

NHS Workforce Disability Equality Standard (WDES)

Annual Report 2022

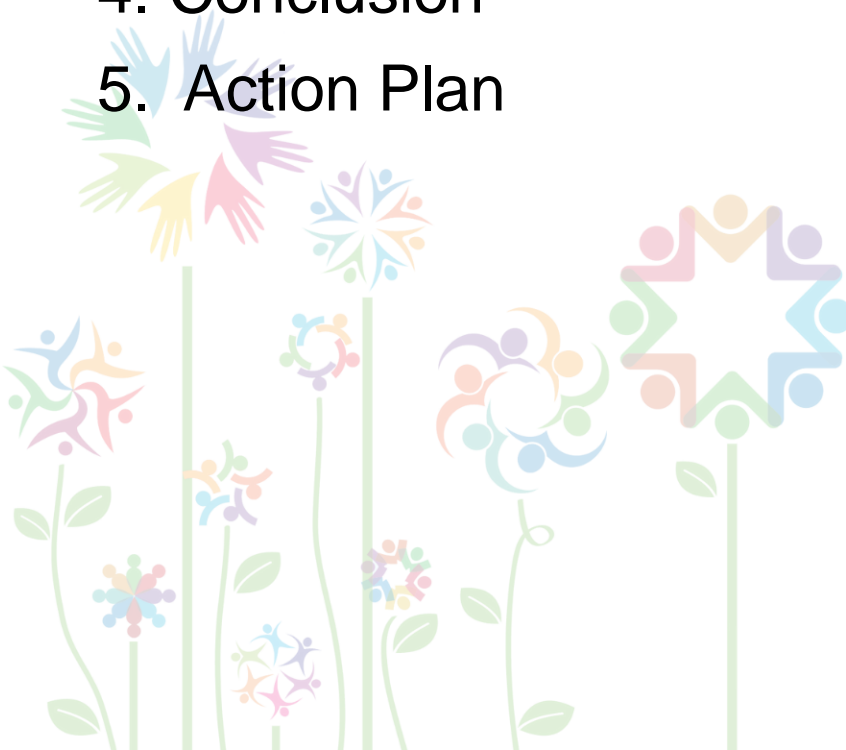
NHS

The Dudley Group
NHS Foundation Trust



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Introduction



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- The Workforce Disability Equality Standard (WDES) was launched in 2019 and aims to improve the workplace and career experiences of disabled colleagues in the NHS.
- Workforce Disability Equality Standard is a set of ten specific measures (Metrics) that will enable the Trust to compare the experiences of disabled and non-disabled staff. This information will then be used to develop action plans which will enable the organisation to demonstrate progress against the indicators of disability equality.
- The Workforce Disability Equality Standard has been commissioned by the Equality and Diversity Council. It is mandated through the NHS Standard Contract.
- Metrics 5,6,7, 8 & 9a are based on staff survey results. As a Trust we facilitate a full census from all staff, the 2021 staff survey had 59% staff participation.
- At The Dudley Group, we have a workforce of 5,500 staff. Our Electronic Staff Record (ESR) data shows that 4% of our workforce has declared themselves as having a disability. However, 33% of the workforce has not declared their disability status.
- Data from the 2021 staff survey states that 699 of responders who completed the survey declared that they have a disability or long term condition (23%). ESR monitoring information therefore is not accurate and action need to be taken to encourage this staff to update their information. This is also a national issue.
- The report provides an overview of key areas and should direct action – it has been used in previous years to focus development areas.



Executive Summary (1 / 2)



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Embedding an inclusive culture where diversity is valued and therefore championed at all levels, is essential to delivering high quality services to patients (better patient care, satisfaction and outcomes), as well as developing a capable, innovative and effective workforce for our future at The Dudley Group. Research shows that organisations that have diverse leadership are more successful and innovative. Staff who feel valued are more likely to be engaged with their work, and diversity at senior levels increases productivity and efficiency in the workplace.

Key findings for 2022:

- Disability Representation is 4%, this is consistent with 2021 (3.6%). 33% of staff have a disability status of unknown or not stated, this is slight improvement from 2021 (35.8)
- The overall relative likelihood of non-disabled staff being appointed from shortlisted compared to disabled staff ratio is 0.87. This is an improvement on 2020 (2.15) and in-line with 2021 (1.09). 21% of shortlisted disabled candidates are recruited, while 18% of shortlisted non-disabled candidates are recruited
- Relative likelihood of disabled staff entering formal capability process compared to non-disabled staff - The latest trust rate is 0.76, this compares to 1.75 in 2021.
- 29.7% of Disabled staff experienced harassment, bullying or abuse from patients or the public has in 2021 (32.3% in 2020). This compares to 24.7% of non-disabled staff experiencing incidents.
- Incidents of harassment, bullying or abuse from managers towards Disabled staff is 14.5% in 2021, this is lower than 2018-2020 rates (21%), although there is gap between disabled and non-disabled staff rates of 5.8%, this gap has been between 6-8% in previous years.
- In 2021, 23.3% of disabled staff had experienced harassment, bullying or abuse from colleagues – compared to 14.3% of non-disabled staff experiencing an incident.
- Equal opportunities for career progression or promotion - In 2021, 51.9% of disabled staff believed that they had equal opportunities for career progression or promotion. This compares to 60.3% of non-disabled staff. Both rates are close to 2020 (disabled staff 54.8%, non-disabled staff 59.6%).



Executive Summary (2 / 2)



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- A third (33.1%) of disabled staff said that they felt pressure from their manager to come to work, even on those occasions where they did not feel well enough to perform their duties. This compares to 26% for non-disabled staff.
- 31.5% of disabled staff feel valued by the organisation: this compares to 39.1% of non-disabled staff. Rates have reduced this year (disabled staff: 2020=35.2%, non-disabled staff: 2020=44.2%)
- Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work. Staff experience is broadly in-line with last year (2020 = 73.4%, 2021=72.8%) and remains above the benchmarked average (70.9%).
- Staff Engagement score has been consistent at a Trust level over the last 5 years (6.7-6.8), with disabled staff scoring slightly lower each year (6.2-6.4).
- Overall, 6% of board members have declared a disability, this compares to 4% for total workforce.

The Dudley Group has made a clear commitment to the ambition of developing and embedding a culture of inclusivity which promotes, protects and champions a diverse workforce. During 2021 / 2022 we have achieved the following:

- Critically reviewing progress and delivery against statutory requirements, i.e. public sector equality duty (the equality duty), as well as a set of more ambitious objectives for embedding equality and inclusion across the organisation through both the response to WRES and WDES and the NHS People Plan;
- Role modelling the Trust's Behaviour Framework every day, and in doing so challenging ourselves and colleagues from across the Trust to 'call out' and address unacceptable behaviours.
- Equipping our all of our managers across the organisation to be highly effective and inclusive people managers, and leaders who demonstrate compassionate and kind leadership through development, awareness raising and targeted support.



Annual Submission Measures



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The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) which enables NHS organisations to compare the workplace and career experiences of disabled and non-disabled staff.

