
Meeting of the Cabinet – 28th June 2023

Report of the Chief Executive

Equality, Diversity and Inclusion Annual Delivery Plan 2023 -24

Purpose of report

1. To consider the annual delivery plan (“annual plan”) for Equality, Diversity, and Inclusion for the 3-year period April 2023 - March 2024.

Recommendations

2. It is recommended that Cabinet: -
 - Notes the progress made against the annual plan for Equality, Diversity and Inclusion (EDI) for the period 2022-23.
 - Approves/endorsees the annual plan for Equality, Diversity, and Inclusion for the current year 2023-24.

Background

3. Dudley Council’s Equality, Diversity, and Inclusion Strategy (2022-25) approved by Cabinet on 24th March 2022, sets out how the council intends to achieve its public duty and confirms our vision for “Putting Equality at the heart of everything we do”.
4. The 4 priority themes contained within the EDI Strategy are:
 - Understanding our diverse customers and residents
 - Demonstrate Inclusive leadership and accountability for delivering EDI outcomes across the organisation.

- Ensuring the integration of equality objectives into the commissioning, procuring and delivery of services.
- An engaged workforce that reflects the diverse community we serve

Each theme has a number of identified actions which are captured within an annual plan.

- 5 The EDI annual plan differs from the EDI Strategy in that it identifies detailed actions and enables the council's corporate equalities board to track the progress made against these. This board, made up of senior officers from each directorate and which is chaired by the Chief Executive, meets on a monthly cycle.
6. The EDI annual plan 2022-23 attached at **Appendix 1** provides an update on the progress made. In summary, the majority of actions have been completed and the remainder are identified as being in progress. A number of these are linked to activities requiring more than a year to complete or work of an ongoing nature or duration, e.g. analysis of workforce data, continuous process reviews.

Key actions completed to improve our Equality capability have been:

- Launch of a Dignity at Work Policy
- Creation of a Carers' Passport and Policy
- Hosting a sell-out Black History Month event
- Attending Birmingham Pride for the first time as a council in 2022
- Signing Unite's 'Unity Over Division' charter with the Leader, Unite, GMB and Unison
- Creation and formalisation of 4 staff networks, inclusive of LGBTQ+, Faith and Ethnicity, Carers and Disability
- Using EDI data to inform inclusive leadership and accountability through our Leadership Development programmes
- Improvements to general training inclusive of neurodiversity training and Trans awareness training delivered via Birmingham LGBT; and
- EDI training delivered to members in conjunction with the Local Government Association.

7. Overall, considerable progress has been made during the past 12 months resulting in an improved risk score for EDI on the council's corporate risk register. The EDI annual plan 2023-24 attached at **Appendix 2** continues to build on this work and captures the activities to be delivered in the next 12 months that will further strengthen the council's EDI capacity and capability.

Finance

8. Any costs associated with implementing the annual plan will be met within existing budgets.

Law

9. The council is required under section 149 of the Equality Act 2010 (known as the Public Sector Equality Duty) to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying "due regard" in our decision-making, the design of policies and in the delivery of services.
10. The Public Sector Equality Duty consists of three arms: the need to eliminate discrimination, harassment, and victimisation; advance equality of opportunity; and foster good relations between those identifying under a protected characteristic and those who do not. Having "due regard" in relation to these aims is exercised by:
 - Removing or minimising disadvantages due to a protected characteristic
 - Meeting needs associated with a protected characteristic where they differ from the needs of people who do not share that characteristic
 - Increasing participation in public life where this is lower than for people who do not share that characteristic.
11. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. In addition, the council's equality processes enable consideration of groups not covered specifically by the Act but liable to discriminatory treatment through vulnerability, socio-economic and other circumstances.

Risk Management

12. Delivery of the actions detailed in the annual plan mitigates a risk of the council failing to deliver its Public Sector Equality Duty as defined in the Equality Act 2010. The activities completed from the annual plan 2022-23 has resulted in an improved score on the council's corporate risk register.

Equality Impact

13. The EDI Strategy and annual plan supports the council's vision and reflects our values and is intended to go beyond legal compliance to help us achieve our aspiration to put equality at the heart of everything we do.

Human Resources/Organisational Development

14. Successful delivery and implementation of our EDI Strategy and action plan is reliant on effective collation, analysis, and reporting of equality data. Equally important is the regular review of relevant people policies, procedures, and practice. This supports the effective implementation of policies and systems that challenge discrimination and stereotypes across all aspects of our work. The work will require a dedicated cultural change programme that will benefit everyone in the council.

Commercial/Procurement

15. As one of the four themes within the EDI strategy and action plan focuses on procuring and commissioning services, further work is required if we are to achieve the commitment to ensuring equality is reflected in the services we procure and commission.

Council Priorities and Projects

16. The EDI Strategy and action plan 2023-2024 have a clear link to the goal in the borough vision to support "stronger and safer communities". The strategy indirectly supports this by reducing social isolation in our place of work, through improved people policies and support to the staff networks, and creating an environment where it is safe to speak up and challenge poor practice and experiences.



