

REPORT TO BOARD OF DIRECTORS (BoD)

Report title: Board of Directors Decisions outside the Board

Meeting date: 4 December 2025

Board sponsor: Annette Doherty, Chair

Paper Author: Board Support Secretary

Appendices:

Appendix 1: Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) Report 2024/25 and 2025/26 Action Plans

Executive summary:

Action required:	To Note at public Board
Purpose of the Report:	The report provides the outcome of Board decisions taken outside the BoD meeting cycle for noting in the open public Board.
Summary of key issues:	<p>Board members considered report and recommendation for approval outside the meeting cycle as noted below:</p> <ol style="list-style-type: none"> 1. Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) Report 2024/25 and 2025/26 Action Plans <p>Recommendation from the People and Culture Committee (P&CC) for Board approval of the WRES and WDES Report 2024/25 and 2025/26 Action Plans. The Board approved the WRES and WDES Report 2024/25 and 2025/26 Action Plans for submission to NHS England (NHSE) by 31 October 2025.</p> <ol style="list-style-type: none"> 2. Provider Capability Self-Assessment <p>The Board discussed the Provider Board Capability Self-Assessment, agreed the Trust's position, and approved this for submission to NHSE by the submission deadline of 22 October 2025.</p>
Key recommendations:	<p>The Board of Directors is asked to NOTE in its open Board meeting the decisions taken outside its meeting cycle:</p> <ol style="list-style-type: none"> 1. NOTE the approval of the submitted WRES and WDES Report 2024/25 and 2025/26 Action Plans. 2. NOTE the approval of the submitted Provider Board Capability Self-Assessment.



Implications:

Links to Strategic Theme:	<ul style="list-style-type: none"> • Quality and Safety • Patients • People • Partnerships • Sustainability
Link to Trust Risk Register:	N/A
Resource:	N
Legal and regulatory:	Y – regulatory and Legal
Subsidiary:	N

Assurance route:

Previously considered by: P&CC – virtually, BoD – virtually and Extra-Ordinary BoD Closed meeting.



**Workforce Race
and Disability
Equality
Standards
Report
2024/2025
& Action Plans**



**East Kent
Hospitals University**
NHS Foundation Trust

October 2025

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Introduction

- ❑ East Kent University NHS Foundation Trust is dedicated to transparent and proactive engagement in addressing workplace inequalities. We value the diversity of our staff and are committed to improving the experiences of our valuable workforce.
- ❑ The Workforce Race Equality Standard (WRES), introduced in April 2015, is an annual mandatory requirement established by NHS England which tracks nine metrics. WRES aims to ensure that employees from Black and minority ethnic (BME) backgrounds have equitable access to career advancement opportunities and are treated fairly in the workplace.
- ❑ The Workforce Disability Equality Standard (WDES) was introduced in April 2019. This standard tracks ten metrics to compare the workplace experiences and career progression of disabled and non-disabled colleagues. NHS trusts are required to annually report and publish data on these metrics. The WDES is designed to ensure that employees with disabilities have equal access to career opportunities and receive fair treatment within the organization.
- ❑ Research and evidence demonstrates that a motivated, inclusive, and valued workforce is essential for providing excellent patient care, increasing patient satisfaction, and enhancing safety. Additionally, it promotes a progressive culture, organisational innovation and efficiency.
- ❑ The action plans have been created to align with the Trust's Equality, Diversity and Inclusion (EDI) priorities, and in consultation with the Staff Networks and the EDI Steering Group.
- ❑ The national benchmarking data that ranks all NHS Trusts across the country will be released by NHS England in early 2026. Therefore, some of the comparable data is not available at time of this report. A list of comparable Trusts has been included in the appendix for reference.

Workforce Race Equality Standard (WRES) 2024-2025 Report

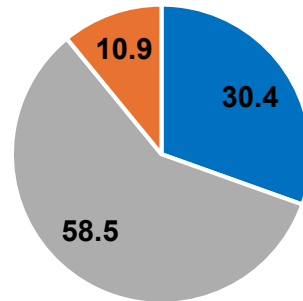
The Workforce Race Equality Standard (WRES) is a mandated annual data collection exercise undertaken by NHS organisations to assess the workplace experiences of staff from Black, Minority Ethnic backgrounds known as BME. At EKHUFT, we acknowledge that people from ethnically diverse backgrounds represent the global majority and therefore use the term Global Majority to reflect this perspective.

