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Wokingham Borough Council Equality Monitoring Workforce Report 2020-2021

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Foreword

I am pleased to introduce the Annual Workforce Equality Monitoring Report for 2020-2021 for Wokingham Borough Council.

Wokingham Borough Council is committed to playing our part in making Britain a fairer society, and we strive to put equality and respect for all people at the heart of everything we do. This is reflected in our organisational values: at Wokingham we are Customer Focussed, we are One Team, we are Ambitious, and we Take Ownership.

As an employer, this means that we are committed to creating an inclusive and welcoming workplace based on fairness, respect, and dignity for all. This report is an important part of our arrangements to achieve this, and helps us to monitor and improve our policies, practices, and workforce initiatives.

I want to highlight that the period covered by this report spans the beginning of restrictions relating to the Covid 19 pandemic. We are proud of how colleagues quickly adapted to ensure we were able to respond to the needs of our communities at this time and are deeply thankful to everyone for their efforts under very difficult circumstances.

We know that our workforce is our biggest asset, and we recognise and celebrate the richness and innovation that a truly diverse and engaged workforce brings to our organisation.

Susan Parsonage,
Chief Executive of Wokingham Borough Council

Introduction

The council is committed to placing equality, diversity, and inclusion at the heart of everything we do as an employer and as a service provider.

As an organisation, we work to continually review and improve our policies, practices, and procedures to provide an inclusive and responsive workplace for all colleagues. Transparent and effective workforce equality monitoring helps us to do that by telling us if:

- our workforce is representative of the communities we serve
- we are attracting and retaining diverse talent
- we are applying our Human Resources policies and procedures consistently

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This report presents a summary of the council's workforce equality monitoring for the year April 2020 to March 2021 and helps to describe how we are meeting our duties under the Equality Act 2010.

The data used to describe the diversity profile of our workforce was taken from the end of the reporting period (April-June 2021). This report also provides information on capability, grievance, and disciplinary action across the reporting period.

What diversity data do we monitor?

The Equality Act 2010 protects people from discrimination in the workplace and in wider society, in relation to nine protected characteristics:

- Age
- Disability
- Gender Reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

The Equality Act 2010 also established the Public Sector Equality Duty. This says that the council must consider these protected characteristics when making decisions. Specifically, the council must consider the need to eliminate discrimination, advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

We encourage colleagues to confidentially self-disclose diversity data in relation to these protected characteristics. We also respect that due to its personal nature sometimes colleagues will not wish to disclose information for every category.

This report focuses on the following characteristics: Gender, Age, Disability and Ethnicity.

The council

The council employs just under 1400 staff. We are one of six Unitary Authorities in Berkshire and work closely with our partners, communities, and neighbouring boroughs to deliver our [Community Vision](#) for Wokingham: **‘a great place to live, learn, work and grow and a great place to do business’**.

The Community Vision sets out six strategic priorities:

- Enriching Lives
- Safe, Strong Communities
- A Clean and Green Borough
- Right Homes, Right Places
- Keeping the Borough Moving
- Changing the way we work for you

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Our Corporate Delivery Plan explains what we are doing to achieve these priorities and embeds the objectives of the council’s [Equality Plan](#). Within the Equality Plan we have committed to building a diverse and engaged workforce and to equipping colleagues with the right tools, knowledge, and support to meet the diverse needs of our residents. This means that equality considerations and our commitments to workforce development are threaded through the work we do to deliver our Community Vision for our residents, supporting better outcomes for all.

It is important to acknowledge that the work to deliver our Community Vision is being undertaken in the context of severe budgetary pressures for all local authorities. Wokingham Borough receives the least funding for a unitary authority from central government and council tax is our main source of income. This means that we are distinctive for having a very clear and direct relationship of accountability with our residents. This report is one of the ways we want to help our residents understand and engage in the work we are doing to advance equality, diversity and inclusion.

The Borough

To ensure that the information presented about our workforce can be understood in the context of the communities we serve, we have set out some information introducing the borough of Wokingham. In doing so, we have relied on [The Wokingham Borough Equality Profile](#), which summarises what we know about our communities according to the nine protected characteristics.

