

# Public Sector Equality Duty (PSED) Annual Report 2024

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. 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 goal to be a brilliant place to work and thrive.

## CONTENTS

Introduction	3
Our Duties and Responsibilities	3 - 4
Our Commitment	5
Compliance Drivers	5
The Dudley People Plan	5 - 7
Trust EDI Governance	7
The Trust's Equality, Diversity & Inclusion (EDI) Journey (Strategy)	8 - 9
Equality, Diversity & Inclusion Objectives 2023 - 2025	9 - 10
Progress with EDI objectives and Key achievements 2023/24	11 - 12
Implementation of the Equality Delivery System	12-13
Implementation of the Gender Pay Gap	13 - 15
Implementation of the Race Equality Code	15 - 17
Implementation of the Workforce Race Equality Standard (WRES)	17 - 18
Implementation of the Workforce Disability Equality Standard (WDES)	19
Implementation of the Employers Network for Equality and Inclusion (enei) Talent Inclusion & Diversity Evaluation (TIDE) Mark	20
Staff Equality Networks	20 - 23
Launch of the Trust Anti-Racist Statement	24 - 26
Implementation of Accessible Information Standard	26
Provision of Interpreting and Translation Services	26 - 29
Provision of Chaplaincy and Spiritual Care	29 - 33
Equality Impact Assessments and Health Equality Assessments	33
Addressing Health Inequalities	34 - 35
Population and Workforce Profiles	35 - 38
Conclusion	38 - 39

## 1. Introduction

We are continuing with our ambition to embed equality, diversity, and inclusion as a golden thread into everything that we do. We believe it's the right thing to do and we are passionate about doing it. Our workforce is a rich mix of ethnicities, cultures, religions, faiths, beliefs, ages, and identities that come together. Making it imperative that our ambition is advanced through this golden inclusion thread. We want every person who comes through our doors, to feel safe and included, as their authentic self and able to access our services freely and safely, for the right treatment at the right time.

We are committed to creating an inclusive culture where people feel that they belong. We are passionate about this, because it benefits our staff, patients, visitors, service users and the community that we serve. Developing an inclusive environment supports us to comply with our legal and statutory obligations, for example, through the workforce race equality standard (WRES), workforce disability equality standard (WDES), Equality Delivery System (EDS) and the gender pay gap reporting (GPG).

Our aim is to create a culture of inclusion where everyone feels valued and respected for who they are and what they bring to our organisation. Our equality, diversity and inclusion activity is linked to the NHS People Plan, the Trust's Dudley People Plan and our strategic objectives.

The purpose of this annual Public Sector Equality Duty (PSED) report is to provide an overview with progress towards creating an inclusive workplace where all employees are treated fairly and with respect. It outlines the strategies/approaches, initiatives, and actions planned and taken by the Trust to promote equality, diversity, and inclusion.

This report serves as a tool for transparency and accountability, as it communicates the Trust's commitment to equality, diversity, and inclusion, its progress in this area alongside internal and external stakeholders.

## 2. Our Duties and Responsibilities

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 organisation.

At The Dudley Group, we want to ensure all colleagues, patients and visitors are, respected and included in decisions that affect them. Our staff must feel safe and confident to be themselves at work and develop their skills as part of a great team. Embracing our diverse cultures and inspiring collaboration is critical to the success of the Trust.

The care of our patients is strengthened through the diversity of thought, approach and culture delivered by staff from rich and different backgrounds. Embedding an environment of equality and inclusion is a pivotal pillar of the Dudley People Plan, which has the full support and championship of the Trust board.

The Equality Act 2010 introduced a general equality duty requiring organisations to have due regard in the exercising of their functions. These are to:

- Eliminate discrimination, harassment, and victimisation.
- Advance equality of opportunity between people who share a protected characteristic and people who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

We are required to do this by:

- Removing or minimising disadvantages suffered by people due to their protected characteristic.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include steps to take account of disabled person's disabilities.
- Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to tackle prejudice and promote understanding.

The Protected Characteristics covered by the Equality Act 2010 are:



### **3. Our Commitment**

We are committed to being a more inclusive organisation where equality, diversity, and inclusion are a golden thread running through everything we do. The equalities and wellbeing team have been focused on delivering the objectives detailed in our Equality, Diversity, and Inclusion Journey (our strategic plan) since its launch in 2023. The team is dedicated to ensuring equal opportunity for everyone, celebrating staff differences, and encouraging the workforce to reach their potential.

Connecting our strategic objectives to enhancing equality, diversity, and inclusion:

- Deliver right care every time.
- Build innovative partnerships in Dudley and beyond.
- To be a brilliant place to work and thrive.
- Drive Sustainability and financial environment.
- Improve health & well-being and reduce inequalities.

### **4. Compliance Drivers**

In support of the effective delivery of the equality duties of the Equality Act 2010 and the Public Sector Equality Duties (PSED), there are other mandatory requirements for the Trust as an NHS organisation. These include:

- NHS Standard Contract (SC13 Equity of Access, Equality and Non-Discrimination) compliance of which is regulated and monitored by the Care Quality Commission (CQC)
- Workforce Race Equality Standard (WRES)
- Workforce Disability Equality Standard (WDES)
- Gender Pay Gap (GPG) reporting.
- Equality Delivery System (EDS)
- NHS England EDI Improvement Plan 23/24 (High Impact actions).
- Accessible Information Standard (AIS)
- Sexual Orientation Monitoring Standard (SOMS)

### **5. The Dudley People Plan**

The Trust published its Shaping #Our Future in 2022, developed through engagement with staff, patients, and partner organisations. Through a clear vision, set of strategic priorities and refreshed values, it places staff at the heart of what we do as they are central to the success of the organisation. The successful delivery of the Trust's vision 'Excellent health care, improved health for all' requires a motivated and skilled workforce.

We recognise the contribution made by every member of staff and the important role they play, each day, in delivering safe, effective, high quality patient care, whilst role modelling our values

Our People Plan recognises the value of our people and the link that exists between an engaged, happy workforce who feel valued and the quality and efficiency of the care they can provide.

The Dudley people Plan should be read in conjunction with the organisational strategy Shaping #Our Future and the 5 key people journeys as they reflect what matters to our people in its delivery. It is recognised that not all staff provide direct patient care but that we all have a key role in the patient journey. All staff should feel supported and valued in their development to ensure they are able to progress as far as possible in their careers.

The Dudley People Plan covers a three-year period from 2023-2025. The Dudley People Plan summarises the work that our people can expect embedded in our 5 People Journey:

1. Equality, Inclusion and Diversity
2. Organisational Development
3. Wellbeing
4. Recruitment and Retention
5. Continuous Improvement

People Journeys				
Equality, Diversity & Inclusions	Organisational Development	Wellbeing	Recruit & Retain	Continuous Improvement
We will create an inclusive organisation that ensures equal opportunity and celebrates diversity	We offer support and growth for you to develop your potential. There are opportunities for everyone	We support staff to be safe and healthy and have access to professional support when needed	Dudley is the place people want to work. We make it easy to work at Dudley	We engage, empower, and enable everyone to continuously improve their work
Measures of Success				
<ol style="list-style-type: none"> <li>1. Sustain an expand membership of individual diversity networks.</li> <li>2. Improve reported position on WRES and WDES metrics around progression, development, and leadership representation.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of managers have completed Managers Essentials</li> <li>2. 95% compliance for Annual Reviews to be achieved from 2023 onwards, with quality audits demonstrating reviews meets standards.</li> </ol>	<ol style="list-style-type: none"> <li>1. Wellbeing Staff Survey scores improve annually with the goal of achieving the top quartile by 2025.</li> <li>2. Fully embed Wellbeing Champions with a goal of one active champion for each team/service.</li> </ol>	<ol style="list-style-type: none"> <li>1. Vacancy rate below 7%</li> <li>2. Turnover Rate below 8%</li> </ol>	<ol style="list-style-type: none"> <li>1. The proportion of employees engaged in improvement activity is above 50%.</li> <li>2. DGFT's culture of continuous improvement as measured by a subset of staff survey questions is in the top quartile of Acute and Community trusts.</li> </ol>
Enablers				
Digital We use digital tools to deliver our plans	Communication We listen and learn from our people to inform what we do		Engagement We involve our people in our work	
Organisational Culture				

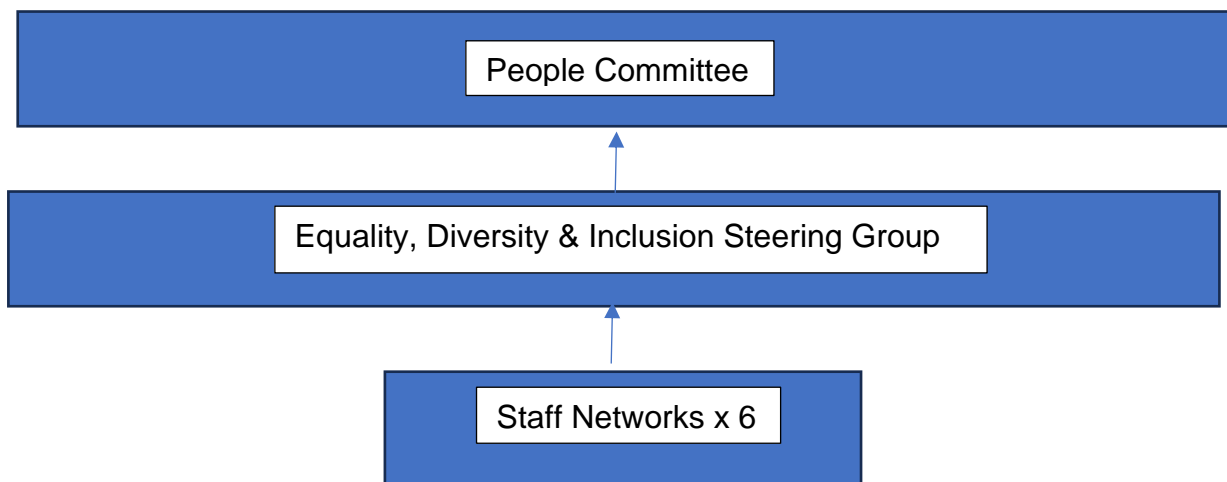
To develop each of the journeys, it was important to understand the employee lifecycle, a model that identifies and describes all the various stages an employee experiences with an employer. It starts from the pre-inception stage of knowing the employer but not yet working for them, to the last lap stage of post-employment.

A Positive employee experience is at the heart of our strategy, this brings employee life cycle model at the forefront of developing our journeys, it provides a model for managing every interaction between employee and employer at various points of their timespan brings many advantages, including:

- **Engaging with employees at each level:**  
Adopting the employment life cycle model and working towards improving each stage of employee experience helps deepen employee engagement. This, in return, helps increase productivity with a happier and engaged workforce.
- **Optimising employee experience:**  
The model also helps in maximising employee experience, which helps in the building of happier and stronger team with better cohesion.
- **Low turnover and higher retention rates:**  
Employees find themselves more appreciated and tend to remain with the organisation for longer periods. This helps the business save on hiring costs in the longer term.

## 6. Trust Equality, Diversity, and Inclusion (EDI) Governance

Our EDI Governance structure is built on the principle of leadership and inclusion. This approach will engage with staff from all communities, professions, and protected characteristics to improve the experience for everyone working at The Dudley Group.



