

Diversity & Inclusion Strategy and WRES position

22nd January 2020

Where are we now?

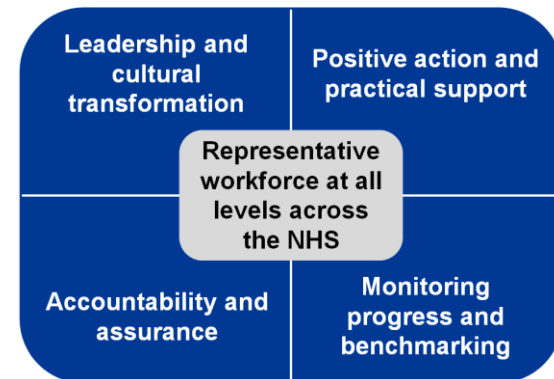
The Trust has been focusing on diversity and inclusion as an integral part of the Workforce and Organisational Development (OD) strategy for a number of years. As a public sector body the Trust has a responsibility to deliver against its public sector duties which are measured through progress against the Equality Delivery system (EDS2) supported by the Workforce Race Equality Standard (WRES).

In order to further develop the existing programme of work into an inclusive strategy we ran a multi-professional workshop with over 70 stakeholders in partnership with the national WRES team in February 2019.

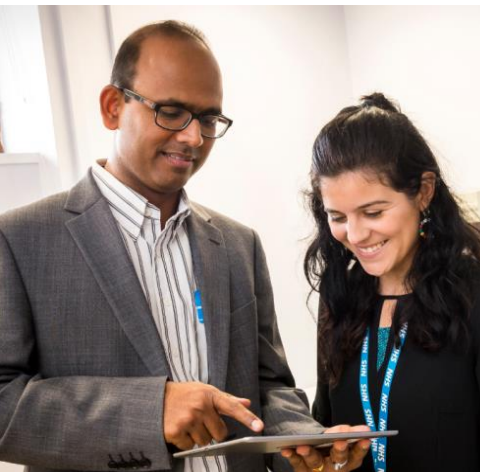
The workshop looked at a variety of data about our workforce and focused on two key questions:

1. What does the data say about our current approach to diversity and inclusion in each Division?
2. What actions should we take based on this information?

Using the data from this workshop and a benchmarked strategic model for diversity and inclusion the Trust developed its four strategic themes:



These themes have been used to develop the objectives in terms of where we want to be in five years, and a detailed action plan which presents the actions we are going to take in the next year to ensure we deliver against our vision of being ***committed to inclusion in everything we do.***

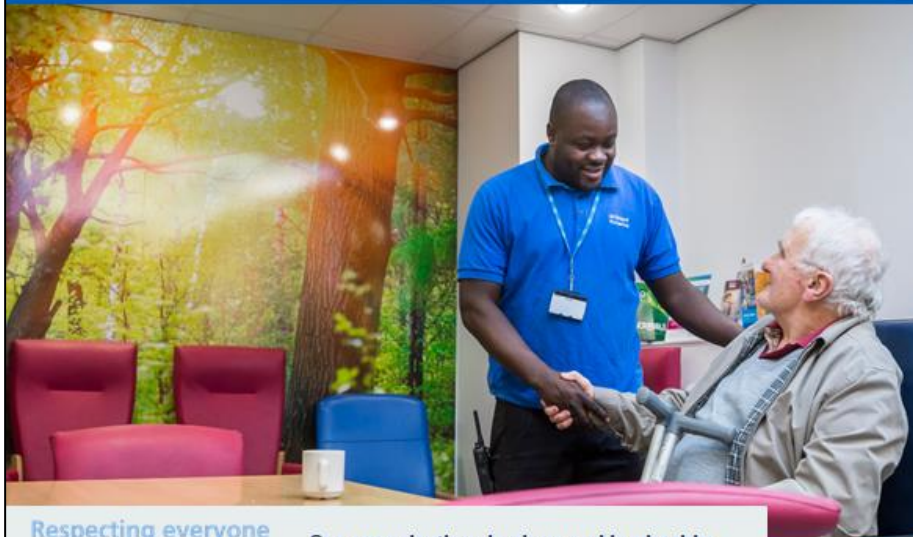


Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.