This summary data page is drawn from a range of Trust systems and sources as of 31 March 2025:

- **Indicators 1 and 9:** Extracted from the Trust's *Electronic Staff Record (ESR)*.
 - **Indicator 2-4:** Provided by relevant departments across the Trust.
 - **Indicators 5-8:** *National NHS Staff Survey*.
- Further analysis is provided on the following pages.

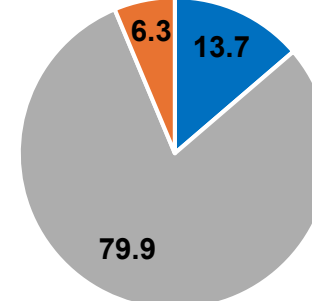
1: Our workforce

All staff %



Total staff: 10224. BME Staff: 3115. White Staff: 5987. Unknown or Not stated: 1122 staff.

Staff at band 7 and above %



Total staff in band 7+ roles: 1649. BME Staff: 227, White Staff: 1318 & Unknown or Not stated: 104

Key:



= BME

= White

= Unknown or not stated

2: Shortlisting

Relative likelihood of white candidates being appointed from shortlisting compared to BME candidates

1.66

This means that white applicants are 1.66 times more likely to be appointed than BME applicants

3: Disciplinary

Relative likelihood of BME staff entering the formal disciplinary process compared to white staff

1.07

This means that BME staff are 1.07 times more likely to enter a formal disciplinary process than white staff.

4: Non-mandatory training

Relative likelihood of white staff accessing non-mandatory training and CPD compared to BME staff

0.92

This means that BME staff are more likely to access non-mandatory training than white staff

5: Discrimination from public

This means that 32.3% of BME staff have experienced bullying, harassment or abuse from members of the public within the past 12 months



6: Discrimination from colleagues

This means that 29.3% of BME staff have experienced bullying, harassment or abuse from colleagues in the past 12 months



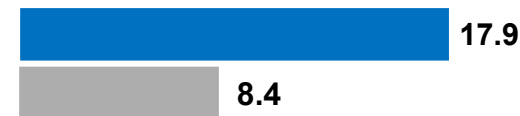
7: Career progression

This means that 47.2% of BME staff believe there is equal opportunity within career progression in the past 12 months

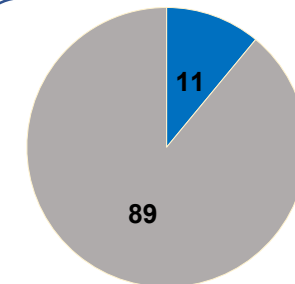


8: Discrimination from manager

This means that 17.9% of BME staff have experienced discrimination from their manager/ team leader in the past 12 months



9: Board representation



Total % composition of the Trust Board

NHS Workforce Race Equality Standard (WRES) East Kent Hospitals

University Foundation Trust 2024-2025 Narrative 1-4

Indicator	Improvement for BME Colleagues from the last year	Comments	Comparison to Peer Groups
1: Workforce Representation	YES	<p><i>Percentage of staff in each of the Agenda for Change (AfC) bands 1 to 9, Medical and dental subgroups and very senior managers (including executive Board members). This data is taken as of 31 March 2025.</i></p> <p>There has been an 6.45% increase in BME backgrounds across the organisation from the previous year. A significant majority are employed in clinical roles, particularly at senior levels: where 86% of BME staff in Band 7 and above in clinical roles, 14% of the BME staff in band 7 and above are in non-clinical roles.</p>	Not Available
2: Shortlisting	YES	<p><i>Relative likelihood of staff being appointed from shortlisting between 1 April 2024 and 31 March 2025.</i></p> <p>The number of shortlisted applicants from BME backgrounds has significantly decreased by 64.6% compared to last year. The conversion rate from shortlisted to appointed BME applicants has nearly doubled to 15.8% this year, from 8% from last year. Whilst this shows improvement in BME candidates progressing through recruitment stages, there is still disparity which shows that white applicants are 1.66 times more likely to be appointed from shortlisting. Further work is needed to reach parity.</p>	Not Available
3: Disciplinary	YES	<p><i>Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation between 1 April 2024 and 31 March 2025.</i></p> <p>The number of formal disciplinary cases initiated for staff from BME backgrounds has decreased by 34.4% compared to the 2023/24 period. Contributing factors include introduction of the Resolution approach which aims to resolve concerns and disputes at an early stage. 110 members of staff have been trained as mediators to support facilitated conversations between staff members to achieve a resolution. This is a positive step in the right direction; however, a balance needs to be met to ensure staff are still reporting issues.</p>	Not Available
4: Non-mandatory Training	NO	<p><i>Relative likelihood of staff accessing non-mandatory training and career professional development (CPD) between 1 April 2024 and 31 March 2025.</i></p> <p>Access remains positive for BME staff with parity under 1:00. However, the relative advantage has decreased compared to last year from 28.2% to 8.7% despite increased numbers in workforce. It is important to note that access to training does not always translate into succession planning or recognition for career development.</p>	Not Available

