

NHS Workforce Race Equality Standard (WRES)

Annual Report 2022

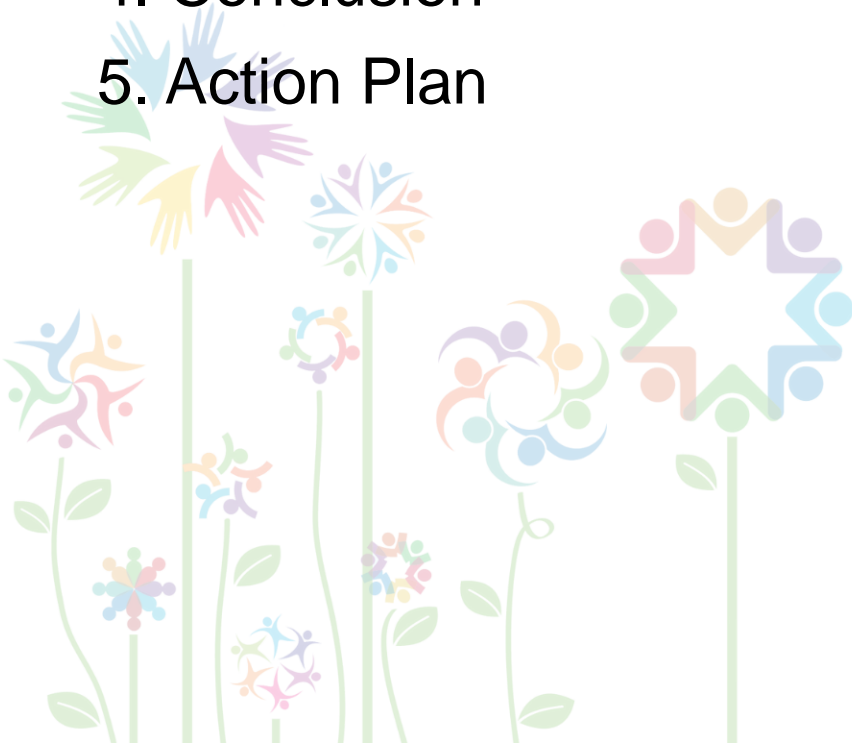
NHS

The Dudley Group
NHS Foundation Trust



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Introduction



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- The Workforce Race Equality Standard (WRES) was launched in 2016 and aims to improve the workplace and career experiences of our ethnically diverse workforce (Black and Minority Ethnic - BME) colleagues in the NHS.
- The Workforce Race Equality Standard is a set of nine specific measures that will enable NHS organisations to compare the experiences of our ethnically diverse and White staff. This report provides an overview of key areas and supports us to identify direct actions to demonstrate progress against the indicators of Race equality
- The Workforce Race Equality Standard has been commissioned by the Equality and Diversity Council. It is mandated through the NHS Standard Contract.
- Metrics 5,6,7 & 8 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 across the Trust.
- At The Dudley Group, we have a workforce of 5,500 staff. Our Electronic Staff Record (ESR) data shows that 20% of our workforce has declared themselves as ethnicities other than white. 11% of the workforce has not declared their race status.

As a Trust we are moving away from using the term Black and Minority Ethnic (BME) or Black, Asian, Minority Ethnic (BAME) instead with full support from our EmbRACE Staff Network we will use the term 'ethnically diverse' or refer directly to an ethnicity or nationality. The data sets in this report compare the experience of Black and Minority Ethnic (BME) staff to White staff, however our narrative will always avoid these acronyms.



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:

- Our Black & Minority Ethnic (BME) representation is 20%, this is consistent with 2021 (19.6%).
- Relative likelihood of white candidates being appointed from shortlisting compared to BME applicants, the rate for 2022 is 1.49, this is an improvement of 0.46 compared to 2021 (1.95)
- Relative likelihood of BME staff entering the formal disciplinary process compared to white staff - The Trust's latest rate is 1.07, an improvement of 0.04 on 2021 (1.11)
- Relative likelihood of white staff accessing non-mandatory training and continuing professional development (CPD) compared to BME staff - The Trust's latest rate is 1.95, the variance is greater than 2021 (1.17) by 0.78
- Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months - Percentage rates for BME (27.7%) and white staff (25.5%) are broadly in-line with last year's results.
- Percentage of BME staff experiencing harassment, bullying or abuse from other staff in the last 12 months - Percentage rates for BME (26.8%) and white (19.7%) an improvement of 6% on 2021 results for both staff groups.