### People Committee

The People Committee is a sub-committee of the Trusts' board of directors which oversees workforce and has an overview of equality, diversity and inclusion work plans and receives updates from the EDI Steering Group.

### Equality, Diversity, and Inclusion (EDI) Steering Group

The steering group is responsible for the co-ordination and strategic leadership of all aspects of the inclusion agenda and upward reports into the People Committee and to the Trust board.

Membership of the steering group and the committee includes key representatives from each of the departments and divisions. The Terms of Reference of the group has now been revised and membership has grown.

## Staff Network Groups

The Trust has six staff network groups, which are pivotal to our success in promoting equality, celebrating diversity, and achieving inclusion across our organisation. The staff network leads are members of the EDI Steering Group and the People Committee.

## 7. The Trust’s Equality, Diversity & Inclusion (EDI) strategic Journey

**NHS**  
The Dudley Group  
NHS Foundation Trust

**Equality, Diversity and Inclusion  
Workforce Journey  
2023-2025**

Supported by our values of Care, Respect and Responsibility

@DudleyGroupEDI dgft.edi@nhs.net

**NHS**  
The Dudley Group  
NHS Foundation Trust

**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.

 <b>2023</b> 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.	 <b>2024</b> Making inclusive actions our everyday practice; we will make sure inclusive practices run throughout our organisation, hold ourselves to account and report on progress.	 <b>2025</b> 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.
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17



The Trust's Equality, Diversity and Inclusion (EDI) strategic journey was launched in May 2023. The journey outlines our commitments for the next few years in becoming a more inclusive organisation and ensuring equality, diversity and inclusion are enshrined in our values. The journey is built on six building blocks i.e. the employee life cycle.



Each building block illustrates our goals, key focus on what we want to achieve and clear indicators on how we will measure success.

The full Equality, Diversity and Inclusion journey can be accessed via the Trust website: [Equality, Diversity, and Inclusion - The Dudley Group NHS Foundation Trust \(dgft.nhs.uk\)](https://www.dgft.nhs.uk/equality-diversity-and-inclusion)

## 8. Equality Diversity and Inclusion Strategic Journey Objectives 2023/24

The setting, monitoring, and delivery of equality objectives form part of our Public Sector Equality Duty. Our equality objectives are contained within our Equality, Diversity, and Inclusion Journey, Trust Strategy, and translated into deliverables in line with the NHS People Promise, Our Dudley People Plan, WRES, WDES metrics, EDS assessment and NHS Improvement High Impact Actions.

## Equality, Diversity, Diversity & Inclusion Journey (Strategy): ACTION PLAN 2023 /24

Vision	Trust Priority	Goal	Objective	Expected Outputs	Measures
<p>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.</p> <p>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.</p>	<b>ATTRACT</b>	Be an appealing inclusive employer.	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	<ul style="list-style-type: none"> <li>Increase ethnically diverse staff levels to 23 %.</li> <li>Increase ethnically diverse senior leadership to 10% (Model Employer Target)</li> <li>To ensure EDI statements are visible on all external and internal communication channels.</li> <li>Implement and monitor Reasonable Adjustment passport.</li> <li>Collaborative working with Community and Voluntary sector organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Race &amp; Disability Equality Standard metric 1 &amp; 2 (Workforce Representation &amp; Recruitment).</li> <li>Employers Network for Equality and Inclusion (ene).</li> <li>Disability Leader Level 3: Disability Confident Leader accreditation.</li> </ul>
	<b>RECRUIT</b>	Enable talent to successfully apply for career opportunities	Overhaul recruitment practices. Ensuring people are trained on inclusive recruitment.	<ul style="list-style-type: none"> <li>Develop and Promote a refreshed inclusive recruitment training programme.</li> <li>Refresh the behaviour framework, ensuring a clear stance on unacceptable behaviour towards people with protected characteristics.</li> <li>Equality Impact assess our recruitment practices and related policies.</li> <li>Implement Inclusive Recruitment Guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Race &amp; Disability Equality Standard metric 1 &amp; 2 (Workforce Representation &amp; Recruitment).</li> <li>Employers Network for Equality and Inclusion (ene).</li> <li>Disability Leader Level 3: Disability Confident Leader.</li> <li>Race Code (Results for recruitment).</li> </ul>

## Equality, Diversity, Diversity & Inclusion Journey (Strategy): ACTION PLAN 2023 / 24

Vision	Trust Priority	EDI goal	EDI Objective	Expected Outputs	Measures
<p>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.</p> <p>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.</p>	<b>WELCOME</b>	Ensure all talent is understood and all staff are inducted and trained..	<p>Ensure there is an inclusive induction process for all new recruits promoting ED&amp;I and Trust values.</p> <p>Develop a bespoke mandatory EDI training module encompassing lived experience.</p>	<ul style="list-style-type: none"> <li>Simplify and use inclusive language across the Trust.</li> <li>Continue to grow staff networks to enhance staff voice.</li> <li>Evaluate mandatory training offer and incorporate lived experience.</li> <li>Increase declaration rates for staff with protected characteristics.</li> <li>Create and develop equality and inclusion induction resources.</li> </ul>	<ul style="list-style-type: none"> <li>Culture dashboard- Welcome to Dudley Induction numbers &amp; Training metrics.</li> <li>Increase of Staff Network membership.</li> <li>Declaration rate increase for disability and sexual orientation.</li> <li>Race Codemetrics</li> <li>WRES &amp; WDES metrics.</li> </ul>
	<b>DEVELOP &amp; SUPPORT</b>	Talent is consistently represented and inclusive.	<p>All learning and development activity has diverse candidates and specific opportunities are available for everyone where appropriate.</p> <p>Work allocation, performance and progression support for all staff should be consistent with plentiful equal opportunities for everyone to reach their potential.</p>	<ul style="list-style-type: none"> <li>Support development of cultural ambassadors programme with HR access and support.</li> <li>Continue to develop and improve all training programmes- EDI as a golden thread.</li> <li>Increase females into senior roles and decrease pay gap to 31%.</li> <li>Line managers to have EDI objectives as part of their annual appraisals.</li> <li>Produce managers guide for EDI appraisal objectives.</li> <li>Review of secondment, stretch assignments and talent management process for internal staff.</li> <li>Develop a Shadow Board.</li> </ul>	<ul style="list-style-type: none"> <li>Culture dashboard performance- Training metrics &amp; representation.</li> <li>Staff Network priorities progress.</li> <li>Staff Survey Metrics on support and development.</li> <li>Equality Delivery System Assessments.</li> <li>WRES &amp; WDES metrics.</li> <li>Gender Pay Gap metrics.</li> </ul>

## Equality, Diversity, Diversity & Inclusion Journey (Strategy): ACTION PLAN 2023 / 24

Vision	Trust Priority	EDI goal	EDI Objective	Expected Outputs	Measures
<p>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.</p> <p>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.</p>	<p><b>VALUE &amp; RECOGNISE</b></p>	<p>All staff needs are catered for.</p>	<p>Staff are recognised for their contribution and dedication through equitable, inclusive practices.</p> <p>Raise awareness of diversity and Inclusion through recognition and celebration of people and cultures.</p>	<ul style="list-style-type: none"> <li>Continue with EDI and Wellbeing story telling, comms and campaigns</li> <li>Celebrating diversity through power of staff networks.</li> <li>Increase of staff engagement through Ward Rounds, Divisional meetings.</li> <li>Eliminate all forms of discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>Improved Employee declaration rates</li> <li>Culture dashboard - Gender &amp; Ethnicity Pay Gap</li> <li>Staff Network events and celebration engagement</li> <li>Staff Survey and pulse survey.</li> <li>employee engagement</li> <li>Equality Delivery System Assessments</li> <li>Award recognition schemes</li> <li>WRES &amp; WDES metrics</li> </ul>
	<p><b>RETAIN &amp; GROW</b></p>	<p>Foster a talented workforce who want to stay at The Dudley Group as employer of choice</p>	<p>To be proactive about understanding people's needs and wants.</p> <p>The Trust will act upon feedback, reflect and implement interventions and equitable processes.</p>	<ul style="list-style-type: none"> <li>Take a firm approach to bullying and harassment.</li> <li>Ensure all policies have a standardised EDI statement.</li> <li>Continue to monitor culture dashboard and incidents of discrimination and abuse.</li> <li>Enable all staff from all backgrounds to reach their potential. Increasing training and development activities.</li> </ul>	<ul style="list-style-type: none"> <li>Staff Network Priorities / work programmes</li> <li>Staff surveys &amp; Pulse surveys - staff satisfaction questions.</li> <li>Culture dashboard – Starters v s leavers</li> <li>Equality Delivery System Assessments.</li> <li>WRES &amp; WDES Metrics.</li> </ul>

### 9. Progress with EDI objectives and Key achievements 2023/24

- ✓ Increased ethnically diverse staff levels to 28%.
- ✓ Increased Disability disclosure rates to 6%
- ✓ EDI statements are visible on all external and internal communication channels.
- ✓ Implemented Centralised Reasonable Adjustment project.
- ✓ Refreshed inclusive recruitment training programme.
- ✓ Refreshed the behaviour framework, ensuring a clear stance on unacceptable behaviour towards people with protected characteristics.
- ✓ Equality impact assessed recruitment practices and related policies.
- ✓ Continued to grow our current staff networks to enhance staff voice and introduced 2 new networks; a carers and armed forces.
- ✓ Evaluated mandatory training offer and incorporate lived experience.
- ✓ In process of developing a Shadow Board.
- ✓ Introduced a standardised anti-discriminatory statement into all relevant workforce policies.
- ✓ Continued to monitor culture dashboard and incidents of discrimination and abuse.
- ✓ Developed a prospectus supporting staff from all backgrounds to reach their potential, Increasing training and development activities.
- ✓ Increased staff engagement through ward rounds and divisional meetings
- ✓ Developed SMART EDI objectives for the Chair, Chief Executive and Board members.
- ✓ Undertaken career conversations with women from areas where we have a Gender Pay Gap and ethnically diverse nurses to improve career progression.
- ✓ Implemented Equality Delivery System domains 1,2 and 3 evaluation.
- ✓ Launched Neurodiversity toolkit and training for staff and managers.

- ✓ Maintained gold level award from the Employers Network for Equality and Inclusion (enei) in our Talent Inclusion and Diversity evaluation (TIDE) •
- ✓ Launched Trust wide Anti-racism and Anti-Discrimination statement.
- ✓ Launched Cultural Awareness training.
- ✓ Launched Transgender Awareness training.
- ✓ Launched Allyship training.
- ✓ Developing EDI data packs and objectives for divisional teams
- ✓ Continued implementation of the RACE Code Kite mark and have a clear set of actions to support our organisation to improve Race equality.
- ✓ Reviewed and refreshed Equality Impact Analysis / Health Equality Assessments process and governance.
- ✓ Completed the Rainbow Badge Phase II Assessment and developed a set of robust actions to improve equality and inclusion for our LGBTQ+ workforce and patients.
- ✓ The equalities and wellbeing team have been recognised throughout 2023/24 for their contribution to the equality, diversity, and inclusion agenda.



## 10. Implementation of the Equality Delivery System (EDS)

The EDS is the foundation of equality improvement within the NHS. It is an accountable improvement tool for NHS organisations in England. It supports active conversations with patients, public, staff, staff networks and trade unions, to review and develop services, workforces, and leadership. It is driven by evidence and insight.

The EDS comprises of eleven outcomes spread across three Domains, which are:

- Domain 1: Commissioned or provided services
- Domain 2: Workforce health and well-being
- Domain 3: Inclusive leadership.

