



University Hospitals  
Bristol and Weston  
NHS Foundation Trust

# Workforce Equality, Diversity and Inclusion (EDI)

Bi-annual Integrated Equality, Diversity and Inclusion  
Performance Report (October 2021 – March 2022)

# Report sign-off pathway and glossary

**Report author - Charlotte Nicol, Interim Equality, Diversity and Inclusion Manager**

Sign-off pathway for the bi-annual EDI integrated performance report

1	Feedback	Workforce EDI Steering Group	29 March 2022
2	Assurance	People Education Group	27 April 2022
3	Assurance	People Committee	26 May 2022
4	Ratification	Trust Board	27 May 2022

## Glossary

EDI	Equality, Diversity and Inclusion
BAME	Black, Asian and Minority Ethnic
D&I	Diversity and Inclusion
WRES	Workforce Race Equality Standard
EDS2	Equality Delivery System (version 2)
WDES	Workforce Disability Equality Standard
GPG	Gender Pay Gap
BNSSG	Bristol, North Somerset And South Gloucestershire (Systems approach to Healthier Together)

## Our Vision

Our vision is to be **‘committed to inclusion in everything we do’**. We aim to do that through a programme of change initiatives that realises the following benefits:

- A culture of inclusion and engagement at University Hospitals Bristol and Weston for all staff
- Valuing and empowering staff to ensure better outcomes for individuals, the organisation and patients
- 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 to increase organisational effectiveness

## Our Ambition

Our ambition is to become an inclusive employer of choice. We aim to achieve this through:

- Leadership and cultural transformation
- Accountability and assurance
- Positive action and practical support
- Monitoring progress and benchmarking

## About this report

This is University Hospital Bristol & Weston (UHBW) NHS Foundation Trust’s third bi-annual Equality, Diversity and Inclusion (EDI) integrated performance report, covering the period of October 2021 to March 2022.

The report describes Quarter 3 and Quarter 4 corporate and divisional progress against the Trust’s EDI strategic action plan 2021/22 and sets out the plans for 2022/2023.

The 6 month period between October 2021 – March 2022 was exceptionally challenging for UHBW with extreme operational pressures, resulting in several sustained Internal Critical Incidents, in the context of the continuing global Coronavirus pandemic.

These challenges have regrettably hindered progress against our Workforce Diversity & Inclusion Strategy 2020-2025 but progress has been made none the less and there are clear plans in development describing how we will deliver on our ambitious objectives in 2022/2023

All future plans will be developed to reflect the findings and regulatory responsibilities as laid out in the NHS People’s Promise, Model Employer, Race Disparity target aspirations (to be determined), WRES and WDES data and the staff survey

# NHS People Plan 20/21

The People Plan acknowledges that what the NHS needs is:

- **More people**
- **Working differently**
- **In a compassionate and inclusive culture**

It focuses on:

- **Looking after our people**
- **Belonging in the NHS**
- **New ways of working and delivering care**
- **Growing for the future**

We are 1.3 million strong.  
We are all walks of life, all kinds of experiences.  
We are the NHS.

## People Promise

The NHS People Plan launched the People Promise



**“Success is the sum of small efforts, repeated day in and day out”**

Robert Collier

**“Coming together is a beginning; keeping together is progress; working together is success”**

Edward Everett Hale

**“Success is not measured by what you accomplish, but by the opposition you have encountered, and the courage with which you have maintained the struggle against overwhelming odds.”**

Orison Swett Marden



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# Key successes on Trust EDI action plan

The following slides set-out some of the key successes the Trust has made in the last six months on its five-year EDI strategy.

*Committed to inclusion in everything we do*

## Key Successes



### All Divisions have EDI action plans in place

These will be further developed to reflect the staff survey findings by end of April 2022 and will be structured to support the Model Employer, Race Disparity and People's Promise requirements



### Launch of the EDI Advocates Programme

Two EDI advocate training sessions were held in October. Training package now being reviewed, based on the need to be more agile in approach and responsive to user feedback



### Pre-launch work for the Women's Network

Women's Network task and finish group met to identify key stakeholders and baseline of best practice review completed in March, ready for launch in May 2022



### Development support for staff networks

Funds kindly donated to staff networks from Chair's Discretionary fund. A proportion spent on portraits of staff network members for use in art displays, celebrating key EDI events. The remainder to be spent on supporting staff through "Stepping Up" programme and network events in May



### Inclusive Recruitment Forward Plan

Collaboration with BNSSG to undertake a review of the full recruitment process and documentation including producing a draft new recruiting managers guide

**“Without deviation from the norm, progress is not possible”**

Frank Zappa

**“Never confuse movement with action”**

Ernest Hemingway

**“Those who do not move, do not notice their chains”**

Rosa Luxemburg

**“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete”**

Buckminster Fuller



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# Progress update on Trust EDI action plan 2021/22 (October 2021 to March 2022)

The following section sets out progress the Trust has made in the last six months on the EDI action plan 2021/22

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# Trust Equality, Diversity & Inclusion Action Plan 2021/22

## Progress update (October 2021 to March 2022)

KPIs	No	Objective	Who	Progress	RAG
PSED EDS4.1 DPP6	1	In partnership with the national team launch the national reciprocal mentoring (RM) programme across divisions with recruitment of 20 mentor pairs across the Trust.	EDI Manager Associate Director OD and Wellbeing	<ul style="list-style-type: none"> <li>The national reciprocal mentoring programme remains on hold, however UHBW is participating in other development schemes such as Stepping Up, Believe and Make it Right and staff from under represented groups have applied for and been successful for inclusion in these</li> </ul>	
EA2010 PSED BSS1 BSS2&3	2	Develop leadership tools and support the development of the EDI advocates and divisional leads to have the knowledge, skills and abilities to embed EDI in everything we do.	EDI Manager Divisional EDI leads	<ul style="list-style-type: none"> <li>69 EDI advocates have signed up from across all divisions but development of these staff members has been delayed due to internal operational and the EDI manager vacancy since the last Bi-annual Report</li> </ul>	

### RAG Key:

On Plan	Blue
Complete	Green
Risks slippage	Amber
Barriers: not achieved	Red



# Trust Equality, Diversity & Inclusion Action Plan 2021/22

## Progress update (October 2021 to March 2022)

KPIs	No	Objective	Who	Progress	RAG
EDS3.1 DPP1	3	Ensure EDI is further embedded into our recruitment processes ensuring the diversity of our workforce increases year on year.	EDI Manager Head of Resourcing	<ul style="list-style-type: none"> <li>Ongoing work within the Trusts resourcing team and in system wide collaboration, across the BNSSG to undertake a review of the full recruitment process and documentation.</li> <li>New recruiting managers guide drafted which includes many aspects of the EDI agenda.</li> <li>Pilot of acceptance of CV's and covering letters being undertaken at Race in the City and Afghan Refugee recruitment events in March 2022. Pilot to be evaluated and approach moving forward to be agreed.</li> <li>Further work planned with HRBP's around a Trust approach to flexible working</li> </ul>	
EDS3.6 PSED	4	Develop an effective communication plan for sharing and promoting use of EDI resources and initiatives across the Trust that is embedded in to the UHBW cultural programme.	EDI manager Comms team Staff networks EDI leads	<ul style="list-style-type: none"> <li>Staff from the three existing staff networks (BAME, ABLE+ and LGBTQIA+) have been photographed and had their stories recorded. These have been displayed in Bristol and Weston sites and been used to celebrate International Women's Day</li> <li>Work planned system wide with BNSSG / Healthier together to develop joint EDI resources and teaching material bank</li> <li>Connections made with Trust Communication Team to agree EDI celebration calendar</li> </ul>	

