

“The publication of the second bi-annual EDI integrated performance report, continues to show that we are making good progress on the Trust five-year diversity and inclusion strategy.

In September 2021, the whole Trust Board engaged in an equality, diversity and inclusion workshop with reinforced leadership and commitment to deliver on our ambitious mission and vision to be an exemplar Trust in equality, diversity and inclusion.

I am also particularly proud to see the launch of our EDI Advocates Programme, which we hope will encourage a new and meaningful way of engaging with colleagues from across all protected characteristics.

Alex Nestor, Interim Director of People



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

Workforce Equality, Diversity and Inclusion (EDI)

Bi-annual Integrated Equality, Diversity and Inclusion
Performance Report (April 2021 – September 2021)

Final (30/09/2021)

Report sign-off pathway and glossary

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

1	Feedback	EDI Steering Group	30 Sept 2021
2	Assurance	People Committee	26 Nov 2021
4	Ratification	Trust Board	30 Nov 2021

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)

Executive Summary

Our Vision

Our vision is to be **‘inclusive 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 the Trust’s second bi-annual equality, diversity and inclusion integrated performance report covering the period April 2021 to September 2021. The report sets out Q1 & Q2 corporate and divisional progress against the Trust’s EDI strategic action plan 2021/22.

The purpose of the bi-annual EDI report is to ensure that the Trust has developed a robust assurance and delivery plan that realises our vision and ambition and mitigates risk by:

- Compliance with the public sector equality duty for all protected characteristics
- Responding to findings from staff surveys
- Responding to the Workforce Race Equality Standard (WRES) and adopting the Model Employer Framework and Goals
- Responding to the Workforce Disability Equality Standard (WDES)
- Responding to the People Plan and the people Promise
- Developing and supporting
- Using the Equality Delivery System (EDS2) goals three and four as an organisational cultural of care barometer
- Addressing Gender Pay Gap (GPG)

“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

Trust Board EDI Workshop on 17 September 2021

The whole Trust Board engaged in an equality, diversity and inclusion workshop with reinforced leadership and commitment to deliver on our ambitious mission and vision to be an exemplar Trust in equality, diversity and inclusion.



Development support for staff networks

Funding has been identified to support the development of staff networks including half-day a week protected time where possible for staff network chairs/co-chairs for six months including the launch of the Trust Women's Staff Network.



Launch of the EDI Advocates Programme

The Trust EDI Advocates Programme was launched on 13 September 2021. Our aim is to recruit 200 staff over the next 12 months who will be trained and skilled-up to be the cultural change agents at a team, service and divisional level on implementing EDI policy and behaviours.



Inclusive Recruitment Forward Plan

Inclusive Recruitment Forward Plan 2021/22 approved by Senior Leadership Team in July 2021 that incorporates six key actions on inclusive recruitment and promotion identified in the People Plan, Race Disparity Ratio Goals, Dataset Task & Finish Working Group and systems BAME Talent Management Programme and also a proposal to setup a Trust Inclusive Recruitment Task & Finish Working Group.



Microaggressions awareness video

The Trust launched a short awareness video, [‘call me by my name’](#) to address microaggressions in the workplace, which has been well received.



Representative BAME workforce in resource media

Great response from Trust BAME staff to come forward and be photographed to represent the diversity in our workforce in all Trust resource materials and media platforms.



“When we listen and celebrate what is both common and different, we become wiser, more inclusive, and better as an organisation.”

Pat Wadors

“Diversity is being invited to the party. Inclusion is being asked to dance.”

Verna Myers

“The NHS needs people to think of themselves as leaders, not because they are personally exceptional, senior or inspirational to others, but because they can see what needs doing and can work with others to do it”

Kings Fund



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Trust EDI Action Plan

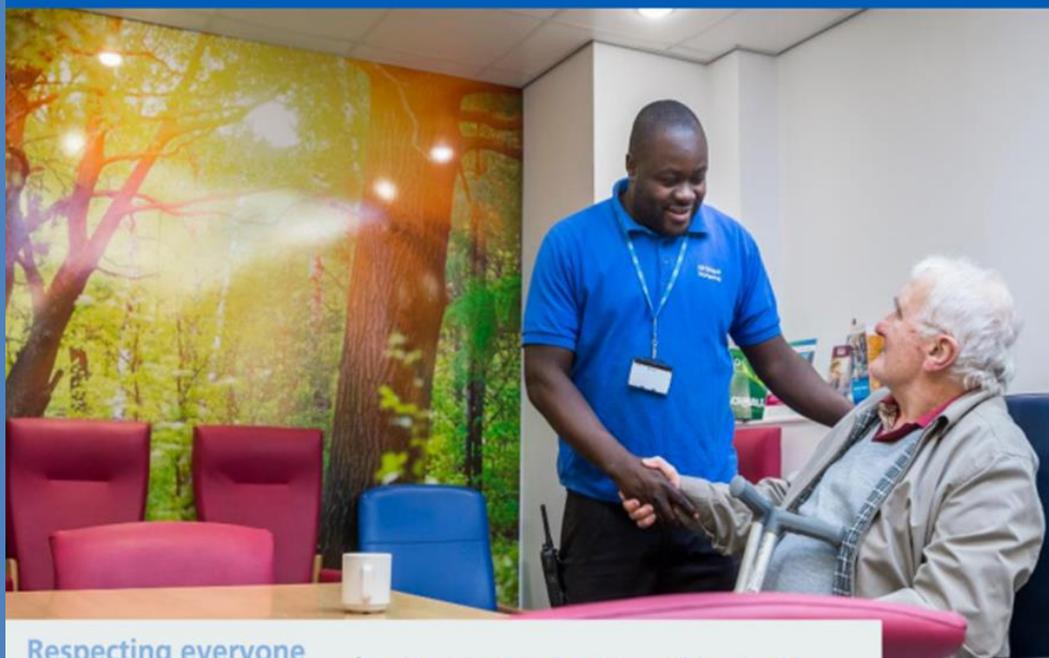
The following slides sets out:

- The Trust 5-year Diversity & Inclusion strategic objectives
- The EDI Advocates Programme
- Development of Staff Networks
- Progress on the EDI Action Plan 2021/22

Committed to inclusion in everything we do

Our Workforce Diversity and Inclusion Strategy 2020 – 2025

Committed to inclusion in everything we do



Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.

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

The Trust is committed to inclusion in everything we do. This is guided by our Workforce Diversity and Inclusion (D&I) Strategy 2020/25. We are currently in year two of the D&I strategy.

The Trust has a public website which sets out our plans, reports, progress and intentions on EDI which can be viewed at the link below:

<https://www.uhbw.nhs.uk/p/about-us/equality-diversity-and-inclusion-edi>

Ten Objectives – Diversity & Inclusion Strategy 2020/25



As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge



Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values



We are committed to inclusion in everything we do and this is evident in all our people policies and practices



Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible



We celebrate and value the contribution all of our staff make at all levels of the organisation



Staff forums grow to become an increased staff voice who represent our workforce and the community we serve



We will encourage shared learning by openly sharing our diversity data in a meaningful way



We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves



Our strategy is communicated at all levels reflecting our commitment to change.



We will seek opportunities to learn from others, developing our partnerships at a regional and national level.

**“When the world is silent,
even one voice becomes
powerful”**

Malala Yousafzai

**“I learned a long time ago the
wisest thing I can do is be on
my own side, be an advocate
for myself and others like me”**

Maya Angelou

**“No voice is too soft when that
voice speaks for others”**

Janna Cachola



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EDI Advocates Programme

The following slides sets out information about the Trust EDI Advocates Programme. This is our most ambitious EDI programme. Our aim is to recruit 200 staff over the next 12 months who will be trained and skilled-up to be the cultural change agents at a team, service and divisional level on implementing EDI policy and behaviours.

Committed to inclusion in everything we do



Introducing the role of the Equality, Diversity and Inclusion Advocate

Welcome!

Thank you for your interest in joining the EDI Advocates' Network, to embed **equality, diversity and inclusion** in your team, division and across the Trust.

Over the coming months and years working with support partners, we are aiming to create a network of **emotionally intelligent** equality, diversity and inclusion Advocates that will be the cultural change agents in their teams, divisions and services.

The **EDI Advocates' programme** is ambitious and essential for the Trust to become truly inclusive in the way we look after our staff and patients. **This pack gives guidance to support Trust-wide EDI Advocates.**

Further support for advocates is available from the EDI team: Diversity&inclusion@uhbw.nhs.uk



Why do we need EDI Advocates?

Everyone has the right to come to work as a **'whole'** person without exception.

This means being treated with dignity and respect at work regardless of your age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race or ethnicity or nationality, religion or belief or no belief, sex and sexual orientation – these are the nine human characteristics protected by law from unlawful discrimination.



As humans, however, we all have conscious and unconscious biases, which can seem very real to us even though there is no rational basis for these biases. Acting on these biases can often create an environment of exclusion that impacts on career and personal development and the wellbeing of staff and patients.

As an **EDI Advocate**, your role is crucial as a voice of reason, **good EDI practice**, and above all, helping to create a truly **inclusive Trust** for all staff and patients.

If we do not take action individually, and as a Trust on exclusion, biases can easily lead to a culture of bullying and harassment, victimisation and unlawful discrimination in teams, divisions and services.

What the role involves

Ensuring staff understand what EDI is and the importance it holds for an inclusive workplace.

Identifying gaps in EDI training, education, practice and areas for improvement.

Encouraging awareness of EDI through conversations, story telling, lived experience, team meetings, posters, leaflets, and signposting.

Signposting staff to areas of support such as unions, staff networks, bullying and harassment advisors, Workplace Wellbeing Advocates and Freedom to Speak up Champions.

Attending EDI Advocate Network meetings when possible.

Increasing visibility and awareness of EDI through commemorating historical events, social movements, awareness events, celebrating religious and other festivals across all protected characteristics.

Identifying opportunities for involvement, including self-education on current and ongoing EDI issues.

Encourage the completion of the annual/quarterly staff survey within your division/team.