NHS Workforce Race Equality Standard (WRES) East Kent Hospitals University Foundation Trust **2024-2025 Narrative 5-7**

Indicators five to eight look at the results from the staff survey which was carried out in in autumn 2024 and compares responses for white and BME staff:

Indicator	Improvement for BME Colleagues from the last year	Comments	Comparison to Peer Groups
5: Discrimination from the Public	NO	<p><i>Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.</i></p> <p>The percentage of staff from BME backgrounds that experienced bullying from the public has increased by 0.8% to 32.33%. The Peer average for our region is 28.6%. This has been the highest it has been in the past four years and not much dips or rises within the trend. Moreover, the general population in East Kent is predominantly White at 83.2%, with a relatively low proportion of ethnic minorities. Coupled with the political climate, this demographic context may contribute to the rise in discrimination from the public. It will be important to review how such incidents are currently being managed, and what additional support can be implemented across the Trust. Furthermore, reviewing the pastoral care provided to staff following these incidents will be essential to ensure they feel supported, safe, and protected. A pilot area care group has commenced relating to the new policy supporting positive behaviours for security to wear body cameras. .</p>	WORSE
6: Discrimination from Staff	YES	<p><i>Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months.</i></p> <p>There has been a 1.37% decrease in the percentage of staff from BME backgrounds reporting bullying, harassment, or abuse from colleagues, bringing the figure to 29.3%. With this improvement, by way of reduction of staff from BME backgrounds experiencing bullying from colleagues, is signalling a positive step forward to a more compassionate culture. Overall figures across BME & White colleagues suggests there is still considerable work to be done to address bullying and ensure a safe and supportive environment for all staff.</p>	WORSE
7: Career Progression	YES	<p><i>Percentage believing the trust provides equal opportunities for career progression or promotion.</i></p> <p>There has been a 1.72% increase in the proportion of staff from BME backgrounds who believe there are equal opportunities for career progression and promotion, rising to 47.2%. While this represents an encouraging improvement, it's important to recognise that not all staff wish for this, with some staff prioritising roles where they feel most fulfilled. Nevertheless, the data also shows that 52.73% of BME staff do not believe there are equal opportunities for progression, highlighting that significant work is still needed in this area.</p>	WORSE

NHS Workforce Race Equality Standard (WRES) East Kent Hospitals University Foundation Trust **2024-2025 Narrative 8-9**

Indicator	Improvement for BME Colleagues from the last year	Comments	Comparison to Peer Groups
8: Discrimination from managers	YES	<p><i>Indicator 8 looks at the last 12 months and collates it staff have personally experienced discrimination at work from a manager/team leader or other colleagues.</i></p> <p>There has been a steady improvement with 17.93% of BME staff experiencing discrimination from their manager, team leader, or colleagues which is a with a 0.18% decrease from the previous year. However, a significant disparity remains, as only 8.4% of white colleagues report similar experiences; a difference of 9.53%. Over the past four years, reports of discrimination from BME staff have shown a steady improvement. This suggests that the measures introduced by the Trust to promote equality and improve staff experience are having a positive impact. It's important, however, to view these results in the context of survey participation, as changes in response rates can influence how the data is interpreted. Notably, the 2024 survey had nearly twice as many respondents compared to 2023, yet the proportion of staff reporting discrimination still decreased. This points to a genuine and encouraging improvement in this indicator but a vast difference between BME colleagues and White colleagues remains.</p>	WORSE
9: Board Representation	NO	<p><i>Indicator nine looks at the composition of the trust Board on 31 March 2025.</i></p> <p>Following a revised data collection & recent local analysis, we have been able to clarify the board composition, which highlights staff from global majority currently make up 11%.</p>	Not Available