**RAG Key:**

On Plan	Blue
Complete	Green
Risks slippage	Amber
Barriers: not achieved	Red

# Trust Equality, Diversity & Inclusion Action Plan 2021/22

## Progress update (October 2021 to March 2022)

KPIs	No	Objective	Who	Progress	RAG
WRES WDES GPG DPP3 DPP4 DPP5 PSED EDS3.6	5	Develop a robust assurance and delivery plan to respond to our Public Sector Equalities Duties (PSED) across all protected characteristics.	EDI Manager HRIS team Workforce D&I Group	<ul style="list-style-type: none"> <li>No progress made due to EDI Manager vacancy. Priority to establish pilot data task and finish group as part of 2022/2023 key milestones</li> </ul>	Red
EA2010 PSED WRES WDES GPG	6	Ensure there is a robust reporting framework to communicate progress against the Trust's 5-year D&I strategy.	EDI Manager Workforce D&I Group	<ul style="list-style-type: none"> <li>Building on the bi-annual reports in place a streamlined process for divisional and corporate EDI updates has also been developed, ready for rollout for Q1 in 2022/2023 plan</li> </ul>	Yellow

### RAG Key:

On Plan	Blue
Complete	Green
Risks slippage	Amber
Barriers: not achieved	Red

# Trust Equality, Diversity & Inclusion Action Plan 2021/22

Progress update (October 2021 to March 2022)

KPIs	No	Objective	Who	Progress	RAG
EA2010 PSED WRES WDES EDS2	7	Provide inclusive education that nurtures staff motivation and aspirational career development and values the individual and the teams that work together.	EDI Manager Senior Education Quality Manager Divisional EDI leads	<ul style="list-style-type: none"> <li>Continued work across education to develop smarter evidence of equality gaps to guide us to effective change/continuous improvement.</li> <li>Further work being undertaken to recognise the range of needs of our diverse student population and integrate them to create inclusive environments and governance of practice.</li> <li>To continually deliver fair access, equality of opportunity and enhance participation across both medical and non-medical education</li> </ul>	

#### RAG Key:

On Plan	Blue
Complete	Green
Risks slippage	Amber
Barriers: not achieved	Red

# Trust Equality, Diversity & Inclusion Action Plan 2021/22

## Progress update (October 2021 to March 2022)

KPIs	No	Objective	Who	Progress	RAG
EA2010 PSED WRES WDES EDS2	8	Ensure there are robust divisional plans in place to enable the effective delivery of the strategy at a local level and to ensure local solutions are embedded in response to the staff survey.	EDI manager Divisional EDI leads Operational EDI leads Staff Network chairs HRBPs	<ul style="list-style-type: none"> <li>All divisions will have a EDI plan in place reflecting the staff survey findings by end of April 2022</li> </ul>	
EA2010 PSED WRES WDES EDS2	9	Develop staff networks to have increased membership, greater reach and impact to support under-represented or disadvantaged staff across all protected characteristics.	EDI Manager Staff network chairs	<ul style="list-style-type: none"> <li>BAME Network has new Chair and is due to be re-launched under new name of Race Equality &amp; Inclusion Network, early in Q1</li> <li>Key stakeholders engaged in plans to launch Women's Network early in Q1 and guidance and mentorship received from leaders of strong Women's network from Barts Health NHS Trust</li> </ul>	

### RAG Key:

On Plan	Blue
Complete	Green
Risks slippage	Amber
Barriers: not achieved	Red

# Trust Equality, Diversity & Inclusion Action Plan 2021/22

## Progress update (October 2021 to March 2022)

KPIs	No	Objective	Who	Progress	RAG
PSED EA2010 EDS2 WRES WDES	10	Ensure there is robust governance pathway across all divisions that reports into the corporate infrastructure and allows for a two way dialogue to monitor progress and share best practice.	EDI Manager Divisional EDI leads Operational EDI leads	<ul style="list-style-type: none"> <li>A robust framework of governance and assurance pathways are in place and this has resulted in the collaboration of the strategic plan for 2022</li> </ul>	
WRES WDES PSED EA2010 EDS2	11	The Trust to actively play a leading role in contributing and learning from EDI strategies, activities and policies in partnership locally, regionally and nationally for the benefit of our staff and patients.	EDI Manager	<ul style="list-style-type: none"> <li>Ongoing involvement in University of West England (UWE) led project on BAME Healthcare Student Support in Practice (HSSP) project</li> <li>Equality Impact Assessment template produced with system partners</li> <li>Ongoing participation and involvement in the Bristol Race Equality Strategic Leaders' Group</li> </ul>	

### RAG Key:

On Plan	Blue
Complete	Green
Risks slippage	Amber
Barriers: not achieved	Red



**“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone”**

Sundar Pichai

**“Staff networks are not just here to celebrate diversity and the communities they make up. They are fundamental to the running of the organisation”**

Jo Portlock

**“The single greatest people skill is a highly developed and authentic interest in the other person”**

Bob Burg

**“Instead of better glasses, your network gives you better eyes”**

Robert Burt

## Trust Staff Networks

Staff networks play a key role in meeting the objectives set in the Trust’s five-year EDI strategy. Currently the Trust has three staff networks.

The following slides set-out the developments being taken to make staff networks sustainable with greater reach and impact for the workforce and across the Trust.

