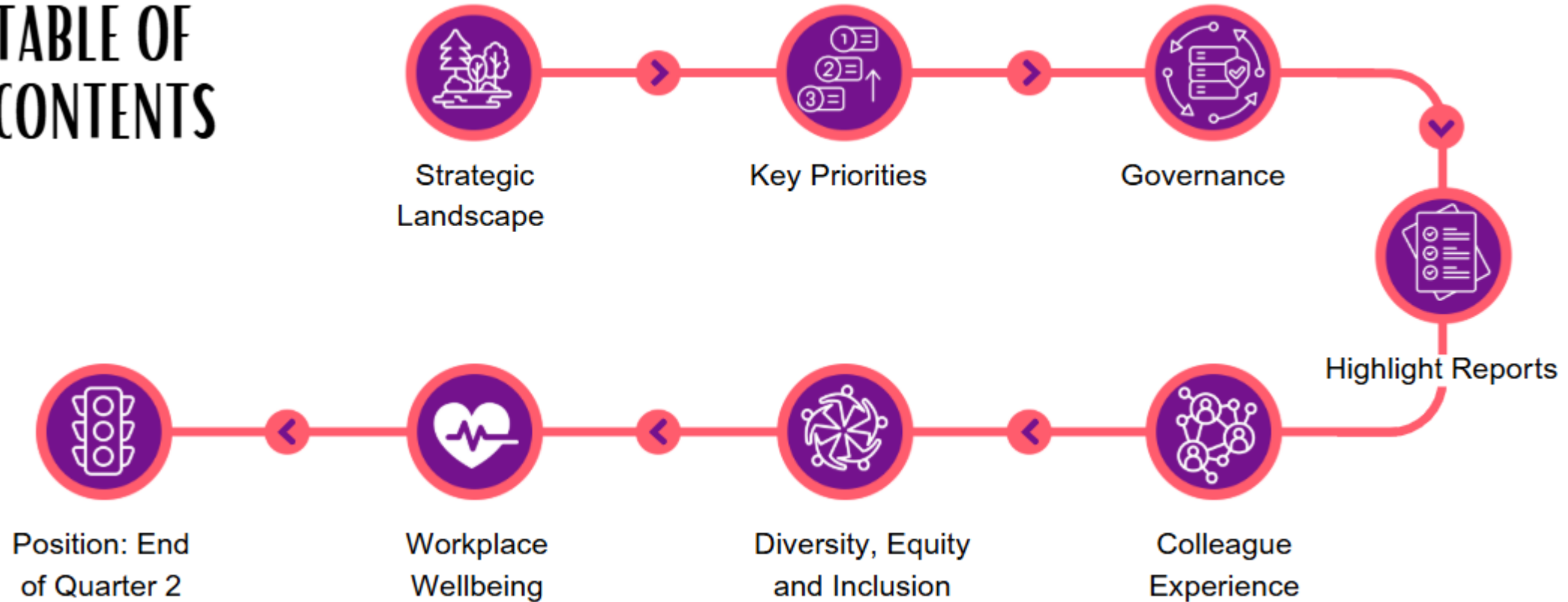# Preface

This document is the inaugural Organisational Development (OD) bi-annual report, designed to consolidate key work programmes into a single report for assurance and oversight. It supersedes two former bi-annual reports focused on Diversity, Equity and Inclusion (DEI) and Workplace Wellbeing. The rationale for the change stems from the two strategies that underpinned these two programmes, concluding in March 2025 in conjunction with a review of broader OD governance which has enabled a reframe of strategic priorities whilst we progress the development of a Bristol NHS Group People Strategy.

The report outlines four key areas of focus:

- **Colleague Experience**
- **Diversity Equity and Inclusion**
- **Looking After Our People**
- **Workplace Wellbeing**

It is important to note that additional OD programmes of work sit alongside the key priorities outlined in this report, managed through the revised governance structure herein. These programmes, including our group collaboration work with North Bristol Trust (NBT), are not included in this report as it concentrates on key priorities and the headlines of the four domains above.