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Kevin O'Keefe
Chief Executive

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Appendices

Appendix 1 – EDI Annual Delivery plan 2022-23

Appendix 2 – EDI Annual Delivery plan 2023-24

List of Background Documents

Report to Cabinet 24th March 2022 - Equality Strategy 22-25

EDI ACTION PLAN 2022-2023

This plan sets out the actions we will take to deliver Dudley Council's equality objectives identified in our Equality, Diversity, and Inclusion strategy.

Theme One: Understanding our diverse customers and residents.

| Action | Key indicators/measuring success. Quantitative and qualitative data | RAG Status | Commentary |
|--|---|---------------|--|
| <ul style="list-style-type: none"> Analysis of equality data for our workforce, alongside the new census data, to understand how our workforce compares to the population of the Dudley Borough and to ensure the council's workforce reflect the community we serve. <ol style="list-style-type: none"> On release of new census data, use this information as a comparative tool to benchmark proportionally, to measure if we are reflective of the community we serve, across the whole group of protected characteristics. Use Census data as a metric for diagnosis. Encouraging our employees to share their equality data through our scheduled surveys. Ensuring employee data is robust and appropriate for external equalities benchmarking schemes Encourage managers to have conversations with their employees about the importance of this data being provided. Ensure that services are collecting customer / resident data consistently to agreed standards / guidance materials | <ul style="list-style-type: none"> % Increase on those sharing their generic equality data to create a reduction of the proportion of "unknown". Improve the sexual orientation declarations by employees. To increase the number of employees who declare their disability status. To increase the number of employees who declare their ethnicity and faith. Establish baseline measures. A clear transparent stance on the reasons why this data will improve our equality offering. | Ongoing | <ul style="list-style-type: none"> Analysis of new census data completed against the profile of our workforce. Employees encouraged to share their equality data, through the employee surveys, the introduction of pronouns to signatures, and to HR self-recording systems. With these updates messages has been sent around why we want this information. |
| <ul style="list-style-type: none"> Demonstrate how we can use EDI data to learn more about our workforce and their experience as employees, particularly those with protected characteristics and to use this intelligence to influence decisions/create interventions | <ul style="list-style-type: none"> Use of relative likelihood calculator, which is a measure used in equalities work by major employers within the borough e.g., NHS, to demonstrate using data to inform decision making. | Ongoing | <ul style="list-style-type: none"> Data dashboards live by July under EDI Delivery plan 2023-24 |

EDI ACTION PLAN 2022-2023

This plan sets out the actions we will take to deliver Dudley Council's equality objectives identified in our Equality, Diversity, and Inclusion strategy.

Theme One: Understanding our diverse customers and residents.

| Action | Key indicators/measuring success. Quantitative and qualitative data | RAG Status | Commentary |
|--|--|---------------|------------|
| 1. <i>Develop evidence-based evaluation to apply to our EDI interventions. (Case studies).</i> | | | |

EDI ACTION PLAN 2022-2023

Theme One: Understanding our diverse customers and residents.

| Action | Key indicators/measuring success. Quantitative and qualitative data | RAG Status | Commentary |
|--|--|---------------|--|
| <ul style="list-style-type: none"> Improving the engagement activities used to communicate with marginalised groups within our Borough, focussing on accessibility to information. Working to ensure engagement decisions are made collaboratively. <ol style="list-style-type: none"> <i>Continue to develop the diverse range of ways for people to engage and have their voice heard</i> <i>Research how other local authorities communicate with their customers.</i> <i>Use plain English and ensure published policies and documents are accessible including to Accessible Information Standard for relevant services</i> <i>Review accessibility of corporate website and scope for adding assistive technology e.g Recite Me to improve functionality</i> <i>Review information on external webpages and incorporate additional services i.e., about translation services, clear greater use of pictures for those who may struggle to interpret the understand written information, and reader compatibility for those who are sight impaired.</i> <i>Carry out review of language interpretation and translation service to ensure services/communications are available in languages that reflect our Borough's most popular dialect but are accessible to those who may have alternative barriers to access information.</i> | <ul style="list-style-type: none"> Collecting feedback from customers around our current engagement. Re-establishing links with community consultation boards through our Public Health Team. Staff networks attending Corporate Equality Group to bring/raise issues. Benchmarking accessibility to external websites in comparison with neighbouring local authorities through well-established Equality networks. EDI Team to feed into Public Health Public Health Inclusion Project and continue to inform part of the consultation process. | Completed | <ul style="list-style-type: none"> Healthy communities and place. Engagement approaches are based on insights on data i.e. Covid vaccinations. Discussions as a team best approach to take Engagement is used to send messages – tokens of appreciation. Building and developing ongoing trust-based relationships and enabling groups to become more active in their communities. There is a high focus on communication for the council. Community led; supported and enabled. Raise ideas/issues that they may have. Identify community assets skills/passions/ideas/connect to other resources. Help them to improve things in their community. Specific engagement work to support other teams, i.e., asking groups if they want to take part. |