*Committed to inclusion in everything we do*

## Trust Staff Networks

### Developing Staff Networks

- Women's Network to be launched in May 2022
- BAME Network to be renamed and relaunched as the "Race Equality & Inclusion Network"
- Funding approved for each network to support their development in order to reach out to more staff in the trust
- Each Network has developed an action plan to support the delivery of the Diversity and Inclusion Strategy 2020-2025 an update against the plan will be provided in the next report



ABLE+ (supporting staff with physical, sensory or mental impairments)



LGBTQIA+ (supporting Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex and Asexual + staff)



BAME renamed: Race Equality & Inclusion Network (supporting staff from the Black, Asian and ethnic minority communities)



Women's Network (supporting women to connect across the organisation....coming soon)

# Staff Network Updates

## LGBTQIA+, ABLE+, Race Equality & Inclusion, Women's

### Progress in the last six months

#### Things we feel proud to have done or made progress on EDI since April 2021

1. Multi-network led Vigil held to commemorate World AIDS Day
2. Celebrating Disability History month with an open day in BHI atrium
3. Securing £3000 funding for each of the staff networks in the next financial year

### Current EDI priorities

#### EDI priority areas we are currently working on for the next six months

1. Strengthening and re-launching the Race Equality and Inclusion Network
2. Launching the Women's Network
3. Publicising the staff networks through National Network's Day celebrations in May at both Bristol and Weston Hospital sites

### Our EDI action plan going forward

#### Ways we will embed EDI into everything we do as staff networks

1. Delivering the Network action plans to support the Trust EDI strategic objectives
2. Contribute to the review and revision of the Trust's Equality, Diversity and Inclusion Policy
3. Creating a robust governance structure for the management of the newly secured network funding



**“In diversity there is beauty  
and there is strength”**

Maya Angelou

**“We need to give each other  
the space to grow, to be  
ourselves, to exercise our  
diversity. We need to give each  
other space so that we may  
both give and receive such  
beautiful things as ideas,  
openness, dignity, joy, healing,  
and inclusion”**

Max De Pree

**“Diversity: the art of thinking  
independently together”**

Malcolm Forbes



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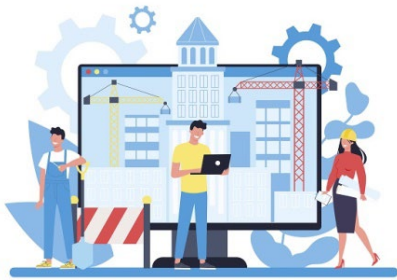
## Divisional EDI action plan update

The Trust comprises of eight divisions. Each division has developed an EDI action plan, with support from divisional EDI leads, operational EDI leads and HR Business Partners.

The following slides set-out the progress and forward planning the eight divisions have made on the Trust Diversity and Inclusion Strategy 2020-25.

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# Divisional equality, diversity and inclusion action plan update



Estates and Facilities



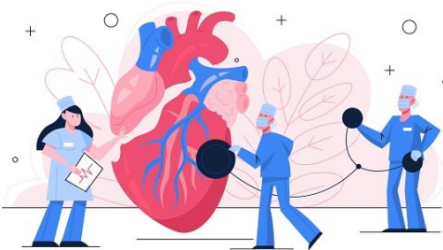
Women's & Children's Services



Surgery



Diagnostics and Therapies



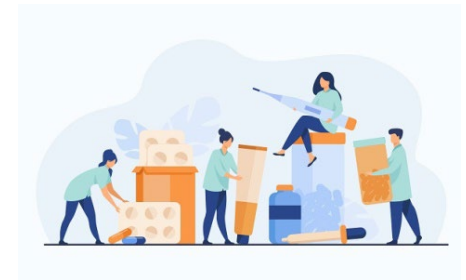
Specialised Services



Trust Services



Weston



Medicine

## Estates and Facilities Division

### Progress in the last six months

#### Three things we feel proud to have done or made progress on EDI since September 2021

1. Collaborated with Caafi Health to offer support to BAME staff in regards to vaccinations and general health across Bristol and Weston sites. Positive feedback and lots of learning to take forward
2. ED and Human Rights training remains above plan at 95% against 90% target
3. Promotion of the Advocate role with a simplified process has seen an increase in advocate interest across the division

### Current EDI priorities

#### Three EDI priority areas we are currently working on for the next six months

1. Following an audit look at areas within the division to focus recruitment campaigns on to grow the advocate network.
1. Utilise EDI reps to increase awareness and understanding of ED&I within the division and encourage staff to share their experiences.
2. Talent Liberation project to be re started to increase Diversity and Inclusion in recruitment and access to opportunities are easily accessible for all staff.

### Our EDI action plan going forward

#### Three ways we will embed EDI into everything we do as a leadership team

1. Establish a monthly meeting with the divisional leadership team where actions taken from the strategy can be reviewed and updates given to aid with increasing accountability.
2. Reach out to traditionally underrepresented employee groups – invite staff stories regularly at Divisional Board.
3. Champion the EDI Advocates and the role they play in improving equality, diversity and inclusion. Through HR Bulletins and HR Surgeries as well as divisional meetings

## Diagnosics and Therapies Division

### Progress in the last six months

#### Three things we feel proud to have done or made progress on EDI since September 2021

1. The Divisional score for “we are compassionate and inclusive” in the 2021 staff survey results was 7.4 which was above the Trust average of 7.3
2. We have formed a Divisional Education Group. One of the central aims is to ensure equity in access to education across the Division
3. We have recruited 16 EDI Advocates for the Division and continue to promote the role

### Current EDI priorities

#### Three EDI priority areas we are currently working on for the next six month

1. To recruit an EDI Advocate in each service and across both Bristol and Weston sites
2. To establish a Divisional EDI Group to develop ideas and initiatives specific to our Staff Groups and Services
3. To work with the new Associate Director of Education to develop an inclusive Divisional Education, Learning and Development Strategy

### Our EDI action plan going forward

#### Three ways we will embed EDI into everything we do as a leadership team

1. The Divisional EDI action plan will be monitored and reviewed regularly by the Workforce Committee (a sub-committee of the Divisional Board )
2. “Equality, Diversity and Inclusion at the heart of everything we do” is a key Divisional objective and priority as identified in our 22/23 OPP
3. A session on “leading a culture of EDI “to be held with our Divisional Board members facilitated by our Trust EDI Lead

# Medicine Division

## Progress in the last six months

### Three things we feel proud to have done or made progress on EDI since September 2021

1. EDI continues to be standing agenda item within our divisional Staff Wellbeing & Experience Group, which reports into Workforce committee.
2. Divisional representatives volunteered to be EDI advocates, as a result of the Trust recruitment drive; growing our own internal network of expertise/support.
3. Divisional education funding review process successfully completed for 2021/22 financial year. This process ensures fair and equitable funding allocation across the division and will continue in 2022/23.

## Current EDI priorities

### Three EDI priority areas we are currently working on for the next six month

1. Continue to signpost divisional colleagues to the Trust EDI Advocate recruitment campaign once 'relaunched'.
2. Identify a new EDI divisional operational lead to lead local advocate network and attend divisional working groups as EDI champion.
3. Explore possibility of divisional EDI steering group as an independent sub-group, that would report into Workforce Committee.

## Our EDI action plan going forward

### Three ways we will embed EDI into everything we do as a leadership team

1. Review and scrutinise divisional EDI data, including that of casework representation, within Divisional Workforce Committee on regular basis, to ensure EDI is considered at all times in divisional decision-making and appropriate action are developed.
2. Support the Trust reverse mentoring scheme, putting senior leaders forward as reverse mentees.
3. Specific EDI appraisal objective for each of the divisional leadership team in next appraisals.