The outcomes are evaluated, scored, and rated using available evidence and insight. It is these ratings that provide assurance or point to the need for improvement.

Under Domain 1 Patient Experience was chosen and this was assessed at an organisational and system level. For Domains 2 and 3, a Trust wide review was undertaken.

It is a requirement that each Domain is independently reviewed, and all three Domains were peer-reviewed by Coventry & Warwickshire Partnership NHS Trust.

Overall, the Trust was given a score of 17 and a rating of Developing. The Domain grading results were:

**Domain 1:** The overall score was 4.

**Domain 2:** The overall score was 8.

**Domain 3:** The overall score was 5.

To determine the overall rating, scores provided by graders were averaged for each outcome (rounding to the nearest whole number). The average scores across each outcome were then totalled, and a corresponding grade was given as per the EDS guidance.

*The full EDS evaluation report can be accessed via the Trust website: [Publications - The Dudley Group NHS Foundation Trust \(dgft.nhs.uk\)](https://publications-the-dudley-group-nhs-foundation-trust.dgft.nhs.uk)*

## **11. Implementation of the Gender Pay Gap (GPG)**

The data shows a mean gender pay gap of 39.5% in March 2023, representing a 6.9 percentage points increase since March 2022, when the gap was 32.6%. The Median gender pay gap was 23.4% in March 2023, representing a decrease since March 2022 of 1.5 percentage points, when the gap was 24.9%.

Although some improvements have been made in the median gap, the data presents an increase in the mean gender pay gap within our organisation. The difference between the mean and median pay supports the organisation in understanding what is driving the gap. The presence of low earners can make the mean smaller than the median. However, high earners can increase the mean to be larger than the median. The following pages set out the analysis of the pay gap and the drivers for the gender pay gap.

Overall gender representation across the staff groups is 81% female and 19% male; however, in the lowest-paid staff group, females are overrepresented at 87%. In the highest-paid staff group, males are significantly overrepresented at 36%. This imbalance alone accounts for the majority of the GPG favouring males.

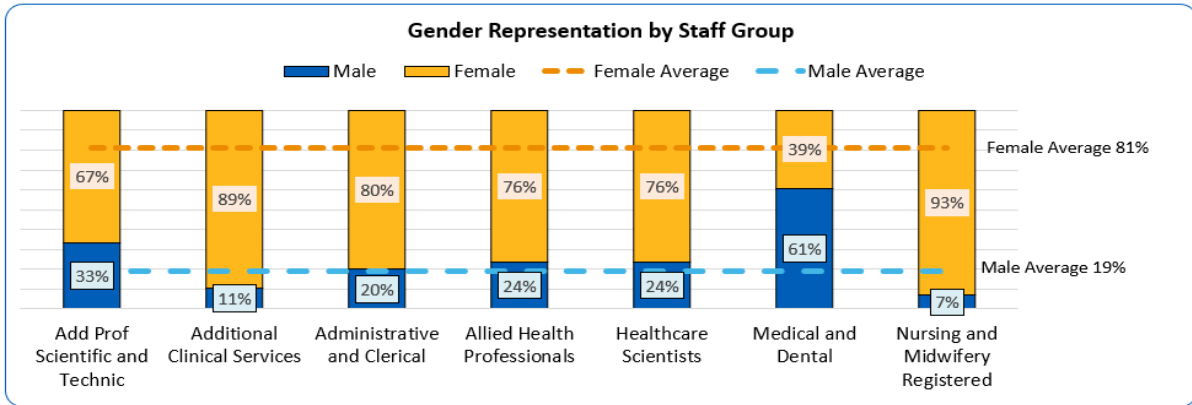
The Highest-paid staff group contains:

- **48% of all male employees**
- **20% of all female employees**

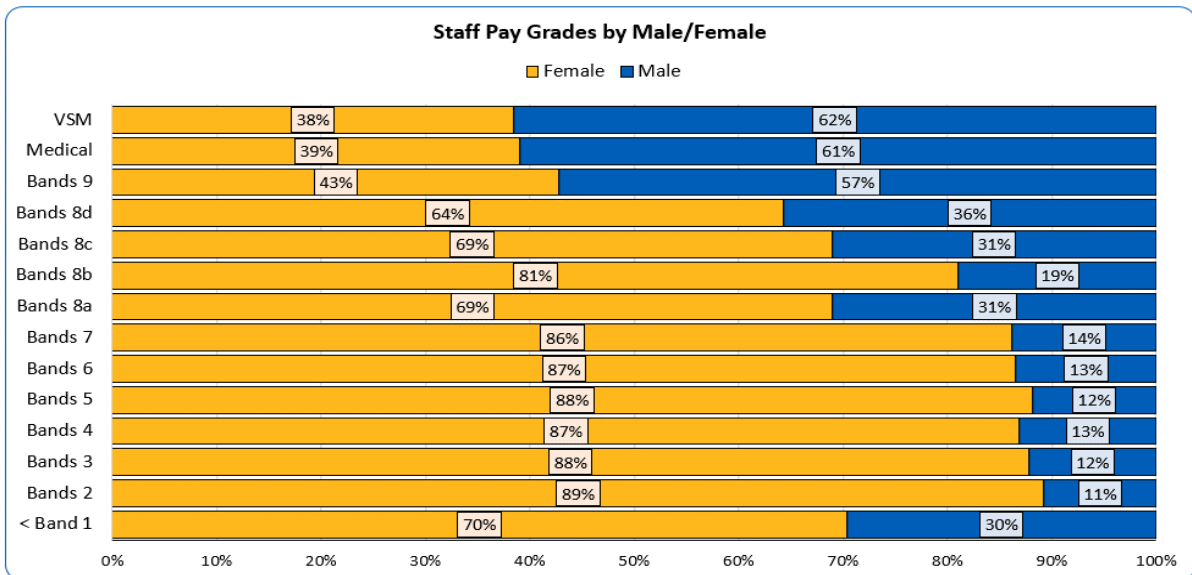
The lowest-paid staff group contains:

- 27% of all female employees
- 18% of all male employees

The table below illustrates the proportion of males and females in each staff group compared to the overall average; males are represented in grey and females in green.



The table below illustrates the proportion of males and females in each pay band.



VSM = Very Senior Manager; Band 1 is our Apprentices.

	Female Staff	% Female
Band 2-7	4265	88%
Band 8a and above	227	69%
Band 8a and above, and Medical & Dental	484	49%



We continue to review and implement actions that will support the organisation in reducing our pay gap:

- Career fairs introduced targeting women in areas where the Gender Pay Gap is driven, such as medical and dental.
- Continue promoting policies such as Flexible Working, Shared Parental Leave and Remote Working.
- Launch of a working group focused on the talent and promotional processes and improving career conversation as part of the appraisal process.
- Career conversations continue with women across the Trust, supporting us in understanding lived experience and implementing recommended actions.

The full Gender Pay Gap report can be accessed via the Trust website: [Publications - The Dudley Group NHS Foundation Trust \(dgft.nhs.uk\)](#)

## 12. Implementation of the Race Equality Code

Implementing the RACE Equality Code (REC) is a significant step towards ensuring our organisation operates according to best practices. This code provides comprehensive guidance on what is expected from us by our sector, regulator, and stakeholders, and how we can effectively meet these expectations. By adhering to the RACE Equality Code 2020, stakeholders can be assured of our commitment to diversity and equality.

The RACE Equality Code is not just a set of rules, but a framework designed to foster a culture of diversity and equality within our organisation. It challenges our managers to identify and implement strategies that improve diversity and race equality within our services. This, in turn, ensures that our staff and service users feel not just valued, but also understood. The Code is a three-year accreditation, and our Trust was awarded the kite mark in 2021, marking our progress in this journey.

The Code is based on the following four themes:

1. **REPORTING:** A clear commitment to transparency—reporting on equality data/information to all stakeholders (internal and external) demonstrates openness and transparency.
2. **ACTION:** Organisations must have a list of the measurable actions and outcomes that contribute to and enable a shift in their approach to delivering positive and sustainable change in race equity and equality.
3. **COMPOSITION:** A set of key indicators that create tangible differences in race diversity across all levels of the organisation. The narrative around what is acceptable will need to change through dialogue and data, leading to challenging conversations that will lead to necessary decisions that the organisation is committed to making.
4. **EDUCATION:** A robust organisational framework that develops the ethical, moral, social, and business reasoning for race diversity at all levels.

REC initially tested Dudley Group's governance through a pre-assessment process, governance assessment, and self-assessment. The assessment's provisions are divided into three categories: must, Should, and Could.

There were twelve Must actions, the Trust is required to comply with all. The Should and Could sections make up a further 31 actions. At the progress meeting in November 2023, the Trust demonstrated its progress against all actions. Here are some of the achievements over the last 18 months:

- The Trust produced, analysed, and published the Ethnicity Pay Gap Report (EPG)
- We produced and published our Anti-racism stance and continue with a project of work to embed this into our culture.
- We have strengthened our review and reporting mechanisms using tools such as the Equality Delivery System (EDS), The Employers Network for Equality and Inclusion (enei), Talent Inclusion Diversity Evaluation (TIDE) and Workforce Race Equality Standard (WRES) Reporting.
- Increased the training available to staff and managers by introducing Allyship training, 5 Anti-racism e-learning modules, new candidate-focused recruitment training and divisional sessions focusing on metrics and actions.

Signing up for the Race Code has supported the organisation in developing an Equality, Diversity, and Inclusion (EDI) strategic Journey with a robust set of actions; we have focused on the MUST actions over the past 18 months and have seen improvement in our data and staff survey results.

The EmbRACE staff network is fully involved and supports the actions and process. Together, the Trust and the networks have used the RACE code as a lever and a supportive mechanism to drive change. Our Workforce Race Equality Standards results have improved year after year; our representation has improved by focusing on the actions and drastically improving access and intelligence from our data. We have produced and published our first ethnicity-gender pay gap report, leading the way in our system.

### **13. Rainbow Badge Accreditation Phase II**

In 2020, the Trust set up the first phase of the NHS Rainbow Badge scheme. The Rainbow Badge was developed and led by Evelina London Children's Hospital and community services, part of Guy's and St Thomas' NHS Foundation Trust. The initiative was created to be a way for NHS staff to demonstrate that they are aware of the issues that LGBTQ+ people can face when accessing healthcare.

The original model emphasised that wearing a badge is a responsibility. It provides basic education and access to resources for the staff who want to sign up. The information provided highlighted the challenges LGBTQ+ people can face in



accessing healthcare and the degree of negative attitudes still found towards LGBTQ+ people.

NHS England commissioned the LGBT Foundation, Stonewall, the LGBT Consortium, Switchboard, and GLADD to collaborate on delivering phase II of the Rainbow Badge scheme. This phase has moved to an assessment and accreditation model. It allows Trusts to demonstrate their commitment to reducing barriers in healthcare for LGBTQ+ people while evidencing the excellent work already undertaken. The phase II programme used focus groups in consultation with patients and professionals to build the assessment and was piloted within 10 NHS Trusts.

The Trust entered Phase II of the Rainbow Badge scheme in March 2023. The assessment focuses on 5 areas: a policy review, a staff survey, a patient survey, a services survey, and a workforce assessment. Each area is assessed and awarded points based on evidence and survey responses. The points are then displayed as a grade, either initial stage, bronze, silver, or gold.