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NHS
University Hospitals Bristol and Weston
NHS Foundation Trust

NHS
University Hospitals
Bristol and Weston
NHS Foundation Trust

Organisational Development
Strategic Landscape and Governance

A data-driven approach to establish strategic objectives that align with the national direction of travel alongside the Trust's strategic projects and priorities that yield the greatest impact, thereby facilitating achievement of our vision to make UHBW the 'best place to work'.

Supportive
Be there
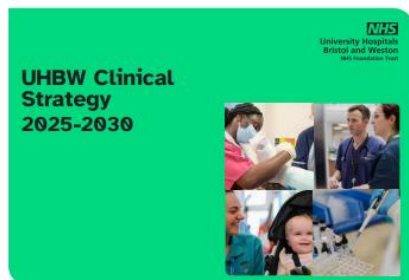
Innovative
It can be done

Respectful
Listen to learn

Collaborative
Better together

Strategic NHS landscape

NHS University Hospitals Bristol and Weston NHS Foundation Trust

UHBW Clinical Strategy 2025/30

Our clinical strategy sets out our vision for our clinical services over the next 5 years.

We've got ambitious plans to build and grow services and pathways that work for our patients, partners and our people.

Group Summary Benefits Case

Our priorities as Bristol NHS Group are to:

- Deliver outstanding care for everyone who needs it.
- Support our people to thrive and excel.
- Get the most out of our resources.
- Excel in innovation, research and development.
- Work with partners as one team.

Group People Strategy

Our inaugural People Strategy for our Hospital Group, currently in development, will outline our combined commitments over the next three years aimed at supporting our workforce of over 28,000, achieving our joint strategic goal of being "the best place to work".

10 Year Health Plan for England: fit for the future 2025/35

The plan sets out a vision to transform the NHS into a responsive, preventative, and patient-centred service, focused on:

- Moving more care from hospitals to communities
- Making better use of technology
- Focusing on preventing sickness, not just treating it.

Staff Standards

New staff standards
- Nutritious food and drink at work
- Protection from violence, racism and sexual harassment at work
- New standards of healthy work
- Flexible working options

The NHS 10 Year Plan aims to improve the experience of NHS colleagues by introducing a set of new 'staff standards' in April 2026.

Trust Strategic Projects

Sexual Safety

UHBW is working to ensure colleagues are free of, and safe from, behaviour of a sexual nature that is unwanted or that makes anyone feel uncomfortable, afraid or unsafe.

Group Summary Benefits Case

Our priorities as Bristol NHS Group include delivering outstanding care for everyone who needs it and supporting our people to thrive and excel.

Fatigue Risk Management

We have been awarded funding to create an innovative and transformative fatigue risk management programme within the current governance and assurance frameworks, in accordance with national strategy.

Vision
To make UHBW the best place to work.

Strategic goal
To improve the employment experience of all colleagues to retain our valuable people.
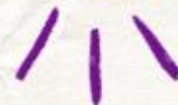
3-5-year target
To be in the top 10% of NHS organisations for colleagues recommending us as a place to work, a 5% annual improvement year-on-year.

12–18-month strategy projects
Mission critical project – medical workforce programme

Important corporate project – delivering the Pro Equity promise

Strategic initiatives: Develop the UHBW & NBT Joint People strategy.

NHS Staff Survey

Offers a snapshot of colleague experience of their working lives, gathered at the same time each year to bring about key improvements. This years target is to achieve 62% uptake rate.

Pro-Equity Commitment

We are committed to creating a culture, where everyone feels truly safe to be themselves. Our Pro-Equity plan sets out the steps we will take to tackle all forms of discrimination.

NHS Violence, Prevention and Reductions Standard

Adoption of this standard ensures our colleagues feel safe, supported and empowered to report incidents of violence and abuse. This aligns with our Pro-Equity approach and the NHS People Promise 'we are safe and healthy'.

Snapshot of OD programmes to aid achievement of the Trusts vision to make UHBW the best place to work.

