



ORGANISATIONAL  
DEVELOPMENT



University Hospitals  
Bristol and Weston  
NHS Foundation Trust

# Equality, Diversity & Inclusion

Biannual Report (April-September 2022)

Report author:  
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Please use the tabs along  
the top to navigate  
through this report

# Report Governance

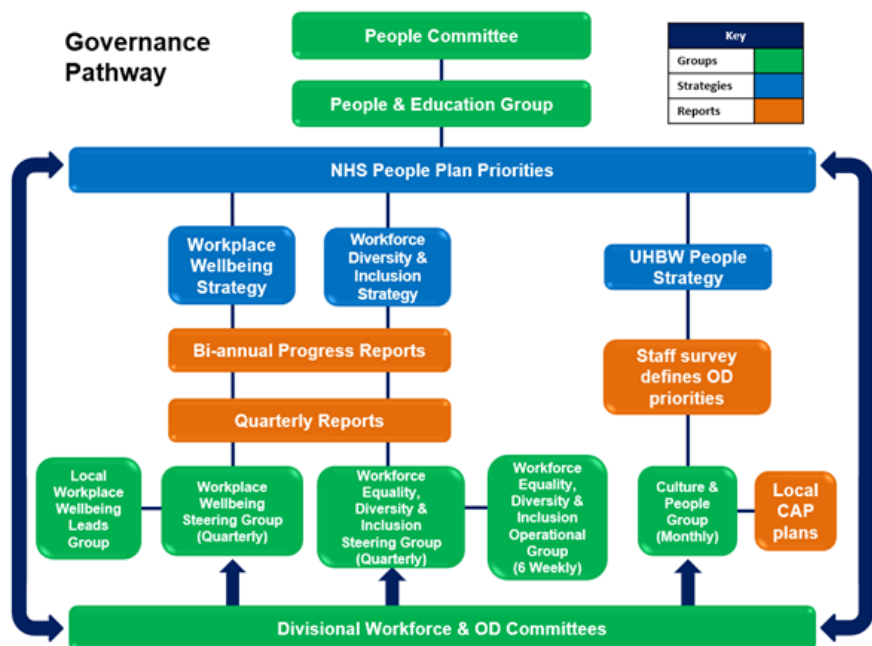
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In this section:

- Report sign-off pathway
- Supporting Strategies
- Glossary of terms
- Risk and Assurance

# Report sign-off pathway and glossary

Sign-off pathway for the Bi-annual EDI report			
1	Feedback	Equality, Diversity & Inclusion Steering Group	29/09/2022
2	Assurance	People Education Group	19/10/2022
3	Assurance	People Committee	24/11/2022



Glossary	
BAME	Black, Asian and Minority Ethnic
BNSSG	Bristol, North Somerset And South Gloucestershire
EDI	Equality, Diversity & Inclusion
GPG	Gender Pay Gap
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer (or Questioning), Intersex and Asexual (or Allies)
WDES	Workforce Disability Equality Standard
WRES	Workforce Race Equality Standard

# Supporting Strategies

## NHS People Plan 2020-21



National workforce strategy comprising 'Our People Promise' which outlines behaviours and actions that colleagues can expect from NHS leaders and colleagues, to improve the experience of working in the NHS for everyone.

## UHBW Equality, Diversity & Inclusion Strategy 2020-25



The Workforce Diversity & Inclusion Strategy 2020-2025, describes UHBW's commitment to improve equality, diversity and inclusion for the working lives of all staff and the experience of patients. It adopted a multidisciplinary approach to setting and achieving 10 strategic objectives, by developing key milestones to be achieved each year, in order to ensure we remain "committed to inclusion in everything we do".

## UHBW People Strategy 2022-25



New Trust People Strategy places colleague experience at the heart of all internal programmes to ensure UHBW becomes a great place to work.

The People Strategy comprises four pillars aligned to the NHS People Promise with defined annual milestones.

## UHBW Equality, Diversity & Inclusion Bi-annual Report



The EDI biannual report ensures the Trust implements sound assurance, delivery and governance processes aligned to the 5-year Workforce Diversity & Inclusion Strategy 2020-2025 and People Strategy 2022-2025, underpinned by a robust reporting and evaluation model.

## Risk and assurance

The EDI Strategy is designed to respond to our public sector equality duty and mitigate the “Action Required” risk, as recorded on our risk register:

### **Risk 285: Risk that the Trust fails to have a fully diverse workforce, adversely affecting staff experience and patient outcomes**

Risk Description:

**IF** our governance, recruitment and retention processes are not more inclusive, accessible and wide-reaching,

**THEN** the Trust will not have a fully diverse workforce,

**RESULTING IN** a negative impact on patients' clinical outcomes, staff experience, recruitment and retention and reputational damage for the Trust.

The actions required to mitigate this risk are recorded in our Equality, Diversity and Inclusion Strategic Objectives 2022/2023 (see Appendix) and monitored via the quarterly EDI Steering group

# Key successes

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In this section:

- Key successes in mitigating risk 285 in the past six months

## Key Successes



- A focus on understanding and sharing UHBW's Model Employer, Race Disparity Ratio and Gender Pay Gap data with Divisional leads, has enabled attention to be directed to the specific areas for improvement. This has resulted in the development of appropriate action plans to turn the data into a catalyst for meaningful change
- Increased investment in the Quality and OD Teams has enabled the development of 2 new roles to support the People and Patient EDI agendas. This will facilitate improved opportunities for collaboration and joint working between the People and Patient EDI teams



- The development of the Bridges Talent Management Programme reinforces the commitment to invest in our people and will enable opportunities to create a new talent pool and improve our inclusive recruitment processes
- Each Staff Network now has a dedicated Executive Sponsors who will support the development of action plans to ensure that the voice of the network is heard at Board level and that lessons learnt from staff stories can be used to drive improvements