## Specialised Services Division

### Progress in the last six months

#### Three things we feel proud to have done or made progress on EDI since October 2021

1. We have held 3 more staff Forums. The more well attended forums focused on specific topics
2. Our first 6 staff members have joined the EDI Advocate network
3. Improved staff survey results. Although the data is not directly comparable to 2020, the divisional score(7.4) is higher than the Trust average (7.3)

### Current EDI priorities

#### Three EDI priority areas we are currently working on for the next six month

1. New Divisional Education Committee to prioritise EDI ambitions within their objectives
2. Continue to promote our EDI Divisional Staff Forum and advocate role and increase participation so that we have representation across all staff groups, bands and protected characteristics
3. Continue to raise the EDI profile and strongly encourage all staff to complete Cultural Awareness eLearning, highlighting unconscious bias and self awareness

### Our EDI action plan going forward

#### Three ways we will embed EDI into everything we do as a leadership team

1. Board members to have specific EDI objective within their appraisal
2. Develop EDI Leads and Advocates knowledge by providing appropriate Education opportunities
3. Continuous improvement around EDI based upon feedback provided by staff at Staff Forums and EDI Advocates, e.g. consider BAME observers at all interviews (following Medical model)

## Surgery Division

### Progress in the last six months

#### Three things we feel proud to have done or made progress on EDI since September 2021

1. Divisional Strategic EDI Lead selected to represent the division and support implementation of the planned objectives
2. Active Bystander Training delivered to Division leadership: online, interactive training to promote the benefit of bystander intervention training, and the techniques to use, to actively prevent cultural acceptance of incivility and poor behaviour directed at others
3. Open forum with department managers around diverse representation on interview panels and coaching junior staff. Approach supported by the Divisional Workforce Committee

### Current EDI priorities

#### Three EDI priority areas we are currently working on for the next six months

1. Introduce an EDI advocate team made up of a multi professional group of staff, with individual link roles to represent specific protected characteristics
2. Set out and communicate refreshed Divisional EDI Objectives and KPI's which reflect multisource feedback including Staff Survey
3. Develop divisional EDI dataset to bring to and debate at monthly Divisional Workforce Committee

### Our EDI action plan going forward

#### Three ways we will embed EDI into everything we do as a leadership team

1. Monthly review of the Division People plan, into which EDI improvements are embedded, by the Workforce Committee (a sub-committee of the Divisional Board)
2. Maintain the visibility and importance of EDI through the standing agenda item on the monthly Divisional Workforce Committee, and strengthen this with a monthly update from the new Divisional Strategic EDI Lead
3. Continue to strive for a working environment where fairness and consistency underpin management practices, and where Colleagues are treated with dignity and respect.

## Trust Services Division

### Progress in the last six months

#### Three things we feel proud to have done or made progress on EDI since October 2021

1. The Divisional EDI group has only met on one occasion due to service pressures
2. We have now recruited 18 EDI Advocates within the Division

### Current EDI priorities

#### Three EDI priority areas we are currently working on for the next six month

1. Establish structure and reporting lines for the EDI groups within the Division to ensure clear communications
2. Analysis of Trust Services employment data to understand more about the landscape and identify tailored actions.
3. Collate potential EDI-related objectives across different grades and areas
4. Feed into the new Divisional Culture and People Plan and update our objectives accordingly

### Our EDI action plan going forward

#### Three ways we will embed EDI into everything we do as a leadership team

1. Unconscious bias training for recruitment
2. EDI related objectives in all plans



## Weston Division

### Progress in the last six months

#### Three things we feel proud to have done or made progress on EDI since September 2021

1. The construction and launch of a Weston staff forum, linking Senior Leaders with staff on a regular basis
2. Improved communications, introduced an HR bulletin. Connecting people with ED&I champions
3. Introduced People committee into the Weston management structure
4. Ensuring Senior Leaders attend FTSU meetings and address concerns as they are raised.

### Current EDI priorities

#### Three EDI priority areas we are currently working on for the next six month

1. Continuing to engage with the ED&I champions to ensure that they are aware of the actions that are happening.
2. Roll out of the Recruitment Guidance for Managers to ensure that all recruitment practices are fair and equitable. To make sure recruiting managers have all the information and tools available to recruit the right person, into the right role, at the right time, in a fair and inclusive way.
3. Establishing a divisional Education committee from April 22 to ensure equality to anyone wishing to undertake studies as well as encouraging under represented groups to look into the courses the Trust provides/have procured in order to support their own development and progression.

### Our EDI action plan going forward

#### Three ways we will embed EDI into everything we do as a leadership team

1. Increase partnership working with our Union colleagues to review new practices together and received feedback on any initiatives.
2. Work with our ED&I champions and FTSU champions to ensure feedback is listened to and acted on.
3. Ensure the senior leadership team meet weekly to review practices and challenge one another on all key business decisions

## Women's and Children's Division

### Progress in the last six months

#### Three things we feel proud to have done or made progress on EDI since September 2021

1. Continuity of carer teams achieved  
Continuity of care for 70.8% of BAME women the community midwives booked and continuity of care for 68.15% of patients living in the most deprived areas
2. Maternity service has held listening events following staff survey and have produced an action plan
3. Health inequalities has been a huge focus of discussion in paediatrics through the current system working (children, families and maternity steering group) and the national Children Hospital Alliance (CHA) work

### Current EDI priorities

#### Three EDI priority areas we are currently working on for the next six month

1. The Maternity services has also obtained NHS England funding for staff well being and retention and the funding is being used for staff study days, wellbeing activities and to improve staff facilities
2. The Maternity services has employed a PEF (Practice Education Facilitator) for inclusion and diversity who will start in post in May 2022
3. The CHA has funded a workstream on tackling inequalities and we are participating in a pilot around supporting groups who are less likely to attend outpatients appointments to overcome barriers to attendance.
4. The BNSSG steering group is currently working up its programme to address health inequalities across diverse groups

### Our EDI action plan going forward

#### Three ways we will embed EDI into everything we do as a leadership team

1. Maternity services is also part of the UHBW baseline review of EDI for patients and communities
2. Maternity Services will implement the listening event action plan, which involves a pilot for self-rostering and wellbeing activity
3. Maternity services are part of a Cultural Competency and Diversity Fluency Pilot with the West of England AHSN and after attending a Reducing Racial Disparities in Maternity care: Cultural Safety Training facilitated by Sheridan Thomas RM and Georgia Allan RM the practice development midwife now delivers a session on the Multidisciplinary obstetric annual update and held a cultural safety awareness month when the team sent out bite size updates and training to the midwives



**“The very serious function of racism is distraction. It keeps you from doing your work. It keeps you explaining, over and over again, your reason for being”**

Toni Morrison

**“If you are neutral in situations of injustice, you have chosen the side of the oppressor”**

Desmond Tutu

**“I wish they would only take me as I am”**

Vincent Van Gogh

**There is no such thing as race. None. There is just a human race – scientifically, anthropologically”**

Toni Morrison

## **Staff Survey Results 2021: What Does The Data Tell Us About The Experience Of Our Staff From Ethnic Minority Groups?**

*Committed to inclusion in everything we do*

## WRES

# NHS WORKFORCE RACE EQUALITY STANDARD

The annual WRES data for 2021 was reported in the previous Bi-annual Report.

