



The Dudley Group
NHS Foundation Trust

Equality, Diversity and Inclusion Workforce Journey 2023-2025



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Foreword



We are pleased to introduce our Equality, Diversity and Inclusion Workforce Journey 2023 - 2025, which outlines our commitments for the next few years. We provide services to a diverse population of over 450,000 people in the Dudley borough and beyond, and to do this effectively we need people from diverse backgrounds to ensure we make sound decisions that are representative of the different perspectives in society.

We are committed to being a more inclusive organisation, ensuring equal opportunity and celebrating diversity. Encouraging and supporting the workforce we employ to reach their potential. This will support our ultimate goal to be **a brilliant place to work and thrive**.

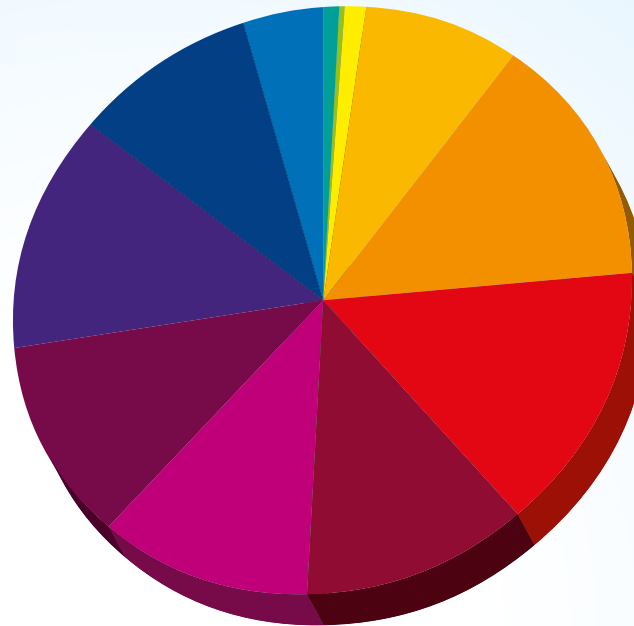
Equality, diversity and inclusion (EDI) is enshrined in our vision and through our values of care, respect and responsibility that underpin the day to day activities and diverse communities of the Trust.

Diane Wake, Chief Executive



About us: Age

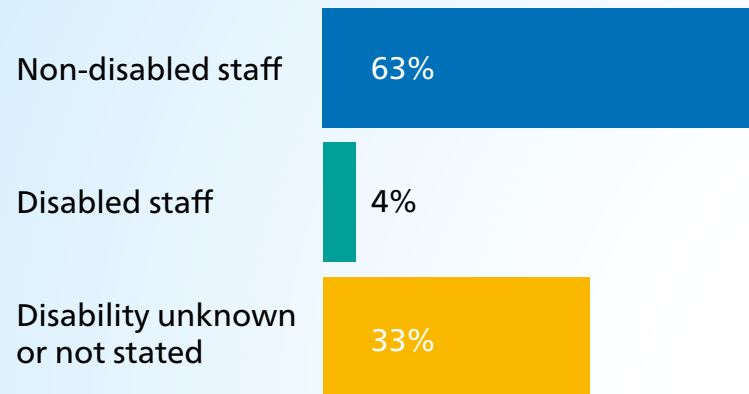
Our Trust has a combined workforce of 6000 staff working across three sites in hospital and numerous community based teams.



<=20	1.23%
21-25	8.48%
26-30	13.96%
31-35	14.50%
36-40	11.82%
41-45	11.25%
46-50	11.39%
51-55	12.87%
56-60	9.23%
61-65	4.30%
66-70	0.71%
>=71	0.25%