## Key Successes



- The launch of Women’s & Men’s and the re-launch of the Race Equality & Inclusion Staff Networks has brought the total up to 5 networks in UHBW. All are run by staff for staff and offer a safe space for people to come together, promote EDI and build a sense of community. Several celebration events have taken place to mark National Staff Network Day and Pride Month and Black History Month in October
- The Trust has partnered with an external agency (TCM) to undertake a diagnostic review to establish the baseline position with regards to our approach to bullying and harassment. A stakeholder event has taken place and this will inform next steps and encourage the cross stakeholder engagement required to implement and embed a new approach to resolution
- Our successful bid to take part in the pilot of the updated phase 2 NHS Rainbow badge scheme provides the perfect opportunity to demonstrate and build on our commitment to improving the experience of LGBTIA+ staff and patients in UHBW. It incorporates an assessment and accreditation model and will be completed by the end of Q4
- The co-design of our EDI advocate role descriptor provides the foundation to build the EDI development and education programme so that advocates can be equipped with the necessary knowledge and skills to help deliver our strategic objectives at Divisional level





# Spotlight on

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In this section:

Outline of the current main areas of focus for the EDI Team:

- Model Employer Targets
- Bridges Talent Management
- EDI Advocates
- Staff Networks

# Model Employer Targets

In the 2019 NHSE document “A Model Employer: Increasing Black, Asian, Minority Ethnic (BAME) Representation at Senior Level (8a+) across the NHS”, the government set a clear goal that NHS organisations should “...ensure that BAME representation at senior management matches that across the rest of the NHS workforce within ten years”.

In response to this, each Division has committed to increase BAME representation through setting the recruitment targets laid out below:

UHBW Band 8a+	Number of Non-BAME Colleagues on 31 March 2022	Number of BAME Colleagues on 31 March 2022	Recruitment Target 2023-2025	Recruitment Target 2026-2028	Total Recruitment Target by 2028
Diagnostics and Therapies	109	2	2	8	10
Estates & Facilities	12	0	1	1	2
Medicine	33	6	1	2	3
Specialised Services	53	3	3	4	7
Surgery	61	7	3	5	8
Trust Services	152	9	9	10	19
Weston	26	0	3	3	6
Women's and Children's	128	4	10	10	20
<b>TOTAL</b>	<b>574</b>	<b>31</b>	<b>32</b>	<b>43</b>	<b>75</b>

In support of these targets, each Division has developed an action plan. Actions include, but are not restricted to:

- Work to understand of BAME colleagues' aspirations and ensure they have a robust development plan
- Targeted advertising of opportunities
- Identify shadowing opportunities
- Identify and recruit senior colleagues for reciprocal mentoring opportunities
- Support corporate programmes and processes

Corporate actions include:

- Provide targeted colleague support programmes, such as Bridges Talent Management
- Develop inclusive recruitment processes
- Change Vacancy Control Panel process to identify specific roles as “Model Employer Target Roles”
- Develop and roll out Reciprocal Mentoring programme



# Bridges Talent Management Programme

- The Bridges Talent Management Programme has been developed to create opportunities for colleagues working at Bands 1-5, who identify as being from a BAME (Black, Asian & Minority Ethnic) background
- This trailblazing pilot has been developed to work with staff to build their expertise, knowledge, skills and confidence to create equal opportunities for progression
- Successful candidates will have access to a wide range of resources including leadership and management modules, mentoring, coaching conversations, practical support including application writing, automatic enrolment onto staff networks and priority access to other development programmes
- The aim is to equip staff to progress through their career at the same rate as white colleagues in the Trust, creating parity within our diverse workforce



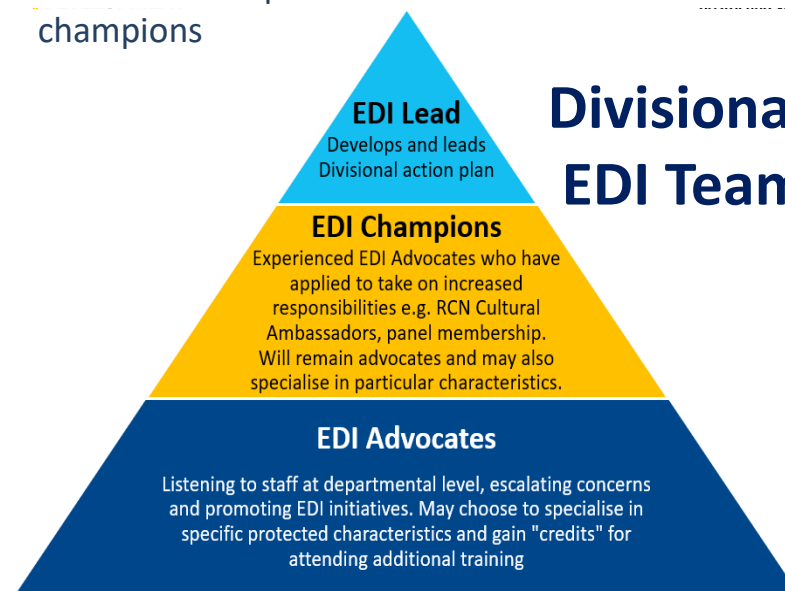
# EDI Advocate Role Descriptor

People Strategy 2022 Objective	UHBW Equality Diversity & Inclusion (EDI) Advocate Role
Remove the experience gap between colleagues with minority protected characteristics	<ul style="list-style-type: none"> <li>Identifying areas for improvement in EDI, through conversations with staff and escalating concerns</li> <li>Signposting staff to providers of support such as line managers, HR services, the workplace wellbeing offer (CareFirst, counselling, chaplaincy, Occupational Health) Unions, Staff networks</li> </ul>
Develop a culture where we embed our values in policy and practice	<ul style="list-style-type: none"> <li>Improving understanding of EDI and the importance it holds for an inclusive workplace</li> <li>Increasing visibility and awareness of EDI through promoting Divisional or Trust led commemorative and celebratory events and festivals, across all protected characteristics.</li> </ul>
Celebrate and value the contributions of all our colleagues by ensuring they have a voice and are listened to	<ul style="list-style-type: none"> <li>Promoting awareness of EDI initiatives through sharing posters and leaflets and promoting divisional forums, staff networks and corporate programmes</li> <li>Encouraging the completion of the annual staff survey within your division and supporting the feedback from the survey</li> <li>Attending EDI Advocate Network meetings</li> </ul>