The Trust achieved an initial stage grade and has developed a robust action plan to address improvement areas. This assessment has enabled the Trust to understand the requirement to improve inclusive practice through the lens of the LGBTQ+ community. The assessment has been thorough, and the actions highlighted will enable the Trust to improve and support our EDI journey objectives and deliver on the Public Sector Equality Duties.

#### **14. Implementation of the Workforce Race Equality Standard (WRES)**

The Workforce Race Equality Standards (WRES) launched with the aim of improving the workplace and career experiences of our ethnically diverse staff. It has a set of nine specific measures which enable NHS organisations to compare the experiences of different staff groups. The WRES compares the experience of ethnically diverse staff with white staff.

WRES Indicator		Reporting Year					Trend
		2020	2021	2022	2023	2024	
1 Percentage of black and minority ethnic (BME) staff	Overall	18%	20%	20%	25%	28%	
2 Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BME applicants		2.58	1.95	1.49	1.54	1.41	
3 Relative likelihood of BME staff entering the formal disciplinary process compared to white staff		0.9	1.1	1.1	0.79	1.59	
4 Relative likelihood of white staff accessing non mandatory training and continuous		1.52	1.17	1.95	1.02	1.24	
5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months*	BME	31.2%	27.1%	27.7%	26.2%	27.3%	
	White	31.6%	25.6%	25.5%	24.8%	25.7%	
6 Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months*	BME	33.0%	32.8%	26.8%	28.8%	31.7%	
	White	28.4%	25.7%	19.7%	20.3%	22.1%	
7 Percentage of staff believing that trust provides equal opportunities for career progression or promotion*	BME	42.9%	44.2%	45.5%	47.2%	51.7%	
	White	56.5%	61.8%	61.2%	63.2%	63.1%	
8 Percentage of staff personally experiencing discrimination at work from a manager/team leader or other colleagues*	BME	17.4%	17.5%	16.3%	16.4%	18.8%	
	White	6.3%	6.0%	5.1%	5.3%	6.3%	
9 BME board membership **	Overall		5.6%	16.7%	16.7%	15.0%	

\* Staff survey from previous year

\*\* Total board members

National team reviewing data

## WRES Key findings:

- The ethnically diverse representation in the Trust has increased from 25% in March 2023 to 28%.
- In March 2024, 28% (1737) of the workforce across Dudley Group were from a diverse ethnic background (black and minority ethnic, BME background). This is an increase from 25% (1515) from March 2023.
- In March 2024, 15% of all board members were from a diverse ethnic background, this compares to 16.7% in March-23
- In 2023/24, the relative likelihood of white applicants being appointed from shortlisting across all posts, when compared to colleagues from a diverse ethnic background is 1.41. this is an improvement on last year's report of 1.54.
- In 2023/24, the relative likelihood of staff from a diverse ethnic background entering the formal disciplinary process compared to white staff is 1.59.
- In 2023/24, the relative likelihood of white staff accessing non-mandatory training and continuous professional development CPD compared to staff from a diverse ethnic background is 1.24. This compares to a value of 1.02 in 2022/23.
- In the 2023 survey, a lower percentage of staff from an ethnically diverse background (51.7%) when compared to white staff (63.1%) felt that the Trust provides equal opportunities for career progression or promotion (source indicator 7). This measure for ethnically diverse staff has improved from last year from 47.2% (an improvement of 4.5%) and for white staff the measure has remained the same.

The full WRES report can be accessed via the Trust website: [Publications - The Dudley Group NHS Foundation Trust \(dgft.nhs.uk\)](https://www.dgft.nhs.uk/publications)

## 15. Implementation of the Workforce Disability Equality Standard (WDES)

The Workforce Disability Equality Standards (WDES) was launched with the aim of improving the workplace and career experiences of our ethnically diverse staff and staff with a disability in the NHS. The WDES has a set of specific measures which enable NHS organisations to compare the experiences of different staff groups. The WDES compares the experience of staff with and without a disability.

WDES Summary

WDES Indicator	Reporting Year					Trend		
	2020	2021	2022	2023	2024			
<b>1 Percentage of Disabled staff*</b>	Overall							
<b>2 Relative likelihood of non-disabled staff applicants being appointed from shortlisting across all posts compared to Disabled staff.</b>	2.15	1.09	0.87	1.34	1.16			
<b>3 Relative likelihood of Disabled staff entering the formal capability process (performance management rather than ill health) compared to non-disabled staff.**</b>		1.75	6.34	0				
<b>4 Percentage of staff experiencing harassment, bullying or abuse in the last 12 months ***</b>	From Managers	Staff with a long lasting health condition or illness	21.7%	21.1%	14.5%	17.2%	17.1%	
		Staff without a long lasting condition or illness	15.8%	13.0%	8.7%	8.8%	9.5%	
	From Other Colleagues	Staff with a long lasting health condition or illness	28.0%	29.4%	23.3%	25.3%	25.9%	
		Staff without a long lasting condition or illness	19.4%	18.4%	14.3%	15.0%	16.6%	
	From Patients / Public	Staff with a long lasting health condition or illness	37.9%	32.3%	29.7%	33.0%	31.0%	
		Staff without a long lasting condition or illness	30.3%	24.4%	24.7%	22.6%	24.6%	
<b>5 Percentage of staff believing that trust provides equal opportunities for career progression or promotion ***</b>	Staff with a long lasting health condition or illness		46.1%	54.8%	51.9%	55.3%	55.5%	
Staff without a long lasting condition or illness		56.1%	59.6%	60.3%	61.1%	61.6%		
<b>6 Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties ***</b>	Staff with a long lasting health condition or illness		35.8%	33.1%	33.1%	28.3%	32.0%	
	Staff without a long lasting condition or illness		24.7%	28.7%	26.0%	20.4%	19.4%	
<b>7 Percentage of staff saying that they are satisfied with the extent to which their organisation values their work ***</b>	Staff with a long lasting health condition or illness		30.0%	35.2%	31.5%	29.3%	36.2%	
	Staff without a long lasting condition or illness		39.6%	44.2%	39.1%	42.6%	45.5%	
<b>8 Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work ***</b>	Staff with a long lasting health condition or illness					66.7%	72.4%	
<b>9a Staff engagement score (a composite of nine questions) ***</b>	Staff with a long lasting health condition or illness		6.3	6.5	6.4	6.3	6.5	
	Staff without a long lasting condition or illness		6.8	6.9	6.8	6.9	7.0	
<b>9b Percentage of trusts that facilitate the voices of Disabled staff to be heard within the organisation.</b>			Yes	Yes	Yes	Yes		
<b>10 Percentage of Disabled staff on Boards ****</b>	Overall			6%	11%	5%		

\* non-executive directors excluded from 2023 data  
 \*\* 23/24 data  
 \*\*\* Staff survey from previous year  
 \*\*\*\* Total board members  
 National team reviewing data

### WDES Key findings:

- 6% (384) of the workforce across Dudley Group have a long-term condition or illness, this is an increase from 5% (329)
- The relative likelihood of an applicant with a long-term condition or illness being appointed through shortlisting has improved from 1.34 in 2022/23 to 1.16 in 2023/24.
- This year 36.2% of staff with a disability reported that they felt valued for their contribution.
- 55.5% of staff with a long-term condition or illness believed they had equal opportunities for career progression or promotion. This is in-line with the previous year (source indicator 5).
- 32% of staff with a long-term condition or illness experienced presenteeism, this is higher than the previous year, 28.3%.
- 36.2% of staff with a long-term condition or illness reported that they felt valued for their contribution, this is an improvement on the previous year of 29.3%.
- 72.4% of staff with a long-term condition or illness reported they had the reasonable adjustment(s) required to perform their duties. This is an improvement on the previous year of 66.7%.

## **16. Implementation of the Employers Network for Equality and Inclusion (enei) Talent Inclusion & Diversity Evaluation (TIDE) Mark**

The enei TIDE Mark is a benchmarking tool developed by the Employers Network for Equality & Inclusion (enei) to assess organisational performance and progress with diversity and inclusion. TIDE measures the organisation against eight different areas of diversity and inclusion practice and then benchmarks them against their peers. The Trust has been awarded a gold award for the second year running in December 2023, scoring 87% in our assessment. The Dudley Group is the only Trust to be awarded Gold in the West Midlands.

## **17. Staff Networks**

It is recognised that staff equality networks are an excellent mechanism through which the general duties of the Equality Act 2010 can be supported in relation to staff from the protected groups and other groups at potential risk of inequality. The Trust now has six staff networks, namely EmBRACE, LGBTQ+, Disability & Long-term Conditions, Women's, Armed Forces and Carers networks. The networks have focused on growing their membership over the past year to strengthen the voices of colleagues. They work closely together, supporting each other with their priorities and driving improvements alongside the Equalities and Wellbeing Team.

### **Disability Network**



This network has gone from strength to strength, growing in numbers and visibility across the Trust. The network has co-produced supportive guidance for managers and staff and this year launched a neurodiversity toolkit – a guide to raise awareness of different neurodiverse conditions.

The network has continued with its work to improve the disability declaration rate and it now stands at over 6%, with 28% of people choosing not to say. The staff survey completion results for 2023 have also significantly increased by 47%.

The network has been instrumental in launching a new project 'Centralising Reasonable Adjustments' which supports staff with advice and guidance about adjustments in the workplace and applications for Access to Work. The project has now supported 7 people to gain their equipment from Access to Work with another 11 staff members either with applications pending or having received relevant advice.

The network has also marked Disability History month, Eating Disorders Awareness week and a joint collaboration with the other networks for Neurodiversity Celebration week.

## Embrace Network



This network has helped the Trust to launch a vital piece of work; the Trust's anti-racism statement which includes the Trust's commitments and how to report racism if you are a member of staff or a patient. This statement, which is intended for both staff and patients has a prominent place on the public website and has been sponsored by the whole Trust Board as part of the journey to becoming an anti-racist Trust.

The Network continues to raise awareness of anti-racism learning and staff well-being by promoting anti-racism e-learning modules to all staff and was instrumental in launching allyship training within Black History month as part of the celebrations.

The network has marked Black History Month and Race Equality week as well as the joint collaboration with the other networks for Neurodiversity Celebration week.

## LGBTQ+ Network



The LGBTQ+ network achieved Initial Stage for Rainbow Badge Phase II and are now in the process of reviewing actions that were recommended by LGBT Foundation to increase the level to Bronze, Silver or Gold. This involves working with many departments across the Trust to implement change.

The network has also rolled out LGBTQ+ Awareness Training and delivering this to departments around the Trust. Once a staff member has completed this, they will receive a rainbow pin badge as a visual to show they are an ally to both patients and staff.

The network has celebrated LGBTQ+ History month, will be taking part in Birmingham Pride and collaborated for neurodiversity celebration week.

## Women's Network



The network has been instrumental in supporting those affected by the menopause and to provide advice and guidance to all staff about this important topic. A working group, in conjunction with Wellbeing, meets on a bi-monthly basis and support

session every 3 months offer the opportunity for staff to network and listen to guest speakers.

The network has also collaborated with the medical workforce to start a monthly lunch and learn 'Women at Work' which looks at different topics which affect women at the Dudley Group including recruitment, flexible working and neurodiversity.

The network has celebrated Women's History month, incorporating International Women's Day and a Let's Talk month which discussed pregnancy loss, fertility awareness, menstrual health and the menopause with external guest speakers.