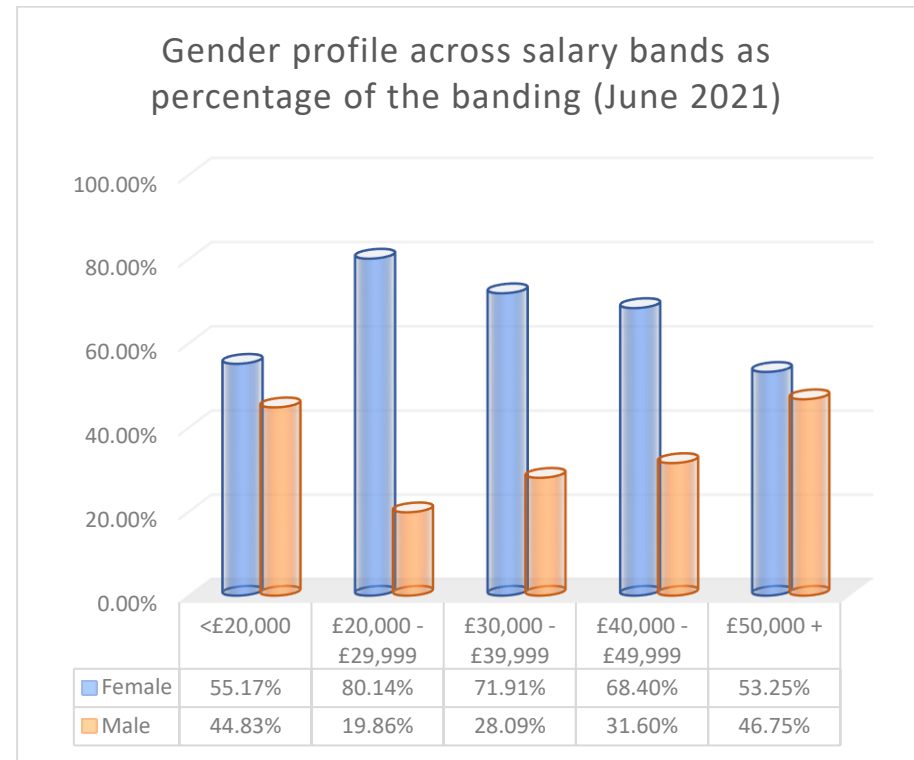
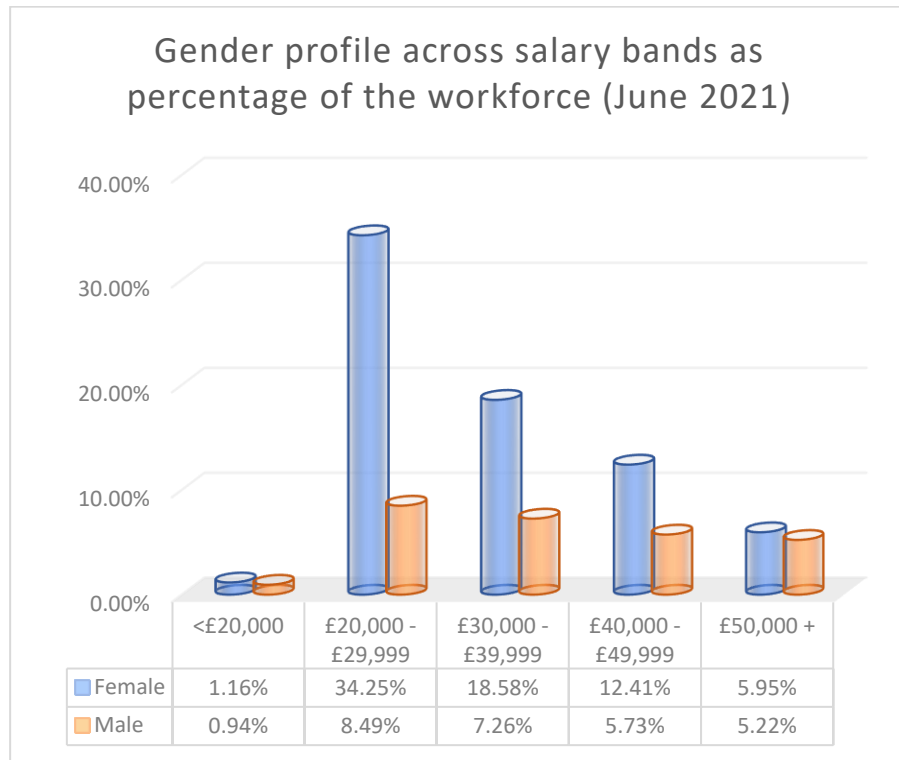
- **Age:** Wokingham borough is a thriving, popular area in Berkshire with a population of 171,119. A high proportion (30%) of Wokingham residents are aged between 35-54 (26%, UK). Fewer young adults (15%), aged 20-34, live in Wokingham (20%, UK). 13% of Wokingham's residents are aged 70+; this is forecast to rise to 18% by 2043. 77% of working age Wokingham residents (aged 16-64) are in employment (75%, UK).
- **Gender:** The borough has a slightly higher proportion of female residents (51%), than male (49%); particularly amongst the over 65+ population. The gross weekly earnings are high in Wokingham, both for men and women, compared with other areas. Male full-time workers in the borough earn approximately 25% more gross weekly pay than females (14% more in England).
- **Ethnicity:** Wokingham has an increasingly diverse community with different needs, in both rural and urban settings. The 2001 census showed that 6.1% of the borough's population identified as Black, Asian or 'other Minority Ethnic' and by 2011 this had risen to 11.75%. The Annual Population Survey 2020 highlights that Wokingham's most ethnically diverse community are those aged between 20-24 years, where 31% of residents are ethnic minority communities.
- **Disability:** 24% of Wokingham households reported in the 2011 census at least one person with a long-term health problem or disability, significantly lower than the national average for England at 33%. Around 20% of Wokingham adults with a learning disability are in paid employment; well above national average (6%, England). There are likely to be increasing numbers of residents with disabilities that require support, as our population continues to grow.