EDI Advocate expected personal qualities

Personal Qualities

Trusted **Approachable** **Eagerness to learn** **Enthusiasm**
Visibility **Curiosity** **Ambitious**

Ambitious: Solutions-oriented approach and ready to be the culture change agent for your team and division

Approachable: Having empathy and giving colleagues and patients a safe space to have open conversations about EDI

Curiosity: Having an open mind to venture outside of your own comfort zone on EDI

Eagerness to learn: Giving yourself permission to listen and appreciate the complex and challenging EDI journeys of our colleagues and patients

Enthusiasm: Eager to improve patients, colleagues and your own experience of EDI

Trusted: Remaining professional with integrity, taking appropriate action when necessary and maintaining confidentiality

Visibility: Being an ally to both staff and patients from all protected characteristics

Building EDI knowledge and skills

Building knowledge

Once you have committed to becoming an **EDI Advocate** for your division/team, we would not expect you to be an expert on EDI.

We will **work with you** to communicate, build your knowledge, skills and confidence to a level that you should be able to:

- Demonstrate an **understanding** of EDI and how it applies in the workplace
- Maintain **objectivity in supporting** and sign-posting staff, students and volunteers on EDI
- Ability to **engage and collaborate** in a meaningful way with others across the divisions and Trust to spread best practice and **opportunities** to advance EDI wider across systems
- Ability and **confidence** to lead on challenging EDI issues within your team or division to successful outcomes.
- Ability and confidence to work with EDI support partners to deliver on local and Trust-wide **EDI action plans**.

Tips for maintaining boundaries

While **EDI Advocates** offer peer support by raising awareness of good practice and signposting to a range of EDI resources; **it is not a pastoral role.**

It may be helpful to establish **boundaries** early on so that your colleagues don't expect you to offer any direct emotional support or direct **expert EDI** advice.

Some **EDI Advocates** might also be freedom to speak up champions and/or wellbeing advocates giving them additional insight into complex EDI issues. It's important to distinguish those roles to maintain boundaries where necessary.

Boundaries that may be important to you in your role as an **EDI Advocate** are:

Time: agree how much time you can offer to the role and the level of support you can provide to your colleagues.

Abilities: be really clear about your ability to 'help' others.

Confidentiality: be upfront on what you can and cannot keep confidential because in some circumstances, you may need to share information elsewhere in line with Trust safeguarding, data protection or confidentiality policies.

If in doubt: Contact the EDI team to get advice and directions.



How will you be supported in your role?

EDI is a complex area, but extremely rewarding when we get it right.

As an EDI Advocate you will not be left to your own devices.

There is a huge network of partners to support you on this rewarding and meaningful journey.



EDI Advocate capacity-building workshops (subject to staff feedback)

1. Demystifying microaggressions in the workplace
2. Demystifying race equality
3. Resolving conscious and unconscious biases
4. Sex vs. Gender – what is the difference?
5. Demystifying Human Rights
6. Destigmatising disability in the workplace
7. Creating and managing personal/professional boundaries in the workplace

“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



University Hospitals
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Progress update on Trust EDI action plan 2021/22 (April 2021 to September 2021)

The following slides set-out progress the Trust has made in the last six months on the EDI action plan 2021/22.

Committed to inclusion in everything we do

Trust Equality, Diversity & Inclusion Action Plan 2021/22

Progress update (April 2021 to September 2021)

KPIs	No	Objective	Who	Progress	RAG
PS 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 Barnard Galton Sam Chapman	<ul style="list-style-type: none"> In Q2 the national reciprocal mentoring team confirmed the national programme rollout has been put on hold until additional resources can be allocated to support Trusts <p>Q3 will focus on:</p> <ul style="list-style-type: none"> A systems approach to developing a RM programme with support from the South West regional leadership academy 	Red
EA2010 PS 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"> EDI induction training for newly recruited overseas nurses is now on Cohort 7 Trust launched a short awareness video, 'call me by my name' to address microaggressions in the workplace. The EDI Advocates Programme was launched on 13 Sept that included a short video describing the role of an EDI Advocate <p>Q3 will focus on:</p> <ul style="list-style-type: none"> Recruitment and induction workshops for EDI Advocates Development and delivery of EDI capacity-building training workshops/eLearning for EDI Advocates 	Blue

RAG Key:

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

Trust Equality, Diversity & Inclusion Action Plan 2021/22

Progress update (April 2021 to September 2021)

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 Peter Russell	<ul style="list-style-type: none"> A regional action plan on overhauling Trust recruitment and promotion processes has been developed and submitted to NHS England/Improvement (NHSE/I) 30/8/21 Ongoing monthly systems EDI Leads' meeting on progress against recruitment & promotion processes action plan Inclusive Recruitment Forward Plan 2021/22 approved by Senior Leadership Team in July 2021 that incorporates six key actions on inclusive recruitment and promotion identified in the People Plan, Race Disparity Ratio Goals, Dataset Task & Finish Working Group and systems BAME Talent Management Programme and also a proposal to setup a Trust Inclusive Recruitment Task & Finish Group <p>Q3 will focus on:</p> <ul style="list-style-type: none"> Establishing and supporting the work of the Inclusive Recruitment Task & Finish Working Group focusing on Trust recruitment and promotion processes with the aim of having a meaningful plan in place by March 2022 	
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"> 80 staff from BAME background have volunteered to be photographed to reflect the 15.2 % of BAME workforce across all resource media platforms Trust is holding a virtual mini-conference on Thursday 21 Oct to mark Black History Month In Oct 21 a portrait exhibition begins in Bristol and Weston to celebrate and appreciate our staff from Black communities. <p>Q3 will focus on:</p> <ul style="list-style-type: none"> Marking and celebrating Black History Month (Oct) and Disability History Month (Nov-Dec) 	

RAG Key:

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

Trust Equality, Diversity & Inclusion Action Plan 2021/22

Progress update (April 2021 to September 2021)

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"> A Task & Finish dataset working group has been proposed to undertake a detailed analysis of current data held by the Trust across a range of activities and functions with a view of developing a robust framework of current future data requirements to deliver EDI action plan. Due to operational challenges the Task & Finish group could not be set-up in Q2 <p>Q3 will focus on:</p> <ul style="list-style-type: none"> The augural meeting of the Task & Finish group for end of Nov 2021 with the group feeding into EDI steering group with regular updates Final report and recommendations from the Task & Finish group will be agreed by end of Q4 	Amber
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"> The Trust Board ratified the first bi-annual EDI integrated performance report (Oct 2020 to Mar 2021) and it has been published on the Trust public website: https://www.uhbw.nhs.uk/p/about-us/equality-diversity-and-inclusion-edi 	Blue

RAG Key:

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

Trust Equality, Diversity & Inclusion Action Plan 2021/22

Progress update (April 2021 to September 2021)

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"> Education EDI representative at all levels of EDI trust-wide working groups EDI now forms a standing agenda point on the Education Managers meeting Quality metric reporting established on the breakdown of EDI data across our funded training programmes Nip it in the Bud Training embedded into local induction across all education EDI objectives included in appraisals Supported widening participation and EDI through apprenticeship routes such as Training Needs Analysis, especially supporting first cohort as part of Weston division <p>Q3 will focus on:</p> <ul style="list-style-type: none"> building on the above and also rollout of EDI Advocates within each team of the education department. Embedding unconscious bias training as a theme across all new training modules produced. Developing extensive library reading lists aligned with the EDI i.e – Pride and Black History month Continued representative on University of West England (UWE) Bristol BAME student placement project 	

RAG Key:

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

Trust Equality, Diversity & Inclusion Action Plan 2021/22

Progress update (April 2021 to September 2021)

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"> All divisions have published EDI action plans that acknowledge successes in the previous two quarters, current EDI priorities areas and also embedding EDI as a leadership team. <p>Q3 will focus on:</p> <p>Developing cultural change interventions particularly when the EDI Advocates Programme embeds within divisions and teams.</p>	On Plan
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"> The interim Trust chair identified funds to support the development of staff networks plus the launch and support of the Trust Women's Staff Network (WSN) <p>Q3 will focus on:</p> <ul style="list-style-type: none"> Supporting the four staff networks to become sustainable with greater reach and positive impact for the workforce. Black History Month mini-conference and portrait exhibition in Bristol and Weston 6 month work plans for each staff network Disability History Month (mid-Nov to mid-Dec) 	Amber

RAG Key:

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

Trust Equality, Diversity & Inclusion Action Plan 2021/22

Progress update (April 2021 to September 2021)

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"> A robust framework of governance and assurance pathways are in place <p>Q3 will focus on:</p> <ul style="list-style-type: none"> Overhauling recruitment processes and developing interventions that encourage job applicants from local people across all protected characteristics. EDI Advocates as culture change agents 	
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"> Ongoing co-production of a systems approach to overhauling recruitment and promotion processes (BNSSG) Ongoing support for the UWE BAME student placement project Ongoing support for Bristol Race Equality Strategic Leaders' Group <p>Q3 will focus on:</p> <ul style="list-style-type: none"> Developing systems action plan on overhauling recruitment and promotion processes with spotlight on BAME staff plus closing the race disparity gap between White and BAME in career development opportunities Developing a University of West England (UWE) pilot on BAME student placement and EDI pathways 	

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 development action being taken to make staff networks sustainable with greater reach and impact for the workforce and across the Trust.