Strategy Launch

Our Workforce Diversity and Inclusion Strategy 2020 – 2025

Committed to inclusion in everything we do



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Our organisational values and leadership behaviours underpin our commitment to inclusion; we value all views in shaping our staff and patient experience

“Respecting everyone is a key Trust value and is essential in the behaviours of all staff. The principles of fairness, equality and celebrating differences are essential to a high performing organisation, particularly in a city like Bristol, which has a hugely diverse population.

With limited resources available due to the current financial climate, it is important to recognise that embracing diversity will add value to the organisation beyond the requirement for legal compliance.

██████████ are totally committed to realising the aspirations in this strategy, with necessary plans and governance processes in place to ensure process is measured and achieved for the benefit of our staff and patients”.



Our Vision & Our Ambition

The Trust will deliver our vision of being **'committed to inclusion in everything we do'**. We are committed to ensuring that we implement a programme of change initiatives that realises the following benefits:

- A culture of inclusion and engagement at University Hospitals Bristol
- Valuing and empowering staff to ensure better outcomes for individuals and the organisation
- Ensuring talent is maximised in the organisation
- Our Leadership teams represent the community we serve
- An inclusive approach to development; education and promotion
- Greater innovation; as research shows that diverse teams are more likely increase organisational effectiveness

Leadership and cultural transformation

- As leaders we role model the values and leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge
- We are committed to inclusion in everything we do including recruitment, induction, training, appraisal and talent management
- We celebrate and value the contribution all of our staff make at all levels of the organisation

Accountability and assurance

- We encourage shared learning by openly sharing our diversity data in a meaningful way
- Our strategy is communicated at all levels reflecting our commitment to change

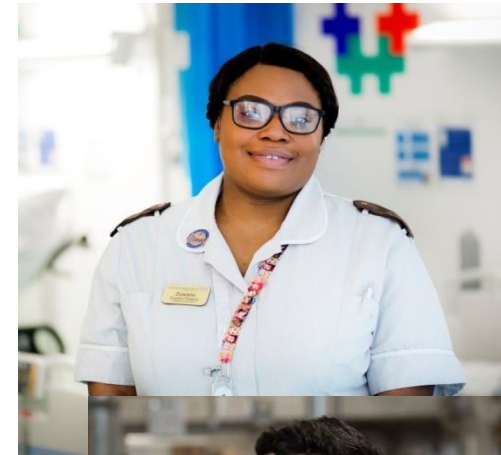
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Positive action and practical support

- Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values
- Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible
- Staff networks grow to become an increased staff voice who represent our workforce and the community we serve

Monitoring progress and benchmarking

- We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves
- We will seek opportunities to learn from others, developing our partnerships at a regional and national level



Workforce Race Equality Standard

As set out in the NHS Long Term Plan, respect, equality and diversity are central to changing culture. The NHS draws on a remarkably rich diversity of people to provide care to our patients. But we fall short in valuing their contributions and ensuring fair treatment and respect. NHS England, with its partners, is committed to tackling discrimination and creating an NHS where the talents of all staff are valued and developed – not least for the sake of our patients and the delivery of high quality healthcare.

The NHS Workforce Race Equality Standard (WRES) is designed to be a tool and an enabler of change. It was implemented in response to the NHS Equality & Diversity Council's announcement in July 2014 that it had agreed action to ensure employees from black and minority ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

There are nine WRES indicators. Four of the indicators focus on workforce data, four are based on data from the national NHS Staff Survey questions, and one indicator focuses upon black and minority ethnic (BME) representation on Boards. The WRES highlights any differences between the experience and treatment of white staff and BME staff in the NHS with a view to closing those gaps through the development and implementation of action plans focused upon continuous improvement over time.

Where are we improving?

There has been an increase in the likelihood of BME staff being appointed from shortlisting. (TRAC data)
There has been a decrease in the relative likelihood of BME staff entering the formal disciplinary process. (CMS data)
More BME staff are saying that they have received non-mandatory training or development (National Staff Survey Results)

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What does our data tell us?