The WRES data for 2022 will be reported in the next Bi-Annual Report covering April-September 2022

This section represents the changes in the staff survey data

Development of a WRES plan, linking in with the People's Promise, Race Disparity Ratios and Model Employer

## Spotlight on the experience of Ethnic Minority staff at UHBW

### Existing WRES 2021 Data

**15.2%** of UHBW staff are from an Ethnic Minority background



BAME staff are

**2.48 times**

more likely to enter a formal disciplinary process than white staff



White applicants are

**1.64 times** more likely to be appointed from shortlisting than BAME applicants



### New Staff Survey results 2021

**44.9%** of Ethnic Minority staff believe the organisation provides equal opportunity for career progression/promotion compared to **57.3%** of white staff: **12.4%** difference



**14.3%** of Ethnic Minority staff reported experiencing discrimination from a **manager/team leader** compared to **5.9%** of white staff: **2.4 times** more

**24.2%** of Ethnic Minority staff reported experiencing harassment, bullying or abuse from **staff** compared to **20.3%** of white staff



## Findings from Staff Survey 2021 data for Key WRES indicators

WRES indicator 5 (Staff Survey)	UHB	UHBW	UHBW	
% Staff experiencing harassment bullying or abuse from patients relatives or members of the public in last 12 months	2019 %	2020 %	2021 %	+/- compared to 2020 data
BME: Trust	26.7	24.8	25.2	0.4
BME: Average	29.9	28.0	28.8	0.8
White: Trust	24.5	22.9	24.5	1.6
White: Average	28.2	25.4	26.5	1.1

Average calculated as the median for the benchmark group

WRES indicator 6 (Staff Survey 2021)	UHB	UHBW	UHBW	
% Staff experiencing harassment bullying or abuse from staff in the last 12 months	2019 %	2020 %	2021 %	+/- compared to 2020 data
BME: Trust	25.2	27.9	24.2	3.7
BME: Average	28.8	29.1	28.5	0.6
White: Trust	22.7	21.7	20.3	1.4
White: Average	25.8	24.4	23.6	0.8

Average calculated as the median for the benchmark group

## Findings from Staff Survey 2021 data for Key WRES indicators

WRES indicator 7 (Staff Survey 2021)	UHB	UHBW	UHBW	
% Staff believing the organisation provides equal opportunity for career progression/promotion	2019 %	2020 %	2021 %	+/- compared to 2020 data
BME: Trust	68.9	43.9	44.9	1.0
BME: Average	74.4	45.2	44.6	0.6
White: Trust	89.7	60.1	57.3	2.8
White: Average	86.7	59.4	58.6	0.8

Average calculated as the median for the benchmark group

WRES indicator 8 (Staff Survey 2020)	UHB	UHBW	UHBW	
% Staff experienced discrimination from manager/team leader or other colleagues in last 12 months	2019 %	2020 %	2021 %	+/- compared to 2020 data
BME: Trust	14.9	18.3	14.3	4
BME: Average	13.8	16.8	17.3	0.5
White: Trust	5.2	5.5	5.9	0.4
White: Average	6.0	6.1	6.7	0.6

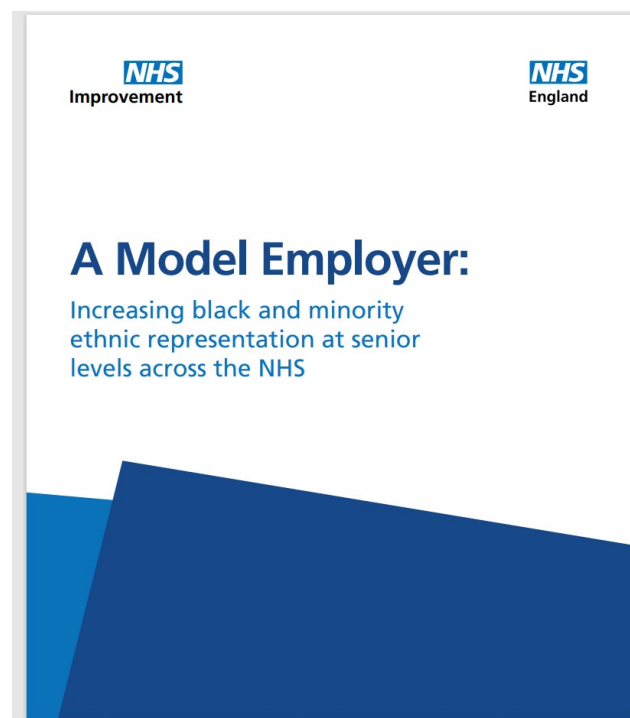
Average calculated as the median for the benchmark group

# A Model Employer

Increasing black and minority ethnic  
representation at senior levels across the NHS

The NHS workforce as a whole is now more diverse than at any time in its 70 year history, yet at the most senior levels, the leadership of organisations do not reflect the workforce

Evidence shows that tackling workforce race inequality improves staff experience, patient outcomes and organisational efficiency



Published 2019

Our staff should look at their leaders and see themselves represented, and our patients deserve the same

The government has set a national goal that is clear and ambitious: that NHS leadership should be as diverse as the rest of the workforce; and, in particular, we should ensure that BME representation at senior management matches that across the rest of the NHS workforce within ten years

[wres-leadership-strategy.pdf \(england.nhs.uk\)](https://www.england.nhs.uk/wres-leadership-strategy.pdf)



# A Model Employer

Some examples of projects and programmes already underway or planned in UHBW that support the Model Employer goals include:

- Staff support programmes- stepping up, believe, strive, reciprocal mentoring
- Strengthening staff networks
- Collaboration, across the BNSSG to undertake a review of the full recruitment process and documentation
- Participation in Race in the City and Afghan Refugee recruitment events in March 2022
- Involvement in University of West England (UWE) led project on BAME Healthcare Student Support in Practice (HSSP) project
- Ongoing participation and involvement in the Bristol Race Equality Strategic Leaders' Group



**“The worst thing about a disability is that people see it before they see you”**

Easter Seals

**“It’s not our disabilities, it’s our abilities that count”**

Chris Burke

**“I have a Disability yes that’s true, but all that really means is I may have to take a slightly different path than you”**

Robert M. Hensel

**“Because I’m able to bring my all to work, I’m able to give my all at work”**

Kathy Martinez - Assistant Secretary  
for Disability Employment Policy



**University Hospitals  
Bristol and Weston**  
NHS Foundation Trust

## **Staff Survey Results 2021: What Does The Data Tell Us About The Experience Of Our Staff with a disability or Long Term Condition (LTC)?**

*Committed to inclusion in everything we do*

## Template



### Workforce Disability Equality Standard

2020 data analysis report for NHS trusts  
and foundation trusts

October 2021

The annual WDES data for 2021 was reported in the previous Bi-annual Report, September 2021-March 2022 .