Executive Summary (2 / 2)



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- Percentage of staff believing that their trust provides equal opportunities for career progression or promotion - The percentage rate has improved slightly for BME staff (2020 =44.2% to 2021=45.5%), however there is still a variance between BME and White staff scores (BME 45.5%, White 61.2%).
- Percentage of staff that personally experienced discrimination at work from a manager, team leader or other colleagues - For both BME and white staff there is a slight improvement on last year's scores, however, there does appear to be variance between scores from BME and White staff (BME 16.3%, White 5.1%), this variance is also mirrored in the national average.
- Board Membership - Board member representation is 17%, this compares to a total workforce representation of 20%

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 Race Equality Standard is a set of nine specific measures which enable NHS organisations to compare the workplace and career experiences of ethnically diverse staff (Black and Minority Ethnic- BME) and White staff.

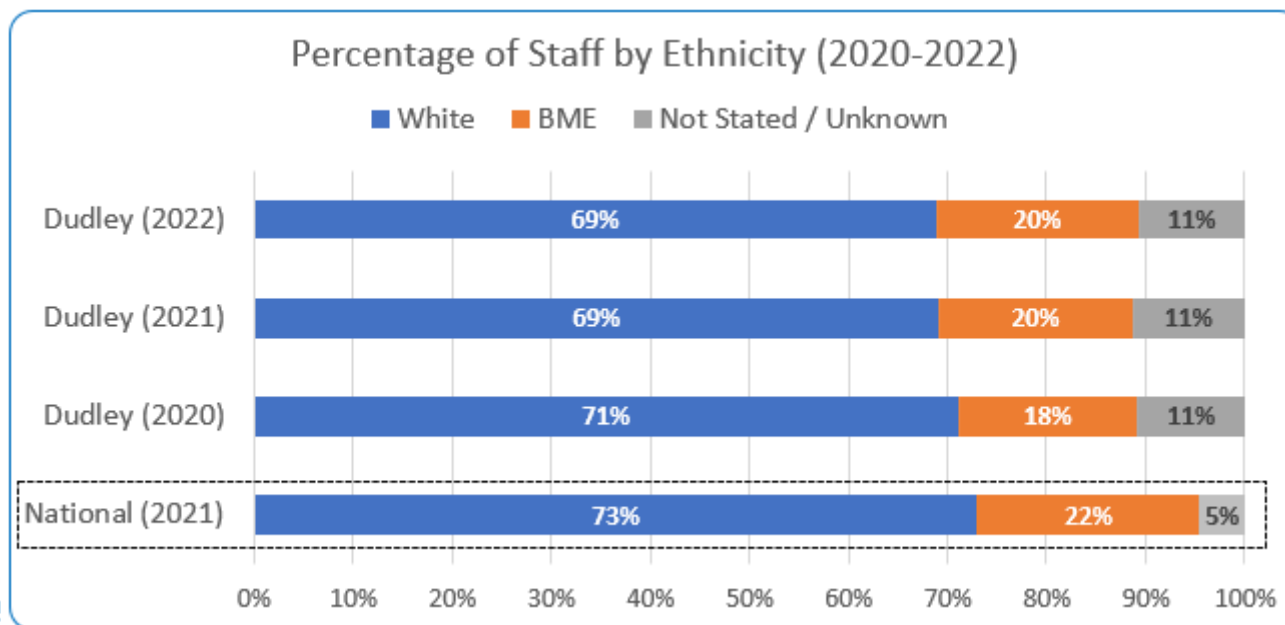
The Measures provide high-level view, we have therefore completed a more detailed analysis to inform our conclusions and actions plans.

Workforce Race Equality Standard Metrics:

1. Workforce Representation
2. Recruitment
3. Disciplinary
4. Training and Continuing Professional Development (CPD)
5. Harassment, Bullying and Abuse from Patients / Public
6. Harassment, Bullying and Abuse from staff
7. Career Progression
8. Discrimination
9. Board Representation



