

EDI (Strategic) Journey Objectives Action Plan: Year 1 Implementation 2023 / 2024

EDI Goal: Be an appealing inclusive employer				
Desired Outcome	Action	Timescales	Progress & Activity to Date	Strategic Alignment <i>i.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan.</i>
Develop an employer brand that puts inclusion at its core and reflects diversity.	Increase ethnically diverse staff levels overall, particularly in senior positions.	October 2023 – October 2024	<ul style="list-style-type: none"> - Through policy change, inclusive guidance and providing equal opportunities and programmes, there has been an increase of BME representation across the Trust overall. - Our Black & Minority Ethnic (BME) representation continues to increase and is now 28%, this is a 3% improvement on our 2023 data (25%). Our non-disclosed has also improved from 11% to 9%. - Continued to work with the Race Equality Staff Network (EmBRACE) in raising the profile of race equality across the Trust. 	WRES metric 1 EDS domain 2 HIA 4
	Improve website so that experience of job seekers is more engaging and inclusive	September 2024	<ul style="list-style-type: none"> - A review of the Trust website has been undertaken and updated to be more inclusive, engaging and accessible. - EDI statements are now visible on all external and internal communication channels 	WRES metric 1 EDS domain 2 HIA 4
	Continue to maintain standards in achieving Disability Confident Leader status.	May 2024	<ul style="list-style-type: none"> - Revalidation application for level 3 reviewed, updated with evidence and audited externally as required. - DWP approved application and Trust awarded level 3 again which will be valid for 3 years, retaining this status will help us recruit, retain, and develop staff with disabilities and long-term health conditions 	WRES metric 1 EDS domain 2 HIA 4

			and recognise the value they bring to our organisation	
	Implement NHSE Phase 2 Rainbow badge Scheme	October 2023 – October 2024	<ul style="list-style-type: none"> - Phase two evaluation carried out in Dec. - Revised Trust's Supporting Gender Transitioning Colleagues Guidelines - Developed and rolled out Transgender awareness training. 	PSED HIA4
People who require reasonable adjustments feel they are supported to be at work and managers feel they are enabled and equipped to support them	Implement and monitor Reasonable Adjustment passport, Centralise Reasonable adjustment process to include Access to Work Applications.	September 2023 – October 2024	<ul style="list-style-type: none"> - Implemented Phase 1 of the reasonable adjustment project, with a focus on supporting with Access to work applications. - 20 staff applications supported to date. - Reasonable Adjustments inbox available - Reasonable adjustments working group developed. - In the process of carrying out phase 1 evaluation and plan for phase two of the project 	PSED HIA 4 WDES
	Develop a neurodiversity toolkit for managers.	October 2023 – Dec 2023	<ul style="list-style-type: none"> - Toolkit codesigned with Disability staff network taking into lived experience. - Toolkit launched during Disability History Month (Dec) - Continued to roll out toolkit and received positive feedback from managers and staff 	PSED HIA 4 WDES

EDI Goal: Enable talent to successfully apply for career opportunities - Overhaul recruitment processes and embed talent management processes.

Desired Outcome	Action	Timescales	Progress & Activity to date	Strategic Alignment <i>i.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan</i>
We understand our barriers to recruitment and selection practices to ensure they are inclusive to prospective candidates. Our workforce profile represents the communities we serve	Equality Impact assess our recruitment practices and related policies.	September 2023	<ul style="list-style-type: none"> - Carried out equality impact assessments on recruitment practices and continue to monitor. 	PSED HIA 2 WRES Ind 2 WDES Ind 2
	Use Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES) data to Improve the numbers of applications, and subsequent appointments of, candidates from diverse backgrounds.		<ul style="list-style-type: none"> - Widening participation work programme now in place and increase offering of apprenticeships, functional skills, employability programmes, work experience. - I can project is underway with several diverse placements in some teams. - Engaged with local authority, community and voluntary sector and continue to target local communities through engagement raise Trust profile as an employer of choice. - Through collaboration with the OD Team Continue with place-based engagement plans to attract a more diverse range of people into health and care careers (including recruitment/ career days and application/ interview skills sessions), engaging with schools, colleges, universities and local communities 	PSED HIA 2 WRES Ind 2 WDES Ind 2
Recruiting managers and panel members are equipped to ensure inclusion is embedded in recruitment process.	Develop and promote a refreshed inclusive recruitment training programme.	Dec 2023 – ongoing	<ul style="list-style-type: none"> - Recruitment and selection training developed and is being rolled out to Managers. 	PSED HIA 2 WRES Ind 2 WDES Ind 2