EDI ACTION PLAN 2022-2023

Theme One: Understanding our diverse customers and residents.

| Action | Key indicators/measuring success. Quantitative and qualitative data | RAG Status | Commentary |
|---|---|---------------|---|
| | | | <ul style="list-style-type: none"> Allowing people to make informed choices, such as the immunisations team. |
| <ul style="list-style-type: none"> Creating sophisticated engagement structures that will result in both formal and informal interactions between our organisation and its diverse communities. <ol style="list-style-type: none"> <i>Use feedback from employees and customers to better understand their experiences and find out if people feel that we are making progress.</i> <i>Develop a range of feedback mechanisms including consultation exercises, focus groups, staff networks, surveys, and informal feedback.</i> <i>Identify key umbrella organisations / partners in the community that reflect the protected characteristics, e.g. faith councils, voluntary sector</i> <i>Identify outputs and process for positive stories from feedback, e.g. 'You said, we did'</i> | <ul style="list-style-type: none"> Clarity of purpose when undertaking community engagement. Establish realistic expectations of what might be achieved. Ensure that the organisation has the capacity to develop and implement a strategy. | Ongoing | |

EDI ACTION PLAN 2022-2023

Theme Two: Demonstrate inclusive leadership and accountability for delivering EDI outcomes across the organisation.

| Action | Key indicators/measuring success. Quantitative and qualitative data | RAG Status | Commentary |
|--|---|---------------|--|
| <ul style="list-style-type: none"> Using EDI Data to inform inclusive leadership and accountability <ol style="list-style-type: none"> <i>The improvement in the collection of data will improve our ability to see where change needs to happen in the organisation and enable our leaders to understand where improvements need to be made both from a personal and organisational perspective.</i> <i>Demonstrate how we can use this data to learn more about our workforce and influence decisions/create interventions.</i> <i>Develop evidence-based evaluation to apply to our EDI interventions. (Case studies)</i> | <ul style="list-style-type: none"> Using the new EDI data set to influence training needs. | Completed | <ul style="list-style-type: none"> Addition to HR case data, where on the logs and register we now capture cases with protected characteristics where the individual has self-declared. Risk assessment introduced for live cases Workforce analytics shared with Heads of Service Monthly Larger Workforce analytics shared quarterly with Senior Executive board. Case study work undertaken around long covid; from lived experience of employees. |
| <ul style="list-style-type: none"> Improvement of “Leadership Development Programme” ensuring key areas of diversity and inclusion are included in this. <ol style="list-style-type: none"> <i>Upskill and embed leaders in EDI through programme.</i> <i>Ensuring specific weighting for EDI experience in the delivery of leadership development programmes is reflected in the tendering process for potential external providers.</i> | <ul style="list-style-type: none"> In the proposed tender specification, there are clear references to EDI and a weighting for the tender evaluation for people to demonstrate it. When we score the bids, the criteria are: What practices do you have in place to promote and uphold ED&I both within your own organisation and within training delivery? | Completed | <ul style="list-style-type: none"> EDI embedded in each level of the Leadership development programme EDI and reasonable adjustments included in new induction processes (i.e., Dudley Manager) Weighting given to awarded provider around EDI EDI Manager briefed awarded provider to ensure material was appropriate to Dudley. |

EDI ACTION PLAN 2022-2023

Theme Two: Demonstrate inclusive leadership and accountability for delivering EDI outcomes across the organisation.

| Action | Key indicators/measuring success. Quantitative and qualitative data | RAG Status | Commentary |
|--|--|---------------|--|
| <ul style="list-style-type: none"> • Improve range of EDI training available to leaders including elected members <ol style="list-style-type: none"> 1. <i>Identify reverse mentoring programmes for race and other relevant protected characteristics</i> 2. <i>Increase exposure of elected members to training</i> | | Completed | <ul style="list-style-type: none"> • LGA EDI training held on 3rd November 2022. • 100% of attendees said they had a good/excellent understanding of Equalities, Diversity, and Inclusion at the end of the session (compared with 58% at the start of the session). • 81% of attendees said they had good/excellent understanding of Dudley MBC's EDI Strategy and Action Plan at the end of the session (compared with 41% at the start of the session). |
| <ul style="list-style-type: none"> • Improving the mandatory E-learning offering, ensuring the EDI module(s) are up to date. <ol style="list-style-type: none"> 1. <i>Ensure e-learning modules are regularly reviewed and updated to reflect the state of the nation and our ever-changing borough profile.</i> | <ul style="list-style-type: none"> • New/improved EDI mandatory modules for all employees. • Analysis of feedback on completion <p>Ensure it is kept up to date with anyone going legislative changes in accordance with the Equality Act.</p> | Ongoing | <ul style="list-style-type: none"> • To be live on the date on the new LXP/ LMS being switched on. |
| <ul style="list-style-type: none"> • Explore working towards achieving national Disability Confident Leader, as opposed to employer. • Explore plans to submit to the Stonewall Workplace Equality index • Join Stonewall diversity programme <ol style="list-style-type: none"> 1. <i>Meet requirements to become a Disability Confident Leader – plan how to achieve requirements.</i> | <ul style="list-style-type: none"> • Identify steps needed to be taken to be able us to advance to the next level as per the external companies' requirements. • Submit both Stonewall applications. • To further embed LGBTQ+ inclusion. • To attract and retain staff. | Completed | <ul style="list-style-type: none"> • Decision taken at scrutiny not to engage with stonewall however other companies were explored. |