- Role Descriptor co-designed with EDI advocates and aligned to People Strategy
- Intended to make clear the role of the EDI advocate in highlighting EDI related issues at departmental level, promoting EDI initiatives, supporting Divisions to deliver their EDI action plans and signposting colleagues to support as required
- Also describes the ambitious plans to develop the Divisional EDI Teams to include protected characteristic specialist advocates and champions

EDI Advocate Support Escalation Guide			
Emotional / Psychological Support		Practical support to raise issues or concerns	
Inside UHBW	Outside UHBW	Inside UHBW	Outside UHBW
<ul style="list-style-type: none"> <li>Line manager</li> <li>Chaplaincy</li> <li>Occupational Health</li> <li>Counselling</li> <li>Staff Networks</li> <li>Unions</li> <li>Freedom to Speak up Guardians</li> <li>Wellbeing services</li> <li>HRWeb</li> </ul>	<ul style="list-style-type: none"> <li>CareFirst</li> <li>GP</li> </ul>	<ul style="list-style-type: none"> <li>Line manager</li> <li>HR Services</li> <li>Staff Networks</li> <li>Unions</li> </ul>	<ul style="list-style-type: none"> <li>Stand Up to Racism (SARI)</li> <li>CareFirst</li> </ul>

## Divisional EDI Team



# Staff Networks



- An intersectional celebration of National Staff Network Day took place in May, involving a collaborative art installation in both Bristol and Weston
- Able+ have run 2 well received Autism Awareness Workshops and continue work on the staff passport and reasonable adjustment policy
- LGBTQIA+ were successful in the bid to take part in the next pilot stage of the NHS Rainbow Badge scheme and celebrated Pride Month with flags flying proudly in Bristol and Weston
- At the request of staff, a task and finish group was established to set up a new Men's Network, with the launch at the end of September
- REIN has been re-launched and the chair involved in co-designing Bridges and planning Black History Month events
- Women's Network held their inaugural meeting in May and welcomed Professor Greta Westwood to their second meeting in July, to deliver an inspirational address



ABLE+ network



LGBT+ network



Men's network



Race Equality &amp; Inclusion network



Women's network

# Exceptions against action plan

Full document can be found [here](#)

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In this section:

- Exception updates on individual milestones
- The strategic action plan is presented in full in Appendix A

## Exceptions

The EDI strategic action plan 2022/23 is presented in full in Appendix A.

It comprises Q1-Q2 progress against 10 corporate objectives including **40 milestones**. Of these, **32** have been confirmed by the EDI Steering Group as being on track. The 8 objectives below experienced slippage or a risk to achievement. Focus will be given to bringing these back on track in Q3

No	People Strategy Theme	EDI Strategy Objective	Key Milestones	Six Month Update (April-September 2022)	BRAG
6	INCLUSION AND BELONGING: Remove the experience gap between colleagues with minority protected characteristics	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values	<b>There are 7 milestones supporting this Objective.</b> 6 are on track, with one risking slippage: Develop a base line of digital literacy of all staff groups, especially accessibility and overall literacy levels of staff within areas such as estates and facilities by March 23	Delays to the recruitment of a corporate education team have impacted this milestone. However, appointments have since been made and the team is expected to be in place by the end of October. However, a digital literacy offer is still available to Trust staff through IM&T	
7	INCLUSION AND BELONGING: Remove the experience gap between colleagues with minority protected characteristics	Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible	<b>There are 3 milestones supporting this Objective.</b> 1 is on track, with 2 risking slippage: Establish a task and finish group to implement an integrated approach to bullying and harassment that will support positive conversations and introduce informal processes where possible. A plan in place by end of Q1  Conduct a data review exercise to establish the hotspot areas where there are disproportionate numbers of staff entering into a formal process using Datix to extract meaningful data by the end of Q4	The 5D review has been completed and a stakeholder event is taking place on Tuesday 4th October, this event will help to inform next steps and encourage the cross stakeholder engagement required to implement and embed a new approach to resolution. We are currently experiencing resource challenges with our supplier and this has led to slippage in some of our expected timeframes for the programme, we are hopeful of resolving this by the end of September.  A business case for the procurement of a new case management system (CMS) has been approved however; a new system has not yet been secured, therefore it remains challenging to report on protected characteristics (PC) which is currently a manual and resource intensive task. We anticipate significantly progressing this issue in quarter 3 to enable improved data reporting and to use this data to effectively triangulate to focus on 'hot spots' to pro-actively drive down our case numbers and to improve colleague experience	
8	INCLUSION AND BELONGING: Celebrate and value the contributions of all our colleagues by ensuring they have a voice and are listened to	Staff Networks grow to become an increased staff voice who represent our workforce and the community we serve	<b>There are 6 milestones supporting this Objective.</b> 5 are on track with 1 risking slippage: Work to establish the available budget for staff networks and develop a plan for its spend in support of the aforementioned objectives by end of Q1	Governance established to monitor Network budget spend. Work in Q3 to focus on finalising spending plan, now that there are 5 staff networks.	
9	INCLUSION AND BELONGING: Remove the experience gap between colleagues with minority protected characteristics	We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves	<b>There are 3 milestones supporting this Objective.</b> 1 is on track, 1 has not been achieved and 1 risks slippage: Work to deliver the recruitment overhaul BNSSG programme of work including the relaunch of recruitment selection training, including new manager's recruitment guide by Q1. Update against overhaul at the end of each quarter  Develop "Get On" workshop programme for existing staff with protected characteristics, to support their development of application / interview skills by the end of Q2. To be evidenced in the Bi-Annual Report updates	Unfortunately, due to the inability to recruit a system wide project manager this workstream has not moved forward at the pace it was originally hoped. As an interim position a small internal working group has been set up with the Associate Director of HR Operations to move forward some positive internal actions to progress the inclusive recruitment agenda from a UHBW perspective.  At present the focus has been the development and delivery of workshops for our international nurses, however, as part of the wider retention strategy we are looking to replicate these interventions for wider staff groups in the next quarter.	
10	INCLUSION AND BELONGING: Remove the experience gap between colleagues with minority protected characteristics	We will seek opportunities to learn from others, developing our partnerships at a regional and national level	<b>There are 3 milestones supporting this Objective.</b> 1 is on track and 2 risk slippage: Active involvement in BNSSG system group and SW group update each quarter  Conduct a benchmarking exercise with Association of UK University Hospitals (AUKUH) and other partners to establish best practice and develop existing milestones by end of Q2	Active involvement in these groups still underway and work continues on BNSSSG priorities of Inclusive Recruitment and strengthening Staff Networks but the output from this has been slow, partly due to issues around recruitment into key roles.  Priorities around understanding our own data and developing local initiatives, such as Bridges Programme have moved focus off benchmarking at this stage. Target moved to end of Q4	