	Implement Inclusive Recruitment Guidelines	Feb 2024	<ul style="list-style-type: none"> - Refreshed and relaunched recruitment guidelines to support recruiting managers. 	PSED HIA 2 WRES Ind 2 WDES Ind 2
	Ensure international recruits receive clear communication, guidance and support and Line Managers must maintain cultural awareness to create inclusive team culture.	May 2023 – ongoing	<ul style="list-style-type: none"> - Maintained NHSE pastoral care award for International educated nurses. - Comprehensive Induction and onboarding programme for International recruited staff - Utilising and rolling out recently reviewed NHS Employers international Recruitment toolkit. - Providing a psychological safe space for international recruits through the staff networks - Provided additional wellbeing support to international educated recruits/staff. - Launched cultural awareness training and now in the process of developing a roll out training plan through the EmBRACE network and EDI team. 	PSED HIA 2 HIA 5 WRES Ind 2 WDES Ind 2

EDI Goal: Ensure all talent is understood and all staff are inducted and trained

Desired Outcome	Action	Timescales	Progress & Activity to date	Strategic Alignment <i>i.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan</i>
Ensure there is an inclusive induction process for all new recruits promoting ED&I and Trust values.	Simplify and use inclusive language across the Trust.	September 2023	<ul style="list-style-type: none"> - Developed inclusive language guidelines in collaboration with staff networks and rolled out to teams. - Plan to provide further training support session on inclusive language 	PSED HIA 2 WRES Ind 2 WDES Ind 2
	Evaluate mandatory training offer and incorporate lived experience	Feb 2024	<ul style="list-style-type: none"> - Reviewed and implemented changes to our mandatory EDI training, with it included on our 3-year mandated training cycle for all staff. - Training includes awareness on Armed Forces Covenant, Veterans aware, Anti- 	PSED HIA 2 WRES Ind 2 WDES Ind 2

			racism modules and sexual safety awareness.	
	Create and develop equality and inclusion induction resources	March 2024	<ul style="list-style-type: none"> - Hub pages updated with EDI resources. - Maintained gold level award from the Employers Network for Equality and Inclusion (enei) in our Talent Inclusion and Diversity evaluation (TIDE) 	PSED HIA 2 WRES Ind 2 WDES Ind 2 EDS d2

EDI Goal: Talent is consistently represented and inclusive

Desired Outcome	Action	Timescales	Progress & Activity to date	Strategic Alignment <i>i.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan</i>
All learning and development activity has diverse candidates and specific opportunities are available for everyone where appropriate.	Develop a Shadow Board.	March 2025	<ul style="list-style-type: none"> - Initial traditional shadow board proposal presented to Executive Team and people committee. - Taking on feedback it has been decided to take an alternative approach to a formal Shadow Board and instead proposes a Developing Future Leaders programme at two levels: Divisional and Executive. Divisional – Developing the skills, experience and knowledge to operate at Divisional Leadership (Chief of, Divisional Chief Nurse, Divisional Director) Executive - Developing the skills, experience and knowledge to operate at Executive or Deputy Executive Leadership (Director, Operational Director or Deputy Director roles) 	PSED WRES Ind 4 & 7 WDES Ind 5 HIA 4 EDS d2
	Promote development and leadership offers	October 2023 – ongoing	<ul style="list-style-type: none"> - Developed a prospectus supporting staff from all backgrounds to reach their potential, increasing training and development activities. - Continued to promote national and system development programmes such as DAL for 	PSED WRES Ind 4 & 7 WDES Ind 5 HIA 4