EDI ACTION PLAN 2022-2023

Theme Two: Demonstrate inclusive leadership and accountability for delivering EDI outcomes across the organisation.

| Action | Key indicators/measuring success. Quantitative and qualitative data | RAG Status | Commentary |
|--|---|---------------|--|
| | •To further develop the LGBTQ+ Staff Network "Proud to be me". | | |
| <ul style="list-style-type: none"> • Ensure Equality Impact Assessments are completed for all new People Policies made by HR, OD & Inclusion services from April 2023. | | Completed | <ul style="list-style-type: none"> • Governance system introduced around policy creation, completion and sign off. |
| <ul style="list-style-type: none"> • Update our current equality impact assessment both initial, and full length to ensure all protected characteristics have been wholly considered. <ol style="list-style-type: none"> 1. <i>Deliver training to those who use them to ensure they have the skills and knowledge to consider all characteristics.</i> 2. <i>Create guides to support those filling in EIAs for support.</i> 3. <i>Explore and trial initial EIA sheets for projects.</i> | <ul style="list-style-type: none"> • New style EIAs created by EDI Manager. • Training delivered by May 2023 to ensure those with responsibility can complete. • Gathering feedback from EIA project trial sheets and deciding on implementation if there is a positive impact on consideration. | Ongoing | <ul style="list-style-type: none"> • Adaption of "People impact assessments based on training provided by independent consultancy. • Cohort one of training provided across the organisation on completing EIA's • New template to be rolled out end of 23; including 1 x in person training event and 1 x virtual with a recorded version to sit on new LMS/LXP • Introduction of EIAs into CPMO process • Centralisation of EIA review for MTFS |
| <ul style="list-style-type: none"> • Develop guidance for managers for inclusive practice on managing employees who may need reasonable adjustments <ol style="list-style-type: none"> 1. <i>Explore the integration of an inclusive management toolkit, to the new managers induction process, that</i> | <ul style="list-style-type: none"> • Improvement in employee exit feedback in areas of staff feeling their voice is heard. | Completed | <ul style="list-style-type: none"> • Reasonable adjustments training to be included in Dudley Manager roll out |

EDI ACTION PLAN 2022-2023

Theme Two: Demonstrate inclusive leadership and accountability for delivering EDI outcomes across the organisation.

| Action | Key indicators/measuring success. Quantitative and qualitative data | RAG Status | Commentary |
|---|--|---------------|---|
| <p><i>aims to encourage best practice and consistency and to embed inclusive practice in everything managers do to manage employees and deliver services.</i></p> <p>2. <i>Pilot of the Carers passport.</i></p> <p>3. <i>This also seeks to address feedback from staff on the inconsistencies in management practice when supporting staff in career development.</i></p> | | | <ul style="list-style-type: none"> • Launch of Carers Policy and passport • Formalisation of staff Carers Network |
| <ul style="list-style-type: none"> • Implementation of mitigating actions identified for EDI in the Corporate Risk register | | Completed | <ul style="list-style-type: none"> • Improvement in terms of the level of risk identified for equality in the corporate risk register. |
| <ul style="list-style-type: none"> • To ensure transparency in decision making as part of our responsibilities within the Public Sector Equality Duty | | Completed | <ul style="list-style-type: none"> • Publish equality reporting. • Completion of EIAs internally. • Internal governance oversight for EIA process. |

EDI ACTION PLAN 2022-2023

Theme Three: Ensuring the integration of equality objectives into the commissioning, procuring and delivery of services.