Metric 1 & 9 – Overall Ethnic Representation

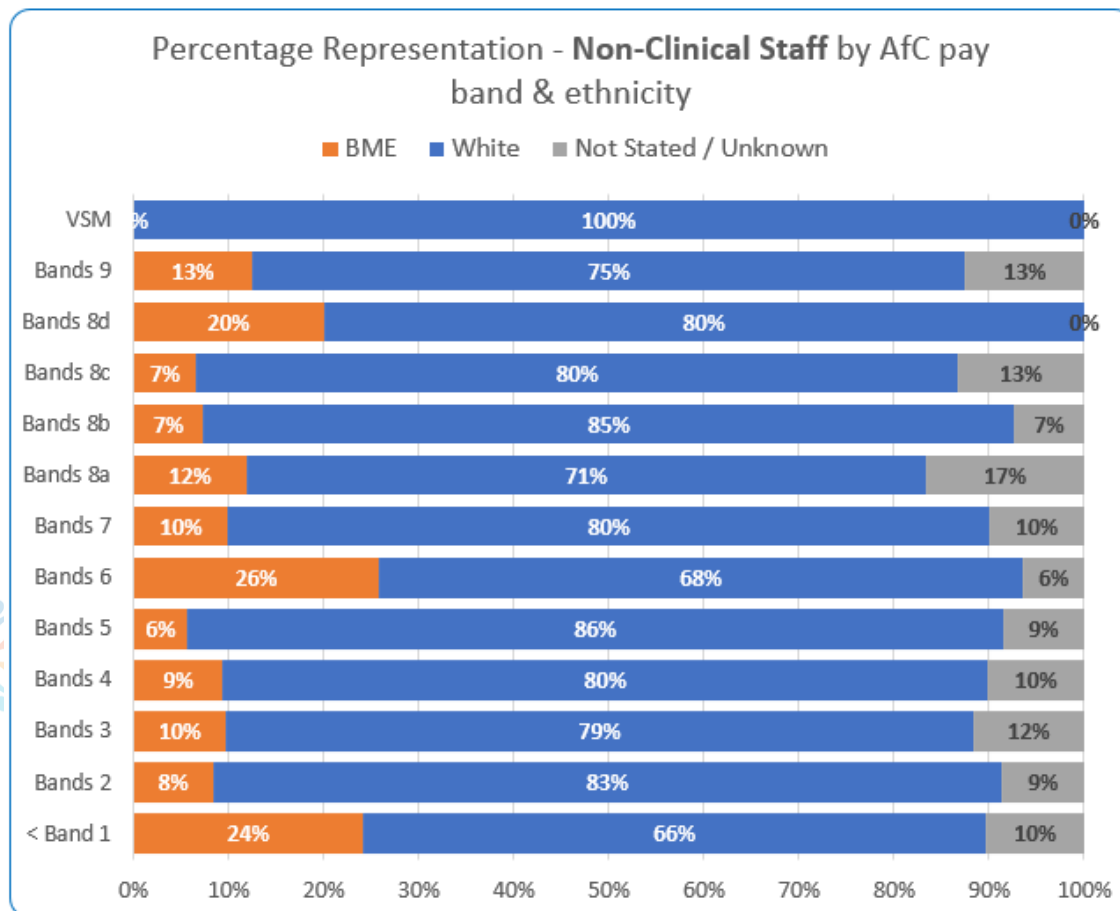


Board member representation – Is currently 17% BME, this compares to a total BME workforce representation of 20%

BME = Black and Minority Ethnic



Metric 1 – Non-Clinical Banding Comparison 2021 - 2022



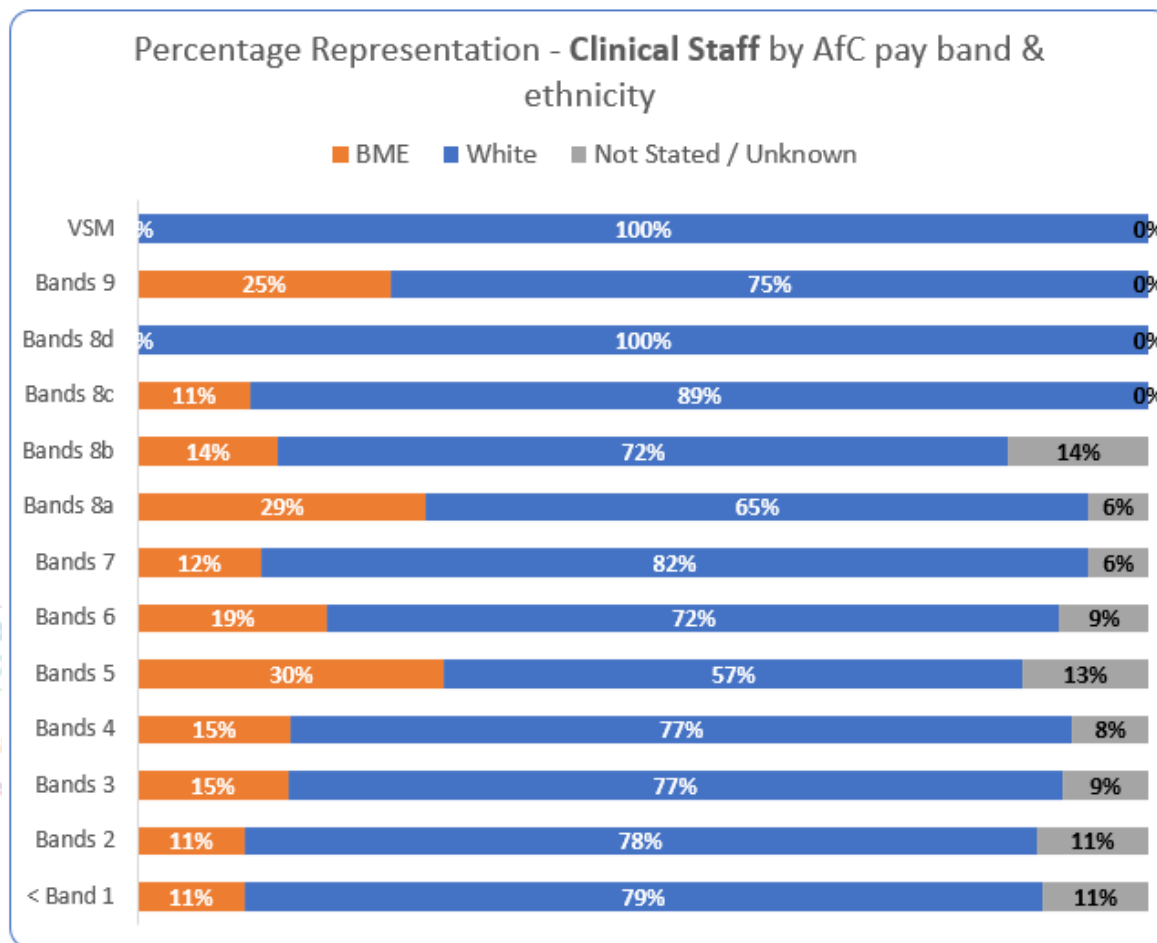
NB, Very Senior Manager (VSM) excludes Non-Executive Directors/Chair from submission (17% BME with Non-Executive Directors included)