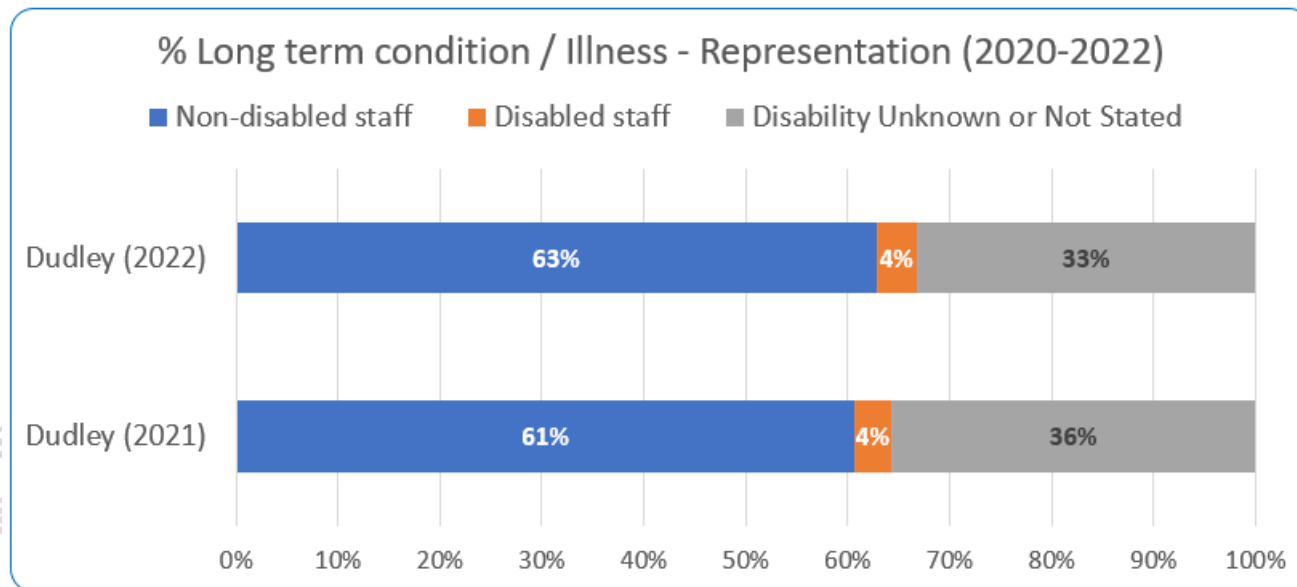
The Workforce Disability Equality Standard provides a high-level view, we have therefore completed a more detailed analysis to inform our conclusions and actions plans.

Workforce Disability Equality Standard Metrics:

1. Workforce Representation
2. Recruitment
3. Capability
4. Harassment, Bullying and Abuse from Patients / Public, Managers and other Colleagues
5. Career Progression
6. Feeling pressure to come to work
7. Value of work
8. Adequate Adjustments
9. Engagement score
10. Board Representation



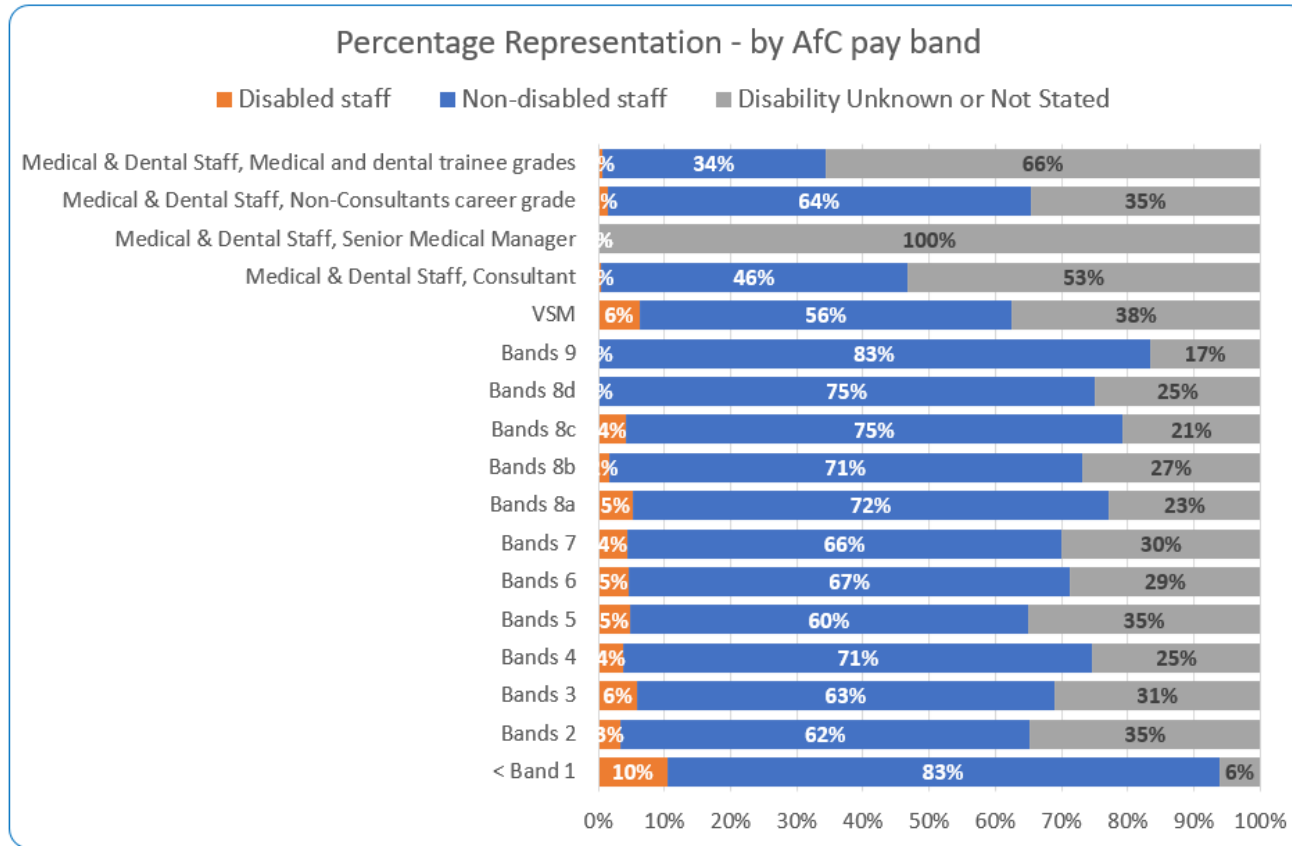
Metric 1 & 9 – Overall Disability Representation



Board member representation – Is currently 6% with a disability, this compares to a total workforce representation of 4%



Metric 1 – Disability Representation Across the Workforce



Overall Disability representation is 4%.

Difficult to make firm inferences here due to the number of unknown/not stated.