The WRES data for 2022 will be reported in the next Bi-Annual Report covering April-September 2022

This section represents the changes in the staff survey data

Development of a WRES plan, linking in with the People's Promise will be in place by May and presented to People Committee in July

# Spotlight on the experience of staff with long term conditions (LTC) at UHBW

## Existing WDES 2021 Data

**2.75%** of UHBW staff have described themselves as disabled with another **8.96%** of staff with an unknown status



Disabled staff are **4.46** times more likely than non-disabled staff to enter the formal capability process.



Non-disabled staff were **0.98** times more likely to be appointed from shortlisting compared to disabled staff



## New Staff Survey results 2021

**53.6%** of staff with long term conditions believe the organisation provides equal opportunity for career progression/promotion compared to **56.1%** of staff with no long term conditions



**15.1%** of staff with long term conditions experience discrimination from **manager/team leader** compared to **7.8%** of staff with no long term conditions

**24%** of staff with long term conditions reported experiencing harassment, bullying or abuse from **staff** compared to **14.4%** of staff with no long term conditions: **9.6%** difference



## Findings from Staff Survey 2021 data for Key WDES indicators

Metric 4 (Staff Survey 2020)	UHB	UHBW	UHBW	
% Staff experiencing harassment bullying or abuse from patients relatives or members of the public in last 12 months	2019 %	2020 %	2021 %	+/- compared to 2020 data
LTC: Trust	27.7	28.0	30.4	2.4
LTC: Average	33.9	30.9	32.4	1.5
Without LTC: Trust	24.1	22.0	23.1	1.1
Without LTC: Average	27.3	24.5	25.2	0.7

Average calculated as the median for the benchmark group

Metric 5 (Staff Survey 2020)	UHB	UHBW	UHBW	
% Staff experiencing harassment bullying or abuse from manager in the last 12 months	2019 %	2020 %	2021 %	+/- compared to 2020 data
LTC: Trust	17.4	17.4	15.1	2.3
LTC: Average	19.7	19.3	18.0	1.3
Without LTC: Trust	9.0	9.1	7.8	1.3
Without LTC: Average	11.0	10.8	9.8	1

Average calculated as the median for the benchmark group

## Findings from Staff Survey 2021 data for Key WDES indicators

Metric 6 (Staff Survey)	UHB	UHBW	UHBW	
% Staff experiencing harassment bullying or abuse from other colleagues in the last 12 months	2019 %	2020 %	2021 %	+/- compared to 2020 data
LTC : Trust	24.5	25.4	24.0	1.4
LTC: Average	28.1	26.9	26.6	0.3
Without LTC : Trust	16.7	16.0	14.4	1.6
Without LTC : Average	18.4	17.8	17.1	0.7

Average calculated as the median for the benchmark group

Metric 7 (Staff Survey 2020)	UHB	UHBW	UHBW	
% Staff Experiencing Harassment bullying or abuse at work they or a colleague reported it	2019 %	2020 %	2021 %	+/- compared to 2020 data
LTC: Trust	51.0	50.4	48.4	2.0
LTC: Average	46.7	47.0	47.0	0
Without LTC: Trust	45.4	48.0	48.0	0
Without LTC: Average	45.6	45.8	46.2	0.4

Average calculated as the median for the benchmark group

## Findings from Staff Survey 2021 data for Key WDES indicators

Metric 8 (Staff Survey)	UHB	UHBW	UHBW	
% Staff believe organisation provides equal opportunity for career progression or promotion	2019 %	2020 %	2021 %	+/- compared to 2020 data
LTC: Trust	84.1	53.7	53.6	0.1
LTC: Average	79.1	51.6	51.4	0.2
Without LTC: Trust	88.0	58.8	56.1	2.7
Without LTC: Average	85.6	57.4	56.8	0.6

Average calculated as the median for the benchmark group

Metric 9a (Staff Survey 2020)	UHB	UHBW	UHBW	
% Staff felt pressure from manager to come to work despite not feeling well enough to perform their duties	2019 %	2020 %	2021 %	+/- compared to 2020 data
LTC: Trust	25.4	26.7	25.3	1.4
LTC: Average	32.7	33.0	32.2	0.8
Without LTC: Trust	17.5	20.5	19.4	1.1
Without LTC: Average	24.4	23.4	23.7	0.3

Average calculated as the median for the benchmark group

# Equality Delivery System (EDS2)

EDS2 provides a compressive evidence-based approach to equality, diversity and inclusion for staff and patients.

There are no further updates on EDS2 since the last Bi-annual Report however, UHBW has committed to piloting the new NHS Equality Delivery System and staff from the UHBW Patient Experience and OD Teams attended a Webinar to launch this and will be collaborating together to deliver the pilot





# Gender Pay Gap 2021

The GPG 2021 report and action plan is pending, subject to GPG 2021 data analysis and verification- report and action plan will be presented in next Bi-annual Report

**“Accountability is the glue that bonds commitment to results”**

Will Craig

**“Responsibility, equals accountability, equals ownership. And a sense of ownership is the most powerful weapon a team or organisation can have”**

Pat Summit

**“The biggest risk a person can take is to do nothing”**

Robert T Kiyosaki



University Hospitals  
Bristol and Weston  
NHS Foundation Trust

## Risk, Compliance and Assurance

The Trust holds risk 285 on the risk register entitled:

***“Risk that the Trust fails to ensure equity of experience for all staff”***

This risk describes how if our HR, governance and recruitment processes are not more inclusive, accessible and wide-reaching, then the Trust may fail to realise the benefits of the Diversity and Inclusion strategy, resulting in a negative impact on staff recruitment, poor staff retention and reputational damage for the Trust

The risk is currently rated as High Risk (Moderate x Possible = 9) and the actions in place reflect the strategic objectives and key milestones towards the Workforce Diversity & Inclusion Strategy 2020-2025

As these milestones are achieved, the risk score will reduce, bringing us closer to the target rate of Low Risk (Moderate x Rare = 3)

*Committed to inclusion in everything we do*



# Equality, Diversity and Inclusion Strategic Objectives 2022/2023

The following slides present the 10 strategic objectives that mobilise the Equality, Diversity & Inclusion Strategic Framework 2020-2025. Progress and exceptions will be monitored by the EDI steering group, with updates provided to the People Committee on a quarterly basis