### **Armed Forces Staff Network**



The Armed Forces is newly formed and is for all staff who have an interest in the Armed Forces Community (this includes veterans, members of the reserve and cadet forces, along with their families).

The aim of the Network is to promote a better understanding of the Armed Forces Community, thereby creating a more supportive and inclusive working environment.

The main objectives of the Network are:

- To provide an arena where issues can be openly discussed and signposts to external services or staff side representatives.
- To influence policy making and monitor existing policies to ensure that equality is proactively considered.
- To co-ordinate internal events and initiatives to promote the Armed Forces Network.
- To support local and national Armed Forces events and initiatives
- To raise the profile of the Armed Forces Community.
- To promote opportunities for social networking.

The Group have been supporting the Veterans Aware accreditation and the Trust are proud to have been awarded the Veterans Aware Kite mark in December 2023.



## Carers Staff Network



The Staff Carer Network is newly formed. The network supports employees who are Carers. It is a source of information for Carers as well as a way to improve the wellbeing of staff and provide an opportunity for peer support.

The main objectives of the Network is:

- To help reduce the isolation that can be felt by staff carers.
- To raise carer awareness across the Trust.
- To signpost and refer carers to additional support provided both internally and externally.
- To influence policy making and monitor existing policies to ensure that equality is proactively considered.
- To co-ordinate internal events and initiatives to promote the Network.
- To support local and national Carers events and initiatives.
- To collaborate with the EmbRACE, Disability, Women's, Armed Forces & Veterans and LGBTQ+ Staff Networks to promote intersectionality and provide peer support.

A key priority for the network is to develop a Carers policy and Carers support passport.

### 18. Launch of the Trust Anti-Racist statement

The Trust launched its Anti-racist statement in October 2023 during Black History Month.





At The Dudley Group, we want to ensure all colleagues, patients and visitors are, respected and included in decisions that affect them. Our staff must feel safe and confident to be themselves at work and develop their skills as part of a great team.

Embedding an environment of Equality and Inclusion is a pivotal pillar of the Dudley People Plan, which has the full support and championship of the Trust Board.

Embracing our diverse cultures and inspiring collaboration is critical to the success of the Trust. The care of our patients is strengthened through the diversity of thought, approach and culture delivered by staff from diverse backgrounds.

We know that we have not made as much progress as we should have on all race-related issues. The statistics continue to speak for themselves. Anti-racism means actively identifying and opposing racism. It is rooted in action. It is not enough to be “non-racist.” We must unapologetically and purposefully tackle structural and personalised racism and its impact on our organisation and people.

The Dudley Group NHS Foundation Trust is striving to become an anti-racist organisation. The Trust has a number of internal programmes of work on anti-racism that our equality networks have codesigned. This has formed the basis for a series of open, honest, and challenging discussions at all levels of the organisation, which has led to the production of an Equality, Diversity, and Inclusion Strategic Journey.

We have signed up to the National RACE Equality Code. The RACE Equality Code allows us to use a robust and comprehensive framework of measures and a methodology for the transparent implementation of actions to which an organisation can demonstrate accountability. We will continue to work to reduce health inequalities faced by our ethnically diverse communities. We will contribute to public discussions about our duty in the services we provide.

We are all responsible for eliminating all forms of racism; we must challenge ourselves and challenge others with care and compassion. We need to ensure our behaviours are shaped by living our values of care, respect and responsibility.

The Trust is committed to taking proactive steps to confront and address the effects of existing ingrained racism in all its forms, within our organisation and in our work, to make meaningful and sustainable change. Our senior leaders will act as role models, always showing positive and assertive behaviours while striving to create inclusive, antiracist environments. This is more than just a statement of intent as we drive a wide range of actions.

**Our commitments:**

1. We will work to reduce workforce inequalities through our Equality, Diversity, and Inclusion Journey and our People Plan.
2. We will develop local and national partnerships with organisations that work with and represent Black, Asian, and other ethnically diverse



communities so that we can learn from them and support their service delivery to these communities.

3. We will speak out about racism and inequality where we see it and support the voices of people from Black, Asian, and other ethnically diverse communities.
4. We will ensure we drive our agenda of becoming an anti-racist Trust by improving co-production with our ethnically diverse staff, strengthening the voice of our staff networks, supporting staff well-being, and enabling staff groups to influence strategy and actions.
5. We will use the Workforce Race Equality Standards (WRES), the NHS Staff Survey measures, and other local assessments to assess the effectiveness of our actions.
6. We will strive for a better understanding of the systems and structures we work in and how they may perpetuate forms of racial discrimination against the disadvantaged population we serve.
7. We will be inclusive in our approach and be proud to oppose racism.
8. Continue our efforts, taking a data-driven and evidence-based approach, including Workforce Race Equality Standards (WRES) and Medical Workforce Race Equality Standards (MWRES) in campaigns and policies.

## **19. Accessible Information Standard**

The Trust has an Accessible Communications Policy which describes the actions that will be taken to ensure that the Trust is compliant with the accessible information standard.

A summary statement outlining the Trust's commitment to meeting the standard is available on the Trust's website at: [Accessible Information Standard – The Dudley Group NHS Foundation Trust \(dgft.nhs.uk\)](https://www.dgft.nhs.uk/accessible-information-standard)

How to access interpreting services including British Sign Language is available on the public website: [Interpreting service – The Dudley Group NHS Foundation Trust \(dgft.nhs.uk\)](https://www.dgft.nhs.uk/interpreting-service)

Website accessibility statement: [Accessibility statement – The Dudley Group NHS Foundation Trust \(dgft.nhs.uk\)](https://www.dgft.nhs.uk/accessibility-statement)

The Trust is committed to monitoring compliance against the accessible information standard and will be working on strengthening monitoring arrangements in the future, this includes integration of the standard in the Trust's IT systems to support patients and service users in accessing care services appropriate to their communication requirements.

## **20. Provision of Interpreting and Translation service**

The Dudley Group NHS Foundation Trust is committed to providing excellent public services to all our patients, service users, carers, relatives and or their representatives through effective communication, thus improving the overall experience of the service they receive. This includes those where English is not their

first language or who are visually impaired, hard of hearing or have speech impairment.

The Trust is commitment to:

- Providing communication support to patients whose first language is not English, or have hearing impairment/ loss or other perceptual impairment and to make every effort to remove any barriers to communication.
- Making every effort to provide all patient and carer information in their first language, when requested, through an interpreter or by providing translated written or electronic information.
- Communicating our interpreting and translation service to staff.
- Ensuring that frontline staff are aware of how to access interpreting services or who to contact for the provision of translated information.

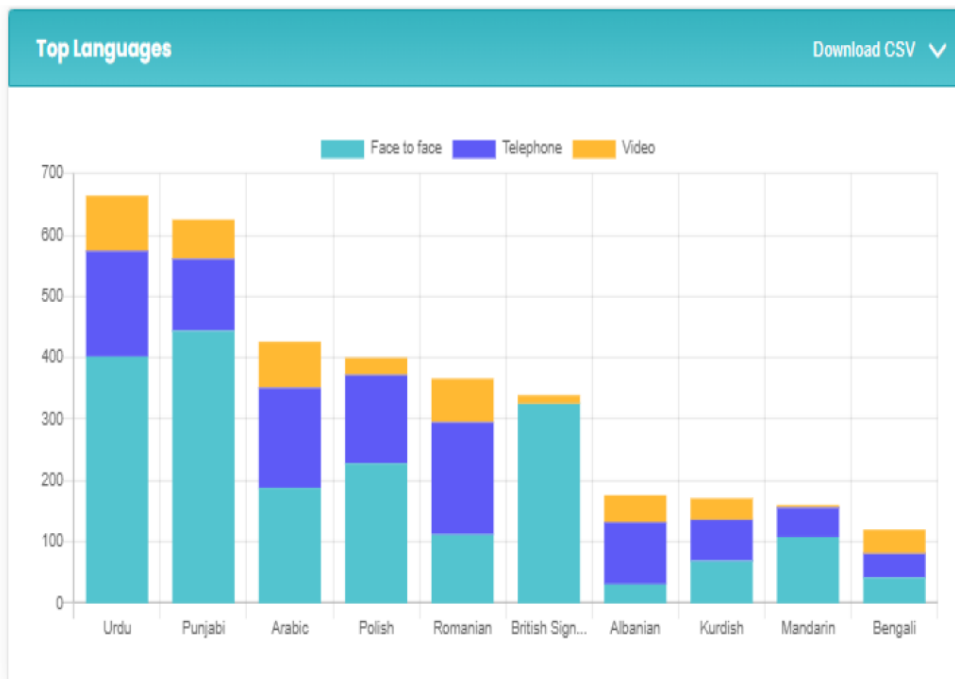
The information below provides key information on the provision of interpreting and translation services over the last twelve months.

A total number of 4,566 bookings were processed, with a request of 62 different languages. An increase



- **130** cancelled bookings ↓ (from 352 in the previous year)
- 44 out of 4566 bookings were rejected resulting in **99.8% coverage**
- **48.5%** of all requests were completed by remote interpreting (25.5% by telephone and 13% by video interpreting services)

## Language Usage



## Top 20 Languages

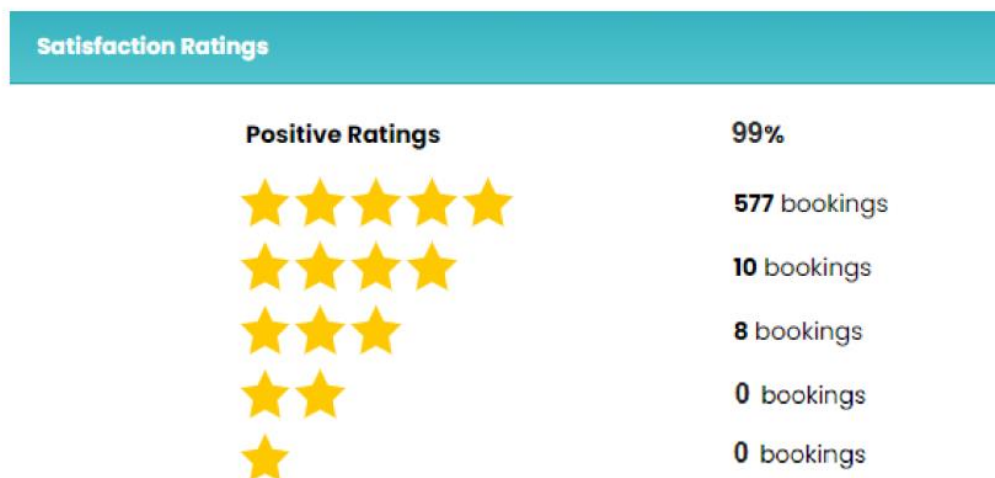
Language	Face to Face	Telephone	Video	All Services
Urdu	402	172	90	664
Punjabi	444	117	64	625
Arabic	188	163	75	426
Polish	228	144	28	400
Romanian	112	183	71	366
British Sign Language (BSL)	325	0	14	339
Albanian	31	101	44	176
Kurdish	69	67	35	171
Mandarin	108	48	4	160
Kurdish - Sorani	22	67	31	120
Bengali	42	39	39	120
Farsi	56	30	3	89
Russian	61	27	0	88
Cantonese	59	24	0	83
Portuguese	15	17	33	65
Pashto	13	31	20	64
Dari	12	46	5	63
Tigrigna	8	36	14	58
Spanish	15	24	16	55
French	18	22	12	52

## Usage by Department



- Highest use department was Maternity with 24% of bookings (↑ from 19% in the previous year)

## Feedback



## 21. Provision of Chaplaincy and Spiritual Care

The Dudley Group NHS Foundation Trust (the 'Trust') recognises the importance of the spiritual dimension of care. It appreciates that a patient's faith or belief can make a contribution to a patient's recovery and sense of wellbeing, and that a patient may view their illness or condition in a way that goes beyond a biomedical approach.