Gender

Table 1. Gender profile

	Male	Female
Gender profile of Wokingham Borough¹	49%	51%
Gender profile of the council	27%	73%
Gender profile of starters	32%	68%
Gender profile of leavers	23%	77%

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¹ Source: Wokingham Borough Equality Profile

Key Highlights (Gender)

- While the Borough has an equal split of men and women, the council has a gender profile of 73% women to 27% men. This is broadly consistent with the gender profile across local government.
- Women are well represented in the 'upper middle' and 'upper' pay quartiles and we are pleased to report that women comprise 53% of those earning £50k or over in the council – this is an increase from 49% last year.
- Our mean gender pay gap of 15.15% has decreased by 0.43% from the previous year and remains below the national average of 15.5%². The council will continue to undertake activity to address our gender pay gap.
- Women continue to make up a greater proportion of the 'lower middle' and 'lower' pay quartiles. This pulls average earnings down but is considered, in part, to be a result of the generous flexible working options that the council offers. Importantly, access to flexible working options have been highlighted as key to addressing the gender pay gap nationally³ and there is evidence to suggest that the growth in availability of flexible working options nationally has supported an increase in women moving from part-time to full-time roles⁴.
- The proportion of women leavers has slightly exceeded the proportion of women in the workforce and conversely the proportion of women joining the organisation has been slightly lower. This picture is consistent with the 2019/20 data. However, nationally, there has been a disproportionate impact on women in the workplace, particularly those with children⁵. As we move beyond the restrictions relating to the pandemic, this is an area of focus that will be kept under review.

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² Source: Annual Survey of Hours and Earnings (ASHE)

³ [Fawcett society, Coronavirus Crossroads, Equal Pay Day Report 2020](#)

⁴ Resolution Foundation, Begin again? Assessing the permanent implications of Covid-19 for the UK's labour market, 23 November 2021

⁵ [How has the coronavirus pandemic affected women in work?](#) House of Commons Library,

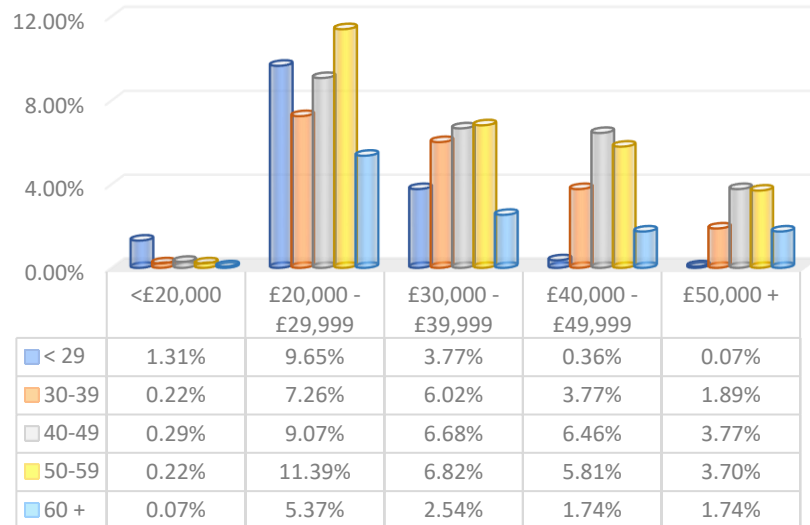
Age

Table 2. Age Profile

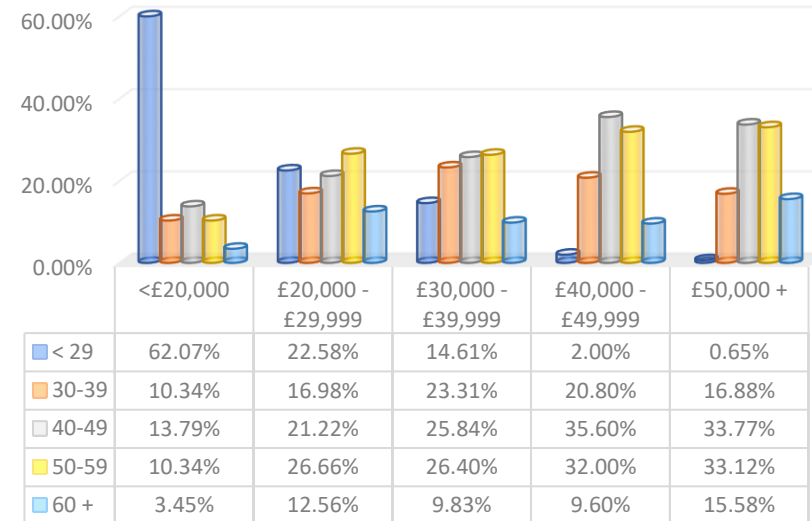
	<29	30 – 39	40 – 49	50 – 59	60+
Age profile of borough⁶	15%	13%	15%	14%	23%
Age profile of the Council	15%	20%	26%	28%	11%
Age profile of starters	30%	22%	21%	18%	9%
Age profile of leavers	16%	17%	15%	20%	31%

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Age profile across salary bands as percentage of the workforce (June 2021)



Age profile across salary bands as percentage of each band (June 2021)



⁶ Source: Wokingham Borough Equality Profile

Key Highlights (Age)

- The Council's age profile is largely representative of the Borough and the trends for starters and leavers across age ranges remains broadly consistent with the data for 2019/20.
- There has however, been an increase in the proportion of leavers who are 60 plus from 24% in 2019/20 to 31% in 2020/21. At the same time there has been an increase in the proportion of starters who are under 29, from 17% to 30%.
- Nationally, the pandemic has to date had more of an impact on the labour market status of workers aged 18-24 and 65+, who have been most likely to leave employment. Due to the impact on certain sectors, there had also been a drop in apprenticeship opportunities⁷.
- Considering this national context, we are particularly pleased to note the increase in younger starters and to report that the number of apprentices working for Wokingham Borough Council and our maintained schools has increased from 62 (March 2020) to 73 (March 2021). This reflects the fantastic work that has been undertaken to promote and attract people to an Apprentice scheme at Wokingham Borough Council.
- Longer term trends in the age profile of workers in the UK show a sustained increase in workers aged 50 or over. In the UK, between 2018-2035, it is predicted that there will be 1 million more workers over the age of 50 and 300,000 fewer workers under the age of 30⁸. The council recognises that an age diverse workforce brings lots of benefits to an organisation and is an important element of workplace inclusion.