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Developing Staff Networks

- In Q3 the Trust is refocusing on developing all three existing staff networks plus launching the Women's Staff Network
- Limited funding has been identified to support the development of staff networks including half-day a week protected time where possible for staff network chairs/co-chairs for six months
- The learning from the limited funded support for staff networks will inform the business case for ongoing financial commitment in the 2022/23 Trust budget to ensure sustainability for staff networks

Trust Staff Networks



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



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



BAME (supporting staff from the Black, Asian and ethnic minority communities)

LGBTQIA+ Staff Network update

Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex and Asexual + staff

Progress in the last six months

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

1. Personal Pronouns video and working with departments to spread the knowledge of Personal Pronouns
2. Promoting Rainbow badge campaign at Weston with over 150 staff signing pledges at Weston during Pride Month
3. Building connections for future work with the CCG Proud Network & Sirona LGBT+ Network

Current EDI priorities

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

1. Improving support for staff who are gender non-binary around uniforms/dress code
2. Network visibility at both Weston General & Bristol sites working with our fellow staff network chairs and members
3. Marking World Aids Day on 1 December 2021

Our EDI action plan going forward

Three ways we will embed EDI into everything we do as a staff network

1. Improve intersectionality by working closely with our other staff networks
2. Spreading the word that we welcome Allies to our network
3. Reviewing and developing an LGBTQIA+ workforce equality standard framework similar to WRES and WDES

ABLE Plus Staff Network update

Progress in the last six months

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

1. We have progressed the Campaign around Disabled Staff Parking/ Trust accessibility By holding the Wheelchair Challenge (Pictures)
2. We have reached and have provided support for 100 staff with Dyslexia/Dyspraxia and Dyscalculia
3. We with support from Information Management & Technology (IM&T) now have a named support to aid in IT configuration of software needs

Current EDI priorities

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

1. Continue our Campaign to highlight accessibility Issues within the Trust
1. Improve Network visibility at both Bristol and Weston sites working with our staff network chairs and members
2. Marking Disability Week in December with a workshop (unseen disabilities - how do we recognise and support these)

Our EDI action plan going forward

Three ways we will embed EDI into everything we do as a staff network

1. Improve the understanding of support for staff with unseen disabilities
2. Ensuring that everyone knows that Allies are always welcome at our meetings
3. Reviewing the reasonable adjustments programme and educate our new EDI Advocates how to sign post staff to this service

BAME Staff Network update

Progress in the last six months

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

1. Contributed to a systems approach to developing and supporting BAME staff networks (BNSSG and South West England Regional EDI leads)
2. Co-produced the systems response to the six priority areas in the People Plan to support BAME staff in the NHS in relation to inclusive recruitment, promotion and talent development
3. Great response from BAME staff network members to come forward and be photographed to represent the diversity of our workforce in Trust resource materials and media platforms

Current EDI priorities

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

1. Black History Month mini-conference on 21 October 2021
2. Portrait exhibition in Bristol and Weston celebrating and acknowledging the contribution of our staff from Black background
3. Set-up a Task & Finish group to re-launch of the BAME Staff Network . The aim is to make it more inclusive with greater reach and focused on delivering race equality for our BAME workforce.

Our EDI action plan going forward

Three ways we will embed EDI into everything we do as a staff network

1. Actively involve members to participate in the development and delivery of the Workforce Race Equality Standard (WRES) Action Plan 2021/22
2. Actively involve members in the overhaul of the Trust recruitment and promotion processes to create space for BAME staff to thrive by eliminating race discrimination
3. Work with divisional EDI Advocates to raise awareness of racism and other factors that disenfranchise some staff from BAME backgrounds, particularly in relation to career progression



**“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

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 2020/22.

Committed to inclusion in everything we do

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 April 2021

1. Increased awareness and participation of all managers/leaders/supervisors to complete Cultural Awareness for an Inclusive Workplace.
2. Promotion of Diversity and Inclusion at internal meetings, team meetings and through departmental newsletters such as 'Nuts and Bolts' and 'HR Bites'.
3. In partnership with HR Services, produced and rolled out a fact finding template to ensure that appropriate decisions are made when incidents or concerns are raised to ensure any actions are in line with 'Just Culture'.

Current EDI priorities

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

1. Recruit more EDI representatives from each hospital site through our Staff Forums.
2. Utilise EDI reps to increase awareness and understanding of D&I within the division and encourage staff to share their experiences.
3. Talent Liberation project in progress 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. Continuous improvement around EDI based upon feedback provided by staff at Staff Forums and other listening events.
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.

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 April 2021

1. Launched Diversity and Inclusion Advocate programme to promote awareness, education and to provide support.
2. Midwifery: Established Continuity of Carer Team in an area with a high BAME population to improve outcomes.
3. Gynaecology: Improved physical access to outpatients clinic.
4. Established specialist asthma clinics in areas with high asthma rates. The service targets those children with severe asthma to improve health outcomes.
5. Introduced young people onto our Divisional Board and other divisional activities [e.g. staff awards]; enabling them to shape decisions about our services.

Current EDI priorities

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

1. Provide maternity care to Afghan refugees based in Bristol.
2. Continue to implement Diversity and Inclusion action plan including actions to raise awareness through our Divisional patient and staff engagement events.
3. Midwifery: Further engagement with Somali population / patients to improve understanding of maternity services.
4. Review and secure ongoing funding for our Somali Outreach worker – currently embedded within the diabetes service improving access, outcomes and patient/family experience.
5. Develop and support the Care of Childhood Obesity (CoCo) service improving outcomes of children with severe obesity. Work with partners to secure funding for a 'tier 2' obesity service.

Our EDI action plan going forward

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

1. Champion Diversity and Inclusion Advocates and support the delivery of the action plan
2. Continue to support our young people on our Divisional Board supporting them to shape the decisions that we make.
3. Actively address health inequality by working with the Children's Alliance to develop a Artificial Intelligence (AI) DNA predictor tool. This tool will use criteria such as 'no access to transport' or 'previous non-attendance' to identify those children least likely to attend appointments and treatment.
4. Support the implementation of Trust flexible working scheme.

Division of Surgery

Progress in the last six months

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

1. Our Divisional EDI score in the 2020 National Staff Survey increased again, from 8.9 to 9.0. Our Safe Environment score (bullying & harassment) also increased, by 0.4 to a score of 7.9
2. Secured funding from Above & Beyond to purchase and deliver Active Bystander training to c.30 staff in management and clinical leadership roles to support the Division goal of ensuring a safe and supportive working environment for colleagues through raising confidence to challenge poor behaviours, to prevent these becoming normalised.
3. A Psychological Trauma Masterclass was delivered to Division Leadership, enhancing skills and confidence to support teams and colleagues in this sensitive aspect of their wellbeing, thereby promoting a more inclusive culture

Current EDI priorities

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

1. Recruiting a Divisional EDI Steering Group lead, together with EDI advocates across the Division of Surgery
2. Establishing a Divisional Workforce Development Steering Group, whose remit will include equality of access for staff to undertake further study and development, as well as promoting staff from under-represented groups to apply for development that may not have been considered had there been no 'nudge'
3. Promote diversity of thought and recognition of difference across the Division with the introduction of new roles of Physician Associate, Nursing Associates and Medical Support Workers

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 EDI Steering Group 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.

Diagnostics and Therapies Division

Progress in the last six months

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

1. The Divisional score for EDI in the 2020 staff survey results which were released in April 2021 was 9.5 . The highest score for the Trust
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. One of our Heads of Service attended a workshop on ‘Storytelling: How the story serves the leader’ as a foundation for reciprocal mentoring

Current EDI priorities

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

1. To hold a session with our Staff Forum on EDI within Diagnostics and Therapies Services, with presentations from our EDI Leads and Trust EDI Manager and service level feedback from the Staff Forum Representatives
2. To recruit an EDI Advocate in each service and form our Divisional EDI Group to address issues and develop ideas specific to our Division and Services
3. To work with our resourcing team to explore ways to promote our Diagnostics and Therapies services and career paths to increase awareness of opportunities across a more diverse demographic

Our EDI action plan going forward

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

1. Divisional EDI group to be developed, including a member of the Leadership team, with actions captured in the Divisional EDI action plan which will be monitored and reviewed regularly by the Workforce Committee (a sub-committee of the Divisional Board)
2. Introduction of 360° feedback for the Divisional Leadership team which will include an EDI Dimension
3. A session on “leading a culture of EDI “to be held with our Divisional Board members facilitated by our Trust EDI Manager

Specialised Services Division

Progress in the last six months

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

1. Held two phases of EDI Sharing Lived Experience events, facilitated by senior managers and attended by staff within the division.
2. Developed our EDI Divisional Staff Forum (to commence October 2021); the purpose of which is to plan and implement activities aimed at supporting staff from the nine protected characteristics, in order to improve their experience of working in the division.
3. Raised the EDI profile with Workforce Committee by presenting demographic data for debate and encouraging two members of staff to present their stories at Divisional Schwartz Round.

Current EDI priorities

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

1. Continue to promote our EDI Divisional Staff Forum and increase participation so that we have representation across all staff groups, bands and protected characteristics.
2. Continue to raise the EDI profile and strongly encourage all staff to complete Cultural Awareness eLearning, highlighting unconscious bias and self awareness.
3. Continue to develop and review divisional priorities based upon feedback provided from EDI Staff Forum and EDI Advocates.

Our EDI action plan going forward

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

1. EDI Leads to support Divisional Board members to develop and include EDI objectives within their personal appraisals.
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).

Trust Services Division

Progress in the last six months

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

1. Increased representation on our Divisional EDI group, which now meets regularly. Some departmental EDI groups have also been established, which is increasing the level of conversation and engagement
2. Several members of Trust Services have been selected for the Stepping Up course
3. Increased appraisal and mandatory training compliance
4. We have piloted balanced shortlisting, and are investigating how to overcome some of the barriers identified in the pilot
5. Considerable progress in the Education team, including quality metric reporting established for funded training programmes, supporting widening participation through apprenticeship routes and launch of a BNSSG initiative to support people into work with Language, Literacy, Numeracy and Digital skills.

Current EDI priorities

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

1. Identifying and recruiting more EDI advocates
2. Work on providing guidance and best practice on how language acts as a barrier to good communication, recruitment and progression
3. Analysis of Trust Services employment data to understand more about the landscape and identify tailored actions.

Our EDI action plan going forward

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

1. Further unconscious bias training
2. Investigate reciprocal mentoring within the division
3. Share EDI-related objectives and outcomes to develop a bank of information and inspire others
4. Monthly reporting to be introduced into how each Education Department feeds into the Trust-wide EDI strategy and action plan
5. Ensure greater EDI focus in recruitment to include an EDI question at all interviews and representation in the recruitment process of senior posts.