| Action | Key indicators/measuring success. Quantitative and qualitative data | RAG Status | Commentary |
|---|--|------------------|---|
| <ul style="list-style-type: none"> Consider future work/projects to ensure that by 2025 equality and diversity is built into our processes and procedures around procurement and commissioning. <ol style="list-style-type: none"> <i>Include Equality statement in tender / contractual documents</i> <i>Inviting suppliers to EDI workshop to raise awareness of our expectations especially if working / delivering service to protected characteristic groups</i> | <ul style="list-style-type: none"> Identification of areas where equality is already used in procurement. | Completed | <ul style="list-style-type: none"> Commissioning already have processes in place and sound knowledge of best practice in relation to EDI and also a sense of direction – to meet Care Act requirements, they are drafting a Market Position Statement document which draws on Census and monitoring data about ASC cohorts. |
| <ul style="list-style-type: none"> Exploration of an action plan on how to create the appropriate guidance for our suppliers on the equality requirements for the procurement and commissioning process. <ol style="list-style-type: none"> <i>Work towards creating a model that helps to ensure that the organisations we purchase or commission services from respect equality and diversity, by creating the appropriate guidance for our suppliers on the equality requirements for the procurement and commissioning process.</i> | <ul style="list-style-type: none"> Template guide created, and feedback from key stake holders gathered. Review areas where Equality standards are already used in commissioning for bench marking purposes. | Completed | <p>This is supplemented by:</p> <ul style="list-style-type: none"> Commissioning Forums with providers (in-person) Engagement and feedback from Learning Disability / Autism / Dudley Empowerment Partnerships or Boards – some of these include other statutory service providers / blue lights Annual Adult Services Survey Contract monitoring and performance reviews |

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|---|--|-----------------------|--|
| <ul style="list-style-type: none"> • Improve our Recruitment Practice and process • <i>Review policy, procedure, and process, to tackle the services and directorates where there is evidenced underrepresentation.</i> • <i>Reduce the proportion of 'unknown' equality data we hold on our employees to help inform recruitment decisions made.</i> • <i>Reach a wider pool of potential applicants, the Dudley Council LinkedIn page is to be revised to promote the work of the Corporate Equality Groups and Staff networks to encourage people to want to work for Dudley MBC.</i> • <i>Ongoing monitoring of recruitment data for route cause analysis. at the following stages</i> <ul style="list-style-type: none"> i. <i>Application</i> ii. <i>Shortlisted</i> ii. <i>Interviewed</i> v. <i>Successful.</i> • <i>Revise mandatory recruitment and selection training for all recruiting managers.</i> • <i>Amend current equality in recruitment statement to encourage more applicants from a diverse background</i> • <i>Use relative likelihood calculator during various recruitment processes, to identify specific areas/services where more direct action needs to be taken to create bias interrupters.</i> • <i>Introduction of anonymised recruitment process.</i> | <ul style="list-style-type: none"> • Start to record the Relative likelihood of employees being appointed from shortlisting across posts to inform future recruitment improvements. • Use of relative likelihood calculator as per the NHS WRES and WDES calculators; compares the likelihood of white employees being appointed with the likelihood of minority ethnic employees being appointed (ratio) • Number of shortlisted applicants: white = 780; minority ethnic = 210 • Number appointed from shortlisting: white = 170; minority ethnic = 30 • Relative likelihood of shortlisting/appointed: white = 0.22; minority ethnic = 0.14 • Relative likelihood of white staff being appointed from shortlisting compared to minority ethnic staff (0.22/0.14) is therefore 1.57 times greater. | <p>Ongoing</p> | <ul style="list-style-type: none"> • A number of these activities in areas around recruitment are linked to activities requiring more than a year to complete or work of an ongoing nature and will roll on throughout the lifetime of the strategy |
|---|--|-----------------------|--|

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|---|--|-----------|--|
| <ul style="list-style-type: none"> • Work with our Staff Networks, Trade unions and “equality champions” to reduce the numbers of grievances related to discrimination <ol style="list-style-type: none"> 1. <i>Use exit data information and reports to inform intervention.</i> 2. <i>Exit monitoring interview EDI questions to be reviewed annually, to identify employees’ journey at Dudley MBC, to inform employee experience improvement.</i> 3. <i>Monitoring of equality outcomes such as employee experience, staff survey, workforce data, and exit interviews.</i> | <ul style="list-style-type: none"> • Continue to grow and develop staff networks. • Continuation of meetings between HR, OD & inclusion, and Trade unions. | Ongoing | <ul style="list-style-type: none"> • This will continue to be an ongoing action |
| <ul style="list-style-type: none"> • Report our statutory requirements and obligations I.e., gender pay gap, and explore how we will include intersectionality, focussing on best practice such as, full ethnicity pay gap reporting by 2025. <ol style="list-style-type: none"> 1. <i>Improve current Gender pay gap reporting style; to include progress and steps taking to address inequality.</i> 2. <i>Ensuring our reporting on pay policy, gender pay gap and progress with equality strategy occurs at the same time</i> | <ul style="list-style-type: none"> • Implement recommendations from the gender pay gap report to reduce pay gap. | Completed | |

EDI ACTION PLAN 2023-2024

This plan sets out the actions we will take to deliver Dudley Council's equality objectives identified in our Equality, Diversity, and Inclusion strategy.