⁷ [Coronavirus: Impact on the labour market](#), House of Commons Library

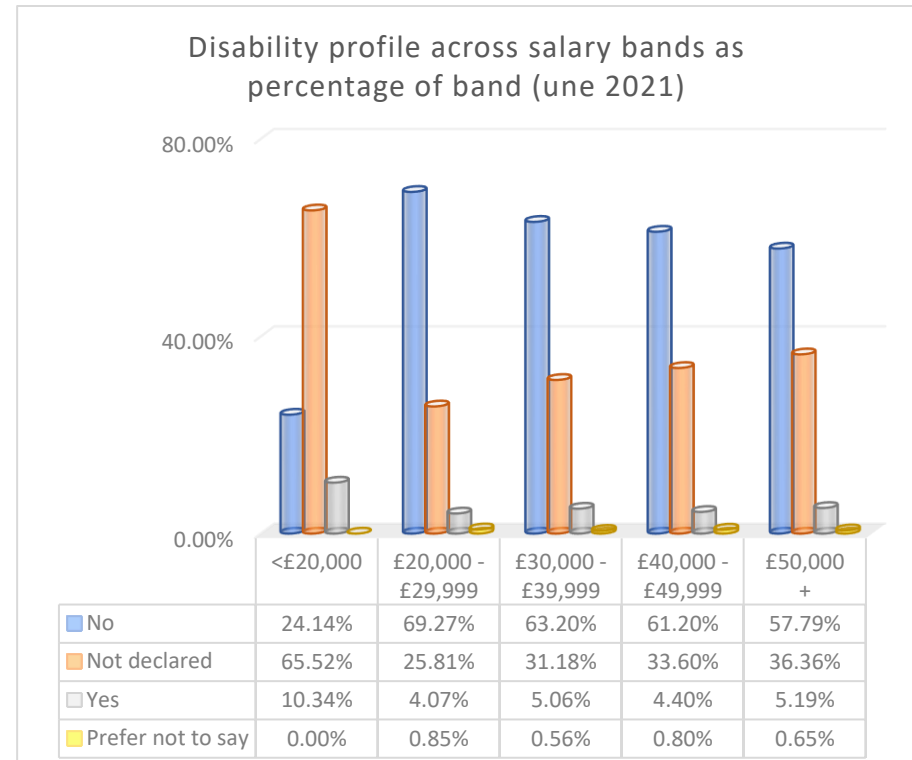
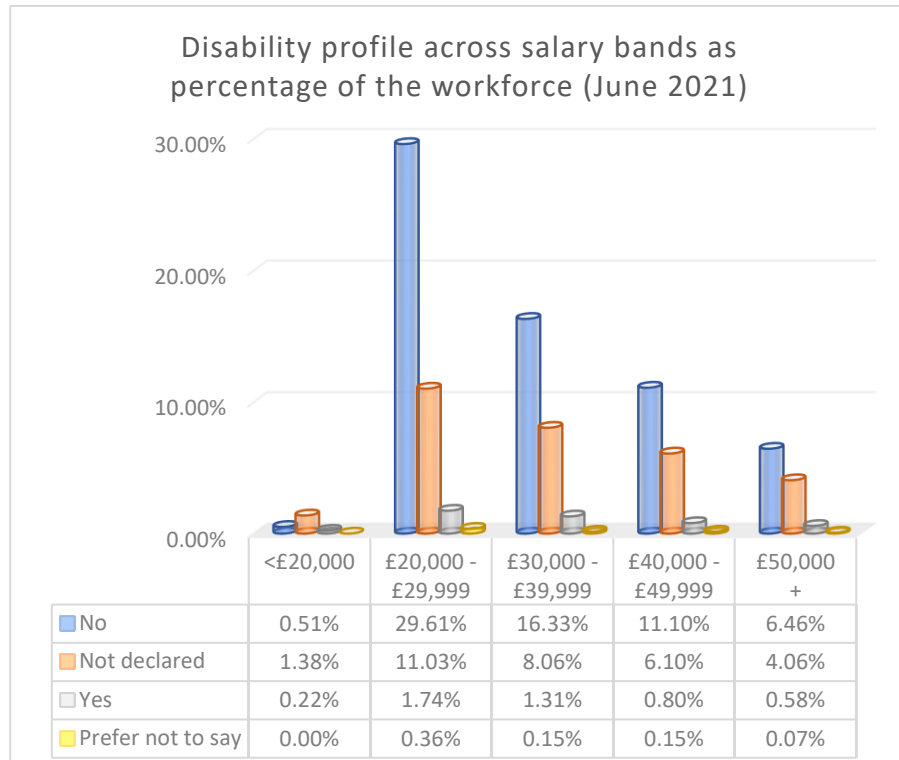
⁸ [The State of Ageing in 2020](#)

Disability

Table 3. Disability Profile

	Yes	No	Prefer not to say	Not declared
Disability profile of Wokingham borough⁹	12%	88%	N/A	N/A
Disability profile of the Council	5%	64%	1%	30%
Disability profile of starters	3%	59%	0%	38%
Disability profile of leavers	4%	70%	0%	26%

