

Paper for submission to People Committee on Tuesday 29th April 2025

Report title:	EDI Journey Objectives Progress update report
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1. Summary of key issues

This paper provides a summary update on progress made within the last six months against year two of the planned objectives outlined in the Equality, Diversity & Inclusion (EDI) Journey.

Key achievements include:

- **Fostering a Diverse Culture:** Proactive efforts to create an equitable working environment through staff training on anti-discrimination, anti-racism, allyship, cultural competency, and sexual safety.
- **Workforce Representation:** Measurable improvements in retaining a workforce that represents Dudley, with outreach to relevant communities and support for career progression.
- **Leadership Accountability:** Clear leadership accountability based on good management data, staff feedback, and compliance with legislation and equality standards.

2. Alignment to our Vision

Deliver right care every time	x
Be a brilliant place to work and thrive	x
Drive sustainability (financial and environmental)	
Build innovative partnerships in Dudley and beyond	
Improve health and wellbeing	x

3. Report journey

People Committee

4. Recommendation(s)

The People Committee is asked to:

- a) Receive the report for assurance

5. Impact

Board Assurance Framework Risk 3.0	x	Ensure Dudley is a brilliant place to work
Is Quality Impact Assessment required if so, add date: N		
Is Equality Impact Assessment required if so, add date: N		

EDI Journey Objectives progress update Report to People Committee – 29th April 2025.

1. EXECUTIVE COMMITTEE

1.1 In October 2024, the People Committee received an update report highlighting progress against planned objectives and actions within the EDI Strategic Journey. This report outlines progress over the last six months and planned actions within the EDI Strategic Journey objectives in advancing equality, diversity, and inclusion at Dudley Group NHS Foundation Trust.

1.2 The Trust has:

- **Fostered a Diverse Culture:** Proactive efforts to create a diverse and open culture with an equitable working environment through staff training on anti – discrimination, anti-racism, allyship (active bystander), cultural competency and sexual safety, re-launch of anti-discrimination & Anti-bullying Harassment policies and Sexual Misconduct policy and including the impactful activity, engagement by our equality staff networks.
- **Improved Workforce Representation:** Made measurable improvement on retaining a workforce that represents Dudley, reaching out to relevant communities and supporting with careers progression and flexible working.
- **Improved Leadership Accountability:** Generated clear leadership accountability for action based on good management data, staff feedback, including compliance with legislation and equality standards, implementation of the EDS, WRES, WDES and Gender Pay Gap.

2. BACKGROUND INFORMATION

2.1 As part of The Dudley People Plan the ‘EDI Journey’ is one of five journeys that supports the strategic direction of the Trust’s in achieving its goal of being a brilliant place to work and thrive. The journey outlines our commitments for the next few years in becoming a more inclusive organisation and ensuring Equality, Diversity, and Inclusion is enshrined in our values.

2.2 The Dudley People Plan recognises the achievements made so far, including significant advancements in Equality, Diversity, and Inclusion, Wellbeing, and performance against strategic measures of success. The Trust’s EDI Strategic Journey 2023 – 2025, launched in May 2023, outlines commitments for becoming a more inclusive organisation.

3. IMPLEMENTATION AND PROGRESS OF THE EDI JOURNEY OBJECTIVES 2024/25

3.1 A detailed action plan is contained in *appendix 1*, the action plan broadly fall into the following streams of work:

- Recruitment & Retention
- Being an Inclusive Employer
- Inclusive Leadership & Development
- Addressing workforce inequalities, through equitable, inclusive practices and just culture

Recruitment & Retention

Whilst the last 12 months have impacted on the volume of recruitment activity due to the grip and control measures implemented to support the delivery of the financial plan, work has continued on the actions such as Inclusive recruitment practices, equality impact assessments, engagement with local schools and communities, revised guidelines for supporting gender transitioning colleagues, cultural awareness training, enhanced flexible working practices, improved exit and termination processes, and career development pathways.

Being an Inclusive Employer

Actions have included Policy changes, inclusive guidance, increased BME representation, support for people with disabilities, reasonable adjustment project, neurodiversity toolkit, and improved EDS performance.

Through recent evaluation of the Equality Delivery System (EDS) the Trust has been graded “Achieving” a total score of 22.5. This is an improvement from last year where the Trust received an overall score of 17, which was a rating of “Developing”.