# Equality, Diversity and Inclusion Strategic Objectives 2022/2023

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April – June 2022)	BRAG
PSED EDS4.1 DPP6	1	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	Divisional targets for the number of EDI advocates to be set and agreed across the Trust and for this gap to be closed by end of Q2	Divisional EDI Leads	Trust EDI Manager		
			Complete EDI diagnostic and training needs analysis to establish education baseline by end of April 2022	Trust EDI Manager	Divisional EDI Leads/ EDI Advocates		
			Develop an EDI Advocates education programme by the end of Q1	Trust EDI Manager	Divisional EDI Leads		
			Deliver a rolling programme of modules to the EDI Advocates, each quarter, with completion of the whole programme by the end of Q3	Trust EDI Manager	Divisional EDI Leads/ EDI Advocates		
			Evaluate the EDI advocate programme by the end of Q4	Trust EDI Manager	Divisional EDI Leads/ EDI Advocates		

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On Plan

Not Achieved

Risks Slippage

Completed

## Equality, Diversity and Inclusion Strategic Objectives 2022/2023

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April – June 2022)	BRAG
EA2010 PSED BSS1 BSS2&3 EDS3.1 DPP1	2	We are 'committed to inclusion in everything we do' and this is evident in all our people policies and practices	Establish a clear governance structure that enables the networks to consult on proposed policies and practices, by the end of Q1	Head of HR Services	Trust EDI Manager Network Leads		
			Consult with key stakeholders on the efficacy of the Trust's Equality, Diversity and Inclusion Policy and subject to the consultation, update policy by end of Q2	Trust EDI Manager	Network Leads Corporate Leads Divisional EDI Leads EDI Advocates		
			In partnership with the NHSEI and the patient EDI team baseline the new EDS3 tool by the end of Q1	Trust EDI Manager patient EDI team	NHSEI		
			As a result of the EDS3 baseline implement any associated action plans by the end of Q2	Trust EDI Manager patient EDI team	NHSEI		

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On Plan

Not Achieved

Risks Slippage

Completed

## Equality, Diversity and Inclusion Strategic Objectives 2022/2023

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April – June 2022)	BRAG
EDS3.6 PSED	3	We celebrate and value the contribution all our staff make at all levels of the organisation	Continue to ensure a staff story is presented at Trust Board on an ongoing basis	EDI Manager	Network Leads Corporate Leads		
			Conduct a full review of the actions taken from the Board staff stories and consider the development of a monitored action plan to demonstrate positive action	Director of People	Trust EDI Manager		
			Ensure EDI advocates are mobilised to support divisions to implement their local plans and this is evidenced through the bi-annual reporting process (End of Q2 and Q4)	Divisional EDI Leads	Trust EDI Manager EDI Advocates		
WRES WDES GPG DPP3 DPP4 DPP5 PSED EDS3.6	4	We will encourage shared learning by openly sharing our diversity data in a meaningful way	Set up a pilot 'EDI' data task and finish group to understand how the data can be used to improve EDI at a local level. This will include but not be limited to: WRES/WDES/race disparity ratios and Model Employer, by the end of Q1	EDI Manager	HRBPs HRIS team		
			Use the findings from the pilot to present a Trust wide approach to diversity data that supports the existing bi-annual report by end of Q2	EDI Manager	Divisional EDI Leads/ EDI Advocates		
			Use the staff survey findings to develop a meaningful plan to be monitored at the EDI steering group on a quarterly basis as of Q2 (plan in place by end of Q1)	Divisional EDI Leads	HRBP's		
			Develop and maintain clear reporting schedule to facilitate the production of timely, meaningful data reports to enable our strategy plan to be responsive, agile and pro-actively delivered at a local and Trust-wide level by end of Q1	EDI Manager	EDI Manager		

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On Plan

Not Achieved

Risks Slippage

Completed

# Equality, Diversity and Inclusion Strategic Objectives 2022/2023

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April – June 2022)	BRAG
EA2010 PSED WRES WDES GPG	5	Our strategy is communicated at all levels reflecting our commitment to change	Ensure the internal HR Web communication pages reflect our commitment to change and a quarterly 'spot light on' is introduced by end of Q1	EDI Manager	EDI Manager		
			Celebrate the achievements within the bi-annual report and share this with all networks as well as ensuring this is available on both the intranet and Internet as of Q1	EDI Manager	Communications team		
			Develop a programme of EDI celebration events ensuring a link to our Values and behaviours and a robust communication plan which can be reported on each quarter with effect from Q1	EDI Manager	Communications team Network leads		
EA2010 PSED WRES WDES EDS2	6	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values	Work with partners to develop system wide educational tools, learning materials and training programmes, such as essential training across the ICS – <b>timescale to be determined</b>	Head of Education	Divisional EDI leads		
			Wider engagement – develop career progression pathways for existing staff, through the apprenticeship programme and pastoral support for healthcare support workers – timescale to be determined	Head of Education	External partners		
			Develop the staff pipeline through wider school and college engagement activities and creation of placement provision, such as work experience and T Levels – <b>timescale to be determined</b>				
			To review and update quarterly in line with financial year using the dedicated HCSW team to support with all pastoral aspects of the programmes to help improve retention and attrition rates – June 2022				
			To work with BNSSG and newly developed Career Hub to engage with local providers and support the widening participation agenda – June 2022				
			Ensure induction, educational tools and teaching materials represent our values and diverse workforce, monitored and evaluated through effective feedback – <b>timescale to be determined</b>	Head of Education	Communications team Network leads		

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On Plan

Not Achieved

Risks Slippage

Completed

## Equality, Diversity and Inclusion Strategic Objectives 2022/2023

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April – June 2022)	BRAG
EA2010 PSED WRES WDES EDS2	7	Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible	Establish a task and finish group to implement an integrated approach to bullying and harassment that will support positive conversations and introduce informal processes where possible. A plan in place by end of Q1	Associate Director OD and Wellbeing	Director of People Head of HR Services FTSU Guardian Corporate Wellbeing Leads		
			A quarterly update will be provided for each quarter of 2022/23	Associate Director OD and Wellbeing	Director of People Head of HR Services FTSU Guardian		
			Conduct a data triangulation exercise to establish the hotspot areas where there are disproportionate numbers of staff entering into a formal process using the new CMS to extract meaningful data by the end of Q2	Head of HR Services	Head of HR Services		

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On Plan

Not Achieved

Risks Slippage

Completed



## Equality, Diversity and Inclusion Strategic Objectives 2022/2023

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April – June 2022)	BRAG
EA2010 PSED WRES WDES EDS2	8	Staff Networks grow to become an increased staff voice who represent our workforce and the community we serve	Collaborate with network members to deliver the Race Equality and Inclusion action plan and this is evidenced in the bi-annual report (Q2 and Q4)	Race Equality and Inclusion Network Lead	EDI Manager SWEDI Leads		
			Collaborate with network members to deliver the LGBTQIA+ action plan and this is evidenced in the bi-annual report (Q2 and Q4)	LGBTQIA+ Network Lead	EDI Manager SWEDI Leads		
			Collaborate with network members to deliver the Able+ action plan and this is evidenced in the bi-annual report (Q2 and Q4)	Able+ Network Lead	EDI Manager SWEDI Leads		
			Establish the women's network, building on initial scoping exercise by the end of Q1	EDI Manager	Divisional leads		
			Actively engage with, promote, support and encourage the work of the Trust staff networks (BAME, LGBTQIA+, Able+ and Women's Network) to ensure the lived experience our staff, represented by these networks, directly contributes to improvement actions and this is evidenced in the bi-annual report (Q2 and Q4)	EDI Manager	Network Leads SWEDI Leads		
			Work to establish the available budget for staff networks and develop a plan for its spend in support of the aforementioned objectives by end of Q1	EDI Manager	Network Leads		