Theme Four: Understanding our diverse customers and residents.

| Action | Lead officer/ service area | RAG Status | Key indicators/measuring success. Quantitative and qualitative data |
|---|---|------------|---|
| <ul style="list-style-type: none"> Develop messages and campaigns to improve confidence in self-declaration of protected characteristics, where we are not representative, i.e., race/ethnicity and disability based on the new ONS data. Ensuring our websites are accessible with support of the Dis-Ability network and Diversity network. Accessibility awareness training to be delivered via Digital and Customer services to Dudley council officers who upload to our external web pages. Gather relevant, proportionate, and appropriate information about our workforce equality monitoring information, in one central location, that is easily accessible to the organisation. Creation of new Equality Impact Assessments, with Equality Impact assessment training led by an expert consultancy focusing on People Impacts. Creation of Menopause Policy, Champions, and training available across the whole organisation | <ul style="list-style-type: none"> HR Service centre manager Recruitment Corporate Equality, Diversity, and Inclusion team. HR Business and Intelligence Digital and Customer services Corporate Equalities Group CAPA | | <ul style="list-style-type: none"> Increase in self-declaration rate of relevant protected characteristics Creation of EDI dashboard, where relevant information including equality monitoring is available in one centralised place. Provide and monitor take-up of 2 EIA training sessions to take place per year; for all employees to be able to access; with updated guidance to suit and to be shared on our intranet site. At least 1 menopause champion to be based in each directorate of the council. |

EDI ACTION PLAN 2023-2024

This plan sets out the actions we will take to deliver Dudley Council's equality objectives identified in our Equality, Diversity, and Inclusion strategy.

Theme Four: Understanding our diverse customers and residents.

| Action | Lead officer/ service area | RAG Status | Key indicators/measuring success. Quantitative and qualitative data |
|---|--|------------|--|
| <ul style="list-style-type: none"> Continue to work with partners and the community to share our inclusion guide 'Making Dudley a Place for Everyone'. Exit interview data to be provided to the EDI team, by characteristic, monthly to be shared with Corporate Equalities Group and HR Leadership Team, by September 2023. | | | |
| <ul style="list-style-type: none"> Demonstrate how we can use EDI data to learn more about our workforce and their experience as employees, particularly those with protected characteristics and to use this intelligence to influence decisions/create interventions. | <ul style="list-style-type: none"> Corporate EDI Team HR Delivery and Intelligence | | <ul style="list-style-type: none"> Develop evidence-based evaluation to apply to our EDI interventions. (Case studies). |

EDI ACTION PLAN 2023-2024

Theme One: Understanding our diverse customers and residents.

| Action | Lead Officer(s)/Directorate | RAG Status | Key indicators /Measuring success quantitative and qualitative data |
|--|--|------------|--|
| <ul style="list-style-type: none"> • Review the engagement activities used to communicate with marginalised groups within our Borough, focussing on improved accessibility to information. • Work to improve collaborative decision-making with identified community networks, partners and leaders. • Ensure engagement approaches are still based on insights of data i.e., Covid vaccinations. | <ul style="list-style-type: none"> • Healthy Communities and Place • Public Health & Wellbeing | | <ul style="list-style-type: none"> • Building and developing ongoing trust-based relationships and enabling groups to become more active in their communities • re-establish Health Champions programme; where we connect the community with health organisation to use creative approaches to engage and improve participation in services. I.e., Promote health and wellbeing in their communities. • Share messages in trusted community leaders in specific languages and accessible formats. |
| <ul style="list-style-type: none"> • Use feedback from employees and customers to better understand their experiences and find out if people feel that we are making progress. | <ul style="list-style-type: none"> • Healthy Communities and Place • Public Health & Wellbeing | | <ul style="list-style-type: none"> • Ensuring that sophisticated engagement structures will result in both formal and informal interactions between |

EDI ACTION PLAN 2023-2024

Theme One: Understanding our diverse customers and residents.

| Action | Lead Officer(s)/Directorate | RAG Status | Key indicators /Measuring success quantitative and qualitative data |
|---|-----------------------------|------------|--|
| <ul style="list-style-type: none">• Develop a range of feedback mechanisms including consultation exercises, focus groups, staff networks, surveys, and informal feedback.• Consider scope for a service users panel to ensure a consistent representative voice for protected characteristic groups | | | <p>our organisation and its diverse communities.</p> <ul style="list-style-type: none">• Service user panel to be delivered in years 24-25 |

EDI ACTION PLAN 2023-2024

Theme Two: Demonstrate inclusive leadership and accountability for delivering EDI outcomes across the organisation.