Many improvements are a result of interventions that the Trust has taken and aligns to progress made with the EDI Journey objectives. In summary, there is clear evidence of areas of strength, with some commendable modern and inclusive approaches over the last twelve months demonstrating that the Trust is in a good position to improve EDS performance in the upcoming year with an implementation plan that will be monitored by the EDS Working group and EDI Steering Group

Inclusive Leadership & Development

Actions have seen the promotion of development programs (such as DAL for Nursing & Midwifery, ICB Next Generation of Senior Leaders Programme) board walkabouts, growth of staff networks, redevelopment of EDI training matrix, and various educational courses.

The Trust now has six staff networks, namely EmbRACE, LGBTQ+, Disability & Long-term Conditions, Women’s, Armed Forces and Carers networks. Over the last six months the networks have focused on growing their membership and focused on key themes i.e. Disability History Month, International Women’s Day, LGBTQ+ History month and Race Equality Week.

The EDI Team have re-developed the EDI training matrix to encourage all staff including managers and leaders to attend specific educational courses. Team training sessions have also been carried out with teams and divisions upon request. The training matrix also forms

part of the annual appraisal conversation and for 2025/26 includes a focus on eliminating bullying & Harassment.

Addressing workforce inequalities, enhancing staff voice through equitable, inclusive practices and just culture

Actions have seen the development and launch of Anti-Discrimination and Anti-Bullying Policy, participation in Race Equality Week, implementation of the RACE Code Kite mark, roll-out of Allyship training sessions, and wellbeing support offers.

Freedom to Speak Up increase in case reporting suggests rising confidence in the system and WRES data suggest a decrease of staff experiencing harassment, bullying or abuse from other colleagues.

4. RISKS AND MITIGATIONS

- 4.1 There are clear risks around staff engagement, recruitment and retention, Equality, Diversity and Inclusion, and Staff Wellbeing, these are identified through our Board Assurance Framework and are mitigated through actions identified in the People Plan, EDI Journey and through the action plan in appendix 1.

5. RECOMMENDATION(S)

- 5.1 The People Committee is asked to review progress on delivery against the EDI Journey objectives for assurance.
- 5.2 It is recognised that there is always more that we can do – in terms of our next steps our actions are:
- Analyse exit interview data quarterly to understand reasons for leaving across demographic groups, to drive actions to support retention.
 - Continue to promote Anti-discrimination campaigns and Human Resources policies to include a Trust commitment to eliminate bad behaviour.
 - Continue to raise awareness with teams, bringing lived experience stories to shape policy, training and actions.
 - Continue to work with leadership teams in areas where the gender pay gap is driven to improve staff experience and provide opportunities for women to progress.
 - Flexible working training to be rolled out to managers to enable them to support work-life balance for all staff.
 - Continue to integrate EDI metrics into individual leadership objectives and annual reviews
 - Continue embedding inclusive leadership values into appraisal and talent management processes.
 - To continue to raise the Trust profile and engagement with health inequalities across the system and region to enhance inclusion and understanding

- Introduce restorative approaches and training in compassionate conflict resolution.
- Improve triangulation of data collection on bullying incidents by protected characteristic to better inform targeted interventions.

Appendix 1

EDI (Strategic) Journey Objectives Action Plan: Year 2 Implementation 2024 / 2025

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	<p>Through policy change, inclusive guidance and providing equal opportunities and programmes, there has been an increase of BME representation across the Trust overall.</p> <p>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%.</p> <p>Continued to work with the Race Equality Staff Network (EmbRACE) in raising the profile of race equality across the Trust.</p>	WRES metric 1 EDS domain 2 HIA 4
	Improve website so that experience of job seekers is more engaging and inclusive	September 2024 - ongoing	<p>A review of the Trust website has been undertaken and updated to be more inclusive, engaging and accessible.</p> <p>EDI statements are now visible on all external and internal communication channels</p>	WRES metric 1 EDS domain 2 HIA 4