AfC = Agenda for Change

BME – Black and Minority Ethnic



Metric 1 – Clinical Banding Comparison 2021 - 2022



VSM - Very Senior Manager

AfC - Agenda for Change

BME – Black and Minority Ethnic



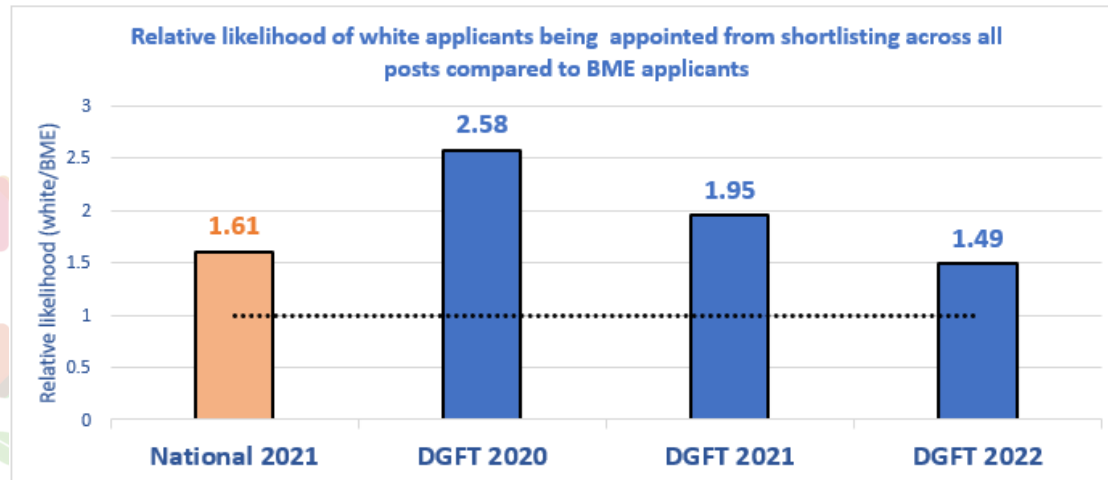
Metric 2 - Relative likelihood of white applicants being appointed from shortlisting across all posts compared to ethnically diverse applicants shown here as BME

The tables below show the differences between the 2020 and 2021 submissions for metrics 2

Values	White	BME	Unknown	Grand Total
Number of Shortlisted Applicants	3710	2165	115	5990
Number Appointed from Shortlisting	773	302	20	1095
Relative Likelihood of appointment from shortlisting	21%	14%	17%	18%
Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BME applicants	1.49			

There continues to be an improvement in the likelihood of appointing BME staff compared to white staff shown on the adjacent graph, an improvement of 1.09 since 2020.

