

NHS EDI Improvement Plan

Progress 2023/24



The Dudley Group
NHS Foundation Trust

High-impact actions

This plan prioritises the following six high impact actions to address the widely-known intersectional impacts of discrimination and bias.

Measurable objectives on EDI for Chairs Chief Executives and Board members.

Success metric

1a. Annual Chair/CEO appraisals on EDI objectives via Board Assurance Framework (BAF).



Overhaul recruitment processes and embed talent management processes.

Success metric

2a. Relative likelihood of staff being appointed from shortlisting across all posts

2b. NSS Q on access to career progression and training and development opportunities

2c. Improvement in race and disability representation leading to parity

2d. Improvement in representation senior leadership (Band 8C upwards) leading to parity

2e. Diversity in shortlisted candidates

2f. NETS Combined Indicator Score metric on quality of training



Eliminate total pay gaps with respect to race, disability and gender.

Success metric

3a. Improvement in gender, race, and disability pay gap



Address Health Inequalities within their workforce.

Success metric

4a. NSS Q on organisation action on health and wellbeing concerns

4b. National Education & Training Survey (NETS) Combined Indicator Score metric on quality of training

4c. To be developed in Year 2



Comprehensive Induction and onboarding programme for International recruited staff.

Success metric

5a. NSS Q on belonging for IR staff

5b. NSS Q on bullying, harassment from team/line manager for IR staff

5c. NETS Combined Indicator Score metric on quality of training IR staff



Eliminate conditions and environment in which bullying, harassment and physical harassment occurs.

Success metric

6a. Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff)

6b. Improvement in staff survey results on discrimination from line managers/teams (ALL Staff)

6c. NETS Bullying & Harassment score metric (NHS professional groups)



High Impact Action 1: Measurable objectives on EDI for Chairs, Chief Executives and Board Members.

Metric	Action	Progress
<p>1a. Annual Chair/CEO appraisals on EDI objectives via Board Assurance Framework (BAF).</p> <p>NHS Boards must review relevant data to establish EDI areas of concern and prioritise actions.</p>	<p>Design objective on improving inclusion across the Trust – link to culture work, to include data and lived experience.</p> <p>EDI Objective to be monitored via BAF.</p>	<ul style="list-style-type: none"> • All Executive Directors have an EDI Objective • All NED's have EDI objectives. • Cultural data dashboard captures WRES, WDES, GPG data.
	<p>All Exec and Board members to participate in Reverse Mentoring programme.</p>	<ul style="list-style-type: none"> • Executive and Board members participating in Inclusive Reverse mentoring programme
	<p>Embed Equality Monitoring within FTSUP reports.</p>	<ul style="list-style-type: none"> • Reviewed FTSUP data – In the process of revising dashboard to capture EDI information.

High Impact Action 2: Overhaul recruitment processes and embed talent management processes.

Metric	Action	Progress
2a. Relative likelihood of staff being appointed from shortlisting across all posts.	Recruit to a Widening participation & Workforce Development Business Partner	<ul style="list-style-type: none"> Widening participation & Workforce Development Business Partner now in post
<p>2b. NSS Q on access to career progression and training and development opportunities</p> <p>2c. Improvement in race and disability representation leading to parity.</p> <p>2d. Improvement in representation senior leadership (Band 8C upwards) leading to parity.</p> <p>2e. Diversity in shortlisted candidates</p>	<p>Improve on WRES and WDES metrics for equal opportunities and career progression.</p> <p>Implementation of Reasonable Adjustment project</p> <p>Develop Shadow Board</p> <p>Development of New Recruitment Policy and Training resources.</p> <p>Equality Impact assess our recruitment practices and related policies.</p> <p>Further embed and raise awareness of Inclusive recruitment guidelines</p>	<ul style="list-style-type: none"> WRES/WDES Indicators show slight improvement - Leadership Potential (Talent Management & Succession Planning programme Exploring other local, regional, and national development offers Draft Proposal presented to Execs and People Committee – further engage with Execs and present paper in Feb 2024. Policy developed – codesigned staff networks. Pilot recruitment training Guidelines launched and training planned.