			Nursing & Midwifery, ICB Next Generation of Senior Leaders Programme	
Each division understands data at directorate level and create localised actions to strengthen areas of challenges and bridge current gaps in staff experience.	Use WRES, WDES , GPG data to drive improvement at directorate level	Nov 2023 – ongoing	<ul style="list-style-type: none"> - Data packs developed for CCCS and EDI training provided to senior leadership team. - Analysis conducted and areas for improvement identified. - Next step is for data to be made available to managers routinely in partnership with HR Business partners and used to develop departmental action plans 	PSED WRES Ind 4 & 7 WDES Ind 5 HIA 4 GPG EDS d2

EDI Goal: All staff needs are catered for, through equitable, inclusive practices and just culture

Desired Outcome	Action	Timescales	Progress & Activity to date	Strategic Alignment <i>i.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan</i>
Our culture is inclusive and compassionate, bullying, harassment and abuse against staff is prevented and tackled to create a culture of civility and respect.	Develop and implement Anti-Racism statement	October 2023 - ongoing	<ul style="list-style-type: none"> - Developed and launched Anti-Racism statement during BHM. - The Trust has a clear plan of action that identifies what it needs to do to become an anti-racist organisation. - Piloted system anti racist modules during BHM and continue promote roll out across the Trust. - Launched Cultural awareness training during BHM. - Introduced a standardised anti-discriminatory statement into all relevant workforce policies on training materials. - Continued implementation of the RACE Code Kite mark and have a clear set of actions to support our organisation to improve Race equality. 	PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2

	Develop and roll out Allyship training (Active Bystander) to Teams	Feb 2024 – Feb 2025	<ul style="list-style-type: none"> - Developed and continue to roll out Allyship training sessions. - Delivered 7 sessions to date. 	PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2
	Develop and roll out LGBTQ+ awareness training,	Jan 2024 – Jan 2025	<ul style="list-style-type: none"> - Developed and continue to roll out LGBTQ+ awareness training sessions. 	PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2
	Refresh the behaviour framework, ensuring a clear stance on unacceptable behaviour towards people with protected characteristics.	March 2024	<ul style="list-style-type: none"> - Refreshed the behaviour framework, ensuring a clear stance on unacceptable behaviour towards people with protected characteristics. - Continue to socialise behaviour framework through engagement with managers and teams. - EDI & Wellbeing walkabouts carried out across all Trust sites. 	PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2
	Set up a Bullying & Harassment Working subgroup as part of the being a brilliant place to work & thrive and develop a robust work programme to tackle issues around Bullying & Harassment	September 2024	<ul style="list-style-type: none"> - Core stakeholder group established. - Initial working group meeting to be held on - In the process of triangulating B&H data from staff survey, WRES, WDES, FTSUP and HR data. 	PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2

	Sign up to NHSE Sexual safety charter and develop a sexual safety steering group.	October 2023 – July 2024	<ul style="list-style-type: none"> - Signed up to charter in October 2024 - Set up a sexual safety steering group with key internal stakeholder membership and executive director sponsor. - Robust charter implementation plan in place and reported to Executive Directors on 3rd September 2024 - Good progress has been made against the Charters 10 commitments, in that the Trust continues to promote its stance of zero tolerance. - We continue with providing appropriate reporting mechanisms, continued engagement with staff and encourage staff to openly speak up in a physiological safe space. - The Trust has in place a wide range wellbeing support offers that staff can access, additionally other bespoke internal and external offers will be made available for staff that have experienced and reported sexual safety concerns 	PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2 NHSE Sexual Safety Charter
Staff from diverse backgrounds have a voice regarding issues they face to improve working experience. All staff can bring their true selves to work,	Continue to support and develop Staff networks with Executive and Non-executive sponsorship.	October 2023 – July 2024	<ul style="list-style-type: none"> - Continued to grow our current staff network membership to enhance staff voice and introduced 2 new networks: carers and armed forces. (launched in June 2024). - Awarded Veterans aware accreditation in January 2024 - In the process of arranging a meeting between staff network leads and Exec and NED sponsors to revisit roles and confirm key priorities. - Staff Network Leads are now members of the Trust Management group. 	PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2