| Action | Lead Officer(s)/Directorate | RAG Status | Key indicators /Measuring success quantitative and qualitative data |
|--|---|------------|---|
| <ul style="list-style-type: none"> • Use EDI Data to inform inclusive leadership and accountability | <ul style="list-style-type: none"> • EDI Team | | <ul style="list-style-type: none"> • The improvement in the collection of data will improve our ability to see where change needs to happen in the organisation and enable our leaders to understand where improvements need to be made both from a personal and organisational perspective. |
| <ul style="list-style-type: none"> • Engage Senior Executive Board to be mentees to a percentage of minority ethnic employees and other protected characteristics aligned with the staff networks through a reverse mentoring scheme. • Corporate EDI Team to resource and provide reverse mentoring programme for employees represented through the 4 staff networks (Diversity, Disability, Carers and LGBTQ+) | <ul style="list-style-type: none"> • Senior Executive Board • Proud to be me network • Diversity network • Dis-ability network • Sharing our Strengths Network • EDI Team | | <ul style="list-style-type: none"> • Reverse mentoring scheme delivered to a minimum of 4 network members by implementation of the EDI Delivery Plan 2024-25 • Feedback to be collected from SEB and employees involved to pick out qualitative data |
| <ul style="list-style-type: none"> • Continue to review our “Leadership Development Programmes” to ensure EDI information stays fit for purpose as our organisation progresses. • Support the People Strategy 22-25 to be progressively inclusive, including the “Dudley Manager”. • Upskill managers to improved disability awareness training to understand the impacts of different | <ul style="list-style-type: none"> • Senior Manager for Talent and Development alongside the Equality, Diversity, and Inclusion Manager • Chief Executive • Talent and Future Workforce Manager | | <ul style="list-style-type: none"> • Managers able to provide more ‘right first time’ advice and support to their teams • Reduction in number of disability-related absences and issues • Continue to support the delivery of the People Strategy across the organisation |

EDI ACTION PLAN 2023-2024

Theme Two: Demonstrate inclusive leadership and accountability for delivering EDI outcomes across the organisation.

| Action | Lead Officer(s)/Directorate | RAG Status | Key indicators /Measuring success quantitative and qualitative data |
|--|--|------------|---|
| <p>disabilities / conditions and the support available to employees.</p> <ul style="list-style-type: none"> • Chief Executive to continue to drive inclusive messaging through Leadership Forum and as chair of the Corporate Equalities Group. • Improve our appraisal process to enable leaders to have an inclusive approach to developing a high performing workforce. • Continue to embed our workforce planning process to ensure leaders formally assess their EDI data to inform their workforce decisions • Further improve our apprenticeship measures by developing KPI's that support EDI outcomes | | | |
| <ul style="list-style-type: none"> • Improve the mandatory e-learning offering ensuring the EDI module(s) are up to date • Use new LMS to identify gaps in EDI training and improvements including awareness and understanding around hidden disabilities / limiting conditions, intersectionality, and life experiences of residents within the borough | <ul style="list-style-type: none"> • EDI Team • Organisational Development | | <ul style="list-style-type: none"> • Review e-learning modules reviewed regularly and updated as required to reflect the state of the nation and our ever-changing borough profile. • Monitor data from new LMS to ensure training is reaching staff and services that need it • Creation of mitigation of poverty e-learning (to support on the cost-of-living crisis). |

EDI ACTION PLAN 2023-2024

Theme Two: Demonstrate inclusive leadership and accountability for delivering EDI outcomes across the organisation.

| Action | Lead Officer(s)/Directorate | RAG Status | Key indicators /Measuring success quantitative and qualitative data |
|---|---|------------|--|
| <ul style="list-style-type: none"> Equality Impact Assessments are completed for all new People Policies made by HR, OD & Inclusion services from April 2023, and are now built into the governance process; whilst reviewing historic policies. Review all new People Policies to ensure they are available in an accessible format. Review strategic documents to ensure they are accessible. Develop guidance to staff on commissioning / producing accessible information including in different formats and languages. | <ul style="list-style-type: none"> HR Policy Officer EDI Team CAPA | | <ul style="list-style-type: none"> Improvements to the Equality Impact assessment process; ensuring governance is in place. <ul style="list-style-type: none"> Ongoing Equality Impact Assessment training for all employees who undertake responsibility for this. Introduction of a Council-wide approach to the Equality, Impact Assessment process by September 2023; inclusive of new templates and assessment guidance |
| <ul style="list-style-type: none"> Support managers undertaking the “Dudley Manager” training programme, and new Corporate and Managers induction to understand inclusive practice on managing employees who may need reasonable adjustments. Ensure information on all employee support processes (reasonable adjustments, workplace assessments, passports) is consistently available to managers and staff. | <ul style="list-style-type: none"> People and Inclusion | | <ul style="list-style-type: none"> Launch of the Carers Passport and policy. This also seeks to address feedback from staff on the inconsistencies in management practice when supporting staff in career development. |

EDI ACTION PLAN 2023-2024

Theme Two: Demonstrate inclusive leadership and accountability for delivering EDI outcomes across the organisation.

| Action | Lead Officer(s)/Directorate | RAG Status | Key indicators /Measuring success quantitative and qualitative data |
|--|--|------------|---|
| <ul style="list-style-type: none"> Implementation of mitigating actions identified for EDI in the Corporate Risk register | <ul style="list-style-type: none"> EDI Manager | | <ul style="list-style-type: none"> Continuation of actions to mitigate against the risk rating |
| <ul style="list-style-type: none"> Demonstrate transparency in decision-making processes as part of our responsibilities within the Public Sector Equality Duty | <ul style="list-style-type: none"> All service areas making decisions that impact on people | | <ul style="list-style-type: none"> Development of new reporting processes, e.g. EIA completion data, for internal and external audiences to show progress of EDI work across the Council |