As part of the commitment in the NHS Constitution to value every person, it is important that the NHS supports patients with any spiritual, pastoral or religious needs they may have in relation to their care. Further, universal human existential needs such as finding hope and creating meaning in difficult experienced can be critical at times of ill-health, trauma and bereavement.



The chaplaincy department's purpose is to provide high-quality, person-centered spiritual care to anyone connected with the Trust. This includes all patients, their family/visitors, and staff employed by the Trust irrespective of the site they work at. Spiritual care in this policy encompasses pastoral, religious, cultural, and existential support.

It is the responsibility of the department to champion faith and belief in the organisation. We contribute extensively to Equality, Diversity and Inclusion by promoting faith, cultural and secular events throughout the calendar year.

The work of the chaplaincy team supports the delivery of the Trust's strategic objective 'excellent healthcare, improved health for all'.

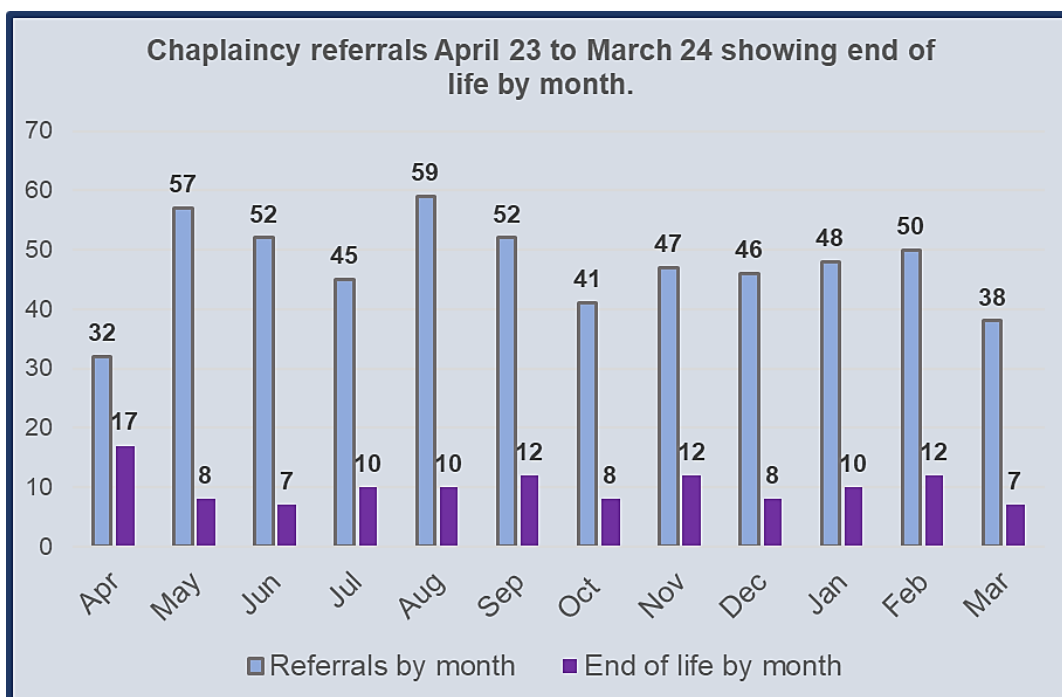
The team is a small team with a big impact. We have a total of 3.3 WTE substantive chaplains that cover the whole Trust, which is below the recommended staffing levels for chaplaincy teams according to NHS Guidelines. Despite this the team continue to meet the increasing demand for chaplaincy services and to develop more efficient ways of working. We also have focused on volunteer recruitment this year, which enhances what we are able to offer and the diversity of the team.

Bank/ad-hoc chaplains perform specific religious rites and can be called upon when requested by a patient. There is a regional network of honorary chaplaincy staff across the Birmingham and Black Country Chaplaincy Collaborative who offer advice and guidance from a Sikh, Hindu, Buddhist, Pagan, Bahai'I and Jewish perspective as required.

The essence of chaplaincy is to offer religious, pastoral and existential care to all members of the hospital community. This is known as “spiritual care” and is founded on the values of compassion and respect for all that makes us human.



- All our chaplains offer compassionate pastoral care to everyone – patients, their visitors and staff. Anyone can expect compassionate pastoral care from any member of the team.
- All our chaplains are specially trained to offer existential and spiritual care to everyone who wants to explore issues around meaning, purpose, hope, healing and death. Anyone can expect specialist existential and spiritual care from any member of the substantive staff team.
- All our substantive chaplains are authorised/licensed to offer religious care to specific people or groups on request. People who belong to a specific religious or cultural group can expect their request to be met by a member of the team or by bank/honorary staff.
- We responded to a total of 567 routine referrals this year. This excludes baby bereavement, routine visits where we speak to every patient on the ward, and staff referrals, all of which are counted separately. The graph below demonstrates our referral figures per month for this year.

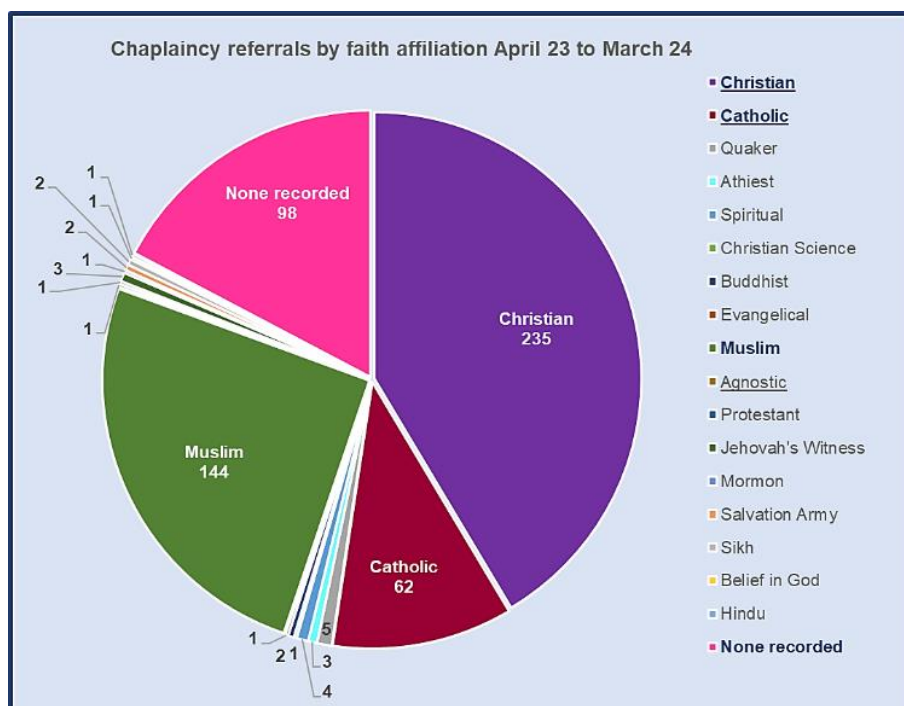


*Fig.1 Number of referrals received by month, with second data range showing how many of these referrals were for end-of-life spiritual care.*

The number of referrals this year is a 33% increase on last year when we received 404 referrals. The graph (figure one) also shows the number of referrals that were for end-of-life support within this total. Of the 567 formal referrals we responded to, 121 (21%) of them were to attend to a dying patient and their family.

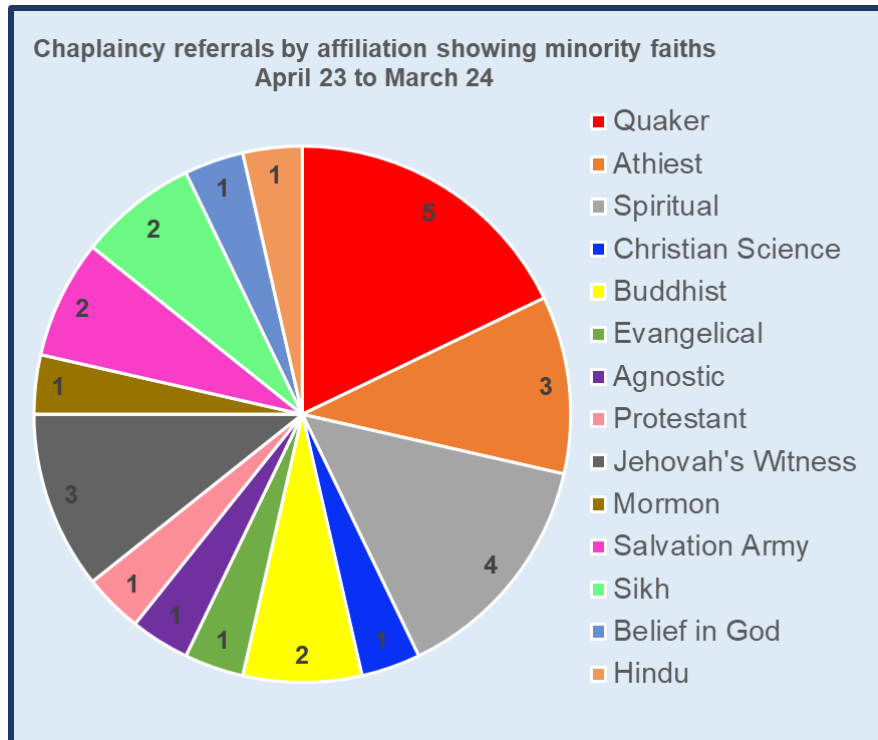
Referrals are usually made by ward staff at the request of the family, or through the End-of-Life care nurses. We provide appropriate and culturally sensitive multi-faith/no faith rituals and rites for the end of life. We utilise our community-based faith leaders and priests to conduct some of these visits where appropriate/requested.

We gather data on the faith affiliation of patients. The majority of people referred to our service report that they have a Christian faith (with a significant number qualifying this by describing themselves as a particular type of Christian – Roman Catholic). 25% of our referrals are for Muslims and 17% are for non-religious people (figure two) Our substantive staff profile reflects the demographic of patients we serve.



*Fig. 2 above – Chart showing the breakdown of referrals according to religious affiliation.*

*Fig 3 below – Chart showing the breakdown of referrals by faith affiliation after 'Christian', 'Muslim' and 'no faith' have been removed.*



When analysing the data we took a closer look at the faith affiliation for people who reported themselves as something other than Christian, Muslim or no faith.

The graph above (figure three) demonstrates the broad range of faiths the chaplaincy service are able to support, either through sourcing a bank/volunteer chaplain or by responding to the person as a fellow human being.

*The full Chaplaincy annual report can be accessed via the Trust website.*

## 22. Equality Impact Assessments (EqIA's) and Health Equality Assessments (HEAT)

Equality analysis is the mechanism through which the Trust is able to demonstrate 'due regard' to the Equality Act 2010 and the meeting of its equality duties in relation to all Trust business and activity. Equality analysis ensures that all protected characteristics and other groups at potential risk of health inequality are proactively considered in the Trust's services and business.