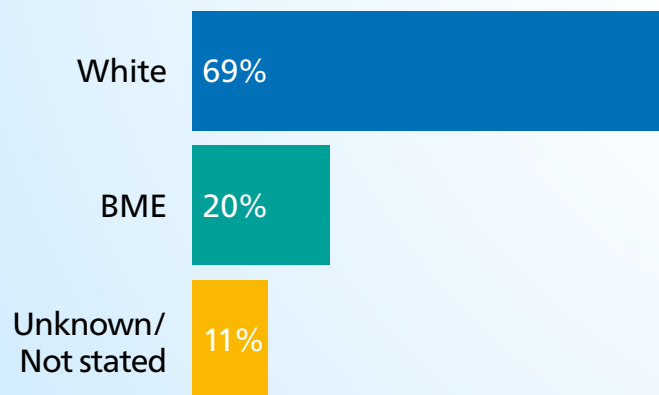


About us: Disability



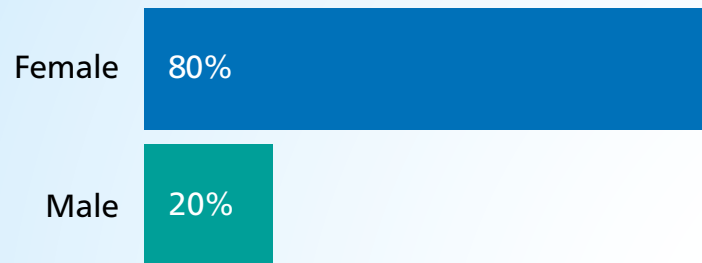
- ▶ The Trust's 2021 Staff Survey response rate reached 59% (3,185 responses) 23% (699 responders) declared having a disability an 11% increase on the previous year
- ▶ You are now 0.76 times more likely to enter into capability process 2022 Workforce Disability Equality Standard 2022 (WDES result 2021)
- ▶ 27.2% of disabled staff feel like the organisation has not made adequate adjustments to enable them to carry out their work

About us: Ethnically Diverse Groups



- ▶ Black and Minority Ethnic (BME) staff make up 20% of the organisation compared to 11.0% of local Dudley population
- ▶ BME staff are experiencing more harassment, bullying or abuse from staff over a 12 month period (BME 26.8%, White 19.7%) and managers (BME 16.3% and white 5.1%)
- ▶ The percentage of staff believing that the organisation provides equal opportunities for career progression or promotion (BME 45.5%, white 61.2%)
- ▶ Percentage of BME leavers aged less than 40 years is 67%

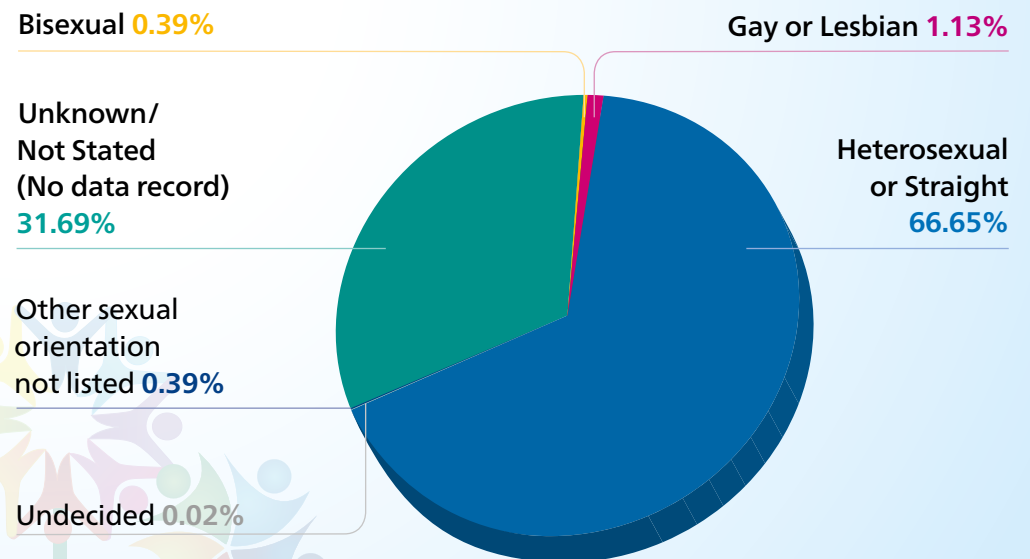
About us: Gender



- ▶ 80% of the workforce are female at The Dudley Group (DGFT)
- ▶ The mean Gender Pay Gap (GPG) at The Dudley Group is 35% in favour of males. The average hourly pay for females is £15.72 and £24.36 for males, the difference is £8.64 per hour in favour of males
- ▶ Women are underrepresented in some areas of senior leadership roles at The Dudley Group

About us: Sexuality

- ▶ 30% of new starters did not declare their sexual orientation or selected 'prefer not to say' compared to most other protected characteristics (Staff Survey 2021)
- ▶ The experience of LGBTQ+ colleagues across all the improved indicators is poorer than the reported experience of other colleagues. This is particularly the case in relation to experience of bullying and harassment from managers and colleagues (Staff Survey 2021)



Introduction

Our vision statement is **Excellent healthcare, improved health for all** and we are a values-based, aspiring for excellence organisation. We intend to build on and uphold our pledge to become a more inclusive Trust. The Equality, Diversity and Inclusion (EDI) Workforce Journey provides a framework to support the delivery of this vision.

