

Date: 05/04/2022

FREEDOM OF INFORMATION REQUEST FOI/016158 - Workforce Race Equality Standard (WRES) Reports

The WRES reports submitted by the Trust for 2016/17, 2017/18, 2018/19, 2019/20 and 2020/21 (that is the five most recent submissions);

The Action plans that accompanied the WRES reports for the same time period: 2016/17, 2017/18, 2018/19, 2019/20 and 2020/21; and
Any additional information that your Equality, Diversity and Inclusivity Lead believes may be useful to the project.

The Trusts Workforce Race Equality Standard (WRES) Reports are published annually on the Trusts website in the public domain, I have attached the link below:

Equality and Inclusion - The Dudley Group NHS Foundation Trust (dgft.nhs.uk)

Action plans have been developed from 2020 following the appointment of the Trust's Workforce and Culture Lead, the reports for 2020 and 2021 contain the action plans based on the data.

Also see below the current and combined WRES and Workforce Disability Equality Standard (WDES) action plan.

The Trusts operates a staff group called Embrace which is a network for Black and Asian Workers. The network is consulted and contributes to the development and agreement of action plans.

**Combined Workforce Race Equality Standards (WRES) &
Workforce Disability Standards (WDES) Delivery Plan 2021-23**

BOARD LEADERSHIP AND INCLUSION						
	Priority Equality Objective	Action	Executive Lead/Senior Lead	Mapped Against	Timescale & Update Oct 2021	Outcome
1.1	Model Employer Targets	1.1.1 All Board members and senior leaders to undertake Cultural Intelligence Training	Diane Wake	People Plan Deep Dive August 2020 WRES & WDES results 2021	July 2021 – <i>Board Completed</i> <i>Senior members being planned in Jan 2022</i>	Ensure all senior leaders and Board members develop skills to support working effectively across national, ethnic and organisational cultures.
		1.1.2 Develop a Diverse talent pool with particular focus at Band 8 and above to encourage BAME staff, staff with disabilities and any other underrepresented groups to continue to pursue career development. Including diverse talent mapping at service, Directorate and Divisional levels.	James Fleet Rachel Andrew	People Plan Deep Dive August 2020 WRES and WDES results 2021	January 2022 <i>Career conversation in progress as is the development of career development pathways.</i>	Widening the pool of available diverse candidates to ensure enable recruitment into senior leadership positions including Executive & Nonexecutive Positions in the next 24-36 months to ensure the Board and SLT representative of the local population.

		1.1.3 Work in partnership with Public Appointments Office, Diverse Specialist Recruitment Agencies, local community organisations and organisations championing diversity to attract people to leadership positions	James Fleet Karen Brogan	People Plan Deep Dive August 2020 WRES and WDES results 2021	September 2021 <i>Work commenced – engaging with local council to look at collaborative recruitment at place.</i> Dec 2021 started Autumn 2020 and ongoing	Increase BAME manager/directors (8a to VSM) by a minimum of 11FTE to reflect trust overall representation of 19.6%. 44 Band 8a to VSM will be recruited in the next 2-3 years.
		1.1.4 All Board members will support Mentoring for Inclusion Programme, with a particular focus on succession planning including talented BAME, LGTBQ+ and Disabled staff that have potential to secure executive role 3-5 years	James Fleet Rachel Andrew			
1.2	Culture Dashboard	1.2.1 A dynamic Culture Dashboard to provide Executive Team and Divisional leadership with real time data to inform decision making	James Fleet	People Plan Deep Dive August 2020	May 2021 – <i>Developed & in use</i>	Equality data utilised to inform decision making Fair and equitable decision making and impact on inequalities
		1.2.2 Roll-out of culture dashboard across divisions and departments/staff networks	Graeme Ratten Shabir Abdul	WRES and WDES results 2021	November 2021 – <i>In progress</i>	
1.3	Appraisal	1.3.1 Senior leaders and board members to have performance objectives on workforce equality built in their appraisals.	Liam Nevin	People Plan Deep Diver August 2020 WRES & WDES results 2021	September 2021 <i>In place</i>	Board members accountability