	Continue to maintain standards in achieving Disability Confident Leader status.	May 2024-ongoing	<p>Revalidation application for level 3 reviewed, updated with evidence and audited externally as required.</p> <p>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 and recognise the value they bring to our organisation</p>	WRES metric 1 EDS domain 2 HIA 4
	Implement NHSE Phase 2 Rainbow badge Scheme	October 2023 – October 2024	<p>Phase two evaluation carried out in Dec.</p> <p>Revised Trust's Supporting Gender Transitioning Colleagues Guidelines</p> <p>Developed and rolled out Transgender awareness training.</p>	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	<p>Implemented Phase 1 of the reasonable adjustment project, with a focus on supporting with Access to work applications.</p> <p>20 staff applications supported to date.</p> <p>Reasonable Adjustments inbox available</p> <p>Reasonable adjustments working group developed.</p> <p>In the process of carrying out phase 1 evaluation and plan for phase two of the project</p>	PSED HIA 4 WDES
	Develop a neurodiversity toolkit for managers.	Dec 2024 - ongoing	<p>Toolkit codesigned with Disability staff network taking into lived experience.</p> <p>Toolkit launched during Disability History Month (Dec)</p> <p>Continued to roll out toolkit and received positive feedback from managers and staff</p>	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.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan
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 - ongoing	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.		<p>Widening participation work programme now in place and increase offering of apprenticeships, functional skills, employability programmes, work experience.</p> <p>I can project is underway with several diverse placements in some teams.</p> <p>Engaged with local authority, community and voluntary sector and continue to target local communities through engagement raise Trust profile as an employer of choice.</p> <p>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</p>	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 2024 – ongoing	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 - ongoing	Refreshed and relaunched recruitment guidelines to support recruiting managers. Continued engagement and received positive feedback.	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 2024 – ongoing	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.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan
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 2024 – ongoing.	Developed inclusive language guidelines in collaboration with staff networks and rolled out to teams. Developed and provided further training support session on inclusive language	PSED HIA 2 WRES Ind 2 WDES Ind 2
	Evaluate mandatory training offer and incorporate lived experience	Sept 2025	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-racism modules and sexual safety awareness.	PSED HIA 2 WRES Ind 2 WDES Ind 2
	Create and develop equality and inclusion induction resources	March 2024 - ongoing	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.	July 2025	<p>Initial traditional shadow board proposal presented to Executive Team and people committee.</p> <p>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.</p> <p>Divisional – Developing the skills, experience and knowledge to operate at Divisional Leadership (Chief of, Divisional Chief Nurse, Divisional Director)</p> <p>Executive - Developing the skills, experience and knowledge to operate at Executive or Deputy Executive Leadership (Director, Operational Director or Deputy Director roles)</p>	<p>PSED</p> <p>WRES Ind 4 & 7</p> <p>WDES Ind 5</p> <p>HIA 4</p> <p>EDS d2</p>
	Promote development and leadership offers	October 2025 – ongoing	<p>Developed a prospectus supporting staff from all backgrounds to reach their potential, Increasing training and development activities.</p> <p>Continued to promote national and system development programmes such as DAL for Nursing & Midwifery, ICB Next Generation of Senior Leaders Programme</p>	<p>PSED</p> <p>WRES Ind 4 & 7</p> <p>WDES Ind 5</p> <p>HIA 4</p>
Each division understands data at directorate level and create localised actions to strengthen areas of challenges	Use WRES, WDES , GPG data to drive improvement at directorate level	Nov 2024 – ongoing	Data packs developed for CCCS and EDI training provided to senior leadership team.	<p>PSED</p> <p>WRES Ind 4 & 7</p> <p>WDES Ind 5</p> <p>HIA 4</p>

and bridge current gaps in staff experience.			<p>Analysis conducted and areas for improvement identified.</p> <p>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</p>	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.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan
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 2024 – ongoing	<p>Developed and launched Anti-Racism statement during BHM.</p> <p>The Trust has a clear plan of action that identifies what it needs to do to become an anti-racist organisation.</p> <p>Piloted system anti racist modules during BHM and continue promote roll out across the Trust.</p> <p>Launched Cultural awareness training during BHM.</p> <p>Introduced a standardised anti-discriminatory statement into all relevant workforce policies on training materials.</p> <p>Continued implementation of the RACE Code Kite mark and have a clear set of actions to support our organisation to improve Race equality. Now in revalidation process.</p>	<p>PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2</p>