The Equality, Diversity & Inclusion Journey is integral to our organisational '**Shaping #Our Future Strategy**' and covers a three year period from 2023-2025 and identifies six core workforce priorities with key actions anchored in the employee life cycle. We reflect on national and regional workforce equality and inclusion strategies and priorities, including The Race Equality Code.

The EDI Journey is aligned to compliance requirements under the Public Sector Equality Duty (PSED) under the Equality Act 2010.

Taking into account national compliance drivers:

- ▶ **Equality Delivery Systems (EDS)**
- ▶ **Work Race Equality Standard (WRES)**
- ▶ **Work Disability Equality Standard (WDES)**
- ▶ **Accessible Information Standard (AIS)**
- ▶ **Sexual Orientation Monitoring Standard (SOMS)**
- ▶ **Gender Pay Gap (GPG)**

We are determined to do more than just meet our legal requirements. Our journey sets out our aims over the next 3 years to support the organisation in becoming a brilliant place to work and thrive for all.

Here at the Dudley Group we have highly committed and dedicated workforce providing a range of health and care services for patients and the local community. There is compelling evidence that the more engaged our people are, the more effective and productive they are, and most importantly, the higher the quality of care they deliver to our patients. Our Equality Delivery system Assessment tools will support the Trust over the coming years to have active conversations with our workforce, patients and key stakeholders to improve staff

Equality, Diversity & Inclusion achievements

We have much to celebrate already on our Equality, Diversity and Inclusion journey. We are really proud of our active and growing staff networks who have delivered impactful programmes and will continue to support us to improve.

Highlights during 2021-22:

- ▶ Established an Equality, Diversity and Inclusion Steering Group
- ▶ Recruited a Head of Equality, Diversity and Inclusion, a Network Coordinator and an Equality, Diversity and Inclusion Support Lead
- ▶ Equality, Diversity and Inclusion is a strategic theme in our Trust strategy
- ▶ Embedded Equality, Diversity and Inclusion as a 'Golden Thread' throughout our organisation
- ▶ Identified the need to undertake employee lifecycle review to address disparities within the workforce
- ▶ Each Network has an event plan and celebrates key dates in the inclusion calendar throughout the year to increase awareness and visibility
- ▶ Updated the Equal Opportunity and Diversity Policy and developed Supportive Guidelines which support all colleagues in inclusive practice
- ▶ Undertaken Career Conversations with Women from areas where we have a Gender Pay Gap and Black, Asian and Minority Ethnic nurses to improve career progression
- ▶ Achieved a gold level award from the Employers Network for Equality and Inclusion (ENEI) in our Talent Inclusion and Diversity evaluation (TIDE)
- ▶ Increasing disability declaration rates campaign
- ▶ 'Anti Discrimination' Campaign - to tackle all forms of discrimination (coming soon)
- ▶ Obtained the RACE code Kite mark and have a clear set of actions to support our organisation to improve Race equality

Connecting our strategic objectives to enhancing Equality, Diversity and Inclusion

- ▶ **Deliver right care every time:** Embed equality, diversity and inclusion into all aspects of how we serve our staff and students – be an inclusive organisation.
Review governance arrangements to ensure that staff networks are able to contribute to and inform decision-making processes.
- ▶ **Build innovative partnerships in Dudley and beyond:** Use robust reliable data to target and shape our activities and drive-up debate - use an insights driven approach to promote regional and national workforce equality and inclusion strategies.
Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets.
- ▶ **To be a brilliant place to work and thrive:** Attract, retain, develop and support diversity amongst our staff and students – be an inclusive organisation.
Publish progress against EDI workforce goals to ensure that the workforce and leadership is representative to include those with protected characteristics.
- ▶ **Drive Sustainability and financial environment:** Provide evidence of progress and clear measurable in equality assessments through robust KPIs – ensure effective measurement.
Support our Trust to achieve the above goal, including establishing robust decision-tree checklists where EDI is the 'Golden Thread'; enabling staff from all backgrounds to stay with the Dudley Group to develop and reach their potential, ensuring equality of opportunity for all.
- ▶ **Improve health and well-being and reduce inequalities:** Wellbeing – prioritising investment in areas which are likely to have the biggest impact on health outcomes and reducing health inequalities.

Workforce priorities

All of our people experience their working lives through these different stages in the employment life cycle. We are committed to embedding the Trust values through compassionate, Inclusive leadership at each stage of their journey.