1.4	Staff Networks	1.4.1 Continue to invest in building the capability, capacity and prominence of the Staff Inclusion Networks, in contributing to and informing the Trust's decision making, including regular attendance at Board meetings and direct engagement with Executive and Non-Executive Director.	James Fleet	People Plan Deep Dive 2020 WRES and WDES results 2021	On-going – 4 <i>Networks now established</i>	Supported networks making contribution at leadership levels
LEADERSHIP AND CULTURAL TRANSFORMATION						
	Priority Equality Objective	Action	Executive Lead/Senior Lead	Mapped Against	Timescale	Outcome
2.1	Career Conversations (virtual)	2.1.1 Establish career review sessions for staff with protected characteristics to discuss career opportunities, development pathways and support required.	Rachel Andrew	People Plan Deep Dive August 2020 Gender Pay Gap results 2021	Oct2021- <i>BAME nurses and areas where Gender pay Gap is driven from undertaken in Sept / Oct 21</i> Jan 2022	Individual support to staff through reviews and personal development plans Case studies from staff on their career journey Progress reported to WSEC
		2.1.2 Support with interview skills, job applications and job aspirations	Rachel Andrew		<i>Career conversation in progress as is the development of career development pathways.</i>	We are able to support people in their career in order for them to stay working for DGFT
		2.1.3 Implementation of four-conversation model incorporating stay, remain, itchy feet and exit conversations including a diverse talent group that includes long serving staff and new staff. This action is from WDES actions	Rachel Andrew			
3.1	Flexible Working	3.1.1 Review and re-launch flexible working policy	Karen Brogan	People Plan	July 2021 – <i>In consultation</i>	

				Deep Dive August 2020	<i>Oct 2021 – also working alongside the flex for the fuure programme</i>	Improved take-up of flexible working across all groups Managers toolkit in place
		3.1.2 Develop managers toolkit on flexible working				
		3.1.3 Develop a diverse working group to focus on Flexible working practices (Flex in the NHS programme with NHS E/I) and identify ways to improve and support staff.	Rachel Andrew	People Plan	April 2022 <i>In consultation Oct 2021 – also working alongside the flex for the fuure programme</i>	We fully review process and procedure, use Women’s and Disability Network for feedback. Managers feel more confident to work flexible solutions for people
4.1	Mentoring/ coaching schemes	4.1.1 Implement and continually monitor Inclusion Mentoring programme.	Rachel Andrew	People Plan Deep Dive August 2020	Dec 2020 <i>Pilot phase launched Autumn 2020. Further promotion underway</i>	Inclusion mentoring programme in place Buddies identified allocated across the organisation 6 monthly review undertaken Recognition scheme for mentoring/buddying
		4.1.2 Develop a Buddy Programme for staff initially targeting BAME staff	Shabir Abdul Becky Cooke Rachel Andrew Communication Team		Jan 2022 <i>Work commenced</i>	
5.1	Recruitment Panels	5.1.1 Making job adverts inclusive	Becky Cooke/	People Plan		Job adverts reflect inclusion

		5.1.2 Ensuring people are trained on inclusive recruitment practices	Bernadette O'Neill Divisional Leads	Deep Dive August 2020	April 2021 – <i>Training in progress for all recruiting managers</i>	Inclusion champions trained to sit on interview panels Audit on inclusive recruitment practices
		5.1.3 Recruitment panels are diverse and include gender representation.	Recruiting managers Karen Brogan Resourcing Team	WRES and WDES results 2021	<i>Job adverts reviewed and support to write them promoted in training</i>	
6.1	Inclusive recruitment Practices	6.1.1 Establish a system to ensure all vacancies whether internal or external including acting up/secondments are recruited into a fair and transparent process.	Karen Brogan Rachel Andrew Divisions/recruiting managers Inclusion Champions	People Plan Deep Dive August 2020 WRES and WDES results 2021 Gender pay gap results 2021	January 2022 <i>In consultation Oct 2021 – also working alongside the flex for the future programme</i>	Interested staff provided support with applications and interview skills training Vacancies (internal/external) advertised openly Unsuccessful candidates developmental needs addressed Open and transparent promotion opportunities Feedback from Inclusion Champions
		6.1.2 Ensure BAME staff and staff with disabilities are aware of internal acting up/secondment opportunities				
		6.1.3 All Band 6 and above vacancies to be advertised internally before recruiting from external pool				
		6.1.4 Encourage and support staff in applying for internal promotion by offering application and interview skills training (linked to talent pool below)				

		6.1.5	All internal promotion opportunities to be advertised on TRAC				
		6.1.6	Recruiting managers to provide feedback where an internal BAME member of staff was unsuccessful at an interview (priority Band 8a and above).				
		6.1.7	All inclusion champion to provide feedback to recruitment and selection team/EDI Team about their experience on the interview panel			Champion & Manager feedback currently collated and feedback to EDI Steering Group each Quarter.	
7.1	Employee Relations	7.1.1	Developing disciplinary policy that includes best practice.	Karen Brogan	People Plan Deep Dive August 2020 WRES & WDES results 2021	May 2021 - <i>Completed</i>	Disciplinary policy reviewed Monitoring data available Diverse representation within formal processes and hearings Work with the Disability Network on the reality, improve training for managers and use Supporting Colleagues with Disabilities guidance.
		7.1.2	To monitor disciplinary cases on regular basis				
		7.1.3	Diverse representation within formal processes and hearings				
		7.1.4	Improve support & reasonable adjustments for staff with disabilities to avoid them entering into the capability process un-necessarily.				
8.1	Bullying Harassment (B&H)	8.1.1	Explore with BAME & Disability Staff Network through listening events	Karen Brogan/Rachel	People Plan	May 2021	Network engaged in B&H strategies