# Divisional highlights

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In this section:

- All 8 Divisions have provided updates on their progress in the past six months, against their divisional EDI plans





# Estates and Facilities

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

- The Trust EDI lead presented the Model Employer paper to the Divisional Workforce OD Group
- The Division met the Trust's appraisal target of 77% with compliance of 82.5% (May 22). The Division will work with managers on the quality of appraisals including effective personal development plans.
- We have promoted and encouraged staff to apply for the Bridges Development programme.

## Current priorities

### Priority areas we are currently working on for the next six months:

- Designing a poster display for Black History month and the Diversity of the workforce
- Reviewing the model employer data and preparing a report for the Divisional Workforce and OD meeting to consider at its next meeting on 6<sup>th</sup> October.

## Our action plan going forward

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

- Work with People EDI Manager to understand the role of the EDI Advocate
- Use Black History Month as an opportunity to relaunch the role of EDI advocates.
- Develop our Model Employer Targets



# Medicine

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

- We have identified our existing 8a + roles and who is currently in post (BAME 6 v Non BAME 32) with an expectation to set targets for recruitment/promotions into Band 8a+ posts over the next 5 years, based on the opportunities in each division e.g. how many posts there are at each band in your division and how many are likely to become vacant.
- The Bridges Talent Management Programme has been promoted across the division and sent out directly to our BAME Band 1-5 cohort. 121s have taken place w/c 19/09 with individuals who have expressed an interest to encourage applications.
- Introduced a 'Race lens' via mentorship for the review of HR cases in which racism is either cited, or the person subject to a HR policy is from a minority ethnic background

## Current priorities

### Priority areas we are currently working on for the next six months:

- Promotion of the EDI Advocate role which has an emphasis on raising awareness of EDI through promoting celebrations and initiatives and signposting staff to appropriate means of support.
- Working with the EDI team, joining the Task and Finish group and help with understanding the detail behind our figures

## Our action plan going forward

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

- Working with our Divisional EDI steering group to understand and address key EDI objectives
- Working with HRIS / Governance teams to build a HR report to reflect individual's ethnicity in HR cases
- Setting our Model Employer Targets



# Specialised Services

## Progress in the last six months

Things we feel proud to have done or made progress on in the past six months:

- Successful appointment of our new Divisional EDI Lead, Alisha Smith (Ward Sister). Alisha is covering this post for two years and her induction has commenced.
- A formal letter outlining an EDI objective for all Divisional Board members has been agreed and cascaded by Divisional Director. Divisional
- EDI forums – continue monthly with some forums focusing on a particular aspect of EDI and inviting guest speakers where possible, has proven useful in attracting staff to join the debate.
- Divisional Education Committee has been created, and first meeting held. This committee will provide an avenue to consider Education and Development applications through a lens of EDI and will be reflected within the A3 priority summary for Education.

## Current priorities

Priority areas we are currently working on for the next six months:

- Divisional EDI A3 priority plan has been updated to reflect the amended Trust EDI strategy, including reviewing EDI Race Disparity data. Next step is to analyse and set targets.
- An email has been sent to all staff in the division who work at a Band 1-5, to promote the Bridges Programme.
- Increase advocate numbers (any good practice to share from other areas?)



## Our action plan going forward

Ways we will embed EDI into everything we do as a leadership team

- Consider how iterations of the EDI appraisal objective can cascade across wider teams
- Work with People EDI manager and HR colleagues to establish:
  - Can we have regular reports for cultural awareness training?
  - Can Resourcing share information regarding inclusion of BAME staff at B7 and above interviews
  - Can we receive information detailing the managers in each division who have undertaken recruitment training?
  - Utilise the introduction of new case management system in HR Services to review Employee Relations cases against EDI data.

# Surgery

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

- New EDI Lead, Belinda Kerr, commenced to cover maternity leave
- 4 key initial objectives to meet the ED&I strategy presented to the workforce committee on the 29<sup>th</sup> June 2022. Objectives and support required, agreed to proceed with actions
- Model Employer data shared with the Workforce Committee
- Discussions to collaborate workforce and patient EDI services. PHAST EDI project commenced to enhance the experience of patients attending hospital with additional needs. Hope to implement learning to support the workforce where transferable
- Bridges Talent Management Programme advertised widely across Division resulted in a good number of application from staff across varied staff groups

## Current priorities

### Priority areas we are currently working on for the next six months:

- Rebuilding EDI Advocate group with aim to have specific representatives to become 'experts' in specific protected characteristics
- Developing Model Employer Targets

## Our action plan going forward

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

- Identify breakdown of which BAME candidates are new to the trust and which have taken progressive positions in order to gauge any improvement in rise management
- Implement Unconscious Bias training for band 7s and then extend to all staff



# Trust Services

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

- We reviewed divisional Model Employer data and were interested to note that our data did not reflect the trends we were expecting to see
- Encouraged qualifying staff members to apply for the Trust's Bridges programme as with the mentoring and support from the programme, this could help with progressing into B6 & B7 roles
- We have established a structure for regular meetings with EDI Advocates in the Division, allowing 2-way communication
- Recruitment in finance for B7 and above roles have included a focus group with participants from different departments and backgrounds

## Current priorities

### Priority areas we are currently working on for the next six months:

- Linking with the wider ICS in Finance to work with other Trusts and share ideas. Also, seeking Future Focus Financed Towards Excellence Accreditation which involves meeting targets that prioritises creating a diverse and inclusive workplace. This aligns with our division's plans to have ideas flow beyond the division
- ABLE+ network lead to join our next monthly meeting in October so that we can learn more about the reasonable adjustments guide so that we can actively consider this in our recruitment processes going forwards
- Reviewing the Trust's bank of EDI questions and adding/editing them to suit our departmental needs and incorporate them into our interviews, to have questions that are multifaceted and links to the role and considers EDI issues at the same time