WORKFORCE PRIORITIES

Attract

EDI goal: Be an appealing inclusive employer.

EDI focus: Develop an employer brand that puts inclusion at its core by attracting people to join the organisation through the information potential candidates hear about us and can find out about us.

What we will do:

- ✓ Appeal to a wide and diverse talent pool
- ✓ Enhance the Dudley Group employer brand (Lived Experience)
- ✓ Attract top talent by showcasing and advertising our inclusive culture
- ✓ Increase ethnically diverse staff levels overall, particularly in senior positions

How we measure:

INTERNALLY

- ✓ Culture dashboard performance – TRAC recruitment Performance



EXTERNALLY

- ✓ Workforce Race & Disability Equality Standard metric 1 & 2 (Workforce Representation & Recruitment)
- ✓ Employers Network for Equality and Inclusion (enei)
- ✓ Disability Leader Level 3: Disability Confident Leader - GOV.UK (www.gov.uk)
- ✓ Stonewall Index (www.stonewall.org.uk)
- ✓ Glassdoor/ Indeed employee reviews





WORKFORCE PRIORITIES

Recruit

EDI goal: Enable talent to successfully apply.

EDI focus: Our recruitment process to be free of bias and clearly signals our interest in diverse talent. Defining our recruitment process expectations through the support of applications from internal candidates and diverse communities.

What we will do:

- ✓ Eliminate bias in recruitment by upskilling managers
- ✓ Reinforce our behavioural framework
- ✓ Equality Impact Assess our Recruitment Policy and routines
- ✓ Advertise Vacancies through targeted agencies to encourage diversity across the Trust, particularly in senior leadership positions

How we measure:

INTERNALLY

- ✓ Culture dashboard performance – TRAC recruitment Performance
- ✓ Staff Network memberships increase with new starters

EXTERNALLY

- ✓ Workforce Race & Disability Equality Standard metric 1 & 2 (Workforce Representation & Recruitment)
- ✓ Employers Network for Equality and Inclusion (enei)
- ✓ Disability Leader Level 3: Disability Confident Leader - GOV.UK (www.gov.uk)
- ✓ Race Code (Results for recruitment)



WORKFORCE PRIORITIES

Welcome

EDI goal: Ensure all talent is understood and all staff are inducted and trained.

EDI focus: Our Welcome to Dudley is an induction for new starters to understand the organisation values, opportunities and support available to enable them to thrive at work. We are a team first and foremost, we are a diverse and growing team, united by a desire to provide the very best care.

What we will do:

- ✓ Reduce time to be fully productive (mandatory training, recognising experience)
- ✓ Increase declaration rates for all protected characteristics
- ✓ Embed an inclusive culture and value lived experiences
- ✓ Create an inclusive & supportive 'experience'
- ✓ Implement a buddy system
- ✓ Simplify and use Inclusive language

How we measure:

INTERNALLY

- ✓ Culture dashboard – Welcome to Dudley Induction numbers & Training metrics
- ✓ Staff Network membership increases with new starters
- ✓ Declaration rate increase for disability and sexual orientation

EXTERNALLY

- ✓ Employers Network for Equality and Inclusion (enei)
- ✓ Disability Leader Level 3:
Disability Confident Leader - GOV.UK (www.gov.uk)
- ✓ Race Code metrics



WORKFORCE PRIORITIES

Develop & Support

EDI goal: All talent is consistently represented and included.

EDI focus: All learning and development activity has diverse candidates and specific opportunities are available for everyone where appropriate. Work allocation, performance and progression support for all staff should be consistent with plentiful equal opportunities for everyone to reach their potential.

What we will do:

- ✓ Eliminate bias to ensure Inclusive leadership training and Professional development opportunities are available to all
- ✓ Implement an equitable talent management / secondment process to analyse data and conduct Career Conversations to create a representative and supported Workforce
- ✓ Assign equality, diversity and inclusion objectives to line managers, building accountability to ensure purposeful appraisals are conducted with inclusion as a goal
- ✓ Continue to improve our in-house training programmes to attract, develop and retain talented people from all backgrounds

How we measure:

INTERNALLY

- ✓ Culture dashboard performance – Training metrics & representation
- ✓ Staff Network priorities progress
- ✓ Staff Survey Metrics on support and development
- ✓ Equality Delivery System Assessments

EXTERNALLY

- ✓ Workforce Race & Disability Equality Standard metrics
- ✓ Employers Network for Equality and Inclusion (enei) Tidemark



WORKFORCE PRIORITIES

Value & Recognise

EDI goal: All staff needs are catered for.