High Impact Action 3: Eliminate total pay gaps with respect to race, disability and gender.

Metric	Action	Progress
3a. Improvement in gender, race, and disability pay gap.	Carry out data cleanse on workforce and implement disability pay gap.	<ul style="list-style-type: none"> Annual deep dive on gender pay gap carried out with a clear plan aligned to the EDI Journey. Ethnicity Pay Gap report produced and published.
	Continue to monitor progress on Pay Gaps via regular reports to EDI Steering Group.	

High Impact Action 4: Address Health Inequalities within workforce

Metric	Action	Progress
4a. NSS Q on organisation action on health and wellbeing concerns. 4b. National Education & Training Survey (NETS) Combined Indicator Score metric on quality of training.	Collate data via well-being report – clear focus on equality of outcome.	<ul style="list-style-type: none"> Continue to implement EDI and Wellbeing storytelling, communications, and campaigns. Developed Wellbeing Strategic Journey and plan. 2 Cohorts delivered – plan to deliver another 4 cohorts. Development of system wide Wellbeing strategy Promotion of system wide support - signposting Held drop-in sessions with agencies / stakeholders. Increased Wellbeing champions (100+) – more than one champion in each division.
	Continue to roll out Mental Health First Aid Training.	
	Developing further well-being support offers- adapting local, regional, and national resources.	
	Provide training evaluation and report to wellbeing steering group.	<ul style="list-style-type: none"> In the process of evaluating Well-being, 1, 2 and 3 training.
	Review and refreshing current well-being training resources.	<ul style="list-style-type: none"> Collaborating with OD Team to review and refresh current training.

High Impact Action 5: Comprehensive induction and onboarding programme for international recruited staff.

Metric	Action	Progress
<p>5a. NSS Q on belonging for IR staff.</p> <p>5b. NSS Q on bullying, harassment from team/line manager for IR staff</p>	<p>Further develop Specific EDI training delivered to promote self-awareness, creating inclusive team cultures.</p>	<ul style="list-style-type: none"> • Promoted NHSE Cultural awareness leadership / competency training programme. • Collaborate with OD team on culture work and develop bespoke training.
<p>5c. NETS Combined Indicator Score metric on quality of training IR staff.</p>	<p>Continue to roll out Pastoral quality award metrics and recommendations.</p> <p>Develop cultural awareness training – build into induction, values, and managers essentials training.</p>	<ul style="list-style-type: none"> • Evaluation to take place in April 2024 • Embrace (Race Equality) Network in process of developing training – pilot session held during BHM 2023.
	<p>Further embed wellbeing resources for IR workforce.</p>	<ul style="list-style-type: none"> • Wellbeing support offers promoted in engagement with Embrace Staff Network • Exploring culturally appropriate support offers • Line Managers training planned for 2024.

High Impact Action 6: Eliminate conditions and environments in which bullying, harassment and physical harassment occurs.

Metric	Action	Progress
Improvement in staff survey results on bullying / harassment from line managers/teams (ALL Staff)	Developing Cultural work Programme – refreshing / relaunch of Behavioural framework.	<ul style="list-style-type: none"> Engagement on culture carried out as part of –Make it Happen campaign - new behavioural framework developed – to be launched in 2024.
6b. Improvement in staff survey results on discrimination from line managers/teams (ALL Staff)	FTSU to record disclosed Protected Characteristics' from individuals who raise concerns to better understand barriers, improve services and to encourage 'Speaking Up' from all staff groups.	<ul style="list-style-type: none"> Reviewed FTSUP data – In the process of revising dashboard to capture EDI information.
6c. NETS Bullying & Harassment score metric (NHS professional groups)	<p>Launch Anti-Racist Statement and campaign during Black History Month</p> <p>Roll out Active Bystander/Ally project and Training.</p> <p>Creating a Psychological Safe Space for staff and service users to share experience.</p> <p>Review disciplinary and employee relations processes.</p>	<ul style="list-style-type: none"> Launched during BHM Launched during BHM and further training provided to divisions. In process of reviewing and exploring further support for victims Signed up to sexual safety charter and working group set up – in progress of developing charter action plan. Currently underway.