Non-Executive Directors/Chair are included in Very Senior Manager (VSM) in the WRES submission

AfC = Agenda for Change

Metric 2 - Relative likelihood of non-disabled staff being appointed from shortlisting compared to Disabled staff

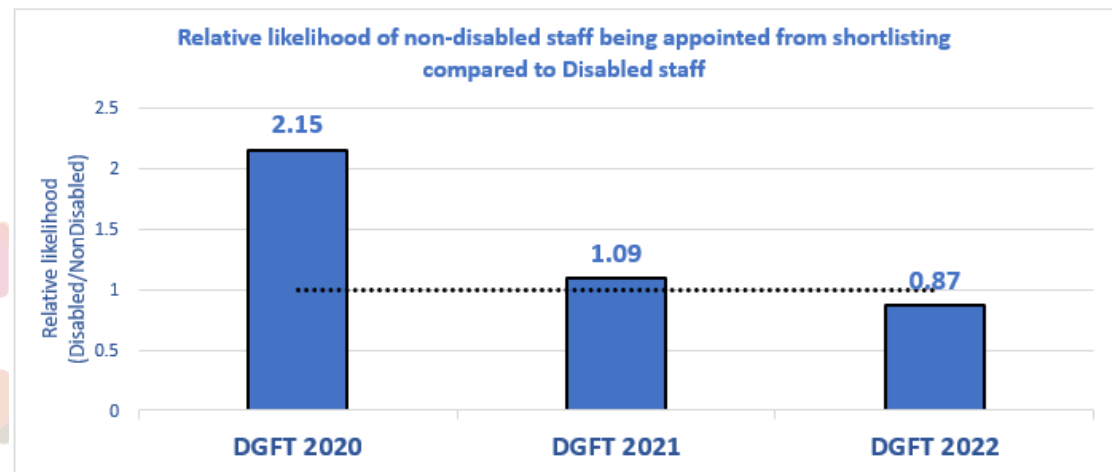
A value of 1.0 would indicate equal rates of appointment, the Trust's latest rate is 0.87

This measure can also be expressed as the absolute % ratio of candidates moving from the shortlist to being appointed:

21% of shortlisted Disabled candidates are recruited
18% of shortlisted Non-Disabled candidates are recruited

The Trust's latest rate is 0.87, when compared to previous year's performance shows this indicator has now been close to 1 for the last 2 years

Values	Disabled Staff	Non-Disabled Staff	Not Disclosed / Unknown	Grand Total
Number of Shortlisted Applicants	307	5587	96	5990
Number Appointed from Shortlisting	64	1015	16	1095
Relative Likelihood of appointment from shortlisting	21%	18%	17%	18%
Relative likelihood of non-disabled staff being appointed from shortlisting compared to Disabled staff	0.87			

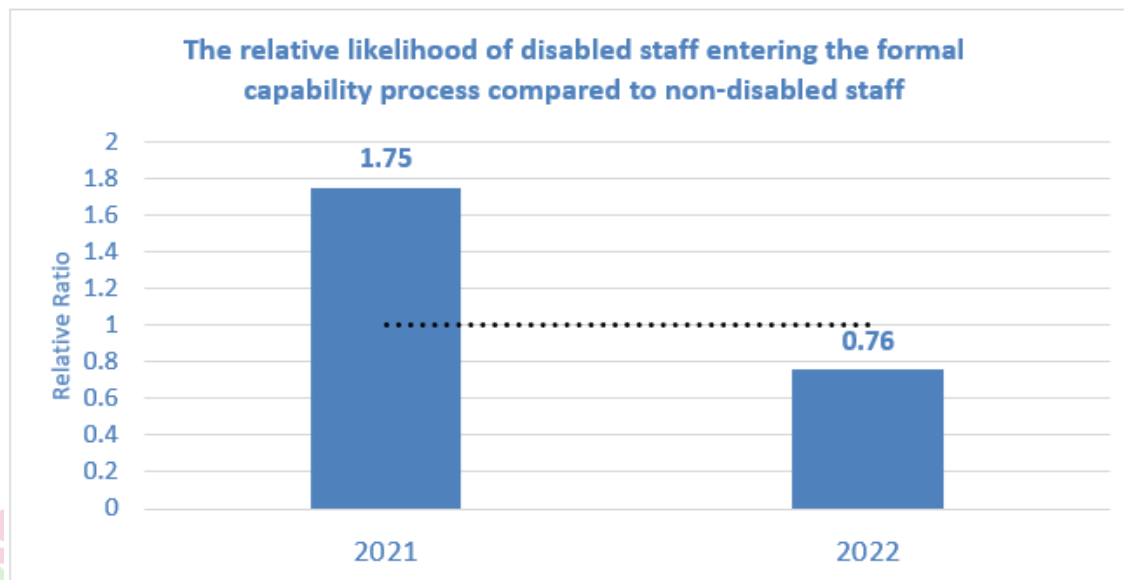


Metric 3 - The relative likelihood of disabled staff entering the formal capability process compared to non-disabled staff

Capability count based on last 2 years of data.

A figure above 1:00 indicates that Disabled staff are more likely than Non-Disabled staff to enter the formal capability process.

The proportion of staff entering capability process is very low: 0.22% of Disabled staff entered the formal capability process, this compares to 0.29% for Non-Disabled.

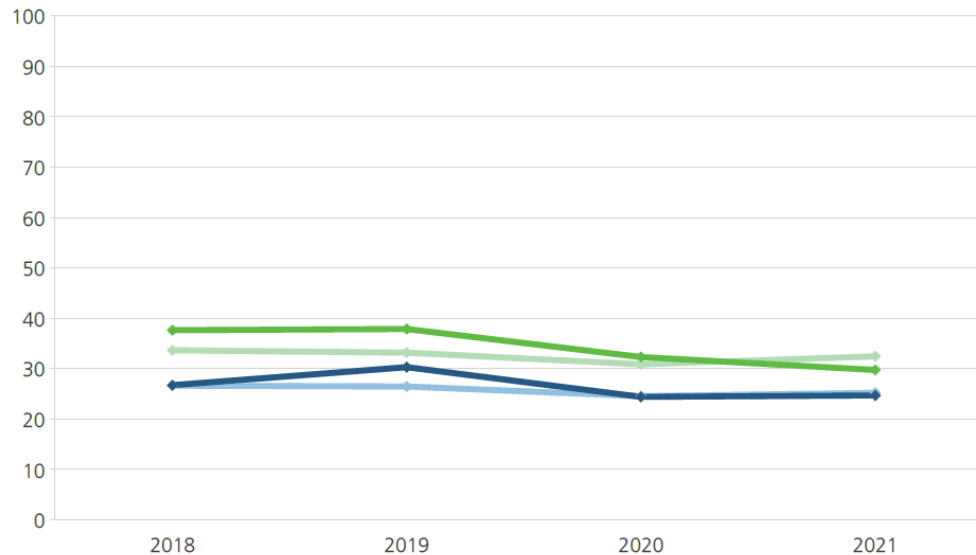


Metric 4 - Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public in the last 12 months

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2021 NHS Staff Survey Results > WDES > Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months

Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months



Staff with a LTC or illness: Your org	37.6%	37.9%	32.3%	29.7%
Staff without a LTC or illness: Your org	26.7%	30.3%	24.4%	24.7%
Staff with a LTC or illness: Average	33.6%	33.2%	30.9%	32.4%
Staff without a LTC or illness: Average	26.6%	26.5%	24.5%	25.2%

Staff with a LTC or illness: Responses	295	346	418	676
Staff without a LTC or illness: Responses	1,329	1,598	1,722	2,285