## Our action plan going forward

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

- Use Model Employer data to identify staff from a BAME background who have the ambition and/or potential to progress and vacancies that may arise
- Develop Model Employer Targets



# Weston

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

- Appraisal compliance is being monitored and work has been completed to ensure that all staff have access to the system and managers can access data on their teams compliance
- We have worked with the education team to ensure that additional Pastoral PEF resource is provided to Weston to support the large numbers of international nurses joining the Trust
- Banding reviews are taking place to ensure equity across the Trust as part of the integration work following merger

## Current priorities

### Priority areas we are currently working on for the next six months:

- A number of nurses came forward to raise concerns about how they had been treated whilst working at Weston General Hospital. A meeting was arranged for them with the senior leadership team on 15 August to explain their experiences. A CQC review then took place on 16, 17 and 24 August where they reported cultural issues that centred on poor experiences being reported from staff from minority ethnic backgrounds
- Training for managers will be launched which will focus on skills and behaviours needed to enable an inclusive and equitable culture
- The Bridges talent management scheme has been promoted widely

## Our action plan going forward

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

- The senior leadership team is working with staff, including F2SU guardians, to co-design a consolidated lived experiences action plan that will be included in the overarching CQC action plan monitoring
- Review diversity data across the Division to inform the development of an EDI action plan
- Engage with People EDI Manager in the development of EDI action plan
- Develop a campaign to recruit more EDI advocates at Weston
- Develop Model Employer targets



# Women's & Children's

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

- Women's services have appointed a new Practice Education facilitator in Midwifery whose remit is Equality and Inclusion
- Black midwifery champions set up to address unconscious bias in maternity, champions have completed training and have held focus groups with BAME women to speak about their experience of Maternity services
- Divisional Director of Midwifery and Nursing part of the national Senior Ethnic Minority Expert Reference Group
- Bridges programme materials circulated and the management and senior leadership teams have been encouraged to open the opportunity up as widely as possible within their teams.

## Current priorities

### Priority areas we are currently working on for the next six months:

- Improving signage for families where English is not their first language or have reading difficulties in process of being updated on the wards and on our website
- Continuity of Carer continues to be successfully rolled out with priority for BAME women and those considered most vulnerable living in deprived areas
- Theme from focus groups is language used by Maternity staff which may appear inoffensive but can be interpreted by BAME population as racist and negative
- Local Maternity and Neonatal System has commenced Health Equity audit. Has mapped population and is now working on engagement

## Our action plan going forward

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

- Training to be set up in response to the language issues identified in the aforementioned focus groups
- Developing Model Employer targets





# Action plan for next six months

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In this section:

- The planned actions for mitigating risk 285 over the six months
- KPI Glossary

# The next 6 months

The action plan for the next 6 months is unchanged. Next year's action plan (2023-2024) will be included in the October 2022 – March 2023 biannual report.

Some areas of planned work in the next 6 months include:

- Moving the diagnostic phase of the work completed by TCM into the delivery of our 'Supporting Positive behaviours' plan which will run until November 2023 and be launched in line with the national Anti-bullying week
- Launching and embedding Inclusive Recruitment Guidelines to support the Divisional Model Employer action plans
- Launch and embedding of Inclusive Leadership Programme, with an emphasis on developing leadership skills to ensure a fully compassionate and inclusive workforce
- Developing increased collaborative working with the Patient EDI Team. A new Patient EDI manager starts in January 2023 and will work closely with the People EDI Manager to ensure policies and practices are aligned
- Strengthening our pastoral support for IENs to ensure they are successfully integrated into the workforce and continue the focus on supporting their development into more senior roles
- Continue to actively work with the Trust Vaccination Programme Lead to promote the health equity and wellbeing agendas

# Appendix: Progress against action plan

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In this Appendix:

- The strategic action plan is presented in full comprising Q1 and Q2 progress updates against 10 objectives
- Glossary of KPIs located on slide

## Appendix B: EDI strategic action plan 2022/23

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING														
Objective: Develop a culture where we embed our values in policy and practices														
KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Six month update (April - Sept 2022)	BRAG							
PS1 PS2	1	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	Divisional targets for the number of EDI advocates to be set and agreed across the Trust and for this gap to be closed by end of Q2	Divisional EDI Leads	Trust EDI Manager	In collaboration with advocates who volunteered to be part of a task and finish group, a new role EDI role descriptor has been developed and shared with divisional leads. Recruitment campaign to be launched during Black History Month in October								
			Complete EDI diagnostic and training needs analysis to establish education baseline by end of August 2022	Trust EDI Manager	Divisional EDI Leads/ EDI Advocates	Survey shared with EDI advocates and the results from this and the task and finish group used to develop new EDI Advocate role descriptor and identify learning needs								
EDS2G4			Develop an EDI Advocates education programme by the end of Q2	Trust EDI Manager	Divisional EDI Leads	Work completed to establish an EDI training platform on Kallidus. Following input from Task and Finish group, basic EDI training package in development to be completed by end of Q3. Next step: development of more in-depth, specific training, using evidenced based approach to effective EDI training, by end of Q4								
			Deliver a rolling programme of modules to the EDI Advocates, each quarter, with completion of the whole programme by the end of Q3	Trust EDI Manager	Divisional EDI Leads/ EDI Advocates	Initial advocate meetings have focused on exploring the model employer and race disparity data, describing the Trusts plans to address these issues and introducing the new role descriptor and future ambitions for the role. Next steps as described above								
			Evaluate the EDI advocate programme by the end of Q4	Trust EDI Manager	Divisional EDI Leads/ EDI Advocates	On track to deliver this milestone								
		<table border="1"> <tr> <td>B</td> <td>R</td> <td>A</td> <td>G</td> </tr> <tr> <td>On Plan</td> <td>Not Achieved</td> <td>Risks Slippage</td> <td>Completed</td> </tr> </table>	B	R	A	G	On Plan	Not Achieved	Risks Slippage	Completed				
B	R	A	G											
On Plan	Not Achieved	Risks Slippage	Completed											