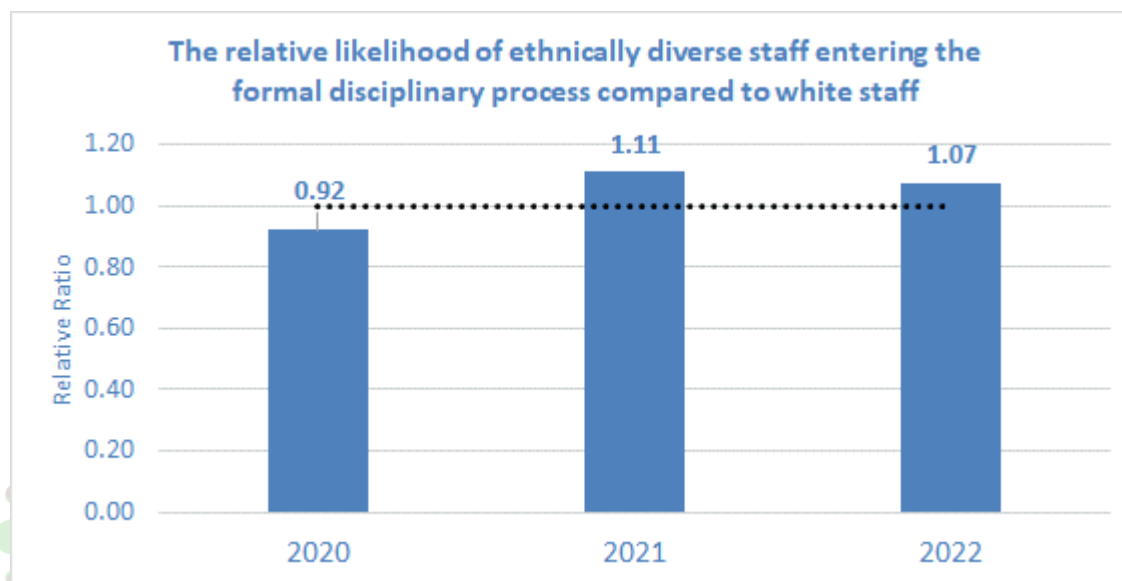
Even though our overall ethnically diverse workforce continues to grow, the submission will show representation at each band for both clinical and non-clinical staff and highlight underrepresentation at more senior levels and particularly at board level.



Metric 3 - The relative likelihood of ethnically diverse staff entering the formal disciplinary process compared to white staff

A figure above 1:00 indicates that ethnically diverse staff are more likely than White staff to enter the formal disciplinary process.

The likelihood of ethnically diverse staff entering the formal disciplinary process has improved by 0.4 from 1.11 in 2021 to 1.07 in 2022.

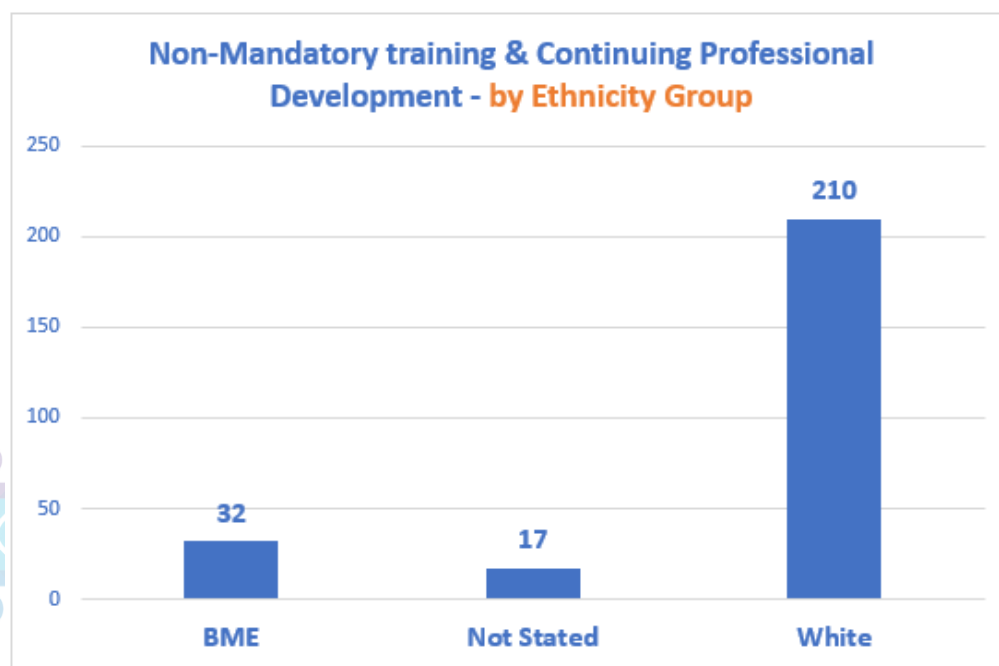


Metric 4 - The relative likelihood of white staff accessing non-mandatory training and continuing professional development (CPD) compared to ethnically diverse staff shown here as BME

A value of 1.0 would indicate equal rates of opportunity, the Trust's latest rate is 1.95, the variance is greater than 2021 (1.17) and 2020 (1.52)

32 ethnically diverse colleagues accessed non-mandatory training / continuing professional development, this equates to 2.8% of the total ethnically diverse workforce.

A total of 259 staff accessed non-mandatory training / continuing professional development, this equates to 4.7% of the total substantive workforce.