	Review and re-launch Cultural Ambassadors programme to support employee relation process as well as provide support on challenging workplace biases.	December 2024 – March 2025.	- Initial scoping of RCN programme carried out due to a financial cost the EDI Team in coproduction with HR, Staff side, current CAs develop a SOP localised training programme	PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2
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EDI Goal: Foster a talented workforce who want to stay at The Dudley Group throughout the employee lifecycle

Desired Outcome	Action	Timescales	Progress & Activity to date	Strategic Alignment <i>i.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan</i>
We are proactive about understanding people's needs and wants. We act upon feedback, reflect and implement interventions and equitable processes.	Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan.	March 2024 – Jan 2025	<ul style="list-style-type: none"> - GPG data analysed, and report submitted. - Ethnicity Pay Gap data now analysed and will be presented to EDI Steering Group in October and people committee in November. - Disability Pay Gap data will be analysed towards the end of the year in line with ESR self-service roll out. 	HIA 3 WRES Ind 1 WDES Ind 9 HIA 3
	Compliance with mandatory frameworks, e.g. WRES, WDES, EDS, GPG where data is used to develop key actions to support diversity and inclusion.	March 2023 - April	<ul style="list-style-type: none"> - From GPG analysis data 2023 a series of Women in leadership sessions in collaboration with the medical directorate held - In the process of analysis GPG data from an intersectionality Lense 	HIA 3 WRES Ind 1 WDES Ind 9 EDS GPG

EDI Goal: Inclusive Leadership & Development - developing inclusive leaders and collective accountability across the organisation.

Desired outcome	Action	Timescales	Progress & Activity to date	Strategic Alignment <i>i.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan</i>
Clear commitment from the Trust Board to achieving the EDI objectives.	Introduce objectives on EDI for all Executive board members.	December 2023	<ul style="list-style-type: none"> - Every Executive and NED Board member has a SMART EDI objective that are monitored through annual appraisals. 	PSED EDS d3 HIA 1
	Develop managers guide for EDI appraisal objectives.	March 2024 – June 2024S	<ul style="list-style-type: none"> - Developed and implemented through Appraisal window 2024 	PSED EDS d3 HIA 1
	Regular progress updates on EDI Journey objectives provided to Trust Board, People Committee and EDI Steering group.	September 2024 – ongoing	<ul style="list-style-type: none"> - Senior leaders continue to support and embed the EDI agenda 	PSED EDS d3 HIA 1
	Board to support EDI Team with walkabouts and engagement across all Trust sites.		<ul style="list-style-type: none"> - Board members have participated in walkabouts and have encouraged staff to share lived experience stories 	PSED EDS d3 HIA 1
Leadership focus at all levels of the organisation with both individual and collective ownership and accountability	Review and Re-launch Inclusive Reverse mentoring programme	December 2024	<ul style="list-style-type: none"> - In the process of scoping and evaluating current programme. 	PSED EDS d3 HIA 1
	Use Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES) data to drive improvement.	March 2024 – ongoing	<ul style="list-style-type: none"> - Data pack developed. - Analysis conducted and areas for improvement identified. - Next step is for data to be made available to managers routinely and used to develop departmental action plans 	PSED EDS d3 HIA 1 WRES WDES
	and accountability at team, department, directorate and executive levels for EDI			

	Develop and implement improvement activities to address health inequalities.		<ul style="list-style-type: none"> - Core Health Inequalities group established with TOR. - Core group reports quarterly to the Trust Integration committee (chaired by Director - 12-month work programme in place to focus key priorities including workforce and patient inequalities. 	PSED EDS d3 HIA 4
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EDI Goal: Ensuring we meet legislative requirements and national reporting standards