Average calculated as the median for the benchmark group

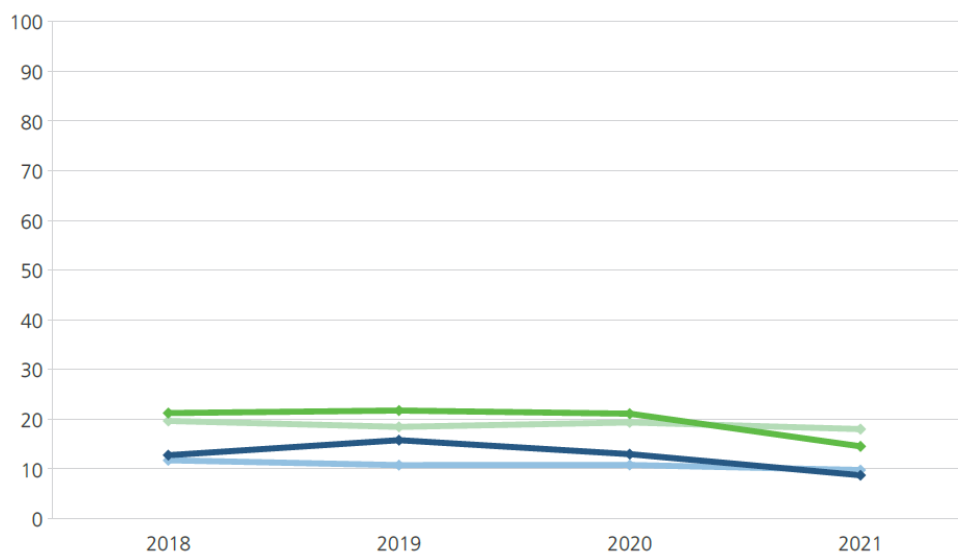


Metric 4 - Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months

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2021 NHS Staff Survey Results > WDES > Percentage of staff experiencing harassment, bullying or abuse from managers in last 12 months

Percentage of staff experiencing harassment, bullying or abuse from managers in last 12 months



Staff with a LTC or illness: Your org	21.2%	21.7%	21.1%	14.5%
Staff without a LTC or illness: Your org	12.7%	15.8%	13.0%	8.7%
Staff with a LTC or illness: Average	19.6%	18.4%	19.3%	18.0%
Staff without a LTC or illness: Average	11.7%	10.8%	10.8%	9.8%
Staff with a LTC or illness: Responses	292	345	417	674
Staff without a LTC or illness: Responses	1,326	1,591	1,720	2,281

Average calculated as the median for the benchmark group

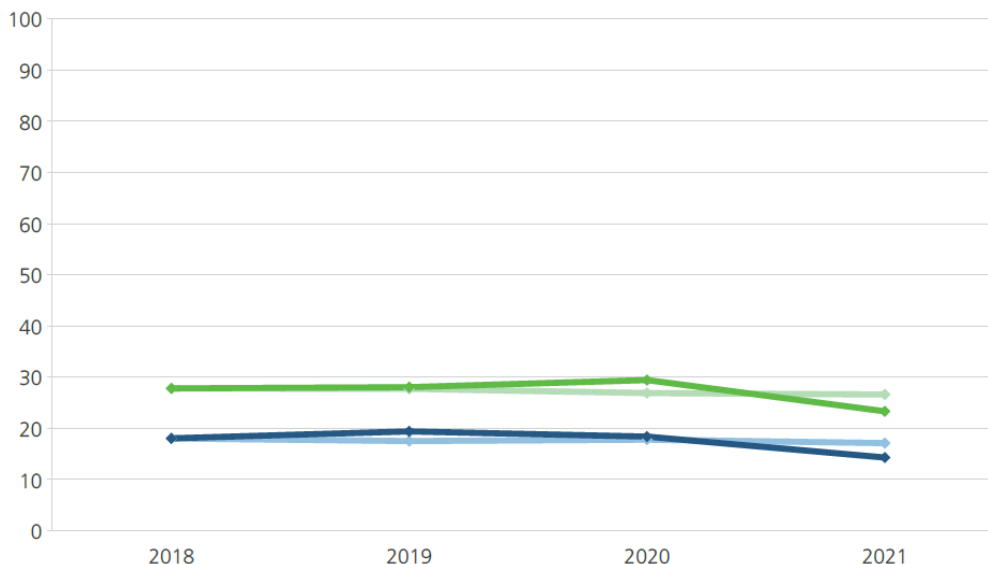


Metric 4 - Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months

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2021 NHS Staff Survey Results > WDES > Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months



Staff with a LTC or illness: Your org	27.8%	28.0%	29.4%	23.3%
Staff without a LTC or illness: Your org	18.0%	19.4%	18.4%	14.3%
Staff with a LTC or illness: Average	27.8%	27.7%	26.9%	26.6%
Staff without a LTC or illness: Average	18.0%	17.5%	17.8%	17.1%

Staff with a LTC or illness: Responses	295	346	418	669
Staff without a LTC or illness: Responses	1,325	1,593	1,720	2,267

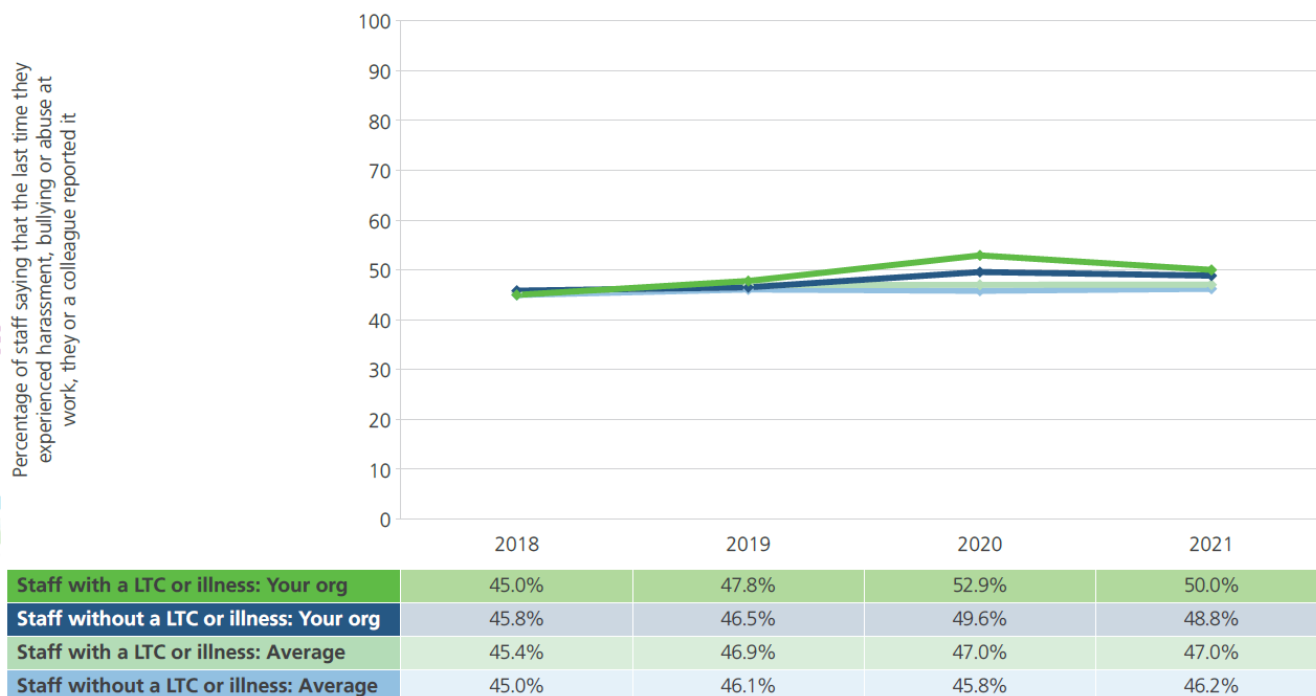
Average calculated as the median for the benchmark group