Organisational Development - Strategic Approach

Colleague Experience

Our vision is to be in the top 10% of NHS organisations for colleagues recommending us as a place to work, a 5% annual improvement year-on-year. We plan to accomplish this by establishing ambitious uptake targets and employing a strategic approach to address the outcomes of annual and quarterly Pulse surveys, utilising other colleague feedback and engagement mechanisms and analysing additional multidisciplinary workforce data. Furthermore, we maintain our annual colleague experience cycle to ensure that our recognition and engagement framework is in accordance with NHS best practices as specified by the People Promise.

Diversity, Equity and Inclusion – Our Pro-equity Approach

"Pro-Equity" is inclusion in everything we do, even when people aren't looking. It is embracing full hearted care by making UHBW a better place to work, building a place where everyone feels truly safe to be themselves. Our Pro-equity Action Plan and our commitment to anti-racism have been created from the experiences, ideas and feedback from colleagues across our organisation, setting out the steps we will take to tackle all forms of discrimination. There are over 70 actions from training opportunities to inclusive recruitment activities and supporting colleagues to calling out discrimination wherever they see it.

Organisational Development - Strategic Approach

Looking After Our People

We remain committed to maintaining a safe place to work by reducing Violence and Aggression (V&A). This program of work is led by our eight divisions who are accountable for implementing effective plans to reduce V&A in their local areas. The governance for this initiative is through the **'Managing V&A Committee'** whose purpose is to assure the Board that sufficient and appropriate governance frameworks, processes and controls are established for the prevention and management of V&A and ensuring compliance to national standards, which are reported into the Board biannually.

Workplace Wellbeing

The Trust Workplace Wellbeing 'Special Interest Group' is comprised of leaders from the Psychological Health Service, Liaison Psychiatry, Occupational Health, Human Factors, Health and Safety and other Trust services that are integral to the workplace wellbeing programme. This group is executing a comprehensive annual strategic workplace wellbeing plan, which can be accessed on the UHBW website. The plan outlines key priorities and objectives, strategic drivers, types of interventions, and their rationale along with quarterly progress assessments and an evaluation at the end of the year.

Key Priorities 2025 - 2026

Colleague Experience

- Introduce an Appraisal Window across the organisation to align to the Group Model to release operational capacity through annual pressures, increase compliance and set an objective setting cycle.

- Recommend response rate targets to Trust Executive team for approval, aligned to the introduction of incentives to bring equity across the hospital group, improve quality data and support intentions of the NHS 10-year plan.

Diversity, Equity and Inclusion

- Supporting UHBW colleagues to understand and engage with the Pro-equity program through a trauma informed training package.

- Supporting UHBW divisional ownership of pro-equity through the role of Advocate as well as the development of senior leaders in anti-ableism and anti-racism initiatives.

Key Priorities 2025 - 2026

Looking After Our People

- We remain committed to maintaining a safe place to work by reducing incidents of Violence and Aggression through the implementation of a comprehensive plan aligned to national standards.

- We will ensure we deliver best practice in accordance with the Sexual Safety Charter, employing a trauma-informed approach aligned to our pro-equity initiatives.

*The governance for this work is managed by the 'Managing V&A Committee' which reports directly to the Joint People Committee. The update regarding V&A is not incorporated in this report.

Workplace Wellbeing

- Review multiple data sources to determine local hotspots and areas of concern, offering ongoing support to HR Business Partners, managers and collaborators, ensuring they have access to expert advice.

- Support implementation of the group model, co-creating a comparable, equitable, inclusive and evolving workplace wellbeing offer Inc a trauma support pathway for UHBW colleagues.