Workforce Disability Equality Standard (WDES)

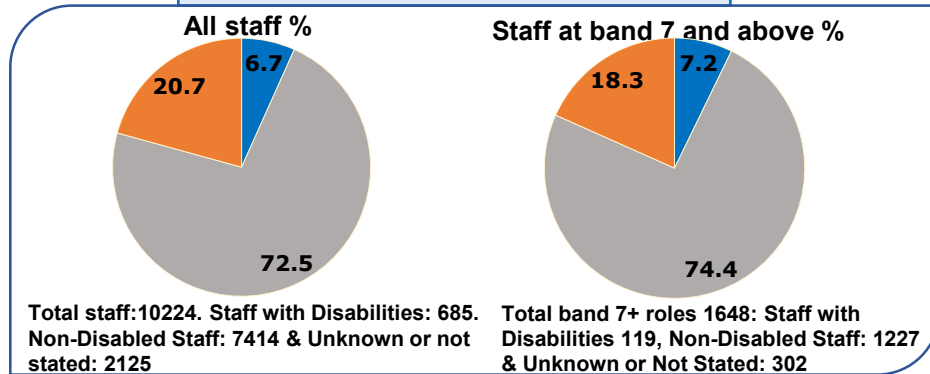
2024-2025 Report

The Workforce Disability Equality Standard (WDES) is a mandated annual data collection exercise undertaken by NHS organisations to assess the workplace experiences of staff with a disability or a long-term health condition. Data for the WDES metrics are drawn from a range of Trust systems and sources as of 31 March 2025:

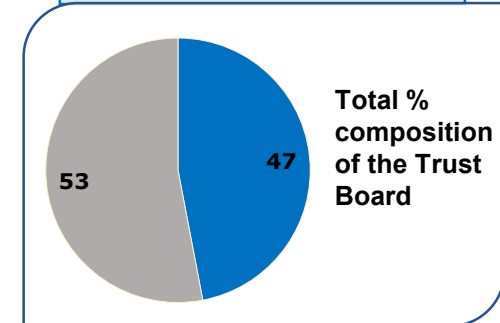
- **Metric 1 & 10:** Extracted from the Trust's *Electronic Staff Record (ESR)*.
- **Indicator 2-3:** Provided by relevant departments across the Trust.
- **Metric 4a-9:** *National NHS Staff Survey*

Further analysis is provided on the following pages.

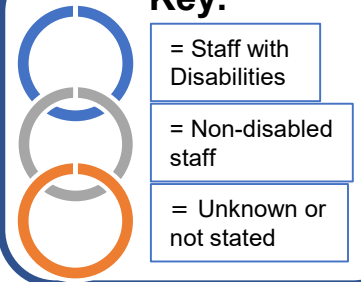
1: Our workforce



10: Board representation



Key:



2: Shortlisting

Relative likelihood of non-disabled candidates being appointed from shortlisting compared to disabled staff candidates

1.05

This means that non-disabled applicants are 1.05 times more likely to be appointed than disabled applicants

3: Disciplinary

Relative likelihood of disabled staff entering a formal disciplinary process compared to Non-Disabled staff

1.28

This means that Disabled Staff are 1.28 times more likely to enter a formal disciplinary process

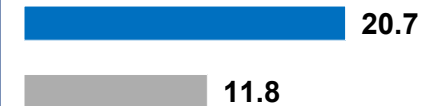
4a: Discrimination from public

Percentage of staff experiencing harassment, bullying or abuse from members of the public:



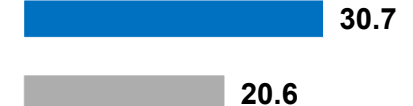
4b: Discrimination from managers

Percentage of staff with disabilities experiencing harassment, bullying or abuse from managers is 20.7%:



4c: Discrimination from colleagues

Percentage of staff with disabilities experiencing harassment, bullying or abuse from colleagues is 30.7%:



4d: Reported discrimination

This means a percentage of Disabled staff experiencing harassment, bullying or abuse and reported it is 51.9%:



5: Progression

This means 47.4% of staff with disabilities believe that the organisation provides equal opportunities for progression.