Trust Services Division - Education

Progress in the last six months

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

1. Education EDI representative at all levels of EDI trust-wide working groups
2. Quality metric reporting established on the breakdown of EDI data across our funded training programmes
3. Diversity and Inclusion objectives included in appraisals
4. Roll out of EDI Advocates across education
5. Launch of a pilot BNSSG initiative Project Search - supporting people into work with Language, Literacy, Numeracy and Digital literacy
6. Identification of training modules created to support staff with skills gap and upskilling through Life Skills package
7. Nip it in the Bud Training embedded into local induction across all education
8. Supported widening participation and EDI through apprenticeship routes such as training needs analysis, especially supporting first cohort as part of Weston division

Current EDI priorities

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

1. Ensure an EDI Advocate within each team of the education department.
2. Reporting metrics against staff undertaking Nip it in the Bud Training across education.
3. Active promotion of inclusion and access to funded training programmes.
4. Unconscious bias training embedded as a theme across all new training modules produced.
5. EDI now forms a standing agenda point on the Education Managers meeting
6. BNSSG outreach virtual work experience being undertaken
7. Dedicated role based at Weston Division to support apprenticeship and widening engagement activity
8. BNSSG continue to have a high EDI representation across many platforms
9. Developing extensive library reading lists aligned with the EDI i.e – Pride and Black History Month

Our EDI action plan going forward

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

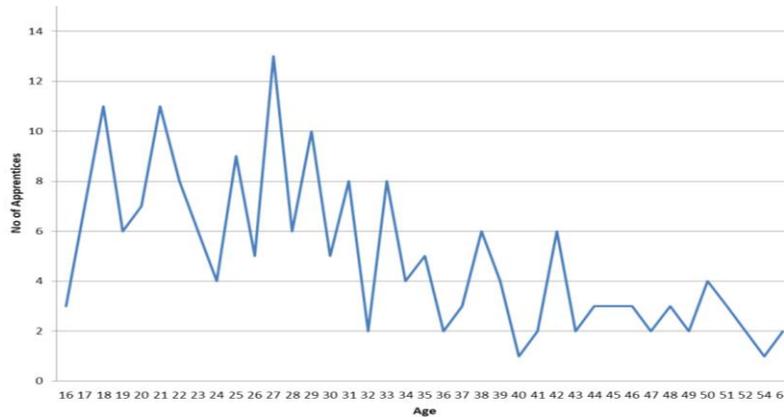
1. Continual identification on how language acts as a barrier to good communication, recruitment and progression and further training modules created to support our staff through Life Skills
2. Monthly reporting to be introduced into how each education departments feeds into the Trust-wide EDI strategy and action plan
3. Champion the EDI Advocates and the role they play in improving equality, diversity and inclusion
4. Continued representative on University of West of England Bristol (UWE) BAME student placement project

Trust Services Division – Education – EDI Data

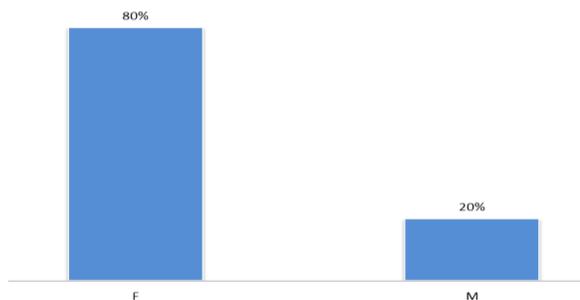
Equality, Diversity and Inclusion data across our apprenticeship routes:

As part of our commitment to being an inclusive and diverse employer, we have launched the monthly dashboard report which includes the diversity data of our learners to gain a better understanding of equality, diversity and inclusion (EDI) across our apprenticeship cohort. This is vital information that we will use to create and develop policies, regulatory processes and strategies across education that will accurately reflect the diversity of our registrants. Equality within education should play a central role in improving the practices, access to learning, processes and policies that guide the delivery and quality of outcomes and services by health and care professionals. This should form a central part of the quality assurance processes. In order to co-create holistic learning opportunities that are representative of staff and service users, the perspectives, knowledge and lived experiences of people from a diverse range of professional, demographic and social backgrounds should be considered when developing curriculums.

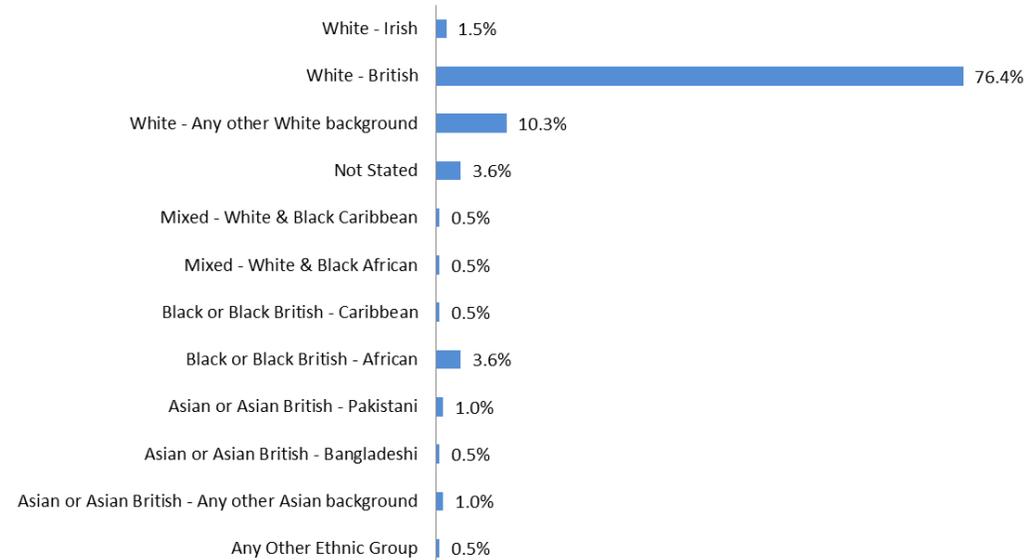
EDI DATE - Total Apprentices - Age



EDI DATA - Total Apprentices - Sex



EDI DATA - Total Apprentices - Ethnicity



Weston Division

Progress in the last six months

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

1. The construction and launch of a Weston staff forum (The Voice)
2. Completion of Cultural awareness training by Senior Management Team
3. Development of both a Culture and People plan and a People Committee for Weston.

Current EDI priorities

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

1. Recruiting EDI advocates for the division of Weston as well as a divisional EDI operational lead.
2. Staff stories –for both Trust board and divisional board. A framework for inviting Staff Stories is being written up and is expected to be launched by the end of 2021.
3. Establishing a divisional Education committee 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. A process is being developed to implement 'Request to Hire' meetings following all Pay Control Panel approvals for vacancies to be filled. The aim of these meetings will be 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.
2. Hold EDI listening events once advocates are in place.
3. Launch reciprocal mentoring programme in line with Trust launch.

Medicine Division

Progress in the last six months

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

1. EDI has now been embedded as a standing agenda item within our divisional Staff Wellbeing & Experience Group, raising it's profile in the division.
2. Division has finalised it's Culture & People plan for 2021/22; with EDI objectives set for next 12 months.
3. Divisional education funding review process successfully completed for 2021/22 financial year. This process ensures fair and equitable funding allocation across the division.

Current EDI priorities

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

1. Actively signpost divisional colleagues to the Trust EDI Advocate recruitment campaign; grow internal network of expertise/support.
2. Increase uptake of Cultural Awareness E-learning across the division.
3. Contribute to Trust Overseas Nursing Recruitment group, including the cultural framework being developed to support new nurses joining from overseas.

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 board on regular basis, to ensure EDI is considered at all times in divisional decision-making and appropriate action are developed.
2. Identify a new EDI divisional operational lead to lead local advocate network and attend Staff Wellbeing & Experience Group as EDI champion.
3. Support the Trust reverse mentoring scheme, putting senior leaders forward as reverse mentees.



“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

Workforce Race Equality Standard (WRES)

The WRES programme requires organisations employing the 1.3 million-strong NHS workforce to report against nine indicators of race equality; and supports continuous improvement through robust action planning to tackle the root causes of discrimination particularly in relation to Black, Asian and Minority Ethnic (BAME) staff.

The following slides set-out the first full UHBW WRES data across all nine indicators of race equality as at 31 March 2021. The slides also set-out the Trust’s WRES strategic action plan for 2021/22.

Committed to inclusion in everything we do

2021 WRES spotlight on Trust Black, Asian & Minority Ethnic (BAME) staff

15.2% of UHBW staff are from a BAME background



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



BAME staff are **2.48 times** more likely to enter a formal disciplinary process than white staff



71.4% of BAME staff believing the organisation provides equal opportunity for career progression/promotion compared to white staff **88.6%**



18.3% of BAME staff experienced discrimination from **manager/team leader** compared to white staff **5.5%**



27.9% of BAME staff reported experiencing harassment, bullying or abuse from **staff** compared to white staff **21.7%**



Key findings from the WRES 2021 data

UHBW 2021

WRES indicator 1

% of staff in each of the Agenda for Change (AfC) Bands 1–9 and VSM (including executive board members) compared with the percentage of staff in the overall workforce

Non-Clinical Staff

	White	BME	Unknown
Band 1	75	86	3
Band 2	629	126	33
Band 3	592	57	18
Band 4	469	32	15
Band 5	271	22	4
Band 6	171	17	4
Band 7	154	8	4
Band 8A	92	4	2
Band 8B	58	1	0
Band 8C	36	2	0
Band 8D	13	0	0
Band 9	15	2	1
VSM	6	0	0

Clinical Staff - Non-Medical

	White	BME	Unknown
Band 1	81	36	2
Band 2	1093	281	39
Band 3	401	56	10
Band 4	323	38	19
Band 5	1587	433	74
Band 6	1303	181	35
Band 7	941	62	12
Band 8A	266	17	1
Band 8B	65	6	0
Band 8C	38	0	0
Band 8D	9	1	1
Band 9	4	0	0
VSM	2	0	0

Clinical Staff – Medical & Dental

	White	BME	Unknown
Consultants (including Senior Medical Staff)	486	108	48
Non-consultant career grades	206	141	31
Trainee grades	489	108	57
Other	25	3	17

Key findings from the WRES 2021 data

WRES indicator 2	
Relative likelihood of white applicants being appointed from shortlisting compared to BME applicants	White staff are 1.64 times more likely to be appointed from shortlisting than BME staff.