Organisational Development Governance
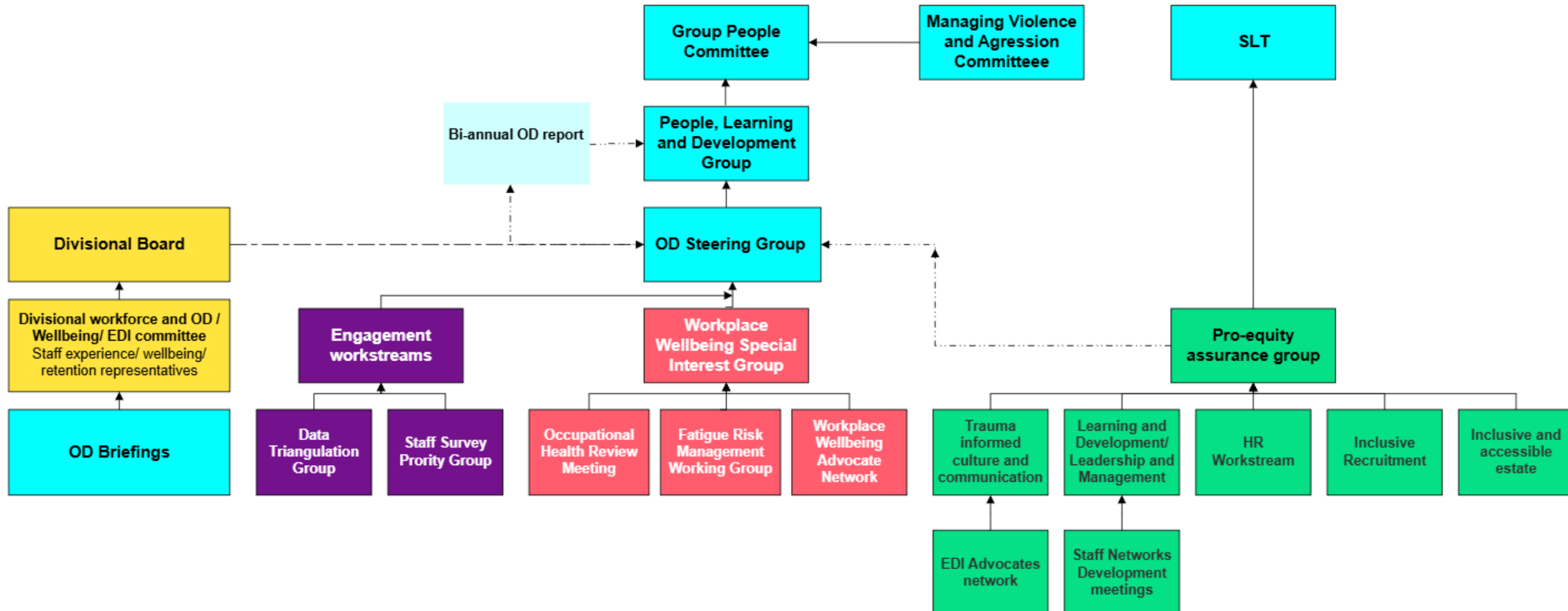
Organisational Development Subgroup Highlight Reports

Position: End of Quarter 2

Organisational Development Steering Group
Highlight Report: Colleague Experience

NHS University Hospitals Bristol and Weston NHS Foundation Trust

Our 12-to-18-month goal:

In order to deliver our true north People, ambition to be one of the top 10% organisations recommending the Trust as a place to work by gaining a true understanding of colleague experience through recognition, performance, value and engagement measures

Latest Month	**September 2025**
Project status	**Project on Track**
Related Principal Risk	Appraisal : 2639 Staff Experience : 2694

Key progress in last month

Appraisal Window launch
The window to complete appraisal is live from 1 May – 31st August 2025 , with a final compliance rate of 91.6% , and rates as the highest measure for compliance in UHBW.
Quality of appraisal data :
98% Colleagues rated their appraisal as a positive experience
99 % Colleagues rate their appraiser as positive : 83% stating they were good or excellent
Quarterly people Pulse
Response rate :1298
Significant decrease in Staff Engagement measure 7.1 (-0.6)
Measured programmes of work :
Pro Equity : 56% colleagues agree they have heard of Pro Equity
Fatigue : Analysis of feedback data to inform fatigue interventions
Data Triangulation Quarterly meeting
Review of teams in need, measuring progress against plans

Key aims for next month

Staff Survey 2025

Staff Survey live 23rd September – midnight on 28th November
- Organisational response rate target 62% , divisional targets set and shared locally.
- Incentives introduced for 2025
- Robust and comprehensive communication plans trust wide and locally in divisions
- New provider iQvia

OD Core Practice Programme
. Final wrap up session to be completed in October

High Level