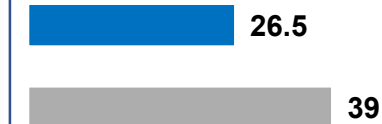
6: Pressure to come into work

This means 32.26% of staff with disabilities feel pressured to come into work by their managers, despite feeling unwell.



7: Feeling Valued

This means 26.5% of staff with disabilities feel the organisation values their work.



8: Workplace Adjustments

This means 72.5% of staff with disabilities say their reasonable adjustments have been put in place for them to work.

72.5

9: Staff Engagement Score

6.5

Non-Disabled Staff

5.8

Staff with Disabilities

The staff engagement score (out of 10) for disabled staff compared to non-disabled staff is lower.

NHS Workforce Disability Equality Standard (WDES) East Kent Hospitals University Foundation Trust 2024-2025 Report

Metrics four to nine look at the results from the staff survey that was carried out in in Autumn 2024 and compares responses for disabled and non-disabled colleagues. Metrics 4 is split into four parts: 4a harassment, bullying or abuse from patients, service users or the public, 4b harassment, bullying or abuse from a line manager, 4c harassment, bullying or abuse from other colleagues, 4d percentage of colleagues who reported harassment, bullying or abuse the latest time it happened. Percentage of disabled colleagues compared to non-disabled colleagues experiencing harassment, bullying or abuse in the last 12 months.

Metric	Improvement for Disabled Colleagues from the last year	Comments	Comparison to Peer Groups
1: Workforce Representation	YES	<i>Percentage of colleagues in Agenda for Change (AfC) pay-bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of colleagues in the overall workforce. This data is taken as of 31 March 2025. There has been a 1.27% increase in staff with disabilities within the organisation, with a slight over-representation in Band 7 roles and above at 7.2%. However, psychological safety remains a concern, as overall disclosure rates continue to be low.</i>	Not Available
2: Shortlisting	NO	<i>Relative likelihood of non-disabled applicants compared to disabled applicants being appointed from shortlisting across all posts between 1 April 2024 and 31 March 2025. Non-disabled staff are 1.05% more likely to be shortlisted compared to candidates with disabilities. This has been achieved by the organisation is a member of the Disability Confident Scheme which automatically shortlists clients who declare a disability and meet the role requirements.</i>	Not Available
3: Disciplinary	NO	<i>Relative likelihood of disabled colleagues compared to non-disabled colleagues entering the formal capability process on the grounds of performance, as measured by entry into the formal capability procedure. There has been an increase in the number of staff with disabilities entering formal capability processes, with the average rising from 9.5 to 15 in the last year.</i>	Not Available
4a: Discrimination from Public	YES	A slight improvement of 0.08% of staff with disabilities experiencing bullying, harassment or abuse from members of the public, including relatives and visitors. Although there is only a slight difference between the two demographics of staff, the results highlight a significant concern within the Trust regarding bullying faced by staff from the public. Over the past five years, the figures have remained relatively consistent, averaging 32.57%.	WORSE

NHS Workforce Disability Equality Standard (WDES) East Kent Hospitals University Foundation Trust **2024-2025 Narrative (4b-6)**

Metric	Improvement for Disabled Colleagues from the last year	Comments	Comparison to Peer Groups
4b: Discrimination from Managers	NO	The statistics of bullying has stayed closely consistent within the previous year with a slight increase of 0.35%. Whereas for non-disabled staff there has been a decrease of 3.22%.	WORSE
4c: Discrimination from Staff	NO	Staff with disabilities experiencing bullying from colleagues have increased by 1.65% from the previous year. Whilst colleagues with non-disabilities have seen a drop of 1.92%.	WORSE
4d: Reported Discrimination	NO	The percentages of reporting between disabled and non-disabled staff are similar with a 0.71% difference. The trend of disabled staff reporting has increased by 3.24%, whilst a drop of 0.11% for non-disabled staff. This is can also be closely linked to metric 3 on formal capability procedures disabled staff.	WORSE
5: Career Progression	NO	<i>Percentage of disabled colleagues compared to non-disabled colleagues believing that the Trust provides equal opportunities for career progression or promotion.</i> There has been an 0.2% increase from the previous year of disabled staff perceiving the progression compared to non-disabled staff which has increased to 2.25%	BETTER
6: Feeling pressured to come to work	NO	<i>Percentage of disabled colleagues compared to non-disabled colleagues saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties</i> ("presenteeism"). There has been a 1.45% increase of disabled staff feeling pressured to come into work, whilst there has been a 0.2% drop for non-disabled staff.	WORSE