The percentage of BME staff in Band 1 is much higher than that in the overall workforce, and BME staff are under-represented in other Agenda for Change pay bands, especially at senior levels. (ESR data)
BME people are less likely to be appointed from shortlisting than white people (TRAC data)
BME staff are more likely than white staff to enter the formal Disciplinary process (CMS data)
BME staff are more likely to experience harassment, bullying or abuse from patients, relatives or the public and from staff than white staff (National Staff Survey results)
Many fewer BME staff believe the Trust provides equal opportunities for career progression or promotion compared with white staff (National Staff Survey results)
Many more BME staff experience discrimination at work from managers or other colleagues than white staff (National Staff Survey results)
There are no BME Executive or non-Executive Board members (ESR data)

What do we need to do better?

Increased opportunities for career progression/promotion have been highlighted for priority action because of the large disparity between the reported experience of BME and white staff. Together with increased access to continuing professional development, this should increase the representation of BME staff at senior levels in the Trust. Continue to work towards a culture within the Trust where discrimination, bullying & harassment are not tolerated, particularly towards people from groups protected under the Equality Act 2010.

How will we do that?

Our planned actions for 2019/2020 are included in the WRES Metrics Report & Action Plan. Many of the actions are already part of the Workforce Diversity & Inclusion Strategy Plan. We will also continue to listen to our BME staff and work closely with the Trust's BAME Workers' Forum, who have helped to inform our plan, to improve the working experience of our BME staff.

WRES Indicators –

Linking WRES indicators to our strategy



WRES Measure	D&I Strategy Objective	D&I Strategy and WRES Actions
<p>WRES Indicator 1 – Percentage of staff in each of the AfC Bands 1-9 or Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce disaggregated by Non-clinical staff; Clinical staff – of which Non-Medical staff; Medical & Dental staff</p>	<p>We will be recognized as an inclusive employer committed to ensuring our workforce reflects the community it serves.</p> <p>We are committed to inclusion in everything we do including Recruitment, Induction, Training, Appraisal and Talent Management</p>	<ul style="list-style-type: none"> Review of shortlisting process to provide assurance that the anonymized process removes opportunities for bias Review interview template and interview question bank with a view to including D&I section / specific question (e.g: “What have you done in your previous role(s) to promote diversity and inclusion?”) Research/commission/develop refresher training for recruiting managers – Inclusivity in Recruitment – to be delivered as one hour, back to back sessions over two days. (Will include launch of refreshed JDs, advertising and interview Qs) Refresh panel composition with a view to including an extra, independent, person as part of the selection process to challenge on aspects of inclusivity. (For interviews of B7 or B8a and above roles initially) Review recruitment processes for Board appointments, including executive search agencies. <p>Action to be included in Year 2 Strategy Action Plan: We will aim to increase ESR declaration rates and reduce the number in the ‘Not known/not declared’ categories.</p> <ul style="list-style-type: none"> Agree our approach to inclusive Talent Management ensuring this complements the career pathway work in the education strategy. We will ensure our appraisal framework includes a Diversity and Inclusion objective so every leader is able to demonstrate their commitment to diversity, inclusion and fairness.
<p>WRES Indicator 2 - Relative likelihood of BME staff being appointed from shortlisting compared to that of White staff being appointed from shortlisting across all posts</p>	<p>We will be recognized as an inclusive employer committed to ensuring our workforce reflects the community it serves.</p>	<p>Actions described for Indicator 1 (above) should also influence the outcomes for this indicator.</p>
<p>WRES Indicator 3 – Relative likelihood of BME staff entering the formal disciplinary process, compared to that of white staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.</p>	<p>Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible</p>	<ul style="list-style-type: none"> Review of our people policies (as they fall due for review) to ensure a consistent message and approach to inclusion Ensure we continue to offer to Investigating Officers training to all managers undertaking HR related investigations <p>Action to be included in Year 2 Strategy Action Plan: We will use the NHS WRES strategy document ‘A fair experience for all: closing the ethnicity gap in rates of disciplinary action across the NHS’ to test a model of good practice to reduce the disproportionate gap in BME and white staff entering the formal process.</p>

