

Report to: Finance, Resources, and Corporate Committee

Date: 7 June 2023

Subject: Equity, Diversity, and Inclusion (EDI)

Director: Alan Reiss, Chief Operating Officer

Author: Jonathan Stephen, Equality, Diversity, and Inclusion Officer

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this Report

- 1.1. Provide Committee Members with an overview of the Combined Authority's EDI Interventions and enablers to achieve the EDI vision for the organisation, and to note the publication of the Combined Authority EDI plan for 2022-25.

2. Information

Corporate EDI Programme & Organisational Transformation

Responsive Services & Customer Care - Public Sector Equality Duty (PSED) EDI Report 2022/2023

- 2.1. As a public sector organisation, the Combined Authority (CA) is required to publish an annual EDI report, fulfilling statutory duties set out by the Equality Act 2010, and Public Sector Equality Duty.
- 2.2. Setting Equality Objectives forms part of the legal responsibility, which are to be refreshed every four years. Organisations are required to publish the report by the end of March annually, and at least a year following the last publication.
- 2.3. The CA's PSED, EDI Annual Report 2022-2023 (located at Appendix 2) sets out the progress made against our Equality Objectives 2022-2025 (appendix

1), within the reporting period 2022-2023, and includes information about the organisation's employee profile.

- 2.4. For clarity, the renewed set of Equality Objectives 2022-2025, form three of the five priorities set out in the [EDI Plan 2022-2025](#) (located at Appendix 3) to strengthen accountability, and monitoring and reporting on performance.

Leadership & Organisational Commitment - Corporate EDI Plan 2022-2025

- 2.5. Alongside the publication of the PSED EDI Report, a corporate EDI Plan 2022-2025 has been developed and published. The Plan is the organisation's first EDI Plan, building on the EDI Statement and sets direction for achieving the EDI Vision.
- 2.6. The EDI Plan reframes our EDI related interventions into one place, bringing together a range of activities for the duration of the Plan. This will help shape a central strategic approach to addressing inequalities in the future, and will support the delivery of the EDI vision, statement, priorities and agreed targets set out in the EDI plan.
- 2.7. The EDI Plan and associated targets have been developed and integrated into the organisation's business plans. The desired outcomes of the EDI Plan and mission, is to strive to:
- Integrate the breadth of EDI interdependencies across the organisation and shape a clear view of the current EDI commitments.
 - Strengthen recruitment and diversity and create a progressive & evolving culture.
 - Build on best practice from partners including local authorities.
 - Build skills, knowledge and understanding of services that will improve the evidence base for determining local EDI priorities.
 - Generate, preserve, and share the research and intelligence on EDI.
 - Strengthen capabilities within the organisation and the region.
 - Deliver new strategies for community engagement, access, and participation.
 - Evidence impact and progress against the underpinning framework - Equality Framework for Local Government and the segments: Leadership & Organisational Commitment, Diverse & Engaged Workforce, Understanding and working with our communities, Responsive Services & Customer Care.
- 2.8. An internal EDI Performance and Oversight Board will be responsible for delivering the EDI Plan, chaired by the Chief Operating Officer and the Leadership Team's EDI Champion, to drive the plan's interventions forward and maintain oversight.
- 2.9. This is critical to ensure that the EDI Plan is not delivered in isolation of related work streams e.g., recruitment and diversity, and will help to build collective capabilities and organisational transformation.

- 2.10. The significant developments to the EDI Plan, include the improved definitions to focus the tangible nature of EDI interventions as outlined in Appendix A of the EDI Plan, including the explicit focus of equity and intersectionality, alongside equality, diversity, and inclusion:
- 2.11. Additional improvements to the EDI Plan include:
- Introduction of a succinct section on historical efforts made by the organisation and why the Plan will be different.
 - Added Appendix C to the EDI Plan, which contains more detailed baseline from the Census 2021.
 - The terminology better accounts for inclusive growth as a measure for monitoring social and inclusion outcomes.
 - Positive action is explicitly detailed in the Plan to appropriately support recruitment and wider employee lifecycle interventions in nurturing the CA's diverse people.
 - The targets have been integrated into the related priorities to balance narrative and context, with action.
 - The baselines detailed in the targets section of the Plan, have been renewed following release of the staff survey 2022, Census 2021 ethnicity, disability, gender identity and sexual orientation. With sexual orientation and gender identity now reflecting specific targets.