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⁹ Source: Census 2011 (QS303EW)

Key Highlights (disability)

- Nationally, disabled people face significant barriers in employment and the employment rate of disabled people is 53%, compared to 82% of non-disabled people¹⁰. As a Disability Confident employer, the council is committed to identifying and removing barriers to equality and will continue to take action to improve how we recruit and retain disabled talent.
- In 2020/21, 5% of the workforce told us that they have a disability. This is not as high as we would expect however, as the national picture indicates that 21% of working age adults have a disability¹¹.
- Furthermore, 30% of the workforce (and 38% of new starters) have not declared whether they have a disability. This is reasonably consistent with other local government organisations¹² but the council recognises that more needs to be done to encourage colleagues to feel comfortable to tell us about any disabilities.
- The council has a duty to make reasonable adjustments to make sure employees with disabilities, or physical or mental health conditions, are not substantially disadvantaged when doing their jobs. However, the council must be aware of the disability and need for support to address any barriers experienced and therefore this will remain a key part of the ongoing work to encourage colleagues to provide their diversity data.
- The council is conscious that this issue will grow in prominence as a result of the ageing working population which is anticipated to lead to growing numbers of people with disabilities and long-term health conditions within the workforce.

¹⁰ [Labour Force Survey October to December 2021](#)

¹¹ Source: [Family Resources Survey \(2020-21\)](#)

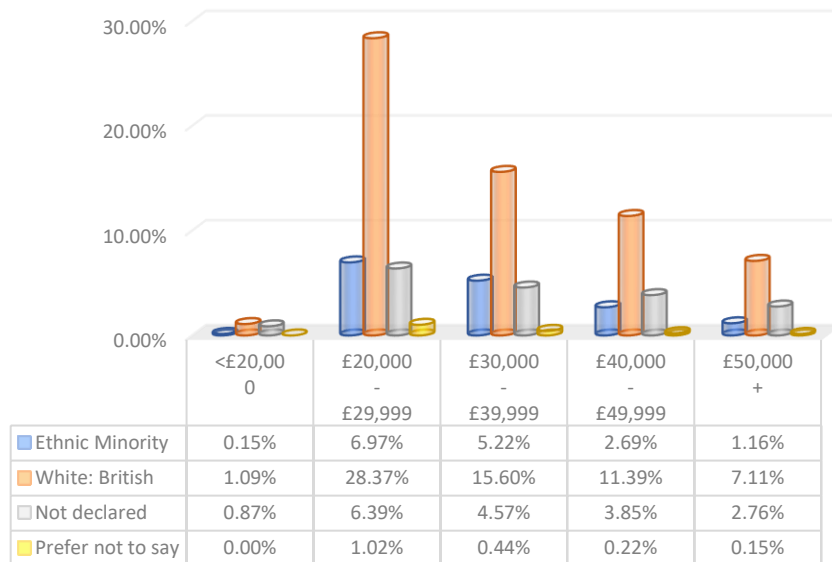
¹² Source XPerHR "Disability 2014: What Percentage of your organisation's workforce has a disability"

Ethnicity

Table 4. Ethnicity Profile

	White British	Ethnic minority groups ¹³	Not declared	Prefer not to say
Ethnicity profile of Wokingham borough¹⁴	87%	13%	0%	N/A
Ethnicity profile of the Council	64%	16%	18%	2%
Ethnicity profile of starters	46%	21%	27%	5%
Ethnicity profile of leavers	63%	17%	19%	2%

Ethnicity profile across salary band as percentage of workforce (June 2021)



Ethnicity profile across salary bands as percentage of band (June 2021)



¹³ 'Ethnic Minority Groups' includes 'White: Other'