	Develop and roll out Allyship training (Active Bystander) to Teams	Feb 2024 – Feb 2025	<p>Developed and continue to roll out Allyship training sessions.</p> <p>Delivered 10 sessions to date.</p> <p>Promoted regional, local and national offers.</p>	<p>PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2</p>
	Develop and roll out LGBTQ+ awareness training,	Jan 2024 – Jan 2025	Developed and continue to roll out LGBTQ+ awareness training sessions.	<p>PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2</p>
	Refresh the behaviour framework, ensuring a clear stance on unacceptable behaviour towards people with protected characteristics.	March 2024 - ongoing	<p>Refreshed the behaviour framework, ensuring a clear stance on unacceptable behaviour towards people with protected characteristics.</p> <p>Continue to socialise behaviour framework through engagement with managers and teams.</p> <p>EDI & Wellbeing walkabouts carried out across all Trust sites.</p>	<p>PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2</p>
	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.	Dec 2024 - March 2025	<p>Core stakeholder group established with a clear work programme focusing on tackling bullying & Harassment.</p> <p>Developed and launched Anti-Discrimination and Anti-Bullying Policy.</p> <p>Engaging with key stakeholders on policy launch including staff networks, EDI steering group and Freedom to Speak up champions.</p> <p>In the process of launching training to accompany new policy launch.</p>	<p>PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2</p>

	In partnership with HRBP's triangulate Divisional data through Data dashboards, caseload data highlighting key themes, challenges and planned action to address workforce health inequalities, bullying & Harassment, Discrimination and sexual safety.	October 2024 – Feb 2025	<p>Plan to obtain divisional data and provide narrative through the EDI Journey progress report</p> <p>Refreshed and relaunched anti-discrimination and anti-bullying policy, Grievance policy and sexual misconduct policies.</p>	<p>PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2</p>
	Sign up to NHSE Sexual safety charter and develop a sexual safety steering group.	October 2023 – July 2024	<p>Signed up to charter in October 2024</p> <p>Set up a sexual safety steering group with key internal stakeholder membership and executive director sponsor.</p> <p>Robust charter implementation plan in place and reported to Executive Directors on 3rd September 2024</p> <p>Good progress has been made against the Charters 10 commitments, in that the Trust continues to promote its stance of zero tolerance.</p> <p>We continue with providing appropriate reporting mechanisms, continued engagement with staff and encourage staff to openly speak up in a physiological safe space.</p> <p>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</p>	<p>PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2 NHSE Sexual Safety Charter</p>

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 2024 - ongoing	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 – June 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. Skelton training programme developed and now in the process of in engaging key stakeholders on training content.	PSED HIA 6 WRES Ind 5 & 6 WDES Ind 4a & 4B EDS d2
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.e. WRES, WDES, EDS, HIA, GPG and Dudley People Plan

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	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 2024 – April 2025	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 - ongoing	Every Executive and NED Board member has a SMART EDI objective that are monitored through annual appraisals. To review and set new EDI objectives to form part of 2025 annual review process.	PSED EDS d3 HIA 1
	Develop managers guide for EDI appraisal objectives.	March 2024 – June 2025	Developed and implemented through Appraisal window 2025 – focus on anti-bullying and anti-discrimination.	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	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.	Nov 2024 - ongoing	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 – June 2025	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 and accountability at team, department, directorate and executive levels for EDI	May 2024 – May 2025	Data pack developed. Analysis conducted and areas for improvement identified. Data now available to managers routinely and used to develop departmental action plans	PSED EDS d3 HIA 1 WRES WDES
	Develop and implement improvement activities to address health inequalities.		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

			Update reports provided to Integration Committee in Jan 2025.	
Robust process to conduct and provide assurance on Equality Impact Assessments (EIA) Conducted.	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.	September 2024 - July 2025	<p>HEAT Training provided to a cohort of 20 staff across the trust to support the pool of HEAT facilitators in September 2023.</p> <p>4 HEAT assessments completed for service redesign / commissioning of services.</p> <p>EIA template and guidance reviewed in December 2023</p> <p>Further levels of scrutiny and assurance is embedded in process and all EIA must approved by EIA team before final policy/procedure sign off.</p> <p>EIAs completed and published on Trust website.</p> <p>EIA resources produced including video to support policy/procedure authors in completing EIA's</p> <p>EIA Training sessions developed to support staff with completion of EIA's – August to October 2024.</p> <p>Continue to roll out EIA training and coaching sessions.</p>	PSED