EDI focus: Staff are recognised for their contribution and dedication through equitable, inclusive practices.
Raise awareness of diversity and Inclusion through recognition and celebration of people and cultures.
We learn from each other, support each other and take time to celebrate successes.

What we will do:

- ✓ Everyone has a fair salary for their contribution
- ✓ Celebrate the diversity of staff (healthcare heroes, campaigns etc)
- ✓ A simple thank you for our day-to-day work
- ✓ Equality, Diversity & Inclusion Communications, storytelling, campaigns, social media
- ✓ Support our staff networks to continue to grow, mature and have a positive impact on Trust decision making

How we measure:

INTERNALLY

- ✓ Improved Employee declaration rates
- ✓ Culture dashboard - Gender & Ethnicity Pay Gap
- ✓ Staff Network events and celebration engagement
- ✓ Staff Survey and pulse survey employee engagement
- ✓ Equality Delivery System Assessments

EXTERNALLY

- ✓ Equality kite marks (Stonewall Index, Race Code, Enei, Disability Employer Leader)
- ✓ Workforce Race & Disability Equality Standard metric 3 –Disciplinary & Capability



WORKFORCE PRIORITIES

Retain & Grow

- EDI goal:** Foster a talented workforce who want to stay at The Dudley Group throughout the employee lifecycle.
-
- EDI focus:** We are proactive about understanding people's needs and wants. We act upon feedback, reflect and implement interventions and equitable processes.
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- What we will do:**
- ✓ Eliminate any bias in formal processes using a Just Culture Model and Impact assessments
 - ✓ We will take very seriously if a member of staff is treated in an abusive or violent way
 - ✓ Proactive steps to avoid people leaving the organisation (stay interviews etc.)
 - ✓ Enable all staff from all backgrounds to reach their potential, Increasing training and development activities

How we measure:

INTERNALLY

- ✓ Staff Network Priorities are supported
- ✓ Staff Survey & Pulse surveys - staff satisfaction questions
- ✓ Culture dashboard – Starters vs leavers
- ✓ Equality Delivery System Assessments

EXTERNALLY

- ✓ Workforce Race & Disability Equality Standard (Capability & performance metrics, appendix)
- ✓ Employers Network for Equality and Inclusion (enei) assessment level, silver to gold

To be a brilliant place to work and thrive

Our aim is to be a more inclusive organisation, where people matter most and Equality, Diversity and Inclusion is the 'Golden Thread'. These overall objectives over the next three years will help reduce vacancy rates, increase diverse recruitment to create a representative workforce and improve the experience of staff from across diverse communities. We will report progress against these objectives in the Trust's annual report and use this opportunity to review our targets each year.



2023

Listen - Continue to build awareness and identify our gaps;

we will implement our Journey objectives and continue to build upon the foundations we have made already.



2024

Making inclusive actions our everyday practice;

we will make sure inclusive practices run throughout our organisation, hold ourselves to account and report on progress.