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING														
Objective: Develop a culture where we embed our values in policy and practices														
KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Six month update (April - Sept 2022)	BRAG							
PS1 PS2	2	We are 'committed to inclusion in everything we do' and this is evident in all our people policies and practices	Establish a clear governance structure that enables the networks to consult on proposed policies and practices, by the end of Q2	Head of HR Services	Trust EDI Manager Network Leads	New Network chairs now invited to attend Policy Group and contribute to new policy reviews. Able+ continue to participate in reasonable adjustment policy amendments								
WRES2 WDES2														
WRES3 WDES3														
WDES4														
WRES5 WDES5					Consult with key stakeholders on the efficacy of the Trust's Equality, Diversity and Inclusion Policy and subject to the consultation, update policy by end of Q4	Trust EDI Manager	Corporate Leads Divisional EDI Leads EDI Advocates	Plan to review policy in Operational Group meeting in July delayed. To be prioritised in Q3. Timeline to complete by end of Q4 still achievable						
WRES6 WDES6														
WRES7 WDES7														
WRES8 WDES8					In partnership with the NHSEI and the patient EDI team baseline the new EDS3 tool by the end of Q2	Trust EDI Manager Patient EDI Team	NHSEI	New Patient EDI post to lead on EDS3 project, out to recruitment. Target changed to end of Q3 to reflect project deadlines						
WRES9														
WDES11			As a result of the EDS3 baseline implement any associated action plans by the end of Q3	Trust EDI Manager	NHSEI	New Patient EDI post to lead on the development of the action plan. Target date revised to Q4 to reflect the								
WDES13		<table border="1"> <tr> <td>B</td> <td>R</td> <td>A</td> <td>G</td> </tr> <tr> <td>On Plan</td> <td>Not Achieved</td> <td>Risks Slippage</td> <td>Completed</td> </tr> </table>	B	R	A	G	On Plan	Not Achieved	Risks Slippage	Completed				
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PEOPLE STRATEGY THEME: INCLUSION AND BELONGING

Objective: Celebrate and value the contributions of all our colleagues by ensuring they have a voice and are listened to

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Q2 update (Jul - Sept 2022)	BRAG								
PS1 PS2 WRES7 WDES8 WDES10	3	We celebrate and value the contribution all our staff make at all levels of the organisation	<p>Continue to ensure a staff story is presented at Trust Board on an ongoing basis</p> <p>Conduct a full review of the actions taken from the Board staff stories and consider the development of a monitored action plan to demonstrate positive action</p> <p>Ensure EDI advocates are mobilised to support divisions to implement their local plans and this is evidenced through quarterly Divisional updates and presented via the bi-annual reporting process (End of Q2 and Q4)</p>	<p>EDI Manager</p> <p>Director of People</p> <p>Divisional EDI Leads as evidenced by quarterly updates</p>	<p>Network Leads</p> <p>Corporate Leads</p> <p>Trust EDI Manager</p> <p>Trust EDI Manager</p> <p>EDI Advocates</p>	<p>Management of the Board staff story taken over by Divisional HRBPs in May 2022. Timetable and process in place to ensure continuity of this initiative</p> <p>Exec Sponsors agreed for all the Staff Networks, including the newly formed Men's Network. Exec Sponsors to work with Network chairs to identify relevant actions from staff stories in order to develop action plans</p> <p>EDI advocate role descriptor co-designed with EDI advocate task and finish group. Divisions planning their advocate recruitment campaigns for Q3</p>	<p>Green</p> <p>Blue</p> <p>Blue</p>								
		<table border="1"> <tr> <td>B</td> <td>R</td> <td>A</td> <td>G</td> </tr> <tr> <td>On Plan</td> <td>Not Achieved</td> <td>Risks Slippage</td> <td>Completed</td> </tr> </table>		B	R	A	G	On Plan	Not Achieved	Risks Slippage	Completed				
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PEOPLE STRATEGY THEME: INCLUSION AND BELONGING

Objective: Remove the experience gap between colleagues with minority protected characteristics

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Six month update (April - Sept 2022)	BRAG								
PS4 PS2 WDES WDES GPG	4	We will encourage shared learning by openly sharing our diversity data in a meaningful way	<p>Set up a pilot 'EDI' data task and finish group to understand how the data can be used to improve EDI at a local level. This will include but not be limited to: WRES/WDES/race disparity ratios and Model Employer, by the end of Q1</p> <p>Use the findings from the pilot to present a Trust wide approach to diversity data that supports the existing bi-annual report by end of Q3</p> <p>Use the staff survey findings to develop a meaningful plan to be monitored at the EDI steering group on a quarterly basis as of Q2 (plan in place by end of Q1)</p> <p>Develop and maintain clear reporting schedule to facilitate the production of timely, meaningful data reports to enable our strategy plan to be responsive, agile and pro-actively delivered at a local and Trust-wide level by end of Q1</p>	<p>EDI Manager</p> <p>EDI Manager</p> <p>Divisional EDI Leads</p> <p>EDI Manager</p>	<p>HRBPs HRIS team</p> <p>Divisional EDI Leads/ EDI Advocates</p> <p>HRBP's</p> <p>EDI Manager</p>	<p>Data analysis and utilisation now forms part of regular discussions with HRBPs in Operational Group meetings and Divisional Workforce Committees. These discussions have been used as the basis for divisions to set their Model Employer Targets and EDI Advocate targets. As of October 2022, People EDI Manager will also attend Culture and People Group Meeting with HRBPs to further explore. Specific data task and finish group stood down</p> <p>Q3 work will focus on formalising approach across divisions</p> <p>All divisional plans are in place and will be monitored at the quarterly EDI steering group</p> <p>A business cycle has been developed for EDI reporting and this was presented and approved at people committee in July 2022.</p>	<p>Green</p> <p>Blue</p> <p>Blue</p> <p>Blue</p>								
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PEOPLE STRATEGY THEME: INCLUSION AND BELONGING