WRES indicator 3	
Relative likelihood of BME staff entering the formal disciplinary process compared to white staff	Relative likelihood of BME staff entering the formal disciplinary process is 2.48 times greater than white staff.

WRES indicator 4	
Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to BME staff	Relative likelihood of white staff accessing non-mandatory training is 0.95 times greater

WRES indicator 5 (Staff Survey)	UHB	UHBW	
% Staff experiencing harassment bullying or abuse from patients relatives or members of the public in last 12 months	2019 %	2020 %	+/-
BME: Trust	26.7	24.8	1.9
BME: Acute average	29.9	28.0	1.9
White: Trust	24.5	22.9	1.6
White: Average	28.2	25.4	1.2

Key findings from the WRES 2021 data

WRES indicator 6 (Staff Survey 2020)	UHB	UHBW	
% Staff experiencing harassment bullying or abuse from staff in the last 12 months	2019 %	2020 %	+/-
BME: Trust	25.2	27.9	2.7
BME: Acute average	28.8	29.1	0.3
White: Trust	22.7	21.7	1.0
White: Average	25.8	24.4	1.4

WRES indicator 7 (Staff Survey 2020)	UHB	UHBW	
% Staff believing the organisation provides equal opportunity for career progression/promotion	2019 %	2020 %	+/-
BME: Trust	68.9	71.4	2.5
BME: Acute average	74.4	72.5	1.9
White: Trust	89.7	88.6	1.1
White: Average	86.7	87.7	1.0

Key findings from the WRES 2021 data

WRES indicator 8 (Staff Survey 2020)	UHB	UHBW	
% Staff experienced discrimination from manager/team leader or other colleagues in last 12 months	2019 %	2020 %	+/-
BME: Trust	14.9	18.3	3.4
BME: Acute average	13.8	16.8	3.0
White: Trust	5.2	5.5	0.3
White: Average	6.0	6.1	0.1

WRES indicator 9 (UHBW 2021)

% difference between the organisation's board voting membership and its overall workforce

- 100 % of Voting Board Members are White
- 0% of Voting Board Members are BME
- 0% of Voting Board Members are of unknown/not stated ethnicity
- 15.00% of the overall workforce are BME
- Percentage difference between Voting Board Membership & overall workforce is -15.00%
- Exec Board membership = 100% White

WRES Strategic Action Plan 2021/22

Overhauling our recruitment and promotion processes (1)

At a Trust and system level, we are currently developing our response to the **six high impact actions** identified by the national EDI team as set out in the People Plan. These include:

1. Ensuring Executive and Very Senior Managers own the agenda:

- As part of culture changes in organisations, with improvements in BAME representation (and other under-represented groups) as part of objectives and appraisal

2. Constructive Interviews:

- Introduce a system of constructive and critical challenge to ensure fairness during interviews.

3. Talent management panels:

- Create a 'database' of individuals by system who are eligible for promotion and development opportunities such as Stretch and Acting Up assignments
- Agree positive action approaches to filling roles for under-represented groups
- Set transparent minimum criteria for candidate selection into talent pools

WRES Strategic Action Plan 2021/22

Overhauling our recruitment and promotion processes (2)

4. Enhance EDI support:

Train organisations and HR policy to complete robust / effective Equality Impact Assessments in recruitment and promotion policies

- Ensure that for Bands 8a roles and above, hiring managers include requirement for candidates to demonstrate EDI work / legacy during interviews.

5. Overhaul interview practise:

- Training resources on EDI good practice to ensure fair and inclusive practices are used.
- Adoption of values based shortlisting and interview approach
- Consider skills-based assessment such as using scenarios

6. Adopt resources, guides and tools to ensure productive conversations about race

Progress to date:

- A regional action plan has a been developed and submitted to NHSE/I (30 Aug 2021)
- Ongoing monthly systems EDI Leads meetings on progress against the action plan
- Inclusive Recruitment Forward Plan 2021/22 approved by Trust Senior Leadership Team in July 2021 that incorporates the six key actions on inclusive recruitment and promotion as identified in the People Plan and WRES Race Disparity Ratio Goals
- Trust Inclusive Recruitment and Promotion Task & Finish Working Group to be set-up in Oct 2021 to ensure a meaningful action plan is in place by March 2022

WRES Strategic Action Plan 2021/22

Trust Dataset Task & Finish Working Group

- Without a full and meaningful dataset about our HR processes, recruitment and a host of EDI data across all nine protected characteristics, we will not meet our objective to become an inclusive employer of choice
- A Task & Finish dataset working group is being set-up with membership comprising divisional EDI leads, HR business partners, HR information services, employment services and the Trust EDI lead
- The group will undertake detailed analysis of current data held by the Trust across a range of activities and functions and develop a robust framework of current available data and future data requirements to progress Trust D&I strategy and EDI action plan

Progress to date:

- Draft Terms of Reference completed
- Inaugural meeting will take place by end of Nov 2021
- Working group interim progress updates will feed into D&I group
- Final report and recommendations will be agreed by end of March 2022

WRES Strategic Action Plan 2021/22

Retaining and developing our People – Systems Race Equality Talent Development Programme

A BAME talent development programme is in the process of going live that will support both the 6 key actions and help reduce the race disparity gap ratios. Through partnership working across our system and with regional and national teams, the goal of the programme is to:

- Increase engagement and retention of BAME colleagues across the BNSSG system, both clinical and non-clinical
- Increase the opportunity for BAME colleagues to achieve their potential within our organisations and wider system
- Build links with mainstream talent management colleagues and programmes to embed the race equality programme and equality, diversity and inclusion perspectives
- Increase the diversity of our Talent pipelines health & care professions; increasing leadership and management capability, representation and innovation

Progress to date:

- Funding identified and Project Initiation Document developed with project managed by NBT (Q1 2021)
- Project manager appointed and engaged (August 2021)
- Scoping and needs analysis for each organisation begun by project manager with input from EDI & Resourcing Leads (Sept 21 onwards)

WRES Strategic Action Plan 2021/22

WRES Model Employer Goals and Race Disparity Ratio Goals

The BAME staff comprise 15.2% of the total Trust workforce in substantive posts. However, as can be seen below that at bands 6 and above (2020 UHBW data) there is a significant fall in BAME representation

Non-Clinical Staff			
	White	BAME	Unknown
Band 1	48.2%	45.9%	5.9%
Band 2	83.1%	11.1%	5.7%
Band 3	87.0%	9.9%	3.1%
Band 4	92.8%	5.6%	1.6%
Band 5	91.6%	7.2%	1.2%
Band 6	91.9%	6.8%	1.4%
Band 7	93.1%	4.6%	2.3%
Band 8A	96.0%	4.0%	0.0%
Band 8B	94.0%	4.0%	2.0%
Band 8C	95.7%	4.3%	0.0%
Band 8D	100.0%	0.0%	0.0%
Band 9	100.0%	0.0%	0.0%
VSM	100.0%	0.0%	0.0%

Clinical Staff - Non-Medical			
	White	BAME	Unknown
Band 1	65.0%	32.4%	2.6%
Band 2	80.1%	18.5%	1.4%
Band 3	85.8%	12.9%	1.3%
Band 4	92.9%	6.7%	0.4%
Band 5	79.6%	18.8%	1.6%
Band 6	89.1%	10.1%	0.8%
Band 7	94.5%	5.0%	0.5%
Band 8A	92.6%	6.5%	0.9%
Band 8B	96.6%	3.4%	0.0%
Band 8C	95.2%	2.4%	2.4%
Band 8D	85.7%	0.0%	14.3%
Band 9	100.0%	0.0%	0.0%
VSM	100.0%	0.0%	0.0%

Clinical Staff – Medical & Dental			
	White	BAME	Unknown
Consultants (including Senior Medical Staff)	80.0%	14.9%	5.0%
Non-consultant career grades	66.4%	26.7%	6.9%
Trainee grades	75.1%	16.1%	8.8%
Other	56.5%	8.7%	34.8%

The Trust has adopted the WRES Model Employer Goals on Race Disparity Ratio and developing its 5-year action plan to ensure that at band 6 and above, BAME staff comprise at least 15.2% of the workforce.

Progress to date:

- Baseline 2021 racial disparity ratio data sent to the national WRES team (30 June 2021)
- The Trust 5-year action plan on addressing the racial disparity gap is being developing as part of the Dataset Task & Finish Working Group, BNSSG Race Equality Talent Development Programme and overhaul of the Trust recruitment and promotion processes as previously described

“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

Workforce Disability Equality Standard (WDES)

The Workforce Disability Equality Standard (WDES) programme requires organisations employing the 1.3 million-strong NHS workforce to report against ten matrix indicators of disability equality; and supports continuous improvement through robust action planning to tackle the root causes of discrimination in relation to disabled staff.

The following slides set-out the first full UHBW WDES data across all ten indicators of disability equality as at 31 March 2021. The slides also set-out the Trust’s WDES strategic action plan 2021/22.