Integration of the EDI Plan & Targets into Corporate Planning

- 2.12. Through the 2023/24 corporate business plan, each directorate will be asked to achieve the EDI targets expressed as a percentage points improvement using the latest available 2022/23 data as the baseline.
- 2.13. In terms of the baseline the new CiAnywhere system will be able to provide the Leadership team with a more up to date baseline by directorate.
- 2.14. An example of the EDI measures included in the corporate plan and associated business plans, are detailed in Appendix 4.
- 2.15. These EDI measures will be monitored through the corporate performance dashboard. Information be collected on a monthly/ quarterly basis from directorate management teams on the performance against the EDI targets.
- 2.16. This performance dashboard will be reported to SMT and ILB at the end of each month to discuss and address any areas that are underperforming and will be better supported by the renewed governance arrangements, the CA's EDI ecosystem.

The CA's EDI Ecosystem

- 2.17. To effectively deliver the EDI Plan, enabling empowerment whilst strengthening capabilities across the organisation, a governance review has been undertaken to renew the arrangements and positively harness the assets across the organisation, including Staff Networks.

2.18. The exercise commenced following the introduction of the new structures, as part of Organisational Evolution work, and the ongoing commitment to embed EDI. The review began formally in December 2022, and among the EDI ecosystem, the networks in scope, included:

- EDI Working Group
- Staff Networks (independent consultant delivered review and recommendations, which included an allocated budget for each of the staff networks).
- EDI communities of practise that have organically grown and matured across the organisation.

2.19. Following cross organisational input from the EDI Working Group, including Directorate EDI Group Chairs, Employee Engagement Panel and Staff Networks, as well as workshops with the Corporate Performance Team, the following section of the report presents the roles and responsibilities relating to the EDI Ecosystem, communications flows, and accountability. As highlighted in figure 1:

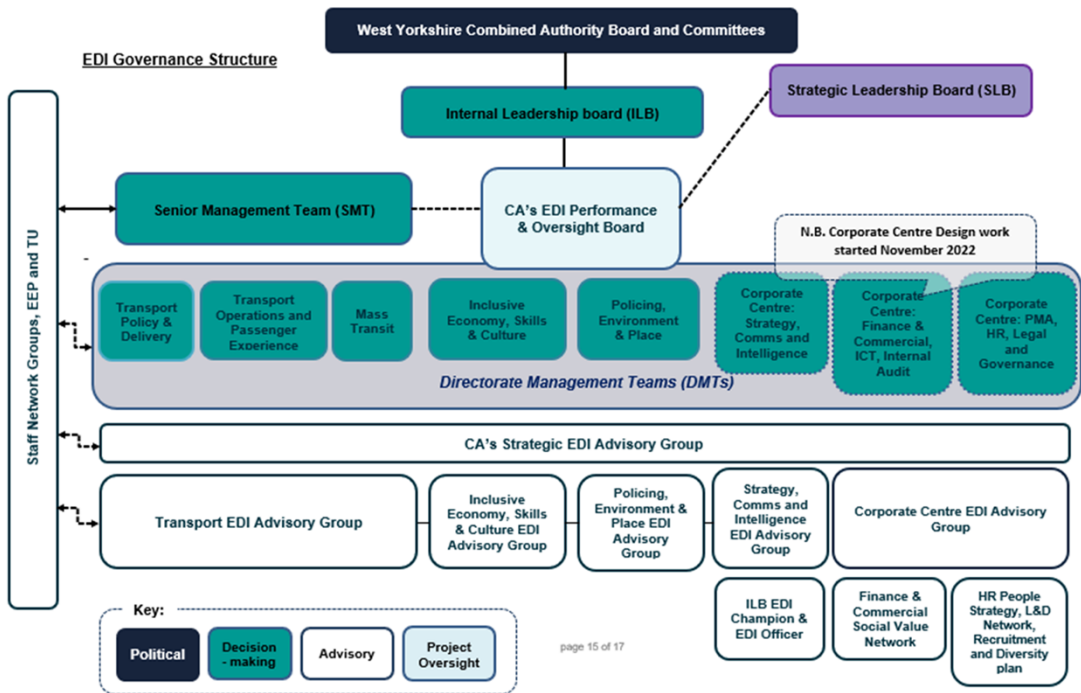


Figure 1: The CA's EDI Governance – EDI Ecosystem.

2.20. A summary of the role and responsibilities among the CA's EDI ecosystem briefly comprises (full detail located at Appendix 5):

The CA's EDI Performance and Oversight Board has oversight of the organisational EDI interventions and key enablers including the EDI Plan, as

well as the associated targets and effective compliance with the CA's legal responsibilities.

The CA's Strategic Advisory Group, which transforms the EDI Working Group, provides strategic oversight across the CA's EDI ecosystem, coordinating cross organisational activities and generating ideas in response to emerging needs.

The formal introduction of Directorate EDI Advisory Groups is to better coordinate interventions and support Directorate monitoring and progress. These groups will build on existing groups but bring a more formal approach to EDI at the directorate level. The role of these groups is to coordinate Directorate interventions and empower the Directorate to embed EDI and inclusive growth.

The CA's Staff Networks review highlighted the purpose and value of staff networks. In summary the role of Staff Networks is to provide a safe place and support for members, and to champion inclusion across the CA.

- 2.21. The arrangements have been agreed by the Senior Management Team in March, and at present, enabling the changes with the renewed approach to commence by June 2023.
- 2.22. In addition, introducing clarity among the CA's EDI ecosystem will be valuable for assessing the progress of EDI and inclusive growth in the context of broader organisational priorities, ambitions, and objectives, as well as developing work e.g., Inclusivity Champion appointment and the associated workplan to follow.

Review of Staff Networks & Improving Operations

- 2.23. An external review has also been undertaken of the CA's Staff Networks, which focused on providing a consistent (whilst recognising the respective nature of each network to then build upon) operating model.
- 2.24. The review has been accounted for as part of the CA's EDI ecosystem (detailed at 2.18) for effective management of recommendations.
- 2.25. The review has resulted in a consistent terms of reference for Staff Networks, that each are making their way through to adopt, alongside running procedural activities where relevant such as Chairs elections. To date, the CA's Staff Networks include:
 - Embrace
 - Gender Equality
 - Proud @ WYCA
 - WeCAN
 - Young Employee Network

- With supporting ally networks including Proud Allies and Young at Heart.
- 2.26. Each Staff Network now has a budget of £5000 each to support achieving their priorities, that are different from the responsibility of corporate EDI interventions (activities that are not included in the EDI Plan/requirements of a public sector organisation).
- 2.27. Staff Networks' activities are monitored quarterly through the Senior Management Team (with rolling SNG attendance at the meeting) and each are to provide an annual report that will better feed into the PSED EDI Annual Report from March 2024.