EDI ACTION PLAN 2023-2024

Theme Three: Ensuring the integration of equality objectives into the commissioning, procuring and delivery of services.

| Action | Lead Officer(s)/Directorate | RAG Status | Key indicators /Measuring success quantitative and qualitative data |
|---|--|------------|--|
| <ul style="list-style-type: none"> • Consider future work/projects to ensure that by 2025 equality and diversity is built into our processes and procedures around procurement and commissioning. • Review processes / documentation / pathways for consistency with EHRC guidance <ul style="list-style-type: none"> • Equality impact assessment to be completed on procurement process and commissioning. • Review social process policy • Contract management framework support. • Exploration of an action plan on how to create the appropriate guidance for our suppliers on the equality requirements for the procurement and commissioning process. • Work towards creating a model that helps to ensure that the organisations we purchase or commission services from respect equality and diversity, by creating appropriate guidance / support opportunities for our suppliers on the equality requirements for the procurement and commissioning process. • Asking suppliers can share their EDI policy – Equal treatment through procurement law. | <ul style="list-style-type: none"> • Procurement Team • Corporate EDI Team | | <ul style="list-style-type: none"> • An exploration of sheltered workshops and understanding how we could facilitate this at Dudley • Corporate EDI Team to support procurements work in the social process policy review • Addition to the approval to procure document around engaging with community groups/ groups formed of protected characteristics • Corporate EDI Team to support on EDI elements of the contract management framework- I.e., how do we measure this impact? What do we do with contractors to ensure compliance? |

EDI ACTION PLAN 2022-2023

Theme Four: An engaged workforce that reflects the diverse community we serve.

| Action | Lead Officer(s)/Directorate | RAG Status | Key indicators /Measuring success quantitative and qualitative data |
|---|--|------------|---|
| <ul style="list-style-type: none"> • Improve our Recruitment Practice and process • Review policy, procedure, and processes to tackle services and directorates where there is evidenced underrepresentation. • Revise the Dudley Council LinkedIn page to promote the work of the Corporate Equality Groups and Staff networks to encourage people to want to work for Dudley MBC. | <ul style="list-style-type: none"> • Recruitment | | <ul style="list-style-type: none"> • Reduce the proportion of 'unknown' equality data we hold on our employees to help inform recruitment decisions made. • Ongoing monitoring by protected characteristic groups of recruitment data for root cause analysis • Evidence of wider pool of applicants from these groups |
| <ul style="list-style-type: none"> • Work with our Staff Networks, Trade unions and "equality champions" to reduce the numbers of grievances related to discrimination • Ensure EDI questions in all employee experience processes including induction, corporate or local staff surveys, exit interviews are clearly linked to existing and / or new investigative and resolution pathways. • Annually review exit monitoring interview EDI questions to identify employees' journey at Dudley MBC and relevant trends in relation to protected characteristic groups. | <ul style="list-style-type: none"> • Corporate EDI Team • HR Leadership Team | | <ul style="list-style-type: none"> • Reduction of the numbers of grievances related to discrimination based on data provided in June 23 and June 24 |

EDI ACTION PLAN 2022-2023

Theme Four: An engaged workforce that reflects the diverse community we serve.

| Action | Lead Officer(s)/Directorate | RAG Status | Key indicators /Measuring success quantitative and qualitative data |
|---|--|------------|---|
| <ul style="list-style-type: none"> • Report our statutory requirements and obligations i.e., gender pay gap, and explore how we will include intersectionality through focussing on best practice such as full ethnicity pay gap reporting by 2025. • Review that current pay gap mechanisms are adaptable to anticipated ethnicity pay gap reporting requirements | <ul style="list-style-type: none"> • Wider HR Team • Corporate EDI Team | | <ul style="list-style-type: none"> • That the gender pay gap is decreased year-on-year and compares favourably with neighbouring authorities' and sector results |
| <ul style="list-style-type: none"> • Enable access to a coaching and mentoring pool for employees protected and defined under the Equality act 2010 • Encouraging the growth of the employee networks and continuing to support as a corporate EDI Team. • Create EDI champions made from members of employee networks and others who want to champion all • Provide a physical commitment to empower cultural change and reconnect our employees. • Ensure network members and EDI champions are identifiable through e.g. lanyard pins, network logos on email footers | <ul style="list-style-type: none"> • EDI Team • Organisational Development | | <ul style="list-style-type: none"> • Monitoring of data on take-up of coaching and mentoring offers • Monitoring attendance data for network meetings and events • At least 1 EDI Champion to be based in each directorate of the council. |