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On Plan

Not Achieved

Risks Slippage

Completed

## Equality, Diversity and Inclusion Strategic Objectives 2022/2023

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April – June 2022)	BRAG
PSED EA2010 EDS2 WRES WDES	9	We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves	Work to deliver the recruitment overhaul BNSSG programme of work including the relaunch of recruitment selection training, including new manager's recruitment guide by Q1. Update against overhaul at the end of each quarter	Head of Resourcing	Head of Education External partners EDI Manager		
			Develop "Get On" workshop programme for existing staff with protected characteristics, to support their development of application / interview skills by the end of Q2. To be evidenced in the Bi-Annual Report updates	Head of Resourcing	Head of Education EDI Manager		
			Work to establish an internal talent management approach / talent pool for staff from ethnic minorities, to be aligned with the redeployment model by the end of Q4	Head of Resourcing	Divisional leads EDI Manager		
WRES WDES PSED EA2010 EDS2	10	We will seek opportunities to learn from others, developing our partnerships at a regional and national level	The Trust to actively play a leading role in contributing and learning from EDI strategies, activities and policies in partnership locally, regionally and nationally for the benefit of our staff and patients update each quarter	EDI Manager	EDI Manager External partners		
			Active involvement in BNSSG system group and SW group update each quarter	EDI Manager	EDI Manager External partners		
			Conduct a benchmarking exercise with Association of UK University Hospitals (AUKUH) and other partners to establish best practice and develop existing milestones by end of Q2	EDI Manager	EDI Manager External partners		

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On Plan

Not Achieved

Risks Slippage

Completed

## Glossary of KPIs used with the Equality, Diversity & Inclusion Strategic Objectives (To be reviewed to include new staff survey measures)

KPI	EQUALITY ACT 2010
EA2010	Protection against unlawful discrimination for the nine protected characteristics in the workplace
PSED	Public sector equality duty (the equality duty): <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.</li> <li>• Advance equality of opportunity between people who share a protected characteristic and those who do not</li> <li>• Foster good relations between people who share a protected characteristic and those who do not</li> </ul>
KPI	STAFF SURVEY
BSS1	Not experience harassment, bullying, or abuse from patients/service users, their relatives or members of the public.
BSS2	Not experience harassment, bullying or abuse from managers.
BSS3	Not experience harassment, bullying or abuse from other colleagues.
BSS4	Last experience of harassment/bullying/abuse reported
DSS1	Organisation acts fairly: career progression.
DSS2	Not experiences discrimination from patients/service users, their relatives or other members of the public.
DSS3	Not experiences discrimination from manager/team leader or other colleagues.
DSS4	Disability: organisation made adequate adjustment(s) to enable me to carry out work.
KPI	GENDER PAY GAP
GPG	Publish annual report with specific figures about gender pay gap, narrative and actions (if applicable)

## Glossary of KPIs used with the Equality, Diversity & Inclusion Strategic Objectives (To be reviewed to include new staff survey measures)

KPI	PEOPLE PLAN
APP2	Discuss equality, diversity and inclusion as part of the health and wellbeing conversations described in the health and wellbeing table.
DPP1	Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets.
DPP2	Complete risk assessments for vulnerable staff, including BAME colleagues and anyone who needs additional support, and take action where needed.
DPP3	Publish progress against the Model Employer goals to ensure that the workforce leadership is representative of the overall BAME workforce.
DPP4	51 per cent of organisations to have eliminated the ethnicity gap when entering into a formal disciplinary processes
DPP5	Support organisations to achieve the above goal, including establishing robust decision- tree checklists for managers, post-action audits on disciplinary decisions, and pre-formal action checks.
DPP6	Refresh the evidence base for action, to ensure senior leadership represents the diversity of the NHS, spanning all protected characteristics.
DPP7	Review governance arrangements to ensure that staff networks are able to contribute to and inform decision-making processes.
DPP8	Design roles which make the greatest use of each person's skills and experiences and fit with their needs and preferences.
DPP9	Prevent and tackle bullying, harassment and abuse against staff, and create a culture of civility and respect.
KPI	WORKFORCE RACE EQUALITY STANDARD (WRES) INDICATORS
WRES1	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.
WRES2	Relative likelihood of staff being appointed from shortlisting across all posts.
WRES3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
WRES4	Relative likelihood of staff accessing non-mandatory training and CPD.
WRES5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.

## Glossary of KPIs used with the Equality, Diversity & Inclusion Strategic Objectives (To be reviewed to include new staff survey measures)

KPI	WORKFORCE RACE EQUALITY STANDARD (WRES) INDICATORS
WRES6	Percentage of staff saying they have experienced harassment, bullying or abuse from staff in the last 12 months
WRES7	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.
WRES8	Percentage of staff personally experiencing discrimination at work from their manager/team leader or another colleague in the last 12 months
WRES9	Percentage of difference between the organisations' Board voting membership and its overall workforce. (Note: Only voting members of the board should be included with considering this indicator.)
KPI	WORKFORCE DISABILITY EQUALITY STANDARD (WDES) INDICATORS
WDES1	Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.
WDES2	Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.
WDES3	Relative likelihood of Disabled staff compared to non-disabled staff as entering the formal capability process, as measured by entry into the formal capability procedure.
WDES4	a) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public; managers; other colleagues b) Percentage of Disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
WDES5	Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion
WDES6	Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
WDES7	Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work

## Glossary of KPIs used with the Equality, Diversity & Inclusion Strategic Objectives (To be reviewed to include new staff survey measures)

KPI	WORKFORCE RACE EQUALITY STANDARD (WRES) INDICATORS
WRES6	Percentage of staff saying they have experienced harassment, bullying or abuse from staff in the last 12 months
WRES7	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.
WRES8	Percentage of staff personally experiencing discrimination at work from their manager/team leader or another colleague in the last 12 months
WRES9	Percentage of difference between the organisations' Board voting membership and its overall workforce. (Note: Only voting members of the board should be included with considering this indicator.)
KPI	WORKFORCE DISABILITY EQUALITY STANDARD (WDES) INDICATORS
WDES1	Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.
WDES2	Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.
WDES3	Relative likelihood of Disabled staff compared to non-disabled staff as entering the formal capability process, as measured by entry into the formal capability procedure.
WDES4	a) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public; managers; other colleagues b) Percentage of Disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
WDES5	Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion
WDES6	Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
WDES7	Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work