WRES Indicators –

Linking WRES indicators to our strategy



University Hospitals Bristol
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WRES Measure	D&I Strategy Objective	D&I Strategy and WRES Actions
WRES Indicator 4 – Relative likelihood of BME staff accessing non-mandatory training and CPD as compared to white staff.	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust Values	<ul style="list-style-type: none"> Diversity and Inclusion attendance figures to be reported as part of data sets being developed Working with University of Bristol to develop unconscious bias training for student intakes Development of Cultural Awareness training which will launch in February 2020
WRES Indicator 5 – Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	<p>Actions to be included in Year 2 Strategy Action Plan:</p> <p>We will implement a framework designed to drive down levels of bullying and harassment at work.</p> <p>We will provide a clear support framework so that staff can feel safe and confident to challenge and report harassment or abuse from patients or service users.</p>
WRES Indicator 6 - Percentage of staff saying they have experienced harassment, bullying or abuse from staff in the last 12 months	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	<p>Actions to be included in Year 2 Strategy Action Plan:</p> <p>We will implement a framework designed to drive down levels of bullying and harassment at work.</p> <p>We will provide a clear support framework so that staff can feel safe and confident to challenge and report harassment or abuse from patients or service users.</p>
WRES Indicator 7 - Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	<p>We will be recognized as an inclusive employer committed to ensuring our workforce reflects the community it serves.</p> <p>We are committed to inclusion in everything we do including Recruitment, Induction, Training, Appraisal and Talent Management</p> <p>Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values</p>	<ul style="list-style-type: none"> Review of shortlisting process to provide assurance that the anonymized process removes opportunities for bias Review interview template and interview question bank with a view to including D&I section / specific question (e.g. "What have you done in your previous role(s) to promote diversity and inclusion?") Research/commission/develop refresher training for recruiting managers – Inclusivity in Recruitment – to be delivered as one hour, back to back sessions over two days. (Will include launch of refreshed JDs, advertising and interview Qs) Refresh panel composition with a view to including an extra, independent, person as part of the selection process to challenge on aspects of inclusivity. (For interviews of B7 or B8a and above roles initially) Review recruitment processes for Board appointments, including executive search agencies. Agree our approach to inclusive Talent Management ensuring this complements the career pathway work in the education strategy. We will ensure our appraisal framework includes a Diversity and Inclusion objective so every leader is able to demonstrate their commitment to diversity, inclusion and fairness. Provide inclusive education that nurtures staff motivation and aspirational career development and values the individual and the teams that work together

WRES Indicators –

Linking WRES indicators to our strategy



WRES Measure	D&I Strategy Objective	D&I Strategy and WRES Actions
<p>WRES Indicator 8 - Percentage of staff personally experiencing discrimination at work from their manager/team leader or another colleague in the last 12 months</p>	<p>As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge</p> <p>We are committed to inclusion in everything we do including Recruitment, Induction, Training, Appraisal and Talent Management</p> <p>We celebrate and value the contribution all of our staff make at all levels of the organization</p> <p>We encourage shared learning by openly sharing our diversity data in a meaningful way</p> <p>Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible</p> <p>We will be recognized as an inclusive employer committed to ensuring our workforce reflects the community it serves</p>	<ul style="list-style-type: none"> • Actions to deliver all objectives from the Workforce Diversity & Inclusion Plan Year 1 are intended to lead to increased cultural competence and therefore a decrease in incidents of discrimination in the workplace.
<p>WRES Indicator 9 - Percentage difference between the organisation's Board voting membership and its overall workforce, and the Board's Executive membership and its overall workforce</p>	<p>We will be recognized as an inclusive employer committed to ensuring our workforce reflects the community it serves</p>	<ul style="list-style-type: none"> • Review recruitment processes for Board appointments, including executive search agencies

Our Commitment: Next Steps

- WRES expert programme supported by participant at UH Bristol
- WRES National Pilot launch: 22nd January to share learning and further develop our work programme
- People committee: 27th January sub-group of the Board to discuss WRES action plan
- Development of year two plan with stakeholders: End of March
- Leadership Stakeholder event: May 2020 (Date tbc)
- Development of improved KPI's aligned to national targets and local measures: End of May