Metric 4 - Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it in the last 12 months

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2021 NHS Staff Survey Results > WDES > Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it



Staff with a LTC or illness: Responses

149

180

206

274

Staff without a LTC or illness: Responses

443

641

587

692

Average calculated as the median for the benchmark group

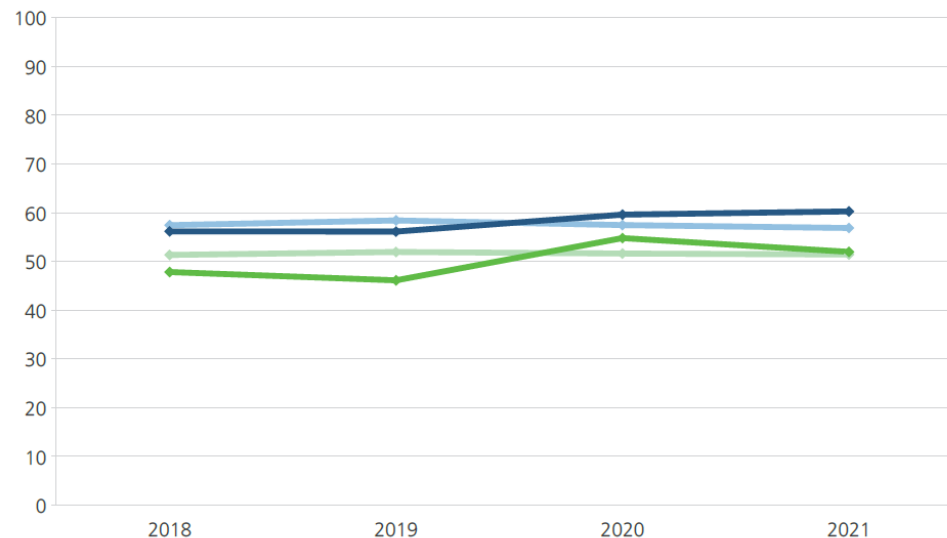


Metric 5 - Percentage of staff with a long lasting health condition or illness compared to non-disabled staff believing that their organisation provides equal opportunities for career progression or promotion.

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2021 NHS Staff Survey Results > WDES > Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion

Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion



Staff with a LTC or illness: Your org	47.8%	46.1%	54.8%	51.9%
Staff without a LTC or illness: Your org	56.2%	56.1%	59.6%	60.3%
Staff with a LTC or illness: Average	51.3%	51.9%	51.6%	51.4%
Staff without a LTC or illness: Average	57.4%	58.4%	57.4%	56.8%

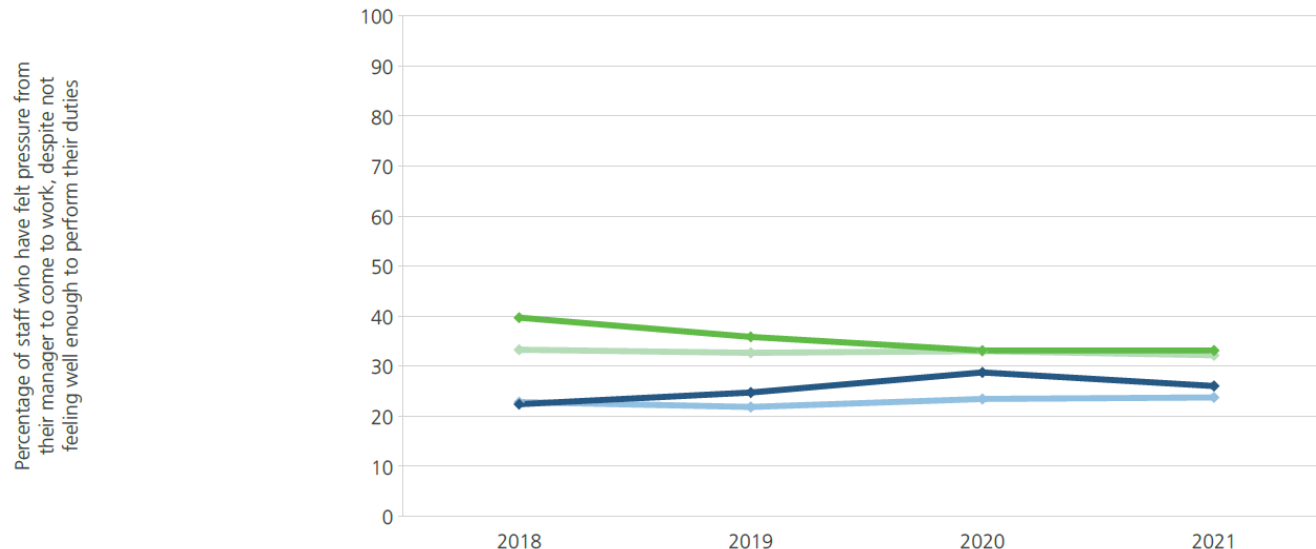
Staff with a LTC or illness: Responses	297	347	429	693
Staff without a LTC or illness: Responses	1,332	1,595	1,762	2,355

Average calculated as the median for the benchmark group

Metric 6 - Percentage of staff with a long lasting health condition or illness compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.

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2021 NHS Staff Survey Results > WDES > Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties



Staff with a LTC or illness: Your org	39.7%	35.8%	33.1%	33.1%
Staff without a LTC or illness: Your org	22.4%	24.7%	28.7%	26.0%
Staff with a LTC or illness: Average	33.3%	32.7%	33.0%	32.2%
Staff without a LTC or illness: Average	22.8%	21.8%	23.4%	23.7%

Staff with a LTC or illness: Responses	194	279	305	504
Staff without a LTC or illness: Responses	652	914	842	1,218

Average calculated as the median for the benchmark group

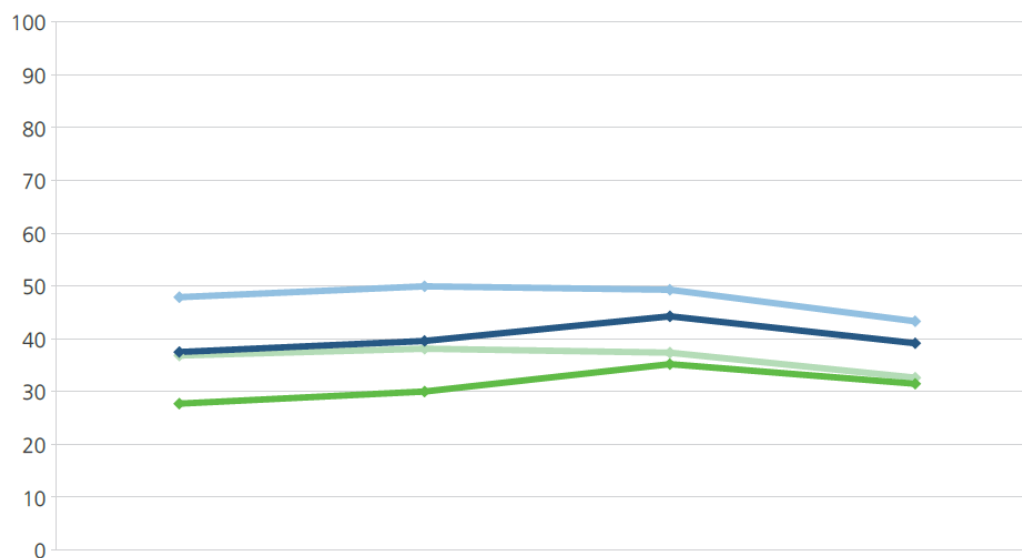


Metric 7 - Percentage of staff with a long lasting health condition or illness compared to staff without saying that they are satisfied with the extent to which their organisation values their work.