The EqIA process has been improved and forms part of the new procedural documents framework. EqIA's are required to be completed for all workforce related policies. The equalities team review and provide scrutiny prior to sign off. Regular reports will be provided to the EDI Steering Committee.

The Trust has made some progress to ensuring that Health Equity Assessments (HEAT) are conducted when planning new services or service redesign. 18 staff members have now been trained on HEAT assessments, increasing the pool of



HEAT facilitators. Resources including training and completed HEAT forms are now uploaded on our Strategy and Transformation pages.

### 23. Addressing Health Inequalities

The NHS has adopted a national approach to tackling inequalities in healthcare. Inequalities are unfair differences relating to where we are born, live, work and age. The approach defines a target population – the ‘Core20PLUS’ – and identifies five clinical areas requiring accelerated improvement.

The Trust has been monitoring the recording of ethnicity status for the services it provides as demonstrated in the tables below:

The tables below highlights ethnicity coding for 2023/24.

Ethnicity AgeBanding	Ethnicity Recorded	Not Stated	NULL	Total	
	Count	Count	Count	Count	%Recorded
00-15 Years	96041	12839	1293	<b>110173</b>	<b>87%</b>
16-24 Years	60414	7276	894	<b>68584</b>	<b>88%</b>
25-34 Years	127527	18009	4708	<b>150244</b>	<b>85%</b>
35-44 Years	111199	13724	4014	<b>128937</b>	<b>86%</b>
45-54 Years	115476	11089	6019	<b>132584</b>	<b>87%</b>
55-64 Years	170500	14423	11758	<b>196681</b>	<b>87%</b>
65-74 Years	187549	14664	13260	<b>215473</b>	<b>87%</b>
75-84 Years	238482	16890	15495	<b>270867</b>	<b>88%</b>
85+ Years	164665	10162	8778	<b>183605</b>	<b>90%</b>
<b>Total</b>	<b>1271853</b>	<b>119076</b>	<b>66219</b>	<b>1457148</b>	<b>87%</b>

Ethnicity DataSource	Ethnicity Recorded	Not Stated	NULL	Total	
	Count	Count	Count	Count	%Recorded
APC	144883	13761	6591	<b>165235</b>	<b>88%</b>
COM	323543	17039	19727	<b>360309</b>	<b>90%</b>
EMC	100005	7310	3376	<b>110691</b>	<b>90%</b>
OPA	703422	80966	36525	<b>820913</b>	<b>86%</b>
<b>Total</b>	<b>1271853</b>	<b>119076</b>	<b>66219</b>	<b>1457148</b>	<b>87%</b>

This represents a slight deterioration (87% versus 89%) on completeness of coding the previous year across all data sets and underlines the need to ensure completeness of recording is emphasised to staff.

The Trust is working with partners in the Dudley Health & Care Partnership including Dudley Council for Voluntary Services and different community groups to better understand the barriers to accessing healthcare and learn how we can ensure our services reach and benefit everyone.

In 2023/24, a new sub-committee of the Board was established called the Integration Committee which focuses on the actions the trust is taking to build partnerships and improve overall health and wellbeing in the population and this includes work to address health inequalities. The committee receives regular updates from preventative services and the actions being taken to address inequalities.

We have formed a Health Inequalities Core Group which reports to the Integration Committee. This core group has resulted in a better understanding of the available metrics. Relevant reports on health inequalities have been reviewed and recommendations shared with service leads. A proposal has been developed for 'poverty proofing' of paediatric outpatient services by provision of free bus passes and it is hoped to measure the impact of this on the non-attendance rates.

#### **24. Widening participation**

As an anchor institution (one whose long-term sustainability is tied to the wellbeing of our local community), we seek to improve and increase entry routes for staff from diverse backgrounds, to facilitate better access to development and career opportunities. In 2023 The Trust appointed to the role of Workforce Development and Widening Participation Business Partner. Current projects include:

**ICAN Dudley** is a partnership approach with Dudley Council to reduce barriers into employment for local people, to increase the proportion of local people employed in health and social care and council jobs, upskill the local population and reduce healthcare inequalities. We are working together as partners to deliver new ways of working funded by Commonwealth Games Legacy Funds.

This is a new way to recruit at grass roots level for both partner organisations, aiming to change traditional methods of recruitment.

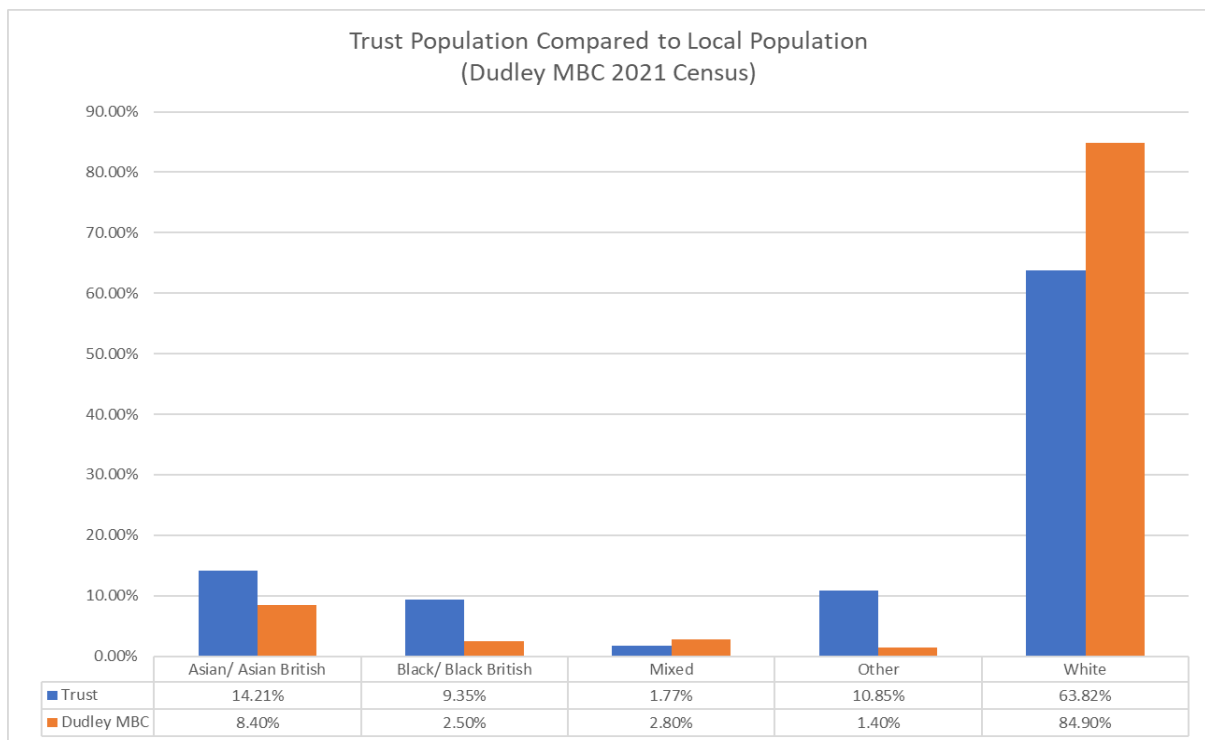
Under "I Can" we provide paid work experience which allows for job carving to design internships that align to the skills, interests and needs of the candidates, allowing them to develop their skill set and employability whilst receiving a wage. This allows us to better support the needs of target groups such as people with SEND, neurodivergent conditions, and Care Experienced young people. It also supports improved recruitment and workplace support. We have 5 paid work experience placements at Dudley Group currently, and plan for a further 10 this year. Dudley Council are supporting 6 placements currently, with another 10 in the pipeline for this year.

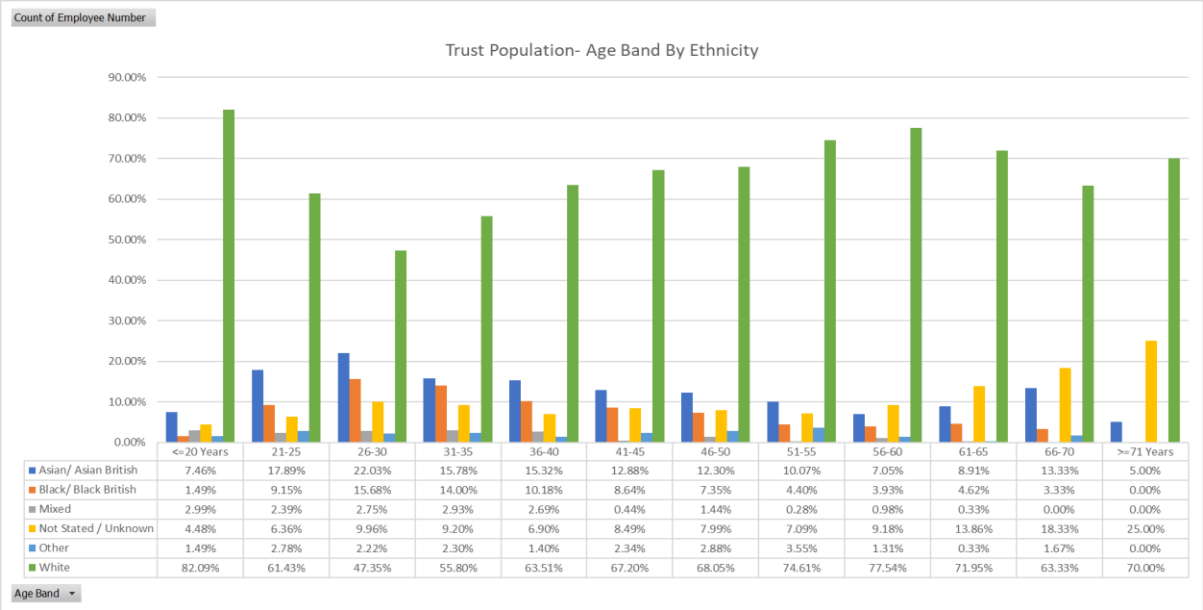
Another I Can scheme, “Into Employment” offers a 4-week sector-based work programme that prepares unemployed people for work and culminates in a guaranteed interview. We are utilising this programme to support recruitment onto the Clinical Support Worker temporary staffing bank, and to support an in-house training and competency package to enable recruits to be work-ready. We have supported three cohorts of Into Employment since January, and the first cohort of Novice CSWs commence their training in June.

Beyond “I Can”, we are seeking to develop our work experience and schools engagement programme, by targeting interventions to schools and young people that need it the most. Work is underway to develop an in-person careers event in partnership with Dudley College that will be delivered to schools in the Dudley Academies Trust and diversified to include young people with SEND.