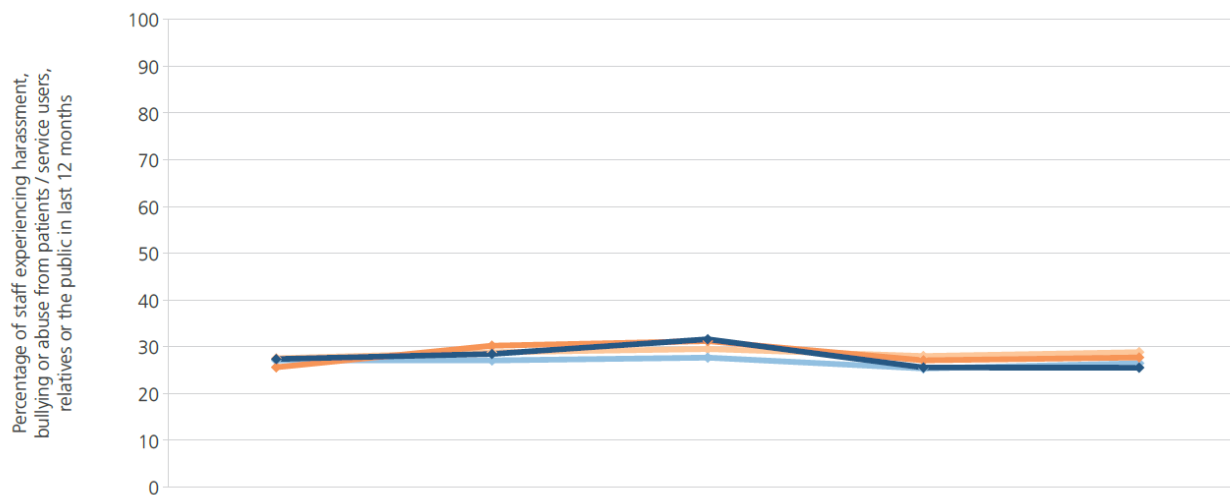


Metric 5 - The percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

Greater number of ethnically diverse staff completed the staff survey this in 2021 at 16% (n=501), when compared to 2020 at 13% (n=305).

Survey
Coordination
Centre

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



	2017	2018	2019	2020	2021
White: Your org	27.4%	28.5%	31.6%	25.6%	25.5%
BME: Your org	25.6%	30.2%	31.2%	27.1%	27.7%
White: Average	27.1%	27.1%	27.7%	25.4%	26.5%
BME: Average	27.5%	28.8%	29.5%	28.0%	28.8%
White: Responses	1,414	1,395	1,630	1,796	2,449
BME: Responses	203	225	282	299	480

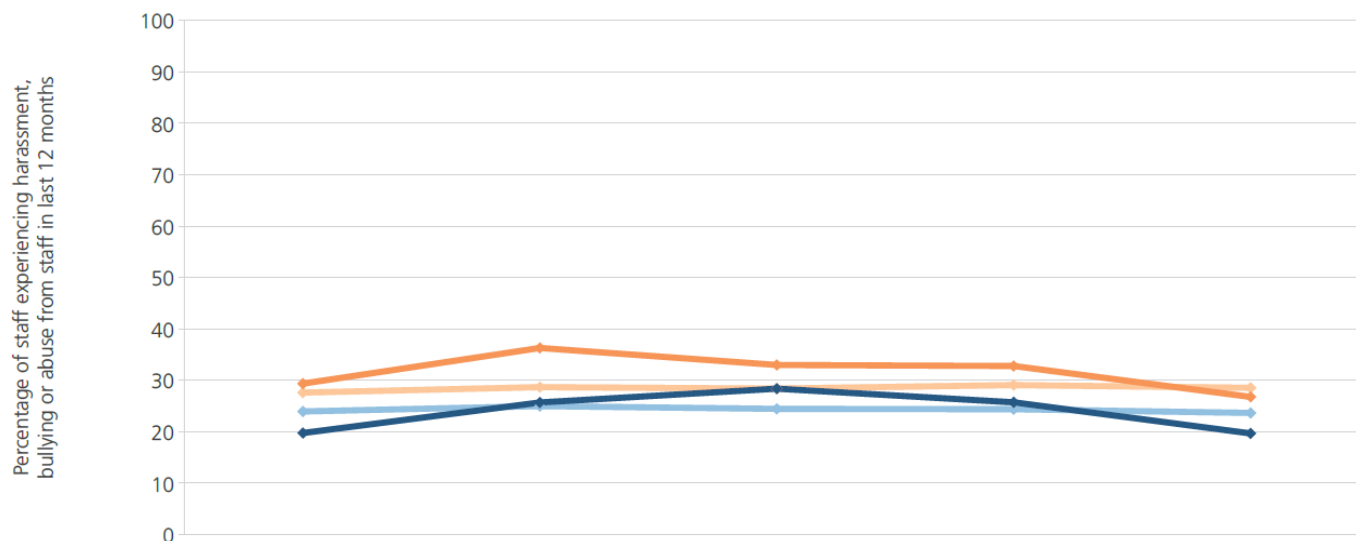
Average calculated as the median for the benchmark group