NHS Workforce Disability Equality Standard (WDES) East Kent Hospitals University Foundation Trust **2024-2025 Narrative (7-10)**

Metric	Improvement for Disabled Colleagues from the last year	Comments	Comparison to Peer Groups
7: Feeling Valued	NO	<i>Percentage of disabled colleagues compared to non-disabled colleagues saying that they are satisfied with the extent to which their organisation values their work. A decrease of 2.96% of disabled staff feeling valued from previous year. This has ended the 3-year trend of the improvement of disabled staff feeling valued since 2020.</i>	WORSE
8: Reasonable Adjustments	NO	<i>Percentage of disabled colleagues saying that their employer has made reasonable adjustment(s) to enable them to carry out their work. Despite scores close to peer average, percentage having their workplace adjustments implemented has gone down from 0.77% from previous year. This will need to be a significant priority for the trust to enable Disabled staff to feel supported and enabled to stay at work.</i>	WORSE
9: Staff Engagement	NO	<i>Metric 9 is split into two parts: '9a the staff engagement score for Disabled colleagues, compared to non-disabled colleagues' & 9b 'has your trust taken action to facilitate the voices of disabled colleagues in your organisation to be heard?'</i> Staff with disabilities reported an engagement score of 5.8/10, compared to 6.5 for non-disabled staff. This highlights a clear disparity, while also indicating that overall engagement remains an area for improvement. Close collaboration with staff networks like The Neurodiversity and The Disabled Staff Network will help navigate how we can better engage with staff.	WORSE
10: Board Representation	NO	<i>Metric 10 looks at the composition of the trust Board on 31 March 2025.</i> Following a revised data collection & recent local analysis, we have been able to clarify the board composition, which highlights Board members with disabilities currently make up 47%.	Not Available

NHS Workforce Race Equality Standard (WRES) East Kent Hospitals University Foundation Trust 2025-2026 Action Plan

NHS Workforce Race Equality Standard (WRES) East Kent Hospitals

University Foundation Trust **2024-2025 Action Plan 1-2**

Vision	To create a fair, inclusive, and anti-racist workplace where all staff can thrive, diverse leadership is valued, and recruitment, retention, and progression are equitable for all.
Achievements in the previous year	<ul style="list-style-type: none">• The Trust has been compliant with the WRES reporting, mandatory requirements and public sector equality for third consecutive year.• The target was exceeded to increase leadership diversity (band 7+, senior medical grades) of staff from BME backgrounds to 14%, percentage achieved is 15%. This has been achieved by progression but also by some existing staff declaring their ethnicity status for the first time.• The target of reducing the shortlisting disparity by end of 2026 has been exceeded. Target was 2 and 1.66 has been achieved (a measure of 1 equals parity).• An EDI dashboard has been created which is accessible by all staff to encourage localised responsibility for making improvements.
Action 1: Embed Fair and Inclusive Recruitment Processes	<ul style="list-style-type: none">a) Build on the successful localised work implementing the evidence-based de-biasing and value-based approach to recruitment and roll this out across the whole organisation. This includes review of every stage of recruitment and making changes to ensure equity e.g. streamlining job descriptions, use of inclusive language, advertising to diverse populations, provision of adjustments for interviews.b) Train staff to be Recruitment Inclusion Ambassadors, to identify bias and ensure equity, on interview panels for Agenda for Change band 7 and up appointments and senior medical staff.c) Track recruitment data by ethnicity and report quarterly. <p>Measures of Success:</p> <ul style="list-style-type: none">a) Reduced disparity in shortlisting rates. Target is to reach parity by end of 2026.b) Increased proportion of BME candidates appointed into roles by 5% in the next year.
Action 2: Career Progression and Increasing Leadership Diversity	<ul style="list-style-type: none">a) The Trust will provide development opportunities and coaching to staff from BME backgrounds aspiring to be leaders (band 7+, senior medical grades).b) Track progression data by ethnicity and report quarterly. <p>Measures of Success:</p> <ul style="list-style-type: none">a) Meet the Trusts annual target to achieve the same proportion of BME band 7+ leaders as the overall Trust proportion within 3 years, with a trajectory of improvement between now and 3 years. Achieve 18% by end of 2026.