Transformation of People & Culture at Scale

- 2.28. As set out in the EDI Statement as well as linked to the targets embedded in business plans, that all CA employees will undertake formal EDI training, training has been procured through InDiverse, delivering a series of education and reflection sessions for each CA employee, funded through the learning and development budget.
- 2.29. The CA's EDI Training (education session/part 1) is available to view at Appendix 6.
- 2.30. Training began in November 2022, and will commence until the contract end date with InDiverse, being September 2023. Which will result in all current employees (excluding those on sabbatical/parental leave for example) completing EDI training and enabling greater confident, focus and improvements to employee EDI objective setting.
- 2.31. To date (as of the 15th of May) 131 CA employees have completed the EDI Training (both education and reflection sessions), with 358 employees completing the education session only with their follow up reflection session still to come.
- 2.32. Subsequently, 241 employees are booked to attend their education session and following reflection session, with ongoing monitoring of attendance to ensure all CA employees as of July 2023 have completed the first part of the training and booked to attend the reflection follow up.
- 2.33. Feedback from CA employees as of to date, reflects 94.5% agree that the programme content supported the learning objectives, with 92.6% agreeing that content provided them with a good introduction to inclusion and creating inclusive workplaces.
- 2.34. In addition, 78.3% said they feel more comfortable and equipped now to have conversations around EDI within their team / organisation. 78% agree that they can implement the tools and strategies that they have learnt in order to create an inclusive workplace.

- 2.35. EDI e-learning is also provided by the CA's learning provider, ihasco. Modules available through the training suite, include unconscious bias as well as unconscious bias for managers, introduction to EDI (focused on legislative enabler), gender identity and expression, disability awareness and inclusion, menopause awareness and autism awareness.
- 2.36. The EDI training provided by InDiverse is subject to a project evaluation with the aim of ensuring that we best understand from colleagues the impact of the training, and what we need to do to improve future training and delivery.
- 2.37. This is particularly important, as we will be agreeing an approach to the training for returning/new starters (from July 2023) with an organisational wide refresher training in place by April 2026. This will need monitored effectively through learning and development records.

Diverse & Engaged Workforce - Recruitment & Diversity Workplan

- 2.38. The recruitment and diversity workplan led by HR's Recruitment and Diversity Advisor is an enabler to the CA becoming more reflective of the West Yorkshire profile.
- 2.39. The workplans aims to improve the diverse composition of the organisation's workforce and support achieving the EDI Plan composition targets. Key activities have included:
 - Increasing our presence on LinkedIn by sharing job vacancies to networks and promoting up to 3 adverts per week via the Combined Authority Social Media profiles. We also share video testimonials of staff on social media (where available) to promote roles.
 - Making our Careers site more user-friendly and more inclusive by replacing outdated images on the website with those of colleagues from across the organisation.
 - Making our Adverts easier to read and more engaging.
 - Attended a number of careers fairs across the West Yorkshire region.
 - Creating testimonials of colleagues across the organisation including 'Meet the Team' pages to share when roles in that team are advertised – done for at least 3 teams that have difficulties with recruiting and has had a positive impact.
 - Working with Vercida (a Diversity Platform) to showcase what we are doing as an organisation to be inclusive, as well as sharing stories of our amazing colleagues.
 - Working with Reed Talent Solutions on our Master Vendor solution contract to be supplied with temporary workers as well as support from Reed with hard to fill permanent roles.
 - Working with managers to support them with writing their adverts and to consider alternative methods to hire if recruiting has been difficult.
 - Delivering face to face Recruitment Briefing sessions to share best practice with inclusive recruitment and how positive action can be applied during the process.

- Updating the toolkit and other recruitment material that managers use, such as the advert template, making them more user friendly and up to date.
- We also delivered a 'Spotlight on Inclusive Recruitment' session in April 2023 to highlight to the organisation the positive steps towards ensuring we have an inclusive recruitment process and representative workforce.

2.40. The above measures have had the following impact:

- Increased representation across all age ranges of visitors to the Combined Authority webpages. This has then impacted on an increase of visitors to the Careers pages, and we saw a 358.36% increase from visitors in Feb 2022 compared to Feb 2023.
- We have increased our applications received by 42.7% in Jan-Feb 2023 compared to the same period in 2022. We also had fewer vacancies during Jan-Feb 2023.
- 48% of our new starters during January and February were under the age of 30.
- Of the new starters' ethnicity data that is available, the breakdown is as follows: 10.5% identified as Black African, 7% identified as White Other, 3.5% identified as Mixed White/Black, 3.5% identified as Asian/British Indian, 3.5% identified as Asian/British Other. A further 3.5% did not wish to share their ethnicity. New starters identifying as White British made up 68.5%
- 14% of new starters identified as LGBTQIA+ (a further 21% did not share their sexual orientation)
- 7% of new starters declared a disability (a further 3% did not share)

2.41. HR review the diversity of applicants every two weeks and share this data with the Internal Leadership Board.

2.42. The data indicates that interventions are beginning to attract a more diverse pool of applicants that better reflects the communities we serve. However, deeper analysis is required to understand the diverse experiences from interest in a role through to appointment. This is being picked up and will form part of the 2023/2024 recruitment and diversity workplan.