Metric 6 - The percentage of staff who experienced harassment, bullying or abuse from other staff in the last 12 months

Survey
Coordination
Centre

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



	2017	2018	2019	2020	2021
White: Your org	19.7%	25.7%	28.4%	25.7%	19.7%
BME: Your org	29.4%	36.3%	33.0%	32.8%	26.8%
White: Average	23.9%	25.0%	24.4%	24.4%	23.6%
BME: Average	27.6%	28.7%	28.4%	29.1%	28.5%

White: Responses 1,398
BME: Responses 201

White: Responses 1,398
BME: Responses 226

White: Responses 1,632
BME: Responses 282

White: Responses 1,797
BME: Responses 299

White: Responses 2,451
BME: Responses 482

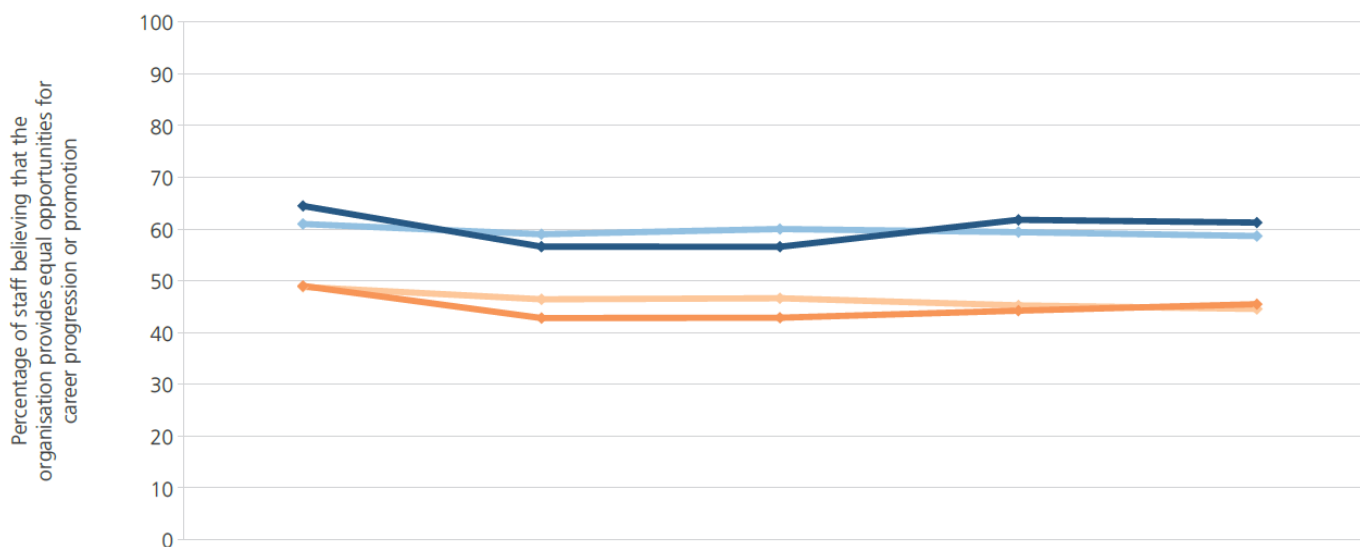
Average calculated as the median for the benchmark group



Metric 7 - The percentage of staff who believed that the trust provided equal opportunities for career progression or promotion

Survey
Coordination
Centre

2021 NHS Staff Survey Results > WRES > Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion



	2017	2018	2019	2020	2021
White: Your org	64.5%	56.6%	56.6%	61.8%	61.2%
BME: Your org	49.0%	42.8%	42.9%	44.2%	45.5%
White: Average	61.0%	59.0%	60.0%	59.4%	58.6%
BME: Average	48.8%	46.4%	46.6%	45.2%	44.6%