Committed to inclusion in everything we do

2021 WDES spotlight on disabled staff

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



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



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



80.7% of staff with long term conditions believing the organisation provides equal opportunity for career progression/promotion compared to staff with no long term conditions **87.8%**



17.4% of staff with long term conditions experienced discrimination from **manager/team leader** compared to staff with no long term conditions **9.1%**



24.4% of staff with long term conditions reported experiencing harassment, bullying or abuse from **staff** with no long term conditions **16%**



KEY FINDINGS from the WDES data 2021

WRES indicator 1 - UHB (excluding Weston)

% of staff in each of the Agenda for Change (AfC) Bands 1–9 and VSM (including executive board members) compared with the percentage of staff in the overall workforce

Matrix 1a - Non-Clinical Staff						
	Disability		No Disability		Not Stated	
	No	%	No	%	No	%
Band 1	5	3.0%	153	93.3%	6	3.7%
Band 2	32	4.1%	622	78.9%	134	17.0%
Band 3	33	4.9%	571	85.6%	63	9.4%
Band 4	22	4.3%	460	89.1%	34	6.6%
Band 5	14	4.7%	259	87.2%	24	8.1%
Band 6	12	6.3%	166	86.5%	14	7.3%
Band 7	6	3.6%	151	91.0%	9	5.4%
Band 8a	2	2.0%	89	90.8%	7	7.1%
Band 8b	1	1.7%	52	88.1%	6	10.2%
Band 8c	1	2.6%	34	89.5%	3	7.9%
Band 8d	0	0.0%	11	84.6%	2	15.4%
Band 9	0	0.0%	16	88.9%	2	11.1%
VSM	0	0.0%	6	100.0%	0	0.0%
Other	0		0		0	

KEY FINDINGS from the WDES data 2021

Matrix 1b - Clinical Staff						
	Disability		No Disability		Not Stated	
	No	%	No	%	No	%
Band 1	2	1.68%	108	90.76%	9	7.56%
Band 2	37	2.62%	1245	88.11%	131	9.27%
Band 3	9	1.93%	415	88.87%	43	9.21%
Band 4	9	2.37%	312	82.11%	59	15.53%
Band 5	39	1.86%	1916	91.50%	139	6.64%
Band 6	42	2.76%	1378	90.72%	99	6.52%
Band 7	27	2.66%	925	91.13%	63	6.21%
Band 8a	5	1.76%	265	93.31%	14	4.93%
Band 8b	0	0.00%	68	95.77%	3	4.23%
Band 8c	1	2.63%	36	94.74%	1	2.63%
Band 8d	0	0.00%	8	72.73%	3	27.27%
Band 9	0	0.00%	4	100.00%	0	0.00%
VSM	0	0.00%	2	100.00%	0	0.00%
Medical & Dental Staff, Consultants	6	0.93%	548	85.36%	88	13.71%
Medical & Dental Staff, Non-Consultants career grade	5	1.32%	332	87.83%	41	10.85%
Medical & Dental Staff, Medical and dental trainee grades	23	3.52%	551	84.25%	80	12.23%
Other	1	4.0%	13	52.0%	11	44.0%

KEY FINDINGS from the WDES data 2021

Metric 2

Metric 2 reports the relative likelihood of disabled staff compared to non-disabled staff being appointed from shortlisting across all posts.

The 2021 data shows that non-disabled staff were 0.98 times more likely to be appointed from shortlisting compared to disabled staff.

Metric 3

Metric 3 reports the relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure. This is based on a two-year rolling average from this year and the previous year.

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

Metrics 4, 5, 6, 7, 8 and 9a - These metrics are part of the NHS Staff Survey UHBW 2020.

There are six questions in the Staff Survey that measure the Workforce Disability Equality Standard (WDES); out of the six questions there are two positive responses compared to last year. We compare more favourably to the average of Acute Trusts in 5 out of 6 questions.

LTC = Long Term Condition

KEY FINDINGS from the WDES data 2021

Metric 4 (Staff Survey 2020)	UHB	UHBW	
% Staff experiencing harassment bullying or abuse from patients relatives or members of the public in last 12 months	2019 %	2020 %	+/-
LTC: Trust	27.7	28.0	0.3
LTC: Acute average	33.9	30.9	3.0
Without LTC: Trust	24.1	22.0	2.1
Without LTC: Average	27.3	24.5	2.8

Metric 5 (Staff Survey 2020)	UHB	UHBW	
% Staff experiencing harassment bullying or abuse from manager in the last 12 months	2019 %	2020 %	+/-
LTC: Trust	17.4	17.4	
LTC: Acute average	19.7	19.3	0.4
Without LTC: Trust	9.0	9.1	0.1
Without LTC: Average	11.0	10.8	0.2

KEY FINDINGS from the WDES data 2021

Metric 6 (Staff Survey)	UHB	UHBW	
% Staff experiencing harassment bullying or abuse from other colleagues in the last 12 months	2019 %	2020 %	+/-
LTC : Trust	24.5	25.4	0.9
LTC: Acute average	28.1	26.9	1.2
Without LTC : Trust	16.7	16.0	0.7
Without LTC : Average	18.4	17.8	0.6

Metric 7 (Staff Survey 2020)	UHB	UHBW	
% Staff Experiencing Harassment bullying or abuse at work they or a colleague reported it	2019 %	2020 %	+/-
LTC: Trust	51.0	50.4	0.4
LTC: Acute average	46.7	47.0	0.7
Without LTC: Trust	45.4	48.0	2.6
Without LTC: Average	45.6	45.8	0.2

KEY FINDINGS from the WDES data 2021

Metric 8 (Staff Survey)	UHB	UHBW	
			+/-
% Staff believe organisation provides equal opportunity for career progression or promotion	2019 %	2020 %	
LTC: Trust	84.1	80.7	3.4
LTC: Acute average	79.1	79.6	0.5
Without LTC: Trust	88.0	87.8	0.2
Without LTC: Average	85.6	86.3	0.7

Metric 9a (Staff Survey 2020)	UHB	UHBW	
			+/-
% Staff felt pressure from manager to come to work despite not feeling well enough	2019 %	2020 %	
LTC: Trust	25.4	26.7	1.3
LTC: Acute average	32.7	33.0	0.3
Without LTC: Trust	17.5	20.5	3.0
Without LTC: Average	24.4	23.4	1.0

KEY FINDINGS from the WDES data 2021

Metric 9b

Metric 9b reports action taken to facilitate the voices of disabled staff at the Trust to be heard. The Trust has an active and well supported disabled staff network (ABLE Plus Staff Network) which meets every six weeks to voice the concerns of disabled staff feeding into the Equality, Diversity & Inclusion Steering Group and also directly to the Trust Chair and the Director of People at their monthly meetings with all staff network chairs. ABLE Plus Staff Network recently conducted a 'wheelchair challenge' exercise with executive members of the Trust to highlight the daily obstacles that wheelchair users have to navigate to get to work or for patient appointments.

Metric 10 reports the percentage difference between the Trust Board's voting membership and the Trust's overall workforce, disaggregated.

	Disabled	Non-disabled	Unknown
Number of staff in overall workforce	334	10716	1088
Total Board members - % by Disability	6.25%	87.50%	6.25%
Voting Board Member - % by Disability	6.25%	87.50%	6.25%
Non Voting Board Member - % by Disability	0%	0%	0%
Executive Board Member - % by Disability	0%	100%	0%
Non Executive Board Member - % by Disability	12.50%	75%	12.50%
Overall workforce - % by Disability	2.75%	88.28%	8.96%
Difference (Total Board - Overall workforce)	3%	-1%	-3%
Difference (Voting membership - Overall Workforce)	3%	-1%	-3%
Difference (Executive membership - Overall Workforce)	-3%	12%	-9%

Trust WDES Strategic Action Plan 2021/22

At a Trust and system level, we are developing our action plan to address some of the key WDES findings locally, regionally and nationally. This includes:

Supporting the ABLE Plus Staff Network

The Trust is currently scoping and reviewing how best to support staff networks to become sustainable with greater reach and impact for all disabled staff and other staff across all protected characteristics .

Wheelchair challenge

Following the Wheelchair Challenge in May 2021, the ABLE Plus staff network will be working with Estates and Facilities and the communications team to raise awareness of the physical obstacles that wheelchair staff and patients have to navigate within the hospital/work environment.

Reasonable adjustments resource room

A resource room is being identified in the Trust library where staff and managers can view accessibility aids and IT software solutions that can be purchased to make reasonable adjustments for disabled to remain in employment.

Training for EDI Advocates on disability

EDI Advocates play a crucial role in helping change the culture of the Trust. To facilitate culture change, EDI Advocates will be trained on all aspects of physical and sensory disability so that they can be voice and allies of disabled staff.

Overhaul of recruitment and talent development

At a Trust and system level, we are currently developing our response to WDES on recruitment of local disabled people and talent management programme for disabled staff.

Equality monitoring data on Electronic Staff Record (ESR)

The Trust working with the ABLE Plus staff network will be running an internal campaign to raise awareness of what a disability is and encouraging staff to record their disability on ESR.

Policies and practice

The Trust will review policies such as absence management and reasonable adjustments to identify any gaps and make improvements.

Equality Delivery System (EDS2)

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

The following slides set-out the Trust's EDS2 self-assessment (RAG grades to be agreed) on workforce goals three and four. The evidence drawn upon for the rating should be read in conjunction with the whole Trust EDI reporting and governance pathways including staff surveys.

Equality Delivery System (EDS2)

EDS2 – a framework for NHS organisations.

EDS2 is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010.

The EDS was developed by the NHS, for the NHS, taking inspiration from existing work and good practice. EDS2 is an equality, human rights and health inequalities reporting framework for the NHS containing four goals and 18 related outcomes.

The four goals are:

1. Better health outcomes.
2. Improved patient access and experience.
3. A representative and supported workforce.
4. Inclusive leadership.