2.43. This will also contribute to understanding the employee lifecycle from the earliest point of contact with the organisation among prospective candidates.

Understanding & Working with Our Communities - Monitoring the CA's Employee Experience

- 2.44. To better understand the experience of the CA's employees, for the first time two EDI questions were embedded in the Staff Survey in 2021, as follows:
- *The CA respects individual differences, and;*
 - *The CA acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.*
- 2.45. This intervention intended to set a baseline of how the organisations approach to EDI is currently viewed by our colleagues, to be captured within the 'Culture and Identity' portion of the survey. These questions have been adapted from existing and well used EDI monitors in an NHS all-staff survey.
- 2.46. The completion of the two EDI questions is completely voluntary and only used to help identify whether there are differences in responses from the CA's diverse employee profile in general, with two indicators providing insight for assessing the EDI interventions and planning to respond to the findings.
- 2.47. In addition, for the first time the Staff Survey in 2021 included demographic questions known as About You, which supports the opportunity for colleagues to input against a number of characteristics.
- 2.48. The dual intervention enabled the CA to baseline the organisation, by introducing a set of About You questions, as well as begin to assess if there are differences in experiences among the CA's diverse employee profile
- 2.49. Given the nature of the intervention, nurturing trust in the survey is important and so supporting communications have detailed the Privacy Notice, as well as setting out how the data will be handled and controlled, and to ensure anonymity we have in place a number of controls:
- set a minimum number of responses required to generate data reports
 - limited the number of people in the organisation who have sight of the data
 - reporting on aggregate data only, in summary form – it will not be available to see by individual case response
 - minimal demographic questions
 - all questions remain optional
- 2.50. The findings from the 2022 Staff Survey responses and data analysis against the two EDI questions, indicate that:
- Overall, 90% of employees said they think that the CA respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc.), with 6.9% selecting 'no'. With:
 - Employees who identified as an ethnic minority, less likely to agree to this statement than staff who identified as White British.

- Employees with a disability were less likely to agree to this statement compared to those without a disability.
 - Over three quarters of staff agreed (selected 'yes, definitely or 'yes, to some extent') that the CA acts fairly with regard to career progression / promotion, with:
 - 1 in 4 (25.4%) employees who have disclosed as disabled disagreed with this statement.
 - Employees who identified as an ethnic minority were more likely to disagree with this statement than staff who identified as White British.
- 2.51. The results indicate that individual differences and the fact of diversity is generally understood, but with a need to focus attention on the 6.9% who do not share the view.
- 2.52. In addition, the results indicate a focus is required on acting fairly with regard to career progression/promotion.
- 2.53. There is a noticeable and important difference in experience identified among CA employees who identified as disabled and/or, ethnic minority.
- 2.54. The Senior Management Team in partnership with the Employee Engagement Panel are working through solutions, with the intention being that the EDI Performance and Oversight Board will be an enabler for improving the diverse employee experience and achieving inclusive outcomes.
- 2.55. There is work to be undertaken with identifying a system owner for coordinating EDI data analysis of the workforce to better track and monitor the employee experience and internal and external data relating to EDI.
- 2.56. [The About You questions](#) were shaped by the CA's EDI Working Group, led by the [Communities, Consultation and Engagement Team](#), which is an EDI intervention to baseline engagement profiles in our consultation exercises and inform targeted work with seldom heard communities.
- 2.57. The About You questions are also used through CA services including Business Support, for the same reasons but noting the difference in the audience and relationship with the CA.