## 25. Population and Workforce Profiles

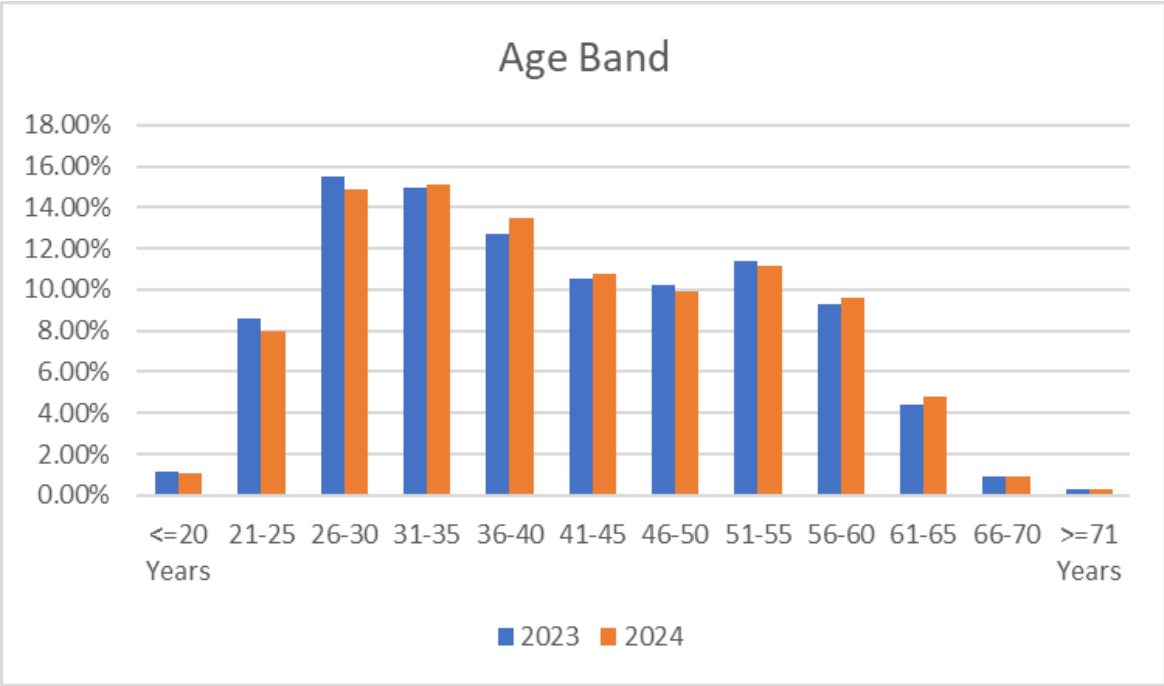
### Population profiles:

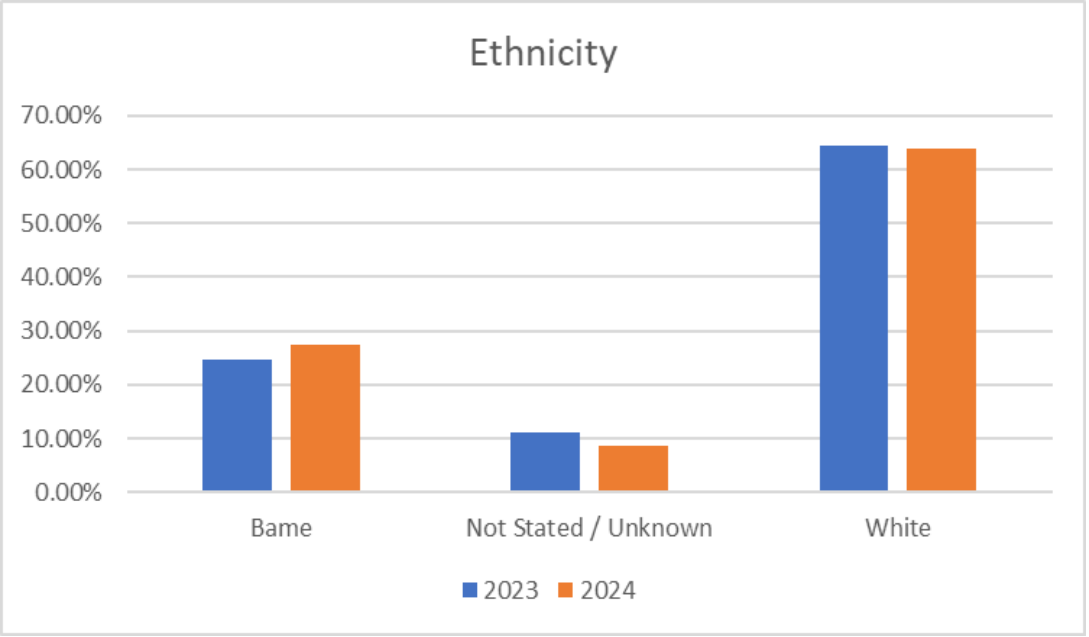
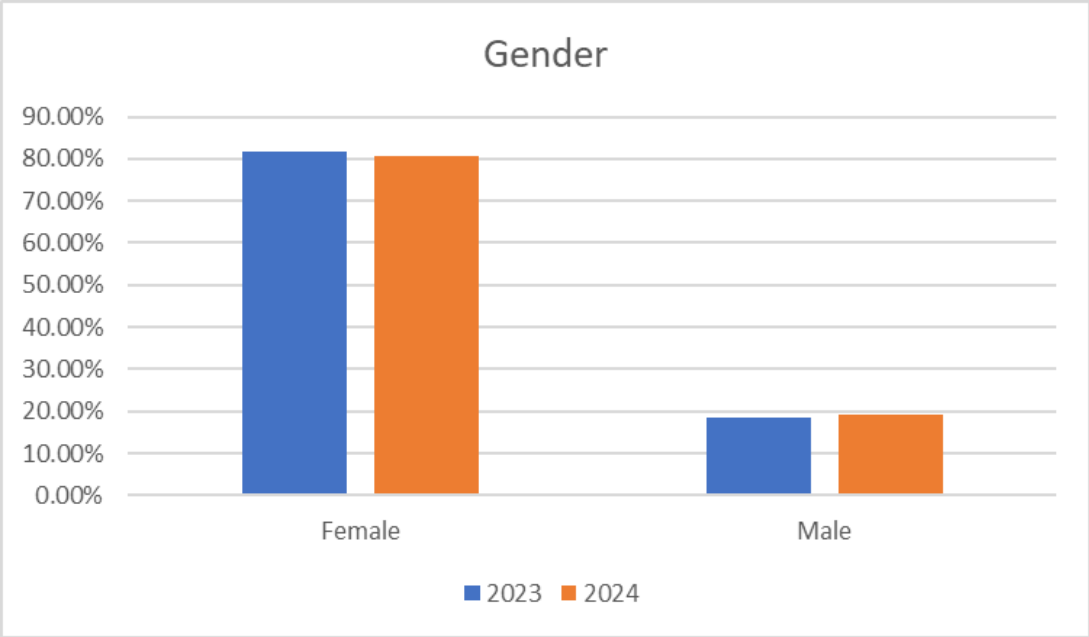


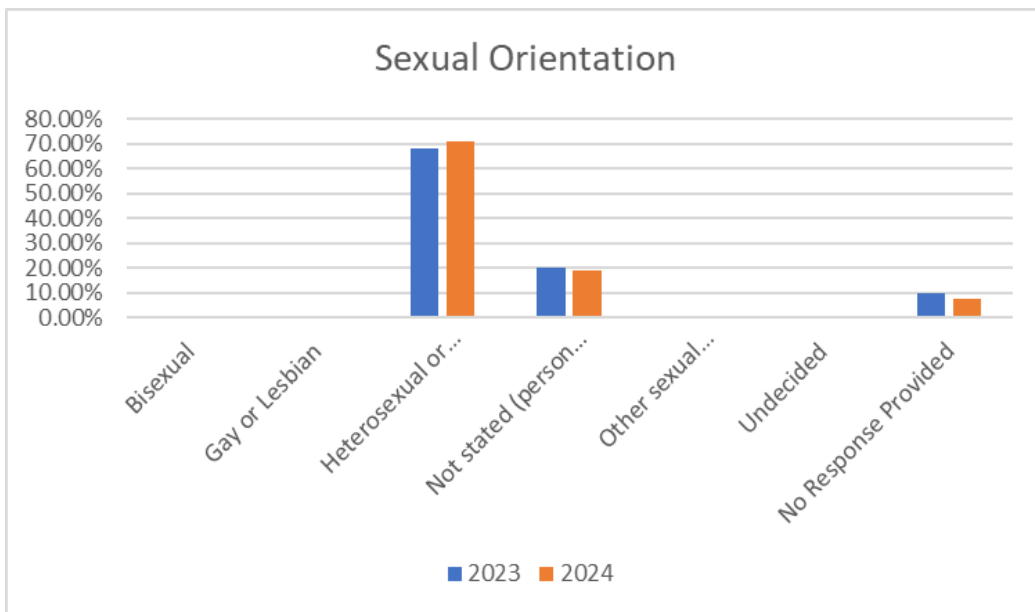
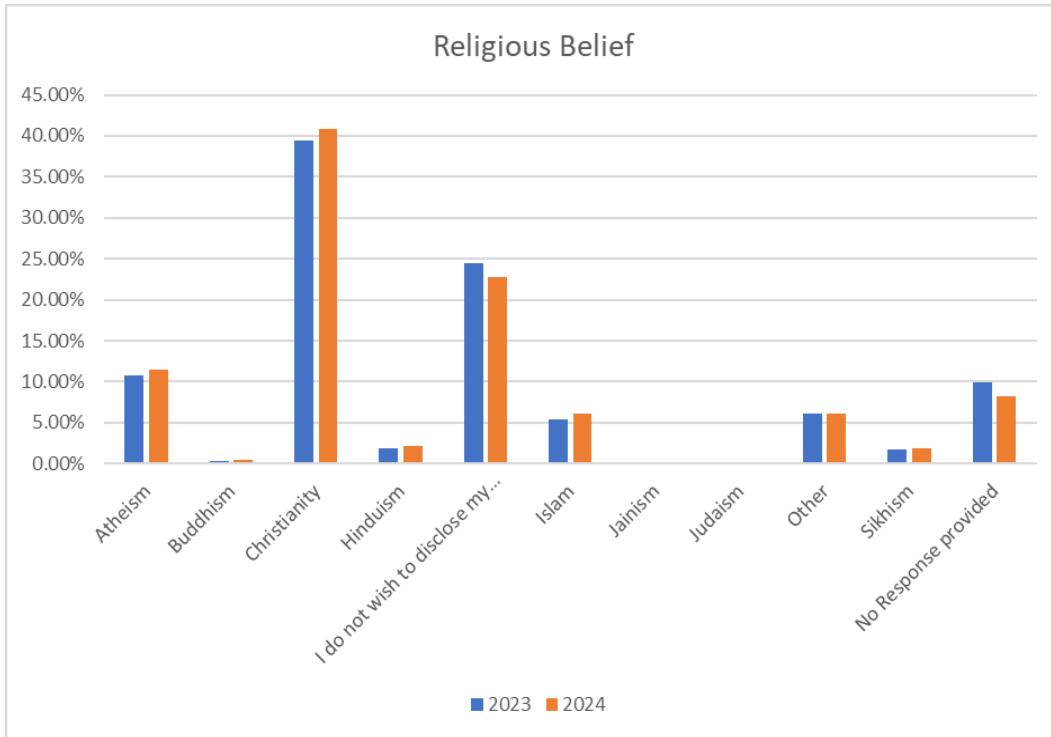


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Workforce profiles:







## 26. Conclusion

At the Trust we are committed to providing equal opportunities to all of our staff patients and stakeholders. We recognise and value the diversity of our workforce and communities we serve. Our goal is to create a culture of inclusion and respect that enables everybody to achieve their full potential regardless of their background.

We believe that the wealth of information contained within this annual report demonstrates the significant progress made by the Trust on implementing the Public Sector Equality Duty requirements.

Our commitment to equality., diversity, and inclusion is reflected in our policies procedures and practices. We are striving to create an environment where everyone

feels respected, valued, and supported. We work to eliminate all forms of discrimination harassment and bullying and promote a positive and inclusive culture.