White: Responses 1,401
BME: Responses 200

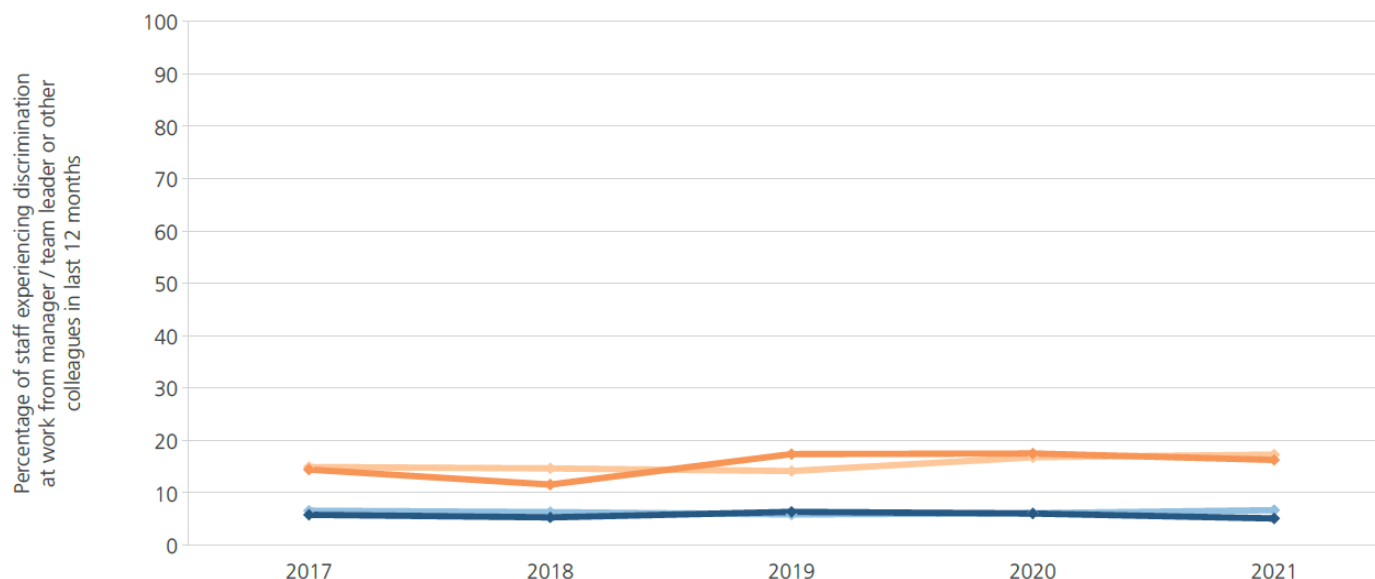
Average calculated as the median for the benchmark group



Metric 8 - The percentage of staff who personally experienced discrimination at work from a manager, team leader or other colleagues

Survey
Coordination
Centre

2021 NHS Staff Survey Results > WRES > Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months



	2017	2018	2019	2020	2021
White: Your org	5.8%	5.3%	6.3%	6.0%	5.1%
BME: Your org	14.4%	11.6%	17.4%	17.5%	16.3%
White: Average	6.6%	6.3%	5.9%	6.1%	6.7%
BME: Average	14.9%	14.6%	14.1%	16.8%	17.3%

White: Responses 1,417 1,397 1,625 1,856 2,537
BME: Responses 201 225 282 303 498

Average calculated as the median for the benchmark group



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 ethnically diverse workforce 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 Race Equality Standard results show some significant 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> Jan 2022 – <i>Passport and Guidance developed and promoted</i>	Disciplinary policies are regularly and updated Monitoring data available on 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 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 Completed July/August 2021 Equalities Team & <i>EmBRACE Network driving as a priority and part of RACE code actions</i> <i>Living the values training launched and being delivered</i> <i>Work commenced on</i>	Network engaged in bullying and harassment strategies Campaign in place to support reducing the bullying and harassment rates shown within our staff surveys. All Staff Networks fully sponsor & participate in the campaign
		8.1.2 Develop a Zero tolerance type approach to harassment, violence and bullying behaviour from staff, patients or visitors.	Head of Equality, Diversity & Inclusion			
		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 Learning & Organisational Development FTSU Guardian/Staff side			

			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>	<p>We have full engagement with local groups and organisational including educational institutions.</p> <p>We have a diverse selection of applicants to chose from.</p>
		9.1.2 Promote NHS careers in schools, colleges, and universities	Head of Learning & Organisational Development	<p>WRES and WDES results 2021</p> <p>Gender pay gap results 2021/22</p>		
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	<p>People Plan Deep Dive August 2020</p> <p>WRES and WDES results 2021</p>	<p>started January 2022 - ongoing</p> <p><i>Ongoing</i></p> <p><i>Subject to Talent pool</i></p>	<p>A number of programmes would be in place to support our Talent pool of ethnically diverse staff and under-represented staff groups</p> <p>We have clear routes for all staff groups internally and externally that support talent management</p> <p>Role modelling and attraction in place for everyone</p>
		10.1.2 Establish assessment programme to enable ethnically diverse staff to reach senior / executive roles within 2 years.		<p>Gender pay gap results 2021/22</p>		
		10.1.3 Tailored targeted programme to address skills and knowledge gaps. Improving the frequency and		<p>Race Code (must actions E1)</p>	<i>Ongoing</i>	

		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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