Objective: Develop a culture where we embed our values in policy and practices

KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Six month update (April - Sept 2022)	BRAG								
PS1 PS4 WRES WDES GPG	5	Our strategy is communicated at all levels reflecting our commitment to change	<p>Ensure the internal HR Web communication pages reflect our commitment to change and a quarterly 'spot light on' is introduced by end of Q2</p> <p>Celebrate the achievements within the bi-annual report and share this with all networks as well as ensuring this is available on both the intranet and Internet as of Q1</p> <p>Develop a programme of EDI celebration events ensuring a link to our Values and behaviours and a robust communication plan which can be reported on each quarter with effect from Q1</p>	<p>EDI Manager</p> <p>EDI Manager</p> <p>EDI Manager</p>	<p>EDI Manager</p> <p>Communications team</p> <p>Communications team Network leads</p>	<p>New EDI co-ordinator post developed and out to recruitment and expected to be in post by end of Q3. Maintaining our EDI communication channels will form part of their responsibilities. Target date moved to Q4 to reflect this development</p> <p>Bi-annual report signed off at people committee in May and published on HR web and Trust website</p> <p>In Q1 we celebrated International Women's Day, National Staff Networks Day and Pride Month. Collaboration with Staff Networks occurred in Q2, to review calendar and agree which other significant dates to focus celebrations on. Focus in Q3 to be in developing new agile ways of promoting celebration events</p>	<p>Blue</p> <p>Green</p> <p>Green</p>								
		<table border="1"> <tr> <td>B</td> <td>R</td> <td>A</td> <td>G</td> </tr> <tr> <td>On Plan</td> <td>Not Achieved</td> <td>Risks Slippage</td> <td>Completed</td> </tr> </table>	B	R	A	G	On Plan	Not Achieved	Risks Slippage	Completed					
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PEOPLE STRATEGY THEME: INCLUSION AND BELONGING Objective: Remove the experience gap between colleagues with minority protected characteristics							
KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Six month update (April - Sept 2022)	BRAG
PS1 PS4 WRS3 WRS4	6	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values	Develop a comprehensive education offer clearly communicated, accessible and inclusive of all learners - first draft before People Committee in September	Head of Education	Divisional EDI leads, ICS, subject leads, digital, Kallidus	A number of catalogues are close to conclusion, awaiting further input from service leads before being active within Kallidus Learn. Education Strategy drafted for People Committee at the end of September 2022.	BRAG
			Establish and promote clear learning and education offers for colleagues. Work with partners to develop system wide educational tools, learning materials and training programmes, such as essential training, IEN OSCE training across the ICS that are accessible for all staff. To be completed by March 23	Head of Education	Divisional EDI leads, ICS, subject leads, digital, Kallidus	System wide pass portable essential training is established and supported by the Kallidus Learn portal. During the procurement phase of portal, significant work was conducted across the system to ensure the alignment of essential training titles to enable pass porting. Further work is being developed to share supporting resource for the wider essential training.  In addition to essential training, the Trust has worked with NBT to align the supernumerary/OCSE bootcamp period for IENs. Therefore, there is now a common approach to IEN training amongst both organisations.  In addition to the existing system based activity, education has recently worked with Bridgston Charity to pilot an HIV Stigma awareness session as part of the HCSW upskilling sessions. The session was positively received and will be repeated in future HCSW upskilling sessions.	
			Improve recruitment and retention rates for all HCSW staff groups. Provide pastoral support for all HCSW staff groups, identifying and reporting on key retention metrics, as demonstrated through widening engagement monthly dashboard reports. Ongoing	Head of Education	External partners, ICS, project leads Apprenticeships and School Engagement	The HCSW Recruitment and Retention team were agreed to be funded by the Trust on a recurring basis. Therefore, providing greater stability within the team structure. The team continue to report on retention and recruitment which will inform future recruitment and retention group governance. Apprenticeship data is flagging a concern with the number of HCSW apprenticeship withdrawals from the Trust which requires further analysis and engagement work with apprentices through a planned learner forum in October 2022.	
			Re-energise work experience programmes to develop the staff pipeline; through wider school and college engagement activities and creation of placement provision, with ICS partners such as:  •Work experience – commencing July 2022  •Traineeships – commencing September 2022  •T Level placements – commencing Sept 2022	Head of Education	External partners, ICS, project leads Apprenticeships and School Engagement	The BNSSG ICB has agreed a system wide approach to work experience placement through the career hub. The careers hub will ensure a broader work experience offer to specific schools and colleges within the BNSSG region, particularly those within areas of high socio-economic deprivation. The technical level programme commenced with a July induction of 11 T level students onto a healthcare pathway. In partnership with Weston College, the apprenticeship team have agreed a plan roll out of traineeship programmes across the 22/23 academic year.	
			Develop a compassionate leadership, management, coaching and mentoring programme for all staff groups – by September 23. Incorporate talent management linked to the appraisal process by March 23	Head of Education	External partners, ICS, project leads Apprenticeships and School Engagement	The revised leadership and management offer was presented to People Committee on the 27th September 2022 and was approved	
			Develop a base line of digital literacy of all staff groups, especially accessibility and overall literacy levels of staff within areas such as estates and facilities by March 23	Head of Education	Digital Lead, HRBPs	Delays to the recruitment of a corporate education team have impacted this milestone. However, appointments have since been made and the team is expected to be in place by the end of October. However, a digital literacy offer is still available to Trust staff through IM&T	
			Improve education content and material to support an agile and innovative blended learning approach accessible to all staff groups ongoing to March 23	Head of Education	Digital, Resourcing, subject leads	Established process in place to review all new requests for digital learning content through the lens of EDI. Further work is being conducted to update existing digital resource.	