		regarding Bullying & Harassment issues to understand key challenges	Andrew/FTSU Guardian/Staff side	Deep Dive August 2020 WRES and WDES results 2021	July/August <i>To deliver FTSU campaign in October</i> Nov 2021 – <i>BAME Network driving and part of RACE code actions</i>	Campaign in place and zero tolerance Networks fully sponsor & participate in the campaign
		8.1.2 Develop an Zero tolerance approach to harassment, violence and bullying behaviour from staff, patients or visitors.	Involve all Staff Networks		<i>Planning commenced for Living the values pilots</i>	
		8.1.3 Work in partnership with Freedom to Speak Up Guardian (FTSU's) & Datix team to triangulate data from various sources in order to identify themes and issues Implement pilot teams for Living the values.			<i>Work commenced on data triangulation.</i>	
POSTIVE ACTION AND PRACTICAL SUPPORT						
	Priority Equality Objective	Action	Executive Lead/Senior Lead	Mapped Against	Timescale	Outcome
9.1	Recruitment campaigns	9.1.1 Identify local community organisations and groups to target advertising of job vacancies	Karen Brogan	People Plan Deep Dive August 20	July 2021 <i>engaging with local council to look at collaborative</i>	Engagement with local groups and organisational including educational institutions
		9.1.2 Promote NHS careers in schools, colleges and universities		WRES and WDES results 2021		

				Gender pay gap results 2021	<i>recruitment at place.</i> <i>Dec 2021 started Autumn 2020 and ongoing</i> <i>Underway and utilising Government schemes such as kick start and apprenticeship levy.</i>			
10.1	Talent Pools	10.1.1	Develop a talent pool for all staff with a particular focus on BAME staff and staff with disabilities at Band 6 and above. Focus on areas driving the Gender pay gap to enable Women to progress into leadership roles.	Rachel Andrew BAME leadership Team Shabir Abdul	People Plan Deep Dive August 2020	January 2022	A Talent pool of BAME staff in place Talent Management Programme in place Role modelling attraction in place	
		10.1.2	Establish assessment programme to enable BAME staff to reach senior / executive roles within 2 years.		WRES and WDES results 2021			
		10.1.3	Tailored targeted programme to address skills and knowledge gaps.		Gender pay gap results 2021			<i>Ongoing</i>
		10.1.4	BAME Staff Network & Disability Network to identify roles models to further promote inclusive recruitment practices.					<i>Subject to Talent pool</i>
		10.1.5	Work with Disability Network to improve declaration rates for existing staff with a					<i>Complete and part of</i>

		disability in order to further understand our workforce profile and fully support our workforce.			<i>Inclusion Champion Programme</i>	
					March 2022 – <i>applying for WDES innovation fund for this project – Nov 21</i>	Campaign in place to encourage staff to update / share their information with us.
MONITORING AND BENCHMARKING						
	Priority Equality Objective	Action	Executive Lead/Senior Lead	Mapped Against	Timescale	Outcome
11.1	Benchmarking Externally	11.1.1 Engage and utilise benchmarking / Assessment methods with national agencies to identify opportunities and assess our progress on our EDI Journey.	Shabir Abdul	WRES and WDES results 2021 People Plan	Ongoing – <i>Completed Tidemark, Disability confident leader and Race Code</i>	Tide mark with enei, Index with Stonewall, Disability Confident Leader level 3 top 50 companies, Race code etc.
11.2	Performance management	11.1.2 Establish KPI to measure performance in relation to the key actions	Karen Brogan/ Chris McAvoy	People Plan Deep Dive August 2020 WRES and WDES results 2021 Gender pay gap results 2021	In line with WSEC monthly meetings – <i>Ongoing and used at EDI Steering Group and WSEC</i>	Applications, Shortlisting and Appointment data will be tracked by WSEC on a monthly basis

11.3	Accountability	12.1.1 Embed WRES, WDES and Gender Pay Gap performance and progress within performance objectives and appraisals of senior leaders across divisions and departments	James Fleet Shabir Abdul	People Plan Deep Dive August 2020 WRES and WDES results 2021 Gender pay gap results 2021	<i>Work commenced</i>	All divisions accountable against WRES targets WSEC assured on progress through regular updates
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