EDS2 – an integrated approach to equality, diversity and inclusion

The Trust has developed a robust 5-year diversity and inclusion strategy that integrates EDS2 reporting framework and other key performance indicators

Determining the RAG rating:

RAG rating is determined by evidence showing how the Trust is meeting the health needs of ‘**none, some, most or all**’ of the protected groups, so that:

- **Red – Underdeveloped** (people from all protected groups fare poorly compared with people overall or evidence is not available)
- **Amber – Developing** (people from only some protected groups fare as well as people overall)
- **Green – Achieving** (people from most protected groups fare as well as people overall)
- **Purple – Excelling** (people from all protected groups fare as well as people overall)

Goal 3: A representative and supported workforce

3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels

Grade	Protected characteristics that fare well (TBC)	Evidence drawn upon for the rating
Amber (Developing)	Age Disability Gender Reassignment Marriage/Civil Partnership Pregnancy and maternity Race Religion or Belief Sex Sexual orientation	<ul style="list-style-type: none"> The Trust's Recruitment Policy follows the NHS Employment Standards. Advertised posts are recruited to through the NHS Jobs website or the TRAC online recruitment system. The systems do not allow shortlisting managers to have access to an applicant's personal details, although applicants may request a guaranteed interview those with a disability who are seeking employment. The Trust has been accredited to use the Disability Confident Symbol (which has replaced the Double Tick disability symbol accreditation) in its recruitment literature, and has signed up to the Mindful Employer charter. As of 31 March 2021, Trust workforce with substantive employment contract comprised of 12,054 (77.1% Female; 22.9 % Male; 71.9% White British; 24.7% BAME and Other White; 3.4% Not stated) The recruitment and selection processes are currently subject to a comprehensive corporate and divisional review The Trust is developing an action plan on the NHSE/I recruitment and promotion six priority areas The Trust has acknowledged through its reporting against the relevant WRES that there is under-representation of BAME staff at senior levels, as well as a greater likelihood of white staff staff being appointed from shortlisting than BME staff, and is developing more detailed actions to address these issues. The Trust is developing a WRES action plan including the five year Race Disparity Ratio action plan. The Trust is setting up an EDI dataset Task & Finish working group to develop a comprehensive staff dataset for all protected characteristics particularly to address disability and sexual orientation data gaps Currently, there is no staff data available on gender reassignment, marriage and civil partnership

Goal 3: A representative and supported workforce**3.2 The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations**

Grade	Protected characteristics that fare well (TBC)	Evidence drawn upon for the rating
Amber (Developing)	Age Disability Gender Reassignment Marriage/Civil Partnership Pregnancy and maternity Race Religion or Belief Sex Sexual orientation	<ul style="list-style-type: none"> • Equal pay has been set nationally as part of 'Agenda for Change' • The Trust allocates posts to pay bands – staff are placed in one of nine pay bands on the basis of their knowledge, responsibility, skills and effort needed for the job • The Trust has published its annual Gender Pay Gap report and action plan for the past four years • The Gender Pay Gap report 2020 will be published by 5 October 2021 • The first full UHBW NHS FT Gender Pay Gap report 2021 will be published by 31 March 2022.

Goal 3: A representative and supported workforce**3.3 Training and development opportunities are taken up and positively evaluated by all staff**

Grade	Protected characteristics that fare well (TBC)	Evidence drawn upon for the rating
Amber (Developing)	Age Disability Gender Reassignment Marriage/Civil Partnership Pregnancy and maternity Race Religion or Belief Sex Sexual orientation	<ul style="list-style-type: none"> • The Trust is diligent in ensuring that all staff are provided with training, learning and development opportunities • Further evidence can be found in the staff survey 2021 and divisional heat maps

Goal 3: A representative and supported workforce**3.4 When at work, staff are free from abuse, harassment, bullying and violence from any source**

Grade	Protected characteristics that fare well (TBC)	Evidence drawn upon for the rating
Amber (Developing)	Age Disability Gender Reassignment Marriage/Civil Partnership Pregnancy and maternity Race Religion or Belief Sex Sexual orientation	<ul style="list-style-type: none"> • The Trust is diligent in ensuring that when at work, staff are free from abuse, harassment, bullying and violence from any source • The Trust has a bullying and harassment policy in place • The trust has a dedicated bullying and harassment lead that sits in OD • Further evidence can be found in the staff survey 2020 and divisional heat maps

Goal 3: A representative and supported workforce**3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives**

Grade	Protected characteristics that fare well (TBC)	Evidence drawn upon for the rating
Amber (Developing)	Age Disability Gender Reassignment Marriage/Civil Partnership Pregnancy and maternity Race Religion or Belief Sex Sexual orientation	<ul style="list-style-type: none"> • The Trust is diligent in ensuring that flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives: • There is a flexible working policy in place with a number of different flexible working options. • Further evidence can be found in the staff survey 2020 and divisional heat maps

Goal 3: A representative and supported workforce**3.6 Staff report positive experiences of their membership of the workforce**

Grade	Protected characteristics that fare well (TBC)	Evidence drawn upon for the rating
Amber (Developing)	Age Disability Gender Reassignment Marriage/Civil Partnership Pregnancy and maternity Race Religion or Belief Sex Sexual orientation	<ul style="list-style-type: none"> • The Trust is diligent in ensuring that staff report positive experiences of their membership of the workforce along with a good working environment • Further evidence can be found in the staff survey 2020 and divisional heat maps

Goal 4: Inclusive leadership**4.1 Governing body members and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations**

Grade	Protected characteristics that fare well (TBC)	Evidence drawn upon for the rating
Amber (Developing)	Age Disability Gender Reassignment Marriage/Civil Partnership Pregnancy and maternity Race Religion or Belief Sex Sexual orientation	<ul style="list-style-type: none"> Trust board members, divisional board members and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations The whole Trust Board engaged in an equality, diversity and inclusion workshop on 17 Sept 2021 with reinforced leadership and commitment to deliver on our ambitious mission and vision to be an exemplar Trust in equality, diversity and inclusion. Regular reports to the people committee and board on EDI progress and assurance Trust chair and interim chair regular attendees and contributors at the Bristol Race Equality Strategic Leaders' Group meetings Interim Trust chair is sponsoring the launch and support of the new Trust Women's Staff Network Interim Trust chair identified funds to support the development of staff networks through protected time

Goal 4: Inclusive leadership

4.2 Papers that come before the governing body and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed

Grade	Protected characteristics that fare well (TBC)	Evidence drawn upon for the rating
Amber (Developing)	Age Disability Gender Reassignment Marriage/Civil Partnership Pregnancy and maternity Race Religion or Belief Sex Sexual orientation	<ul style="list-style-type: none"> • Trust execs monitor EDI risks on a quarterly basis as part of the Risk Management Group • EDI risk registered on Datix (285) as: <ol style="list-style-type: none"> (1) Risk of non-compliance with the public sector equality duty and equalities legislation resulting in reputational damage, inequity of experience for all staff and potential legal action (2) Risk that the Trust fails to ensure equity of experience for all staff • Regular reports to the people committee and board on EDI risk, compliance and assurance • Review of risk is a standing item at the 6-weekly EDI steering group meeting • Trust has a robust EDI risk governance and reporting pathways that feed directly to the board via the people committee that is chaired by a board non executive director (NED) • SW regional standardised single equality impact assessment template and guidance being developed • At this point in time, however, the Trust cannot fully assure itself because we do not have full staff dataset across all protected groups

Goal 4: Inclusive leadership**4.3 Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination**

Grade	Protected characteristics that fare well (TBC)	Evidence drawn upon for the rating
Amber (Developing)	Age Disability Gender Reassignment Marriage/Civil Partnership Pregnancy and maternity Race Religion or Belief Sex Sexual orientation	<ul style="list-style-type: none"> • There is reasonable evidence to suggest that Trust middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination • Trust has developed a cultural awareness training that has been well received with xxx having completed the training so far • Further evidence can be found in the staff survey 2020 and divisional heat maps



Gender Pay Gap 2021

The GPG 2021 report and action plan is pending subject to GPG 2021 data analysis and verification

“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 following slides set-out a robust assurance and delivery plan that mitigates risk by:

- Compliance with the public sector equality duty for all protected characteristics
- Responding to findings from staff surveys
- Responding to the Workforce Race Equality Standard (WRES) and adopting the Model Employer Framework and Goals
- Responding to the Workforce Disability Equality Standard (WDES)
- Responding to the People Plan and the People Promise
- Using the Equality Delivery System (EDS2) goals three and four as an organisational cultural of care barometer
- Addressing Gender Pay Gap (GPG)

Committed to inclusion in everything we do

Risk, Compliance and Assurance



- When we come to work as a whole self, **we also bring our biases and prejudices** into the professional office/environment
- It is essential that we have clear **personal/professional boundaries** at work
- The Equality Act 2010 was created to protect people at work (and outside of work) who have one or more of these **nine human characteristics** from prejudices, stereotypes and unlawful discrimination
- It's important to remember that **each one of us has at least five** of these nine protected characteristics and we acquire more in life depending on the choices we make and our health

Risk, Compliance and Assurance

The Equality Act 2010 makes it unlawful to discriminate against someone at work or wider society on the grounds of any of these nine characteristics: age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion/belief, sex (gender) and sexual orientation. Other grounds include bullying and harassment or victimisation. In addition, public sector bodies, like NHS Trusts, also have a separate 'equality duty'.



Public Sector Equality Duty

The Trust, like all other public bodies, has a public sector equality duty which has three crucial aims to embed EDI in everything we do:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people who share a protected characteristic and those who do not
3. Foster good relations between people who share a protected characteristic and those who do not

Risk, Compliance and Assurance

If our HR governance and recruitment processes are not more inclusive, accessible and wide-reaching, the Trust may fail to realise the benefits of the equality, diversity and inclusion strategy resulting in a negative impact on staff recruitment, poor staff retention and reputational damage for the Trust.