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2021 NHS Staff Survey Results > WDES > Percentage of staff satisfied with the extent to which their organisation values their work

Percentage of staff satisfied with the extent to which their organisation values their work



Staff with a LTC or illness: Your org	27.7%	30.0%	35.2%	31.5%
Staff without a LTC or illness: Your org	37.5%	39.6%	44.2%	39.1%
Staff with a LTC or illness: Average	36.8%	38.1%	37.4%	32.6%
Staff without a LTC or illness: Average	47.9%	49.9%	49.3%	43.3%

Staff with a LTC or illness: Responses	296	350	432	699
Staff without a LTC or illness: Responses	1,329	1,602	1,781	2,373

Average calculated as the median for the benchmark group

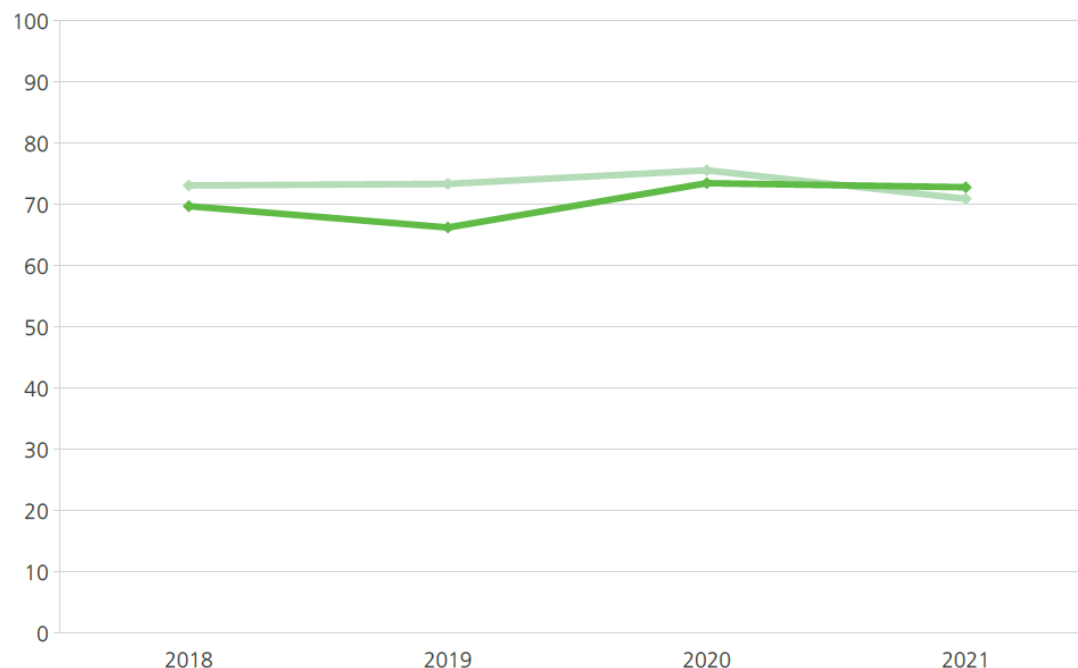


Metric 8 - Percentage of staff with a long lasting health condition or illness saying that their employer has made adequate adjustment(s) to enable them to carry out their work.

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2021 NHS Staff Survey Results > WDES > Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work

Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work



Staff with a LTC or illness: Your org	69.7%	66.2%	73.4%	72.8%
Staff with a LTC or illness: Average	73.1%	73.3%	75.5%	70.9%
Average calculated as the median for the benchmark group				
Staff with a LTC or illness: Responses	155	210	271	415

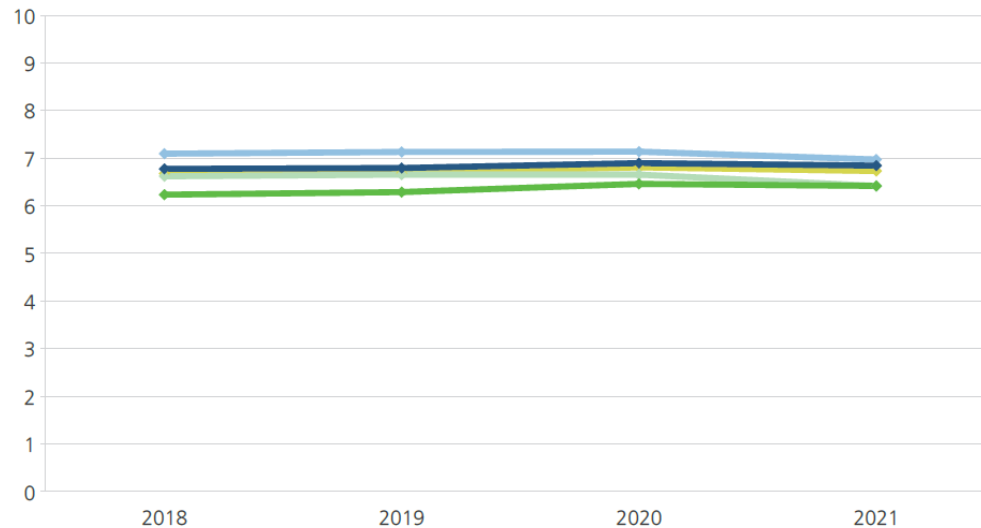


Metric 9a - The staff engagement score for staff with a long lasting health condition or illness, compared to staff without & the overall engagement score for the organisation

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2021 NHS Staff Survey Results > WDES > Staff engagement score (0-10)

Staff engagement score (0-10)



Organisation average	6.7	6.7	6.8	6.7
Staff with a LTC or illness: Your org	6.2	6.3	6.5	6.4
Staff without a LTC or illness: Your org	6.8	6.8	6.9	6.8
Staff with a LTC or illness: Average	6.6	6.7	6.7	6.4
Staff without a LTC or illness: Average	7.1	7.1	7.1	7.0

Organisation Responses	1,649	2,042	2,291	3,159
Staff with a LTC or illness: Responses	297	350	432	699
Staff without a LTC or illness: Responses	1,334	1,605	1,785	2,378

Average calculated as the median for the benchmark group



Metric 9b - Has your organisation taken action to facilitate the voices of your Disabled staff to be heard? Provide at least one practical example of action taken over the past 12 months:

Over the last 12 months we have worked to increase the visibility of our Disability Staff Network. We had a new Chair and Deputy Chair join the network in 2021 and they have doubled the membership to just under 120 members. The Organisation champion all four of our staff networks and disability and long-term conditions plays a pivotal part in ensuring our workforce advance on its journey to become a brilliant place to work and thrive.

During the past 12 months we have further promoted the use of our Reasonable Adjustment Passport, making it a pre-requisite to an occupational health referral. This ensures any colleague with a disability or long-term condition can openly talk about adjustments required with their manager and create a plan to support them in the workplace. We work closely with the Disability Staff Network on the overall health and wellbeing of staff with disabilities or long-term conditions to ensure they are supported with adjustments and feel supported by their manager.