NHS Workforce Race Equality Standard (WRES) East Kent Hospitals University Foundation Trust **2024-2025 Action Plan 3**

Vision	<p>To create a fair, inclusive, and anti-racist workplace where all staff can thrive, diverse leadership is valued, and recruitment, retention, and progression are equitable for all.</p>
<p>Action 3: Reducing Discrimination and Harassment</p>	<ul style="list-style-type: none"> a) Analyse current data and develop an evidence-based action plan to support staff and reduce incidents. b) Align with work on sexual safety. c) Set a trajectory for improvement with a target number to be measured by the National Staff Survey 2026/2027. d) Relaunch of the evidence-based anti-racism campaign See Me First in collaboration with the staff networks. This includes workshops, training, raising awareness and education. e) To participate in the new joint EDI strategy for all Trusts across Kent and Medway and supported by the Intergrated Care Board. Aim is to develop some core priorities based on the regional data e.g. cultural competence, gender equality, development of staff networks. f) Develop, grow and consult with the Ethnic Diversity Engagement Staff Network (EDEN). EDEN provides valuable peer support for staff and is often a safe space for staff experiences discrimination. The voices and contributions of members are valuable. <p>Measures of Success:</p> <ul style="list-style-type: none"> a) National staff survey result of not experiencing discrimination from manager/team leader or other colleagues at 90% b) National staff survey result of not experiencing unwanted behaviour of a sexual nature from other colleagues at 96.5% c) National staff survey result of not experiencing discrimination from manager/team leader or other colleagues at 93% d) National staff survey result of not experiencing unwanted behaviour of a sexual nature from other colleagues at 97%

NHS Workforce Disability Equality Standard (WDES) East Kent Hospitals University Foundation Trust 2025-2026 Action Plan

NHS Workforce Race Equality Standard (WDES) East Kent Hospitals University Foundation Trust **2024-2025 Action Plan 1-2**

Vision	To create a fair, inclusive, and pro-disability workplace where all staff can thrive, diverse leadership is valued, and recruitment, retention, and progression are equitable for all.
Achievements in the previous year	<ul style="list-style-type: none"> • The Trust has been compliant with the WDES reporting, mandatory requirements and public sector equality for third consecutive year. • EDI workshops were delivered to approximately 1000 managers from all care groups. A further 700 staff have participated in EDI training and workshops within the care groups • Equality and Health Inequalities (EHIA) workshops delivered to approximately 100 leaders and policy writers. Aim is to equip staff with the skills and knowledge to conduct robust EHIA assessments to ensure decisions and policies do not disadvantage staff or patients with protected characteristics or health inequalities. • Supporting staff with disabilities and health conditions training delivered to over 40 managers. • An EDI dashboard has been created which is accessible by all staff to encourage localised responsibility for making improvements.
Action 1: Embed Fair and Inclusive Recruitment Processes	<ul style="list-style-type: none"> a) Build on the successful localised work implementing the evidence-based de-biasing and value-based approach to recruitment and roll this out across the whole organisation. This includes review of every stage of recruitment and making changes to ensure equity e.g. streamlining job descriptions, use of inclusive language, advertising to diverse populations, provision of adjustments for interviews. b) Train staff to be Recruitment Inclusion Ambassadors, to identify bias and ensure equity, on interview panels for Agenda for Change band 7 and up appointments and senior medical staff. c) Track recruitment data by ethnicity and report quarterly. <p>Measures of Success:</p> <ul style="list-style-type: none"> a) Maintain current position of shortlisting of applicants with disabilities which is near parity. b) Increased proportion of candidates with disabilities appointed into roles by 5% in the next year.
Action 2: Career Progression and Increasing Leadership Diversity	<ul style="list-style-type: none"> a) The Trust will provide development opportunities and coaching to staff with disabilities aspiring to be leaders (band 7+, senior medical grades). b) Track progression data by disability and report quarterly. <p>Measures of Success:</p> <ul style="list-style-type: none"> a) Meet the Trusts annual target to achieve increase in proportion of band 7+ leaders with disabilities as the overall Trust proportion within 3 years. Achieve 3% by end of 2026.