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On Plan	Not Achieved	Risks Slippage	Completed

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING															
Objective: Remove the experience gap between colleagues with minority protected characteristics															
KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Six month update (April - Sept 2022)	BRAG								
P12 P14 WRES2 WDES3 WRES6 WRES8 WRES9 WDES5 WDES6 WDES11	7	Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible	Establish a task and finish group to implement an integrated approach to bullying and harassment that will support positive conversations and introduce informal processes where possible. A plan in place by end of Q1	Associate Director OD and Wellbeing	Director of People Head of HR Services FTSU Guardian Corporate Wellbeing Leads	The 5D review has been completed and a stakeholder event is taking place on Tuesday 4th October, this event will help to inform next steps and encourage the cross stakeholder engagement required to implement and embed a new approach to resolution. We are currently experiencing resource challenges with our supplier and this has led to slippage in some of our expected timeframes for the programme, we are hopeful of resolving this by the end of September.									
			A quarterly update will be provided for each quarter of 2022/23	Associate Director OD and Wellbeing	Director of People Head of HR Services FTSU Guardian	An update was provided in Q2 and another will be provided as of quarter 3, in line with aforementioned action in this section.									
			Conduct a data review exercise to establish the hotspot areas where there are disproportionate numbers of staff entering into a formal process using Datix to extract meaningful data by the end of Q4	Head of HR Services	Head of HR Services	A business case for the procurement of a new case management system (CMS) has been approved however; a new system has not yet been secured, therefore it remains challenging to report on protected characteristics (PC) which is currently a manual and resource intensive task. We anticipate significantly progressing this issue in quarter 3 to enable improved data reporting and to use this data to effectively triangulate to focus on 'hot spots' to pro-actively drive down our case numbers and to improve colleague experience									
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PEOPLE STRATEGY THEME: INCLUSION AND BELONGING															
Objective: Celebrate and value the contributions of all our colleagues by ensuring they have a voice and are listened to															
KPI's	No	Strategy Objective	Key Milestones	Corporate Lead	Collaborators	Six month update (April - Sept 2022)	BRAG								
P11 P12 D0563 WDES13	8	Staff Networks grow to become an increased staff voice who represent our workforce and the community we serve	Collaborate with network members to deliver the Race Equality and Inclusion action plan and this is evidenced in the bi-annual report (Q2 and Q4)	Race Equality and Inclusion Network Lead	EDI Manager SWEDI Leads	Network re-launched as 'REIN' with first meeting 5 September. Purpose & function of network confirmed. Dates for meetings have been published. Topics/projects for future discussion identified.									
			Collaborate with network members to deliver the LGBTQIA+ action plan and this is evidenced in the bi-annual report (Q2 and Q4)	LGBTQIA+ Network Lead	EDI Manager SWEDI Leads	Key points include expression of interest to participate in second phase of NHS Rainbow Badge scheme has been successful, this work will commence in late Q3,									
			Collaborate with network members to deliver the Able+ action plan and this is evidenced in the bi-annual report (Q2 and Q4)	Able+ Network Lead	EDI Manager SWEDI Leads	Autism Awareness Workshops successfully delivered facilitated and work continues on disability passport and reasonable adjustment policy									
			Establish the women's network, building on initial scoping exercise by the end of Q1	EDI Manager	Divisional leads	The women's Network second meeting in went ahead as planned with an outside speaker, Professor Greta Westwood, who shared her experiences of being an inspirational leader. Work is underway on the network page on HR web and a mailing list as the network further establishes and grows. There will be an Autumn meeting, date to be confirmed when speaker is booked. Moving forward, there will be Bimonthly meetings commencing January 2023.									
			Actively engage with, promote, support and encourage the work of the Trust staff networks (REIN, LGBTQIA+, Able+ and Women's Network) to ensure the lived experience our staff, represented by these networks, directly contributes to improvement actions and this is evidenced in the bi-annual report (Q2 and Q4)	EDI Manager	Network Leads SWEDI Leads	Bridges Talent Management Programme co-designed with REIN Network chair in response to feedback and data from staff survey about equity of opportunities.  At the advice of LGBTQIA+ Network, participation in the new NHS Rainbow Badge scheme pilot agreed in People Committee and involvement secured. Work towards required self assessment to begin in Q3									
			Work to establish the available budget for staff networks and develop a plan for its spend in support of the aforementioned objectives by end of Q1	EDI Manager	Network Leads	Governance established to monitor Network budget spend. Work in Q3 to focus on finalising spending plan, now that there are 5 staff networks.									
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## Appendix B: Glossary of KPIs used with the EDI Strategic Objectives

WORKFORCE RACE EQUALITY STANDARTD (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	BME: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.
WRES6	BME: Percentage of staff saying they have experienced harassment, bullying or abuse from staff in the last 12 months
WRES7	BME: Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.
WRES8	BME: percentage of staff experienced discrimination at work from manager/team leader or other colleagues
WRES9	Percentage of staff personally experiencing discrimination at work from their manager/team leader or another colleague in the last 12 months
WRES10	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.)

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	LTC or illness: percentage of staff experiencing harassment bullying or abuse from patients or the public in the last 12 months
WDES5	LTC or illness: percentage of staff experiencing harassment bullying or abuse from managers in the last 12 months
WDES6	LTC or illness: percentage of staff experiencing harassment bullying or abuse from other colleagues in the last 12 months
WDES7	LTC or illness: percentage of staff experiencing harassment bullying or abuse at work they or a colleague reported it
WDES8	LTC or illness: Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion
WDES9	LTC or illness: percentage of staff say that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
WDES10	LTC or illness: staff saying that they are satisfied with the extent to which their organisation values their work
WDES11	Percentage of staff with long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work
WDES12	LTC or illness: Staff engagement score
WDES13	Has your trust taken action to facilitate the voices of Disables staff in your organisation to be heard?
WDES14	Percentage difference between the organisations Board voting membership and its organisations overall workforce, disaggregated: <ul style="list-style-type: none"> <li>• By voting membership of the board</li> <li>• By executive membership of the board</li> </ul>

## Appendix B: Glossary of KPIs used with the EDI Strategic Objectives

GENDER PAY GAP	
GPG	Publish annual report with specific figures about gender pay gap, narrative and actions (if applicable)
EQUALITY DELIVERY SYSTEM 2 (EDS2)	
EDS2G3	<b>Goal 3: A representative and supported workforce</b>
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	<b>Goal 4: Inclusive leadership</b>
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

KPI	UHBW People Strategy
PS1	Looking after our people
PS2	Inclusion and belonging
PS3	Growing our future
PS4	New ways of working