May-September 2023 EDI Programme Activities

- 2.58. Working through Quarter 1 and planning for Quarter 2, key EDI activities include:
- Appointment of an EDI Project Manager to start by July 2023, working alongside the EDI Officer but focused on the delivery EDI interventions including the EDI Plan, and renewing the critical path and milestones to

effectively support the EDI Performance and Oversight Board prioritise actions and delivery.

- Ongoing adoption of the staff networks terms of reference, as well as the review's wider implications that will be worked through the EDI Performance and Oversight Board.
- Ongoing & by June 2023 enabling the changes to the CA's Corporate EDI ecosystem including the formal agreement of Directorate EDI Advisory Groups with respective management teams, the transformation of the EDI Working Group to the CA's EDI Strategic Advisory Group, and the formal introduction and agreement of the EDI Performance & Oversight Board.
- Responding to internal audit recommendations that are focused on the quality of EDI programme controls, which the ongoing work on EDI governance arrangements will help address as well as the appointment of the EDI Project Manager.
- Coordination of EDI interventions including internal progress but also focussing on the external coordination with the Mayor's Inclusivity Champion, Fatima Khan-Shah, as well as the Leeds City Region Enterprise Partnership Board's Diversity Champion, Asma Iqbal.
- Preparing for the CA's EDI Peer Challenge with the Local Government Association – the first MCA/CA to undertake an EDI focused peer challenge.
- Budget approved of £30,000 to procure equality impact assessment training, prioritising the Senior Management Team, Portfolio Management & Appraisal, colleagues with responsibility for the development of business cases and policies, and the Directorate EDI Advisory Groups. Deliver to commence by the end of Quarter 2 (September).
- Agree extension/alternative arrangements including budget for continuing the formal EDI training for new starters/returning colleagues between July- September 2023, and forward plan for an organisational wide refresher for April 2026. Indicating the importance of monitoring employee EDI learning and development records and alignment to respective EDI objectives.
- Renewed and focused EDI Comms Strategy introduced reflecting internal and external interventions, that coordinate activities between the likes of the About You EDI monitoring in Communities, Consultation and Engagement Team and much more, brought together through the ***Working Together for an Inclusive West Yorkshire*** umbrella.
- Work through the Equality Framework for Local Government Dashboard baseline and examine next steps to be included as part of

the prioritisation of work in partnership with the EDI project Manager (once appointed).

- EDI data analytics system owner for running different data sets (internal and external) and analysing subsequently to better measure and monitor the employee lifecycle and achieving the EDI targets aligned to the staff survey EDI questions (targets in the EDI Plan), as well as improving the diverse composition across the organisation, that will also link to reducing the gender and ethnicity pay gap (also targets).
- EDI programme controls improved with clearer view of corporate EDI enablers as well as EDI interventions emerging/in place across diverse programmes.

3. Tackling the Climate Emergency Implications

- 3.1. Though not directly implied, strengthening EDI interventions will better our collective understanding of the implications and overcoming tensions to achieve positive outcomes for people, place, region, and the environment.

4. Inclusive Growth Implications

- 4.1. Inclusive growth implications are linked to the nature of the report and highlighted further in the background section, with the intention that inclusive growth and EDI is more effectively managed through an integrated lens to achieve social and inclusion outcomes.

5. Equity, Diversity, and Inclusion Implications

- 5.1. The benefits and implications are directly linked to the nature of the report and extended upon in the information section of the report.
- 5.2. In order to achieve the organisation's EDI vision and move to being excellent through the [Equality Framework for Local Government](#). As such, the nature of the report has positive implications as selected below:

Implications for Equality Framework for Local Government Themes	Relevance
Diverse & Engaged Workforce	✓
Leadership, Partnership & Organisational Commitment	✓
Responsive Services & Customer Care	✓
Understanding & Working with our Communities	✓

6. Financial Implications

- 6.1. There are direct implications for EDI compliance, any failure to comply with the EDI legal obligations could leave the organisation exposed to enforcement action from the Equality and Human Rights Commission, legal challenge to

decision making by way of Judicial Review or claims for monetary damages from individuals affected.