We continue to make strides in improving our disability declaration rates. We started in late 2018 and had the following results in Nothing Declared: 2018 - 63.62%, 2019 - 58.28%, 2020 - 42.10% 2021 – 36%. The work to build trust continues and 2022 saw this figure fall further to 3% to 33%.

During 2021 we overhauled our approach to flexible and hybrid working, launching a new policy and we continue to promote and work on ways to improve and sustain a healthy work balance for all employees.

Conclusion and Action planning

- The Dudley Group is fully committed to becoming a more inclusive organisation, ensuring equal opportunity, and celebrating diversity. Encouraging and supporting the workforce we employ to reach their potential. Equality, Diversity, and Inclusion (EDI) is enshrined in our vision and values of care, respect and responsibility that underpin the day-to-day activities and diverse communities of our workforce and the community we serve. We strive to be a brilliant place to work and thrive for everyone who works as part of our team.
- The Trust is committed to raising awareness of diversity to ensure equality of opportunity across the broad range of difference that characterises individuals, and to establish a supportive working environment where everyone is valued equally, treated with dignity and respect. The Trust believes that this commitment will lead to improved healthcare outcomes for our patients.
- We will continue to prioritise positive action to improve the experience of our colleagues with a disability or long term condition through the delivery of the Dudley People Plan. We continue to work proactively with supporting organisations such as Employers Network for Equality and Inclusion (ENEI), Stonewall, RACE code and NHS governing bodies
- The following action plan is our detailed Combined Workforce Race and Disability Equality Delivery Plan which also incorporates actions related to our Gender Pay Gap data. This is a three year plan and is reviewed quarterly by our workforce teams. The 2022 Workforce Disability Equality Standard results show some improvement in our measures and also highlights some clear areas for re-focus.



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

BOARD LEADERSHIP AND INCLUSION						
	Priority Equality Objective	Actions	Executive Lead/Senior Lead	Mapped Against	Timescale & Update (Oct 2021)	Our Aspirational Outcome
1.1	Model Employer Targets	1.1.1 All Board members and senior leaders to undertake Cultural Intelligence Training	Chief Executive	People Plan Deep Dive August 2020 WRES & WDES results 2021	July 2021 – <i>Board Completed Senior Leaders plan being devised summer 2022</i>	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 ethnically diverse 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.	Chief People Officer & Head of Learning & Organisational Development	People Plan Deep Dive August 2020 WRES and WDES results 2021	January 2022 <i>Career conversation completed further work being undertaken in the development of career development pathways.</i>	Widening the pool of available diverse candidates to ensure enable recruitment into senior leadership positions including Executive & Non-Executive Positions in the next 24-36 months to ensure the Board and Senior Leadership Team are 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	Chief of People & Deputy Chief of People	People Plan Deep Dive August 2020 WRES and WDES results 2021	Ongoing <i>Work commenced in Oct 2021– engaging with local council to look at</i>	Increase ethnically diverse manager/directors (8a to Very Senior Management) by a minimum of 11 full time equivalents to reflect trust overall representation of 20%. 44 Band 8a to Very Senior

		1.1.4 All Board members will support Mentoring for Inclusion Programme, with a particular focus on succession planning including talented ethnically diverse, LGBTQ+ and Disabled staff that have potential to secure executive role 3-5 years.	Chief People Officer & Head of Learning & Organisational Development		<i>collaborative recruitment at place.</i> <i>started Autumn 2020 and ongoing</i>	Management will be recruited in the next 2-3 years.
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	Chief of People	People Plan Deep Dive August 2020 WRES and WDES results 2021	May 2021 – <i>Developed & in use</i> started November 2021 – <i>on going with updates</i>	Equality data utilised to inform decision making Fair and equitable decision making and impact on inequalities which are measured
		1.2.2 Roll-out of culture dashboard across divisions and departments/staff networks. Review how data is being used and shared, Conduct continual review of equality & diversity reporting processes.	Informatics Manager and Workforce Inclusion & Culture Lead	Race Code (Must actions C1 & C2)		
1.3	Appraisal	1.3.1 Senior leaders and board members to have performance objectives on workforce equality built in their appraisals. Embed Workforce Race and Disability Equality Standard, Gender & Ethnic Pay Gap performance and progress within performance objectives and appraisals of senior leaders across divisions and departments.	Chief of People	People Plan Deep Diver August 2020 WRES & WDES results 2021 Race Code (Must actions A3 & A5)	<i>Started September 2021 and now In place</i>	Board members and senior leaders are clear on their responsibility / accountability and have clear actions in place to improve staff experience.
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	Chief of People	People Plan	On-going – 4 <i>Networks</i>	Supported networks making contribution at leadership levels

		Trust's decision making, including regular attendance at Board meetings and direct engagement with Executive and Non-Executive Directors.		Deep Dive 2020 WRES and WDES results 2021	<i>established & growing</i>	
LEADERSHIP AND CULTURAL TRANSFORMATION						
	Priority Equality Objective	Actions	Executive Lead/Senior Lead	Mapped Against	Timescale & update (Oct 2021)	Our Aspirational Outcome
2.1	Career Conversations	2.1.1 Establish career review sessions for staff with protected characteristics to discuss career opportunities, development pathways and support required.	Head of Learning & Organisational Development	People Plan Deep Dive August 2020 Gender Pay Gap results 2021/22	<i>ethnically diverse nurses and areas where Gender pay Gap is driven from undertaken in Sept / Oct 21 & Jan 2022</i> <i>Career conversations are ongoing as is the development of career development pathways from feedback received.</i>	Individual support to staff through reviews and personal development plans Case studies are produced from staff on their career journey Progress is reported to Workforce and Staff Engagement Committee (WSEC) We are able to support people in their career in order for them to stay working for The Dudley Group
		2.1.2 Support with interview skills, job applications and job aspirations				
		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.				
3.1	Flexible Working	3.1.1 Review and re-launch flexible working policy	Head of People – Workforce,	People Plan	Completed and launch programme	Improved take-up of flexible working across all groups

		3.1.2 Develop managers toolkit on flexible working	Wellbeing and Employee Relations	Deep Dive August 2020	underway throughout summer 2022	There is a Managers toolkit in place
		3.1.3 Develop a diverse working group to focus on Flexible working practices (Flex in the NHS programme with NHS England / Improvement) and identify ways to improve and support staff.	Head of Learning & Organisational Development	People Plan	April 2022 <i>In consultation & working alongside the flex for the future 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.	Head of Learning & Organisational Development	People Plan Deep Dive August 2020	Dec 2020 <i>Pilot phase launched Autumn 2020. Paused during Covid, now resumed – April 2022</i>	Inclusion mentoring programme in place and staff feel supported to progress their careers. Managers feel more empowered to improve staff experience for people from under-represented groups. Recognition scheme for mentoring is put in place
5.1	Recruitment Panels	5.1.1 Making job adverts inclusive	Head of People – Workforce, Wellbeing and Employee Relations, Head of Equality, Diversity and Inclusion	People Plan Deep Dive August 2020 WRES and WDES results 2021	April 2022 – Work in progress, new recruitment training for all recruiting managers	The whole recruitment journey for applicants feels fully inclusive and fair. Feedback & support is given to applicants / staff We audit on inclusive recruitment practices
		5.1.2 Ensuring people are trained on inclusive recruitment practices				
		5.1.3 Recruitment panels are diverse and include gender representation.				