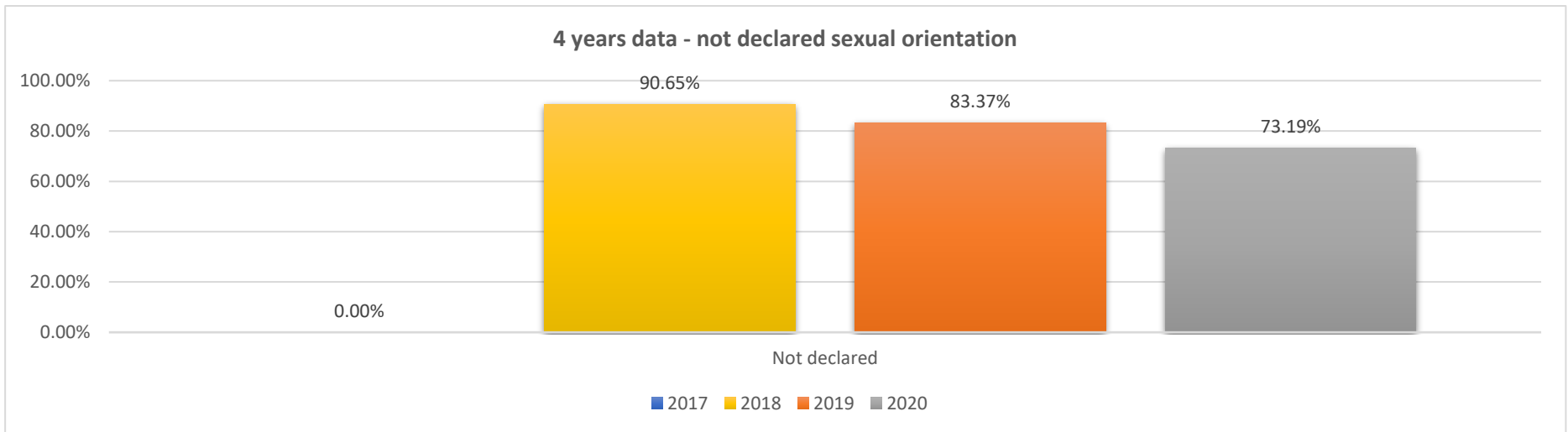
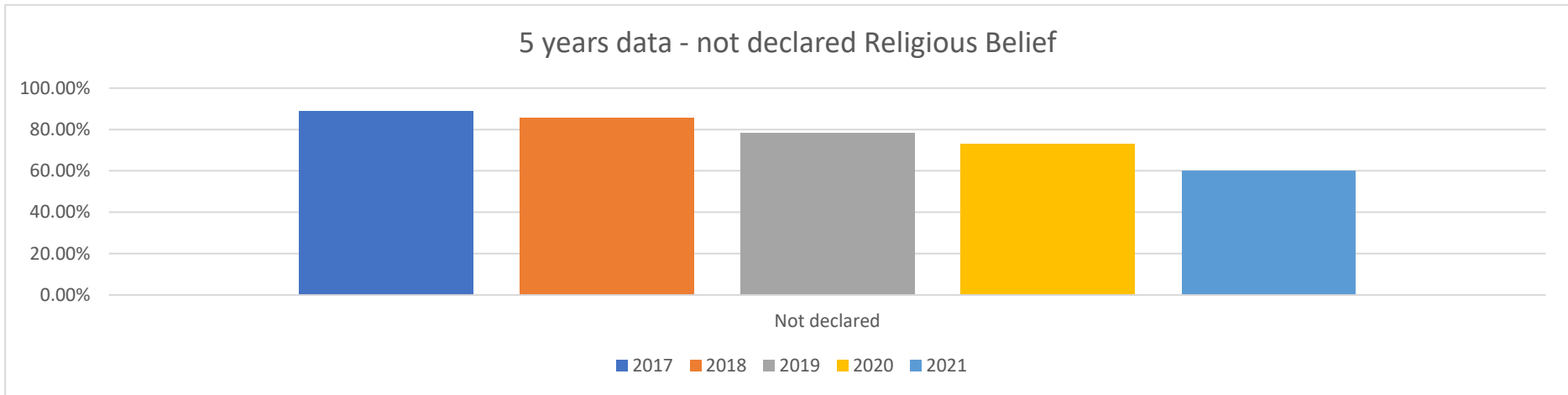
¹⁴ Equality Profile

Key Highlights (ethnicity)

- 16% of the council's employees are from ethnic minority backgrounds, with detailed analysis revealing that the workforce is representative of the borough's varied communities. The 2021 census data will provide further insight into the borough's demographics following release in 2022.
- 18% of colleagues have not declared their ethnicity. There has however, been a sustained improvement in this figure across reporting periods, indicating action taken to encourage disclosure has had some success. Despite this, 27% of new starters did not declare their data and there remains a need to continue to encourage staff to provide diversity data to support robust equality monitoring.
- There is a sustained trend across reporting periods of more starters than leavers being from ethnically minority groups. This has continued this year with 21% of starters and 17% of leavers being from ethnic minority groups. The council will continue to monitor recruitment and retention practices to ensure we continue to attract and support diverse talent.
- The salary profile is broadly proportionate, except for both lower and senior grades. Whilst there appears to be an increase at senior grades from the previous reporting period, it is likely that this reflects a change in reporting to group white ethnic minority groups together with other ethnic minority groups. This has been done to better understand the experience of all ethnic minority groups across the organisation. The council is committed to addressing gaps in representation across all levels of the organisation and has begun to voluntarily publish an Ethnicity Pay Gap report to aid transparency of our efforts.
- The council also signed the Race at Work Charter in December 2020 to demonstrate commitment to tackling racial disparities in the workplace. An update of activity undertaken to deliver Charter is provided later in this report.

Other Equality data

The Council provides an opportunity for its employees to provide information on their religion and sexual orientation. We are seeing an increase in declaration, following a range of activities to promote this amongst colleagues. The data it is not yet sufficient to provide meaningful analysis and we will continue to encourage self-declaration of equality data.



Grievance, Capability and Disciplinary Action

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Formal Employee relation cases	23	16	9	8	4	20

	Total cases	Ethnic minority group	White: British	Not Declared
Formal Employee relation cases 2020-21	20	7	9	4

	Total cases	Male	Female
Formal Employee relation cases 2020-21	20	4	16

	Total cases	<29	30 to 39	40 to 49	50 to 59	60 +
Formal Employee relation cases 2020-21	20	5	3	6	5	1

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Key Highlights (employee relations)

- Of the 20 employees in 2020/2021 that were part of formal processes, 7 employees were of ethnic minority origin, 9 were of non-ethnic minority and 4 chose not to disclose their ethnicity. There is insufficient data to demonstrate any trend across reporting periods. Nonetheless, further investigation will be undertaken to provide assurance to senior leaders that all processes are applied consistently across our workforce.
- Of the 20 employees who went through a formal process; 16 or 80% were women and 4 were men. As 74 % of the workforce are women this figure does not give cause for concern. The data does not illustrate that any one age groups is more likely to be disciplined than other age groups

The Public Sector Equality Duty

Under the Equality Act the council has a duty to give due regard to the need to:

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To ensure transparency, and to assist in the performance of this duty, public authorities must publish:

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- equality objectives, at least every four years
 - information to demonstrate their compliance with the public sector equality duty

We meet this duty in a variety of ways, described below.