2025

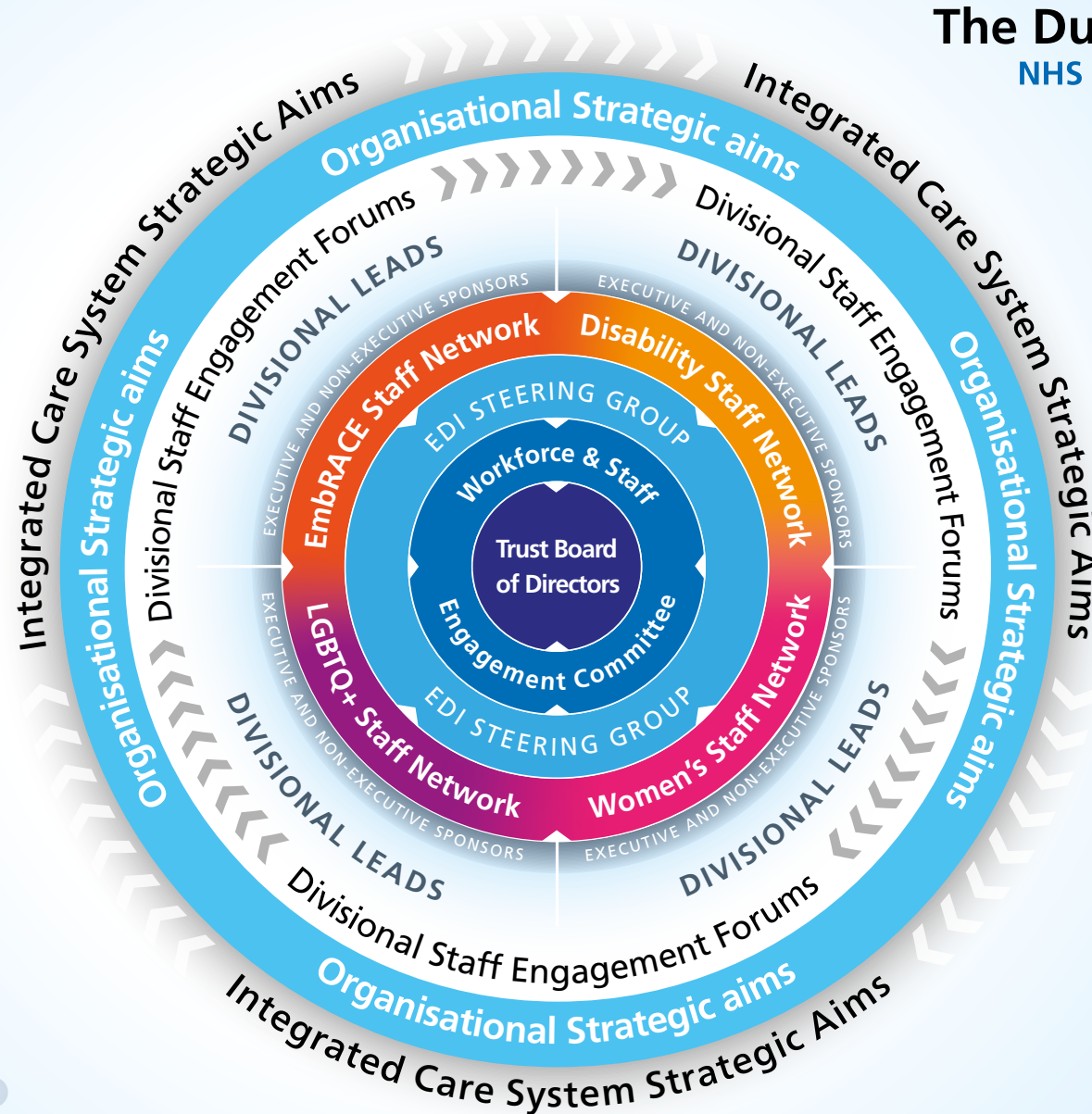
Equality, Diversity & Inclusion is rooted into workforce service and delivery;

we will engage with all of our people to improve their experience and satisfaction each and every day. Staff will feel proud to work for The Dudley Group and want to stay and grow with us.

2023	2024	2025
Welcome Simplify and use inclusive language across Trust communication channels and workforce documentation. Increase the known number of staff with a disability or long term condition working at Dudley Group from 3.6% to 6%	Value & Recognise Our Staff Networks continue to grow, mature, and have a positive impact on Trust decision making	Attract & Recruit Increase the number of ethnically diverse senior leaders across the Trust to 44 (model employer target) Increase staff from ethnically diverse communities at all levels of the organisation from 19.6% to 26% (Regional average)
Develop & Support Continue to improve all training and development programmes, ensuring equality, diversity & Inclusion is a golden thread throughout.		Develop & Support Increase females in senior roles and males in entry level roles to improve the gender pay gap which is at 35% in favour of males.
Retain & Grow Take a firm approach to any form of bullying or harassment, raise awareness and improve staff experience for all staff but particularly those from our diverse communities.	Retain & Grow Increase the percentage of staff undertaking training and development activity from 8.3% to 14% Enabling staff from all backgrounds to reach their potential, ensuring equality of opportunity for all – Increase by 3% the progress of ethnically diverse nursing staff from band 5 and above. Improve the experience of LGBTQ+ colleagues particularly the case in relation to experience of bullying and harassment from managers and colleagues (Staff Survey 2021)	

EDI Governance Framework

The following framework sets out the way in which the Trust will embed inclusive leadership across all parts of the organisation through direct engagement and representation. This approach will engage with staff from all communities, professions and protected characteristics to improve the experience for everyone working at The Dudley Group.



Equality, Diversity and Inclusion Workforce Journey 2023-2025



If you would like this information in an alternative language or format, for example in large print or easy read, please call us on **0800 073 0510**, email **PALS@dgh.nhs.uk** or write to:

Patient Advice and Liaison Service, Russells Hall Hospital, DY1 2HQ



Supported by our values of Care, Respect and Responsibility

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