- 6.2. There is no separate budget/budget holder for EDI, and therefore, the priorities outlined in the plan are reliant on employee resource and delivering interventions across systems/policy/process and people, with objectives embedded in business plans. This magnifies the importance of cross organisational leadership in weighting the success of the EDI Plan and wider interventions, to enable the change outlined and management of progress, with clear oversight.
- 6.3. Whilst there are no direct financial implications, colleagues across the organisation are expected to commit to EDI progress across the CA which will require resource from all teams.
- 6.4. With that, there has been a focus made on Directorates embedding EDI Plan and its associated targets, including Equality Objectives, into 2023/2024 business plans, and so EDI measures and targets are included in each respectively, and monitored through the Corporate Performance Dashboard.
- 6.5. It has been recommended that EDI is allocated a ringfenced amount of money from Directorate budgets to deliver our objectives, including responding to needs identified through equality impact assessing.
- 6.6. Similarly, as raised in the SNG Review, SNGs have now been allocated a budget each, in support of their networks' priorities, beyond that of the corporate responsibilities.

7. Legal Implications

- 7.1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Combined Authority to prepare and publish one or more objectives linked to the Public Sector Equality Duty.
- 7.2. Any failure to comply with those obligations could leave the organisation exposed to enforcement action as outlined in 6.1 of the report.
- 7.3. For effective performance monitoring and risk management, it is recommended that EDI compliance is accounted for at Directorate level, as well as evidenced appropriately through the Corporate Risk Register.
- 7.4. Going forward, the exercise should be an opportunity to review the collaborative benchmark, and ensure compliance is business as usual.

8. Staffing Implications

- 8.1. There are indirect staffing implications directly arising from this report as indicated at 6.3 with colleagues across the organisation expected to commit to progressing EDI interventions including the delivery of the EDI Plan, which will require resource from all teams.

- 8.2. The Internal Leadership Board has since agreed recruitment of EDI focused project management resource, with the recruitment process underway. This role will focus on the management and delivery of the EDI Plan, whilst account for the renewed EDI governance arrangements, performance, and controls, alongside the EDI Officer.

9. External Consultees

- 9.1. External consultations have been undertaken, with Tokos Solutions delivering the SNG review, with outputs including a SNG operating model, with a consistent term of reference (to be extended upon by respective SNGs) and a set of recommendations to be implemented as part of the EDI Plan delivery.
- 9.2. In addition, future external consultees will include the LGA's EDI Peer Challenge Panel, as part of the CA's EDI Peer Challenge taking place in October 2023. With the West Yorkshire Combined Authority's being the first of its kind to undertake an EDI Peer Challenge.
- 9.3. The Challenge involves representatives from the Local Authorities, West Yorkshire Police, and West Yorkshire Integrated Care Board, as well as sessions with the CA's Directors, Staff Networks and EDI Directorate Advisory Group Chairs, and the Inclusivity Champion, Mayor and Deputy Mayor.
- 9.4. The Panel coordinated by the LGA based on the Peer Challenge scope, is to be finalised as well as additional meetings with responsible Officers.

10. Recommendations

- 10.1. That the FRCC Committee notes the CA's EDI interventions that enable the organisation to work toward achieving the EDI Vision and delivering the EDI Statement.

11. Background Documents

Background and supporting documents are detailed in the Appendices.

12. Appendices

Appendix 1: [Combined Authority Equality Objectives 2022-2025](#)

Appendix 2: [PSED - EDI Annual Report 22/23](#)

Appendix 3: EDI Plan 2022-2025

Appendix 4: Corporate Performance Monitoring of EDI Indicators (p.15)

Appendix 5: [CA's EDI Ecosystem](#)

Appendix 6: [CA EDI Education Session Slide deck](#)