Strategic Equality Priorities

The council's Equality Plan 2021-2025 sets 3 priorities and 8 equality objectives for the organisation:

Priority 1 - Listen to and learn from our communities and use this to deliver services that work well for everyone

- We will improve the collection of data about our communities.
- We will engage and communicate with our residents to encourage participation.
- We will use feedback from residents to identify barriers to equality of opportunity

Priority 2 - Act on our commitments to equality, diversity, and inclusion in the way we plan, deliver, and shape our services

- We will embed our commitments to equality into the way we plan, purchase, and deliver.
- We will model active community leadership through collaboration and coproduction
- We will strengthen and improve our use of Equality Impact Assessments

Priority 3 - Build a diverse and engaged workforce, where everyone is respected

- We will equip staff with the right tools to tackle inequality and meet the needs of our increasingly diverse community.
- We will honour the commitments agreed in our Equality Workforce Monitoring Report.

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These are embedded in the work of the organisation via the Corporate Delivery Plan and are directly supported by an annual action plan. The Deputy Chief Executive is our champion for the Equality Programme.

Equality Impact Assessments

Equality Impact Assessments (EqIAs) are undertaken to support our decision-making and are published with the relevant reports on the [council's website](#). An EqIA is a systematic check against the requirements of the Public Sector Equality Duty with regard to different equality groups. Ultimately, EqIAs help us to understand how a decision might impact different people and enables us take action to ensure that we meet needs and promote equality.

With regard to assessing the equality implications of decisions affecting our workforce, EqIAs are carried out whenever there is a major organisational restructure that affects employees as set out in the Organisational Change policy, and to support policy formulation and review.

Learning & Development

The council provides a range of learning opportunities including mandatory training on Equality and Diversity at Work, Equal Opportunity, and Equality Impact Assessments.

Wokingham Borough Council has taken on 39 Apprentices in the last financial year and works with schools to promote and encourage use of apprentices.

Recruitment & Retention

All roles are advertised on our website and are accessible to all employees unless there is someone who meets the requirements of the role and is awaiting redeployment. The council currently has a guaranteed Interview Scheme for any candidate who declares a disability and meets the essential criteria of the role.

The council proactively works with applicants and employees to undertake any reasonable adjustments needed to ensure all processes and spaces are accessible for all colleagues.

The council offers enhanced maternity pay, and is supportive of and meets our statutory duties with respect to shared parental leave, paternity leave and pay, care leave, adoption leave and pay, and parental bereavement leave

Accreditations

In December 2020, the Council signed up to the Race at Work Charter, in partnership with Business in the Community (BITC), to demonstrate commitment to improving equality of opportunity in the workplace.

The Race at Work Charter is designed to improve outcomes of Ethnic Minority employees in the workplace, a goal which is key to the Council's vision to be '**a great place to live, learn, work and grow and a great place to do business**'. The Council is committed to being an employer of choice and in meeting the principles of the Charter, we are taking action to ensure we attract, recruit, and support progression from the widest pool of talent.

On signing the charter, the Council committed to acting on 5 key principles aimed at addressing the barriers to recruitment and progression for candidates and employees from ethnic minority communities. These are:

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- 1) Appoint an executive sponsor for race
 - 2) Capture data and publicise its progress
 - 3) Ensure zero tolerance of harassment and bullying
 - 4) Make equality in the workplace the responsibility of all leaders and managers
 - 5) Take action that supports ethnic minority career progression

In 2021, BITC expanded this to add a further two principles:

- 6) Support race inclusion allies in the workplace.
- 7) Include Black, Asian, Mixed Race and other ethnically diverse-led enterprise owners in supply chains.

It has been almost a year since the Council signed the charter. The table overleaf provides a summary of the actions taken by the council to deliver against the 5 principles:

Table 5. Race at Work Charter (2020-21)

Principle	Action
1) Appoint an Executive Sponsor for race	<ul style="list-style-type: none"> • The Council’s equality programme has embedded the principles of the Race at Work Charter within its annual action plan, reflecting the Equality Plan priority to ‘build a diverse and engaged workforce’. The project sponsor for the Equality Programme is Graham Ebers, Deputy Chief Executive of the Council. • The council’s executive has a lead member for Equality, Diversity and Inclusion.
2) Capture ethnicity data and publicise progress	<ul style="list-style-type: none"> • The Council has committed to publishing our ethnicity pay gap data. We have published the ethnicity pay gap for 2020 and 2021, alongside the gender pay gap for the Council. Without published guidance, we have worked to the same principles as the Gender Pay Gap and have calculated the mean and median ethnicity pay gaps for our workforce. • The report for 2021, due for publication in 2022, will include the ethnicity pay gap for the council. • The Council has implemented a new applicant tracking system that will enable the organisation to analyse diversity data across the recruitment process. • A programme of internal communications has been established to promote self-disclosure of equality data amongst staff. Staff Network groups will be engaged to support this activity.
3) Commit at Board level to zero tolerance of harassment and bullying	<ul style="list-style-type: none"> • The Council has a Dignity at Work Policy. This states ‘The Council will not tolerate bullying and harassment of any kind... the Council will also not tolerate victimisation of a person for making allegations of bullying or harassment in good faith or supporting someone to make such a complaint.’ • A Bullying and Harassment working group was established to identify opportunities to improve practice. The recommendations will be considered as a part of the development of the forthcoming People Strategy and implementation plan.