NHS Workforce Race Equality Standard (WDES) East Kent Hospitals University Foundation Trust **2024-2025 Action Plan 3**

Vision	To create a fair, inclusive, and pro-disability workplace where all staff can thrive, diverse leadership is valued, and recruitment, retention, and progression are equitable for all.
Action 3: Reducing Discrimination and Harassment	<ul style="list-style-type: none"> a) Analyse current data and develop an evidence-based action plan to support staff and reduce incidents. b) Align with work on sexual safety. c) Set a trajectory for improvement with a target number to be measured by the National Staff Survey 2026/2027. d) Relaunch of the evidence-based hidden disability campaign the Sunflower Scheme in collaboration with the staff networks. This includes workshops, training, raising awareness and education. e) To participate in the new joint EDI strategy for all Trusts across Kent and Medway and supported by the Intergrated Care Board. Aim is to develop some core priorities based on the regional data e.g. cultural competence, gender equality, development of staff networks. f) Develop, grow and consult with the Staff Disability and Neurodiversity Staff Networks. These networks provides valuable peer support for staff and is often a safe space for staff experiences discrimination. The voices and contributions of members are valuable. g) Review workplace adjustments policy and process. h) Create page on staff zone with resources to aid the completion of equality and health inequalities impact assessments (EHIA). Aim is to equip staff with the skills and knowledge to conduct robust EHIA assessments to ensure decisions and policies do not disadvantage staff or patients with protected characteristics or health inequalities. <p>Measures of Success:</p> <ul style="list-style-type: none"> a) National staff survey result of not experiencing discrimination from manager/team leader or other colleagues at 90% b) National staff survey result of not experiencing unwanted behaviour of a sexual nature from other colleagues at 96.5% c) National staff survey result of not experiencing discrimination from manager/team leader or other colleagues at 93% d) National staff survey result of not experiencing unwanted behaviour of a sexual nature from other colleagues at 97% e) National staff survey results of receiving workplace adjustments at 75%.

Appendix: Benchmark Peer Group Comparison - South - East

Benchmark organisation type	Organisation
Acute and Acute & Community	Ashford and St Peter's Hospitals NHS Foundation Trust
MH & LD and MH, LD & Community	Berkshire Healthcare NHS Foundation Trust
Acute and Acute & Community	Buckinghamshire Healthcare NHS Trust
Acute and Acute & Community	Dartford and Gravesham NHS Trust
Acute and Acute & Community	East Kent Hospitals University NHS Foundation Trust
Acute and Acute & Community	East Sussex Healthcare NHS Trust
Acute and Acute & Community	Frimley Health NHS Foundation Trust
Acute and Acute & Community	Hampshire Hospitals NHS Foundation Trust
Acute and Acute & Community	Isle of Wight NHS Trust (acute sector)
MH & LD and MH, LD & Community	Kent and Medway NHS and Social Care Partnership Trust
Community	Kent Community Health NHS Foundation Trust
Acute and Acute & Community	Maidstone and Tunbridge Wells NHS Trust
Acute and Acute & Community	Medway NHS Foundation Trust
MH & LD and MH, LD & Community	Oxford Health NHS Foundation Trust
Acute and Acute & Community	Oxford University Hospitals NHS Foundation Trust
Acute and Acute & Community	Portsmouth Hospitals University National Health Service Trust
Acute Specialist	Queen Victoria Hospital NHS Foundation Trust
Acute and Acute & Community	Royal Berkshire NHS Foundation Trust
Acute and Acute & Community	Royal Surrey County Hospital NHS Foundation Trust
MH & LD and MH, LD & Community	Solent NHS Trust
MH & LD and MH, LD & Community	Southern Health NHS Foundation Trust
MH & LD and MH, LD & Community	Surrey and Borders Partnership NHS Foundation Trust
Acute and Acute & Community	Surrey and Sussex Healthcare NHS Trust
Community	Sussex Community NHS Foundation Trust
MH & LD and MH, LD & Community	Sussex Partnership NHS Foundation Trust
Acute and Acute & Community	University Hospital Southampton NHS Foundation Trust
Acute and Acute & Community	University Hospitals Sussex NHS Foundation Trust