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.	Head of People – Workforce, Wellbeing and Employee Relations	People Plan Deep Dive August 2020 WRES and WDES results 2021 Gender pay gap results 2021/22	January 2022 <i>Work in progress on Candidate journey training and assesment concepts adding equity and inclusive practice as a golden thread to processes.</i> <i>Inclusion Champions active and feedback given to recruiting managers.</i>	Interested staff are provided with support with applications and interview skills training Vacancies are fairly advertised and everyone feels equity within the process (internal/external) Unsuccessful candidates developmental needs addressed Open and transparent promotion opportunities We have a rich source of feedback which we use to improve the candidate / applicant journey.
		6.1.2	Ensure ethnically diverse staff and staff with disabilities are aware of internal acting up/secondment opportunities	Head of Equality, Diversity and Inclusion			
		6.1.3	All Band 6 and above vacancies to be advertised internally before recruiting from external pool	Head of Learning & Organisational Development			
		6.1.4	Encourage and support staff in applying for internal promotion by offering application and interview skills training (linked to talent pool below)	Divisions/ recruiting managers			
		6.1.5	All internal promotion opportunities to be advertised on TRAC				
		6.1.6	Recruiting managers to provide feedback where an internal ethnically diverse 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 / Equalities Team				

		about their experience on the interview panel.					
7.1	Employee Relations	7.1.1	Developing disciplinary policy that includes best practice.	Head of People – Workforce, Wellbeing and Employee Relations	People Plan Deep Dive August 2020 WRES & WDES results 2021	May 2021 - <i>Completed</i>	Disciplinary policies are regularly and updated
		7.1.2	To monitor disciplinary cases on regular basis				Monitoring data available on diverse representation within formal processes and hearings
		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.			Jan 2022 – <i>Passport and Guidance developed and promoted</i>	Work with the Disability Network on the reality, improve training for managers and use Supporting Colleagues with Disabilities guidance.
8.1	Bullying Harassment (B&H)	8.1.1	Explore with EmBRACE & Disability Staff Network through listening events regarding Bullying & Harassment issues to understand key challenges	Head of People – Workforce, Wellbeing and Employee Relations	People Plan Deep Dive August 2020 WRES and WDES results 2021	May 2021	Network engaged in bullying and harassment strategies
		8.1.2	Develop a Zero tolerance type approach to harassment, violence and bullying behaviour from staff, patients or visitors.			Completed July/August 2021	Campaign in place to support reducing the bullying and harassment rates shown within our staff surveys.
		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.			Head of Equality, Diversity & Inclusion	Equalities Team & <i>EmBRACE Network driving as a priority and part of RACE code actions</i>
				Head of Learning & Organisational Development FTSU Guardian/Staff side		<i>Living the values training launched and being delivered</i> <i>Work commenced on</i>	

			Involve all Staff Networks		<i>data triangulation.</i>	
POSTIVE ACTION AND PRACTICAL SUPPORT						
	Priority Equality Objective	Actions	Executive Lead/Senior Lead	Mapped Against	Timescale & update (Oct 2021)	Our Aspirational Outcome
9.1	Recruitment campaigns	9.1.1 Identify local community organisations and groups to target advertising of job vacancies	Deputy Chief People Officer	People Plan Deep Dive August 20	<i>Engaging with local council to look at collaborative recruitment at place.</i> <i>Utilising Government schemes such as kick start and apprentice levy.</i>	We have full engagement with local groups and organisational including educational institutions.
		9.1.2 Promote NHS careers in schools, colleges, and universities	Head of Learning & Organisational Development	WRES and WDES results 2021 Gender pay gap results 2021/22		We have a diverse selection of applicants to chose from.
10.1	Talent Pools	10.1.1 Develop a talent pool for all staff with a particular focus on ethnically diverse 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.	Head of Learning & Organisational Development	People Plan Deep Dive August 2020 WRES and WDES results 2021 Gender pay gap results 2021/22	started January 2022 - ongoing <i>Ongoing</i> <i>Subject to Talent pool</i>	A number of programmes would be in place to support our Talent pool of ethnically diverse staff and under-represented staff groups
		10.1.2 Establish assessment programme to enable ethnically diverse staff to reach senior / executive roles within 2 years.		Race Code (must actions E1)	<i>Ongoing</i>	We have clear routes for all staff groups internally and externally that support talent management
		10.1.3 Tailored targeted programme to address skills and knowledge gaps. Improving the frequency and				Role modelling and attraction in place for everyone

		consistency of Equality, Diversity and Inclusion training.	Head of Equalities			
		10.1.4 EmbRACE Staff Network & Disability Network to identify roles models to further promote inclusive recruitment practices.	Head of Equalities			
		10.1.5 Work with Disability Network to improve declaration rates for existing staff with a disability in order to further understand our workforce profile and fully support our workforce. 10.1.6 Implement training for the senior leadership team to cascade Inclusive Leadership learning down, following on from the Board.	Head of Learning and Organisational Development	Race Code (Must action E2)	March 2022 awarded <i>WDES innovation fund for this project – project underway</i> <i>Campaign in place to encourage staff to update / share their information with us.</i>	Our data is richer and clearly demonstrates success and areas for focus

MONITORING AND BENCHMARKING

	Priority Equality Objective	Actions	Executive Lead/Senior Lead	Mapped Against	Timescale & update (Oct 2021)	Our Aspirational 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 Inclusion Journey.	Workforce Inclusion & Culture Lead	WRES and WDES results 2021 People Plan	Ongoing – <i>Completed Tidemark for 3 years, Disability confident leader and Race Code kite mark awarded</i>	TIDEmark with enei, Index with Stonewall, Disability Confident Leader level 3 top 50 companies, Race code etc are used to support our improvement and identify gaps to be addressed.
11.2	Performance management	11.1.2 Establish Key Performance Indicators to measure performance in relation to the key actions. Review the overall evaluation	Head of People – Workforce, Wellbeing and	People Plan, Deep Dive August 2020 WRES and	<i>Ongoing and used at EDI Steering Group,</i>	Key Performance Indicators support the Trust to devise clear

		process to ensure that equality, diversity & inclusion evaluation is embedded	Employee Relations Informatics Manager	WDES results 2021 Gender pay gap results 2021/22 Race code (must action A4)	<i>upward reported to WSEC</i>	actions to improve staff experience
11.3	Accountability	12.1.1 Embed Workforce Race & Disability Equality Standards and Gender Pay Gap within performance objectives and appraisals of senior leaders across divisions and departments	Chief People Officer & Deputy Chief People Officer	People Plan Deep Dive August 2020 WRES and WDES results 2021, Gender pay gap results 2021/22	<i>Work commenced</i>	All divisions are accountable against Workforce Race and Disability Equality Standard targets Workforce Staff Engagement Committee assured on progress through regular updates
12	Communication	11.1.4 Ensure equality information is transparent and accessible to both internal staff and external networks. Publish Ethnicity Pay Gap alongside the Gender Pay Gap Report. Publicise the key actions, impacts and leads delivering all elements of Equality, Diversity & Inclusion work. 11.1.5 Ensure consistency across all Equality characteristics Improving the process of communicating the benefit and results of all activity. Promote more publicly how The Dudley Group are working towards	Head of Equality, Diversity and Inclusion	All Equality standards & Race Code (Must actions A1, A2 & A3)	Work commenced	Everyone can access of data and reports to monitor progress of the Trust on the equality agenda.

		providing more fair and equal opportunities for all.				
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