Principle	Action
4) Make clear that supporting equality in the workplace is the responsibility of all leaders and managers.	<ul style="list-style-type: none"> • All staff are required to undertake e-learning on Equality and Diversity at work, which highlights that equality is the responsibility of everyone in the organisation. • The role that managers play in supporting equality in the workplace is also addressed within the Council's learning and development provision for managers. • On the introduction of the new appraisal framework, workshops and briefings held for managers encompassed a focus on wellbeing and creating a safe climate for colleagues to ensure colleagues are supported to be the best that they can be. • A management and leadership programme is being developed, in line with a new People Strategy, and will include responsibilities of leaders and managers with regard to supporting equality in the workplace.
5) Take action that supports ethnic minority career progression.	<ul style="list-style-type: none"> • A review of the recruitment process has been undertaken, with a specific focus on identifying actions that can support the career progression of ethnic minority employees and the recruitment of underrepresented groups. • Tackling Racism working groups reviewed the Grievance policy, Recruitment policy and 59 of the 61 e-learning training modules with an equalities and anti-racism lens. Explicit exploration was also undertaken by the groups of the 5 principles of the Race at Work Charter, drawing together best practice and recommending actions for future focus. • A review was undertaken to understand whether there are opportunities to enhance the support offered to staff exposed to racism within their work. • The recommendations of these reviews have informed the Equality Action Plan for 2022/23 and priorities will be considered within the development of the forthcoming People Strategy.

The ongoing work to support delivery against the principles of the charter will continue to be embedded within the council's equality programme, which encompasses a large programme of work across all council services.

Action Plan and outcomes 2020/2021

The council undertook several actions within 2020/21 to enhance equality, diversity, and inclusion in the workforce.

Subject	Action	Target	Owner	Outcome
Recruitment	Identify a way to capture the recruitment data to identify trends and risks	By December 2020	HR & OD (JC)	Introduction of the Applicant Tracking System to enable reporting and the identification of any recruitment trends.
Recruitment	Increase take-up of Apprenticeships to encourage younger people into the Council.	27 by 31 March 2021 (25 per annum plus the non-achieved in 2017 to maximise use of the levy)	HR & OD (JC)	March 2020 there were 62 apprentices at WBC (50 within WBC and 12 within our maintained schools) March 2021 there were 73 apprentices (54 within WBC and 19 within our maintained schools)
Recruitment	Review of guidance in relation to use of pay scales in starting salaries	That pay points on starting employment are representative of the gender make-up of the workforce	HR & OD (JV)	This is an ongoing action which will be reviewed year on year.

Data Collection	Set up a separate working group to look at improving data collection Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and anonymity (particularly sexual orientation, religious beliefs & disability).	80% of workforce disclosed (currently disclosed 63% for Disability and 16% for religious beliefs & sexual orientation)		A working group of “trusted voices” from across the Council to explore how to encourage the disclosure of personal information and any pertinent to the protected characteristics. HR are introducing of a Case Management system to enable the management of Employee Relation cases more efficiently and more effectively.
Gender Pay Gap	Set up separate working group to review Gender Pay Gap and provide separate action plan and recommendations to reduce our Gender pay gap.	Reduce Mean Gender Pay Gap by 1% year on year for next 3 years	HR & OD (SS)	Pay & Reward Specialist joined WBC in August 2021 to review Pay & Reward policies and processes. The requirement of working groups is being reviewed by the Pay & Reward Specialist.

Bullying & Harassment Action plan	Set up a separate working group to review the data in relation to bullying and harassment and provide separate action plan and recommendations	Action plan implemented reported again in late 2021	Resources & Assets (NC)	The working group has been set up.
Tackling Racism at Work	Review the survey findings and set up working groups deliver on agreed activity	Working groups to be formed and action plans generated by mid-October 2021	HR & OD (SS)	Working groups were established and some work was undertaken by the group but now the Actions form part of broader Equalities programme.
Tackling Racism at Work	Form a BME Employee Subgroup	30 Sep 2020	Resources & Assets (KI)	Ethnically Diverse Staff Network set up.
Disability protection	Amend the leave policy to record that people who are unfit for work are not precluded from taking accrued annual leave	30 Sept 2020	HR & OD (HL)	Complete. The policy has been updated.

Disability protection	Ensure Managers understand the importance of documenting risk assessments and having a Personal Emergency Evacuation Plan for those with Mobility Issues	31 Dec 2020	Health & Safety (LM)	This has been incorporated into the Managers Health and Safety Checklist for new inductees – this is also embedded into the new onboarding process.
Disability protection	Develop a 'Management Handover' checklist as part of onboarding to be used when a manager leaves so new incumbent knows where all employee information is and for employees moving department	31 Dec 2020	HR & OD (FC)	There's a new manager checklist which captures all employee information about their direct reports (Performance Reviews, 1:1s, Risk Assessments etc).
Disability protection	Consider whether any changes are required to the Organisation Change Policy to ensure that employees on sick leave are not disadvantaged	31 Dec 2020	HR & OD (HL)	Amendment to the policy made in October 2020.

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