Desired Outcome	Action	Timescales	Progress & Activity to date	Strategic Alignment <i>i.e. PSED, WRES, WDES, EDS, HIA, GPG and Dudley People Plan</i>
We are fully compliant with equality legislation, national reporting and the well-led domain of the Regulatory Framework, in the most effective and efficient way possible.	Publish an Annual EDI Public Sector Equality Duty Report.	May 2024	<ul style="list-style-type: none"> - Annual report produced and presented to EDI Steering Group in May 2024, People Committee in May 2024 and Trust Board in June 2024. - Submission aligned to local and national reporting requirements. - Report published Trust website in August 2024 	PSED HIA1-6 All WRES Ind All WDES Ind EDS Gender Pay Gap
	Workforce Race Equality Standard data analysis, report submission and publication.	May 2024 – October 2024	<ul style="list-style-type: none"> - Data submitted in May 2024 - High level Analysis of data presented to EDI Steering Group and People Committee in May 2024. - Detailed WRES data pack for external publication presented to People Committee in July 2024 and will be presented to Trust Board in October. - Once signed off by Board WRES data pack report will be published on Trust website. 	HIA2 All WRES Ind
	Workforce Disability Equality Standard data analysis, report submission and publication.	May 2024 – October 2024	<ul style="list-style-type: none"> - Data submitted in May 2024 - High level Analysis of data presented to EDI Steering Group and People Committee in May 2024. - Detailed WDES data pack for external publication presented to People Committee 	HIA2 All WDES Ind

			<p>in July 2024 and will be presented to Trust Board in October.</p> <ul style="list-style-type: none"> - Once signed off by Board WRES data pack report will be published on Trust website. 	
	Ethnicity, Gender and Disability Pay Gap data analysis, report submission and publication.	March 2024 – December 2024	<ul style="list-style-type: none"> - Gender Pay Gap Data report presented to People Committee in Feb People and Trust Borad in March 2024 - Published external submission in May 2024. - Run ethnicity data reports in September and present to EDI Steering Group in October 2024. - In process of Consulting with staff networks and key departments/functions - Run disability data reports in December and align data with ESR self-serve roll out. 	PSED, HIA3 Gender Pay Gap Ethnicity Pay Gap Disability Pay Gap EDS.2
	Annual Implementation of the Equality Delivery System (EDS)	December 2023 – December 2024	<ul style="list-style-type: none"> - Cycle 1 of the EDS implemented for Domains 1, 2 and 3 – evidence gathered, data packs produced and held stakeholder engagement to analyse data gathered as required. - Overall EDS evaluation report produced and presented to People committee in December 2023. - Cycle 2 implementation commenced in January 2024 with Domian 1 complete (Maternity services) and evaluated in April 2024). - Cycle 2 Domain 2 is now underway with evidence gathered and data packs produced in preparation for stakeholder sessions to held in September 2024. - Cycle 2 Domain 3 evaluation will commence in November 2024. 	EDS

<p>Robust process to conduct and provide assurance on Equality Impact Assessments (EIA) Conducted.</p>	<p>Ensure all policies, strategies and service redesign conducts an EIA and HEAT assessment and no policy is approved unless completed and signed off by the EDI team.</p>	<p>September 2023 - July 2024</p>	<ul style="list-style-type: none"> - HEAT Training provided to a cohort of 20 staff across the trust to support the pool of HEAT facilitators in September 2023. - 4 HEAT assessments completed for service redesign / commissioning of services. - EIA template and guidance reviewed in December 2023 - EIA process embedded in new Procedural documents process and launched in April 2024. - Further levels of scrutiny and assurance is embedded in process and all EIA must approved by EIA team before final policy/procedure sign off. - 13 EIAs completed and published on Trust website. - EIA resources produced including video to support policy/procedure authors in completing EIA's – July 2024 - EIA Training sessions developed to support staff with completion of EIA's – August to October 2024. 	<p>PSED</p>
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