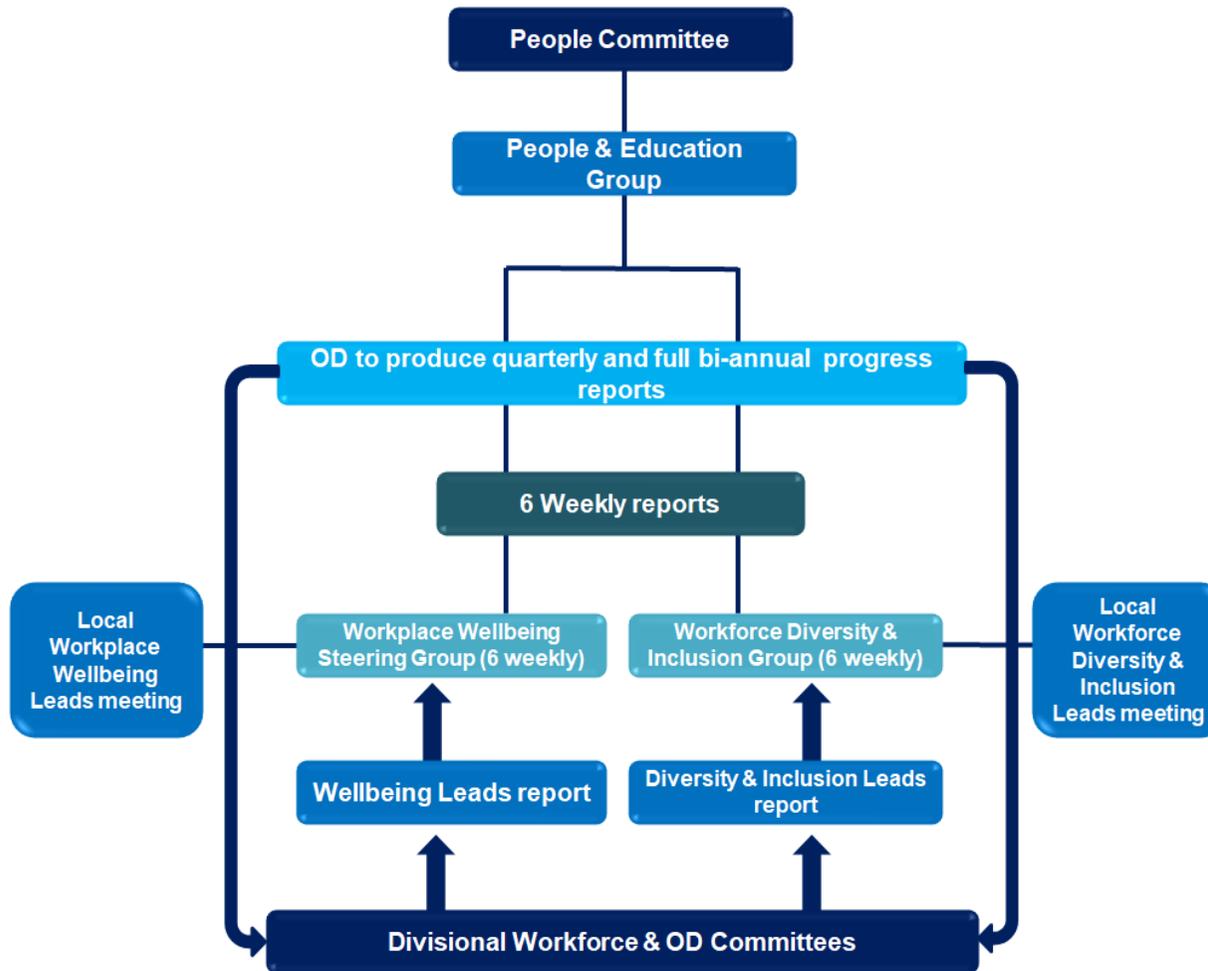
To mitigate risk on compliance, the Trust has developed a robust assurance and delivery plan to respond to our public sector equality duty across all protected characteristics including the findings from staff surveys, Equality Delivery System (EDS2), WRES, WDES and Gender Pay Gap. EDI risk is also registered on Datix as 285.



On Datix, Risk 285 is defined as:

‘Risk that the Trust fails to ensure equity of experience for all staff’

Workforce Equality, Diversity and Inclusion Governance Pathway



- Organisational Development has established a robust governance pathway for workforce EDI and wellbeing
- Divisional and corporate EDI leads provide 6-weekly strategic updates on progress against the Trust 5-year D&I strategy to the EDI steering group
- In addition, operational EDI leads provide 6-weekly updates on local EDI activities and share best practice at the operation EDI group
- The People and Education Group provides challenge and support for the plan and associated programmes of work
- People Committee are the assurance group for EDI feeding directly into the Board

Mitigating compliance, inclusion and reputational risk

- 
- An illustration of a large iceberg floating in the ocean. The top of the iceberg is visible above the water line, while the much larger, jagged base is submerged below. The background is a blue sky with a sunburst and clouds above the water, and a dark blue ocean with bubbles below. The iceberg is rendered in various shades of blue and cyan.
- Bullying and harassment
 - Discrimination and victimisation
 - Fair recruitment process at all levels
 - Talent management
 - Inclusive leadership at all levels
 - Career development opportunities
 - Valuing and celebrating staff diversity across all protected groups
 - People policies and practices
 - Health and wellbeing of all our staff
 - Supported and representative workforce
 - Developing partnerships at local, regional and national level
 - Dignity and respect
 - Being allowed to come to work as a whole person
 - Career/personal development opportunities
 - Values and leadership behaviours
 - Embedding inclusion in everything we do
 - UHBW – inclusive employer of choice



Equality, Diversity and Inclusion Action Plan April 2021 to March 2022

The following slides set-out the strategic action plan for the remainder of 2021/22. Progress and exceptions on the action plan will be monitored by the six-weekly EDI steering group with quarterly updates to the People Committee.

Equality, diversity and inclusion strategic objectives action plan 2021/22

Strategic Priorities: Leadership and Cultural Transformation.

KPIs	No	Objective	Who	When and How
Objective 1: As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge				
PS EDS4.1 DPP6	1	In partnership with the national team launch the national reciprocal mentoring programme across divisions with recruitment of 20 mentor pairs across the Trust	EDI Manager Barnard Galton Sam Chapman	This is currently on hold due to the national pause
Objective 2: We are committed to inclusion in everything we do and this is evident in all our people policies and practices				
EA2010 PS 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	EDI advocates in place by September 2021 with bitesize training videos and capacity-building EDI training for the remainder of 2021/22
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 Peter Russell	Year plan being developed to further improve recruitment practices which will include the creation of a EDI working group within Resourcing to take forward this agenda. Q1 focus on recruitment of overseas nurses and divisional recruitment processes.
Objective 3: We celebrate and value the contribution all of our staff make at all levels of the organisation				
EDS3.6 PS ED	4	Develop an effective communication plan for sharing and promoting use of wellbeing resources and initiatives across the Trust that is embedded in to the UHBW cultural programme.	EDI manager Communications team Staff networks EDI leads	This has commenced with LGBT history month and will be ongoing throughout 2021/22.

Equality, diversity and inclusion strategic objectives action plan 2021/22

Strategic Priorities: Accountability and Assurance.

KPIs	No	Objective	Who	When and How
Objective 4: We will encourage shared learning by openly sharing our diversity data in a meaningful way.				
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	With effect from June, a business cycle will be in place to ensure effective reporting and alignment of all findings to inform integrated solutions. This will include but not be limited to; staff survey results, WRES, WDES, gender pay gap and staff network action plans
Objective 5: Our strategy is communicated at all levels reflecting our commitment to change.				
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	This has been completed and is part of the aforementioned business cycle

Equality, diversity and inclusion strategic objectives action plan 2021/22

Strategic Priorities: Positive Action and Practical Support.

KPIs	No	Objective	Who	When and How
Objective 6: Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values.				
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	Build on existing EDI dataset across all educational programmes for impact analysis and action including developing and supporting under-graduate medical students' EDI pathways at the Academy Continue to build on external partnerships including participate in the UWE-led project supporting students' EDI pathways in clinical practice placement.
Objective 7: Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible.				
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	With effect from June divisional EDI action plans in place EDI advocates support pack to launch in September 2021
Objective 8: Staff forums grow to become an increased staff voice who represent our workforce and the community we serve				
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 Jeff Farrar Matt Joint	Refreshed governance arrangements for staff networks and 12-month work plan to be in place by May 2021. This programme of work will be for the duration of 2021/22

Equality, diversity and inclusion strategic objectives action plan 2021/22

Strategic Priorities: Monitoring Progress and Benchmarking.

KPIs	No	Objective	Who	When and How
Objective 9: We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves.				
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	April onwards Relaunched EDI steering group with new terms of reference and six weekly reporting which will report into corporate governance for assurance Refreshed divisional EDI leads and operational leads reporting pathways which will report into corporate governance for assurance
Objective 10: We will seek opportunities to learn from others, developing our partnerships at a regional and national level.				
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	Membership at all regional and national forums ensuring best practice is adopted and shared. Learnings will be incorporated into the strategy plan as appropriate Partnership working has progressed with the development of a system wide EIA process commencing in July 2021

Equality, Diversity and Inclusion Key Performance Indicators (KPIs) Glossary

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"> • Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act. • Advance equality of opportunity between people who share a protected characteristic and those who do not • Foster good relations between people who share a protected characteristic and those who do not
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)

Equality, Diversity and Inclusion Key Performance Indicators (KPIs) Glossary

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.

Equality, Diversity and Inclusion Key Performance Indicators (KPIs) Glossary

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	<p>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</p> <p>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</p>
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

Equality, Diversity and Inclusion Key Performance Indicators (KPIs) Glossary

KPI	WORKFORCE DISABILITY EQUALITY STANDARD (WDES) INDICATORS
WDES8	Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work
WDES9a	The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation
WDES9b	Has your trust taken action to facilitate the voices of Disabled staff in your organisation to be heard?
WDES10	Percentage difference between the organisations Board voting membership and its organisations overall workforce, disaggregated: <ul style="list-style-type: none"> By voting membership of the board By executive membership of the board
KPI	EQUALITY DELIVERY SYSTEM 2 (EDS2)
EDS2G3	Goal 3: A representative and supported workforce
EDS3.1	Fair NHS recruitment and selection processes lead to a more representative workforce at all levels
EDS3.2	The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations
EDS3.3	Training and development opportunities are taken up and positively evaluated by all staff
EDS3.4	When at work, staff are free from abuse, harassment, bullying and violence from any source
EDS3.5	Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives
EDS3.8	Staff report positive experiences of their membership of the workforce
EDS2G4	Goal 4: Inclusive leadership
EDS4.1	Governing body members and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations
EDS4.2	Papers that come before the governing body and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed
EDS4.3	Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination