along with the Workforce Diversity Profile for identifying any trends where potential disparities between certain protected groups may exist during the recruitment process, where any such disparities may be mitigated or rationalised.

Age	The majority of the 177 applicants came from the 35 - 39 age range, though most appointments came from the 30 – 34 age range.
Disability	Of the 177 applicants 8 identified as having a disability. In total 5 applicants were short listed of which 4 met the 'essential criteria' as described in the person specification and were shortlisted under the guaranteed interview scheme. 2 applicants attended an interview, neither were appointed
Gender Re-assignment	During this reporting period no applicants identified as Transgender.
Marriage and Civil Partnership	Of the 177 applicants who applied, 80 identified as being married of which 30 were short listed, 21 interviewed and 4 appointed. Applicants who identified as being in a civil partnership totalled 3 none of which 2 were shortlisted, 1 interviewed though not appointed. Of the remaining appointees 1 was divorced and 4 were single.
Pregnancy and Maternity	At the point of receiving this data information on pregnancy and/or maternity status is not requested or collated.
Race	Of the 10 successful applicants who were offered positions all identified as White British .
Religion and Belief	At the point of receiving this data information is not requested or collated
Sex (Female – Male):	Of the 177 applicants 29 female were short listed of which 17 interviewed and 5 appointed. 11 males were shortlisted of which 6 were interviewed with 1 being appointed
Sexual Orientation	Of the 177 applicants 22 who identified as heterosexual were interviewed with 6 being appointed. Applicants who identified as (Lesbian, Gay, Bi-sexual) or not listed totalled 6 of which 1 was short listed though not appointed. 3 applicants who did not wish to disclose their sexual orientation, 1 was shorted listed but not appointed.

## Age.

All applicants provided this information and represented a broad range of age groups. The majority of the 177 applicants came from the 35 - 39 age range, with most appointments coming from the 30 - 34 age range. 4 applicants (under 20) applied, and one was appointed.

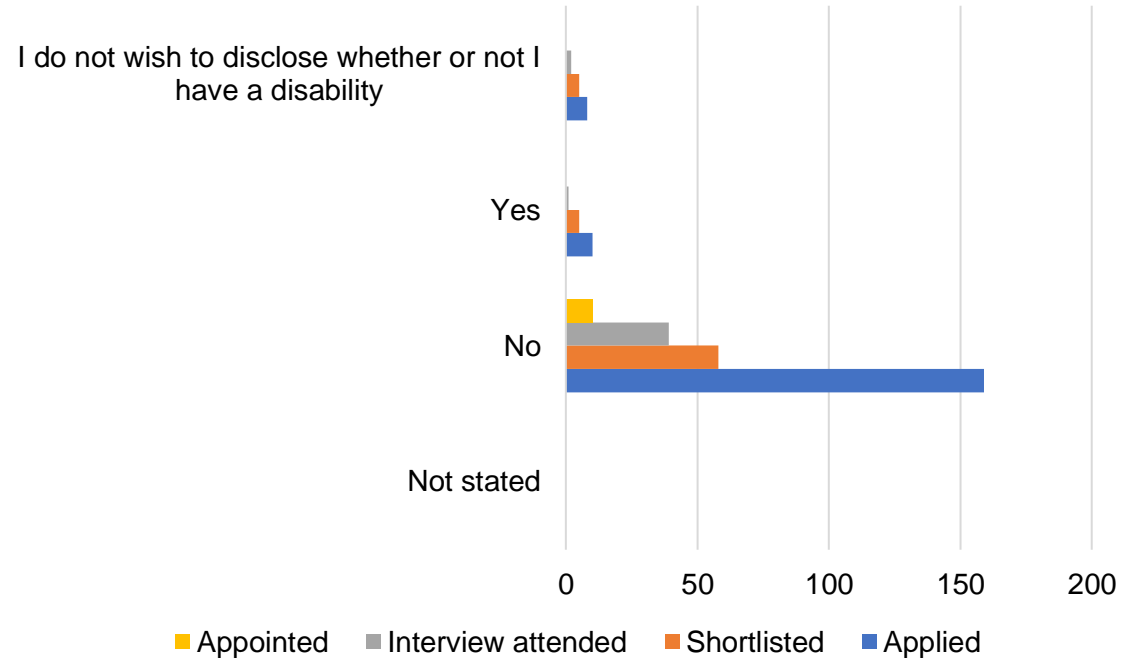
### Applications by Age



## Disability

Of the 177 applicants 8 identified as having a disability. In total 5 applicants were short listed, 4 for of which met the criteria set out in the service specifications and guaranteed interview scheme 2 applicants attended an interview though neither were appointed.

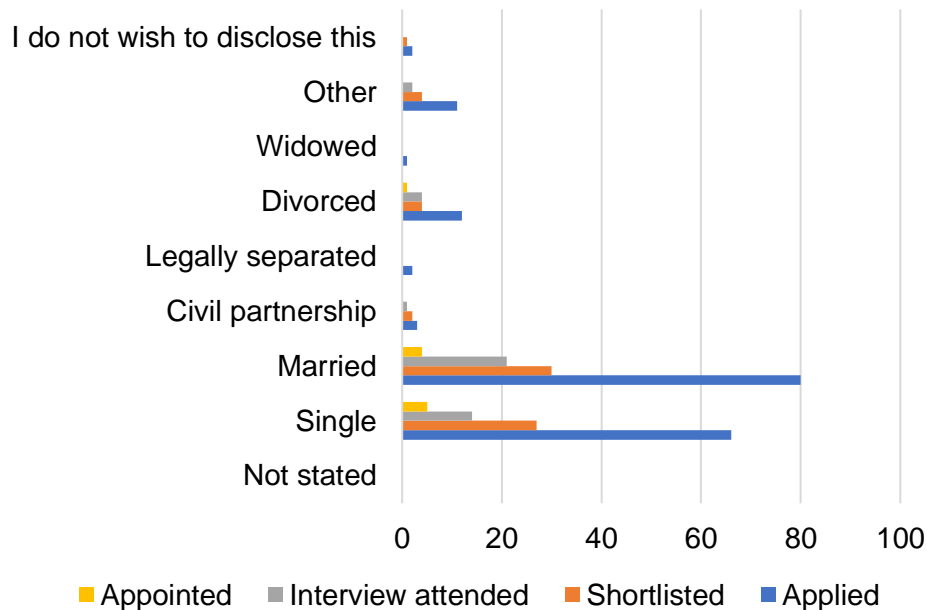
### Applicants by Disability



## Marriage and Civil Partnership

Of the 177 applicants the majority identified as either married or single. 72 applicants identified as married of which 21 were shortlisted, 11 attended an interview and 5 appointed. There were 3 applicants who identified as being in a civil partnership none of which were shortlisted.

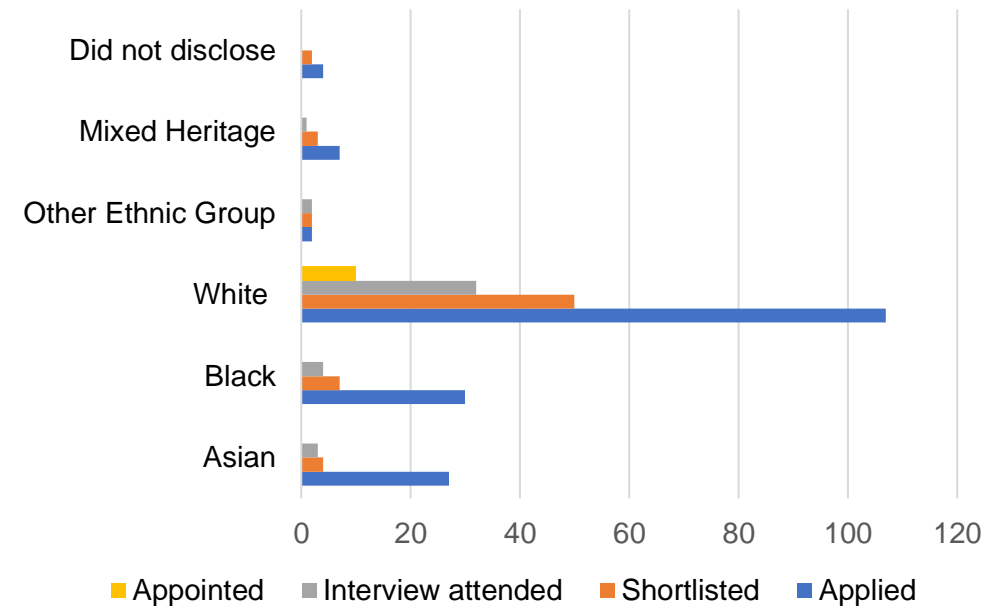
Applicants by Marital Status



## Race

The information though collated by specific ethnic origins the data has been presented by broad ethnic groups. Of the 177 applicants 68 were shortlisted of which 50 identified as White, 6 Asian, 1 mixed Asian, 7 Black, 2 other mixed heritage and 2 who did not wish to disclose. Of the 42 applicants that were interviewed 10 were appointed who all identified as White British.

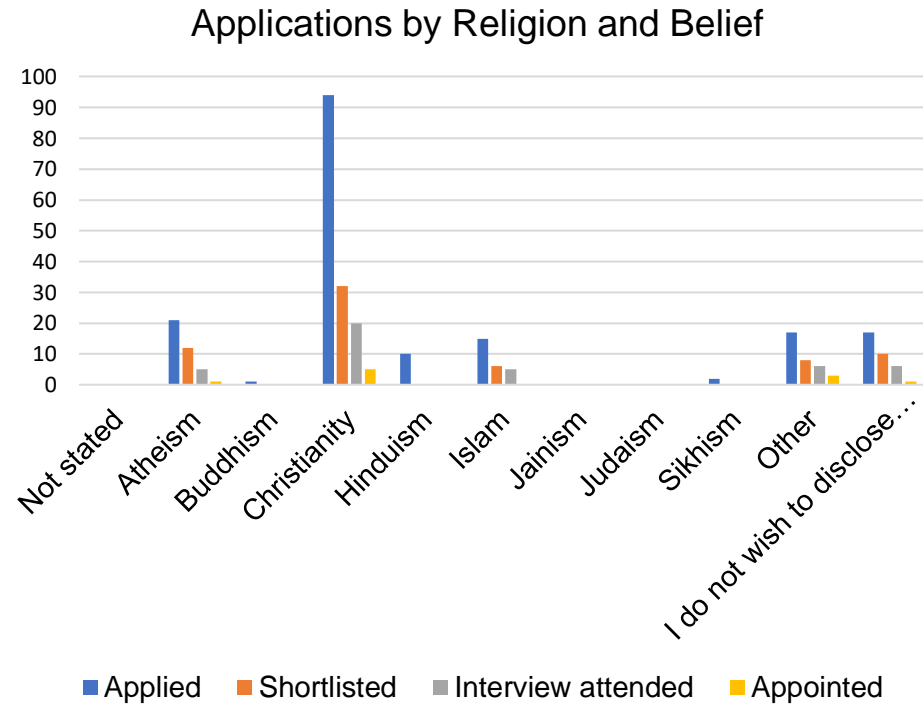
Applicants by Broad Ethnic Groups



\*The Census Bureau defines a person of the Asian race as "having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam."

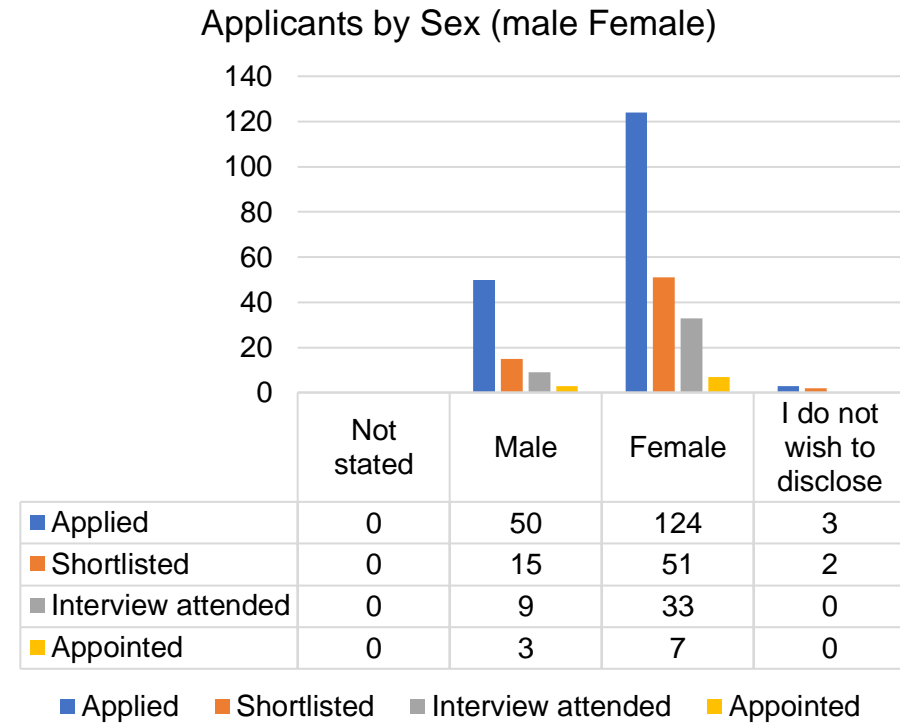
## Religion or Belief

Most applicants identified as Christian. Of the 10 applicants who were appointed 4 were Christian, 1 Atheist 3 other and 1 who did not wish to disclose.



## Sex (Female Male)

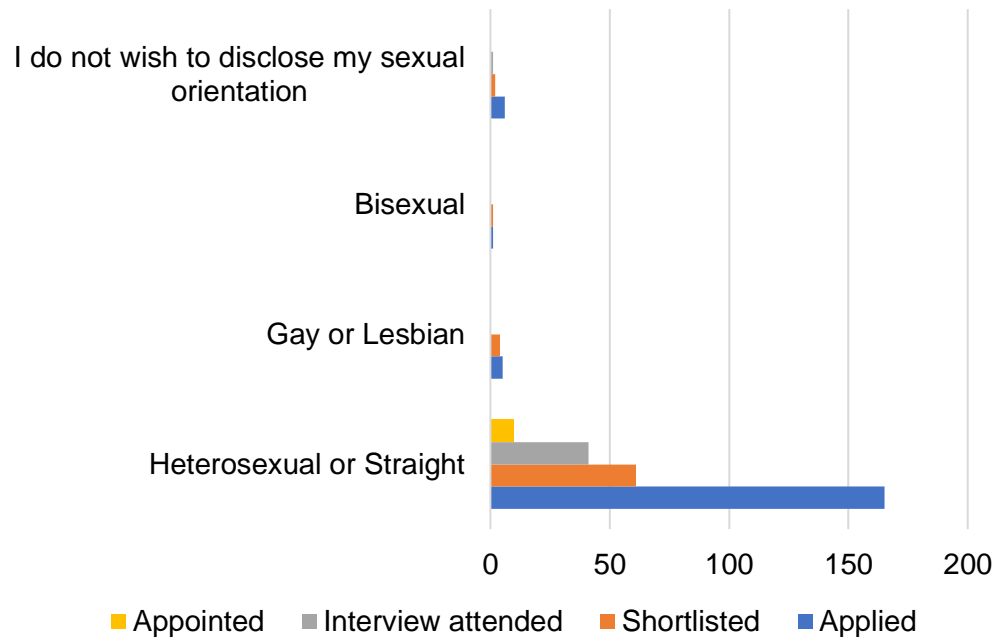
Of the 177 applicants all but 3 identified their sex. Of the 42 applicants that were interviewed 33 were female and 7 appointed compared to 9 males who were interviewed of which 3 were appointed.



# Sexual Orientation.

Of the 177 applicants, 165 identified as Heterosexual or Straight and all appointees came from this group. Applicants identifying as Gay, Lesbian, Bisexual or orientation not listed totalled 6 of which 5 were short listed though not interviewed or appointed. There were 6 applicants who did not wish to disclose their sexual orientation, 2 was shorted listed, 1 interviewed but not appointed.

Applicants by Sexual Orientation



The ICB are currently in the process reviewing its Organisation and Development Strategy. This will provide an opportunity to consider several EDI actions that currently sit in the ICB equality action plan.

A key aspect of the strategy will focus on staff recruitment, retention and development from an equality perspective. It will look at:

1. Existing staff who have a protected characteristic
2. Future staff

As a result of recent activity including the Race Equality Code, NHS England EDI Improvement Plan and high-level actions, along with the other equality statutory and mandated tools and mechanisms we use, as resulted in a very large and detailed EDI action plan for 2023/2024. It has become apparent despite our efforts we will need to concentrate these efforts towards producing more manageable and SMART action plan for 2024/2025 and beyond. What this means is that the activities in the current 2023/24 action plan will need to be spread over a wider period possibly over 1-3 years and will inform our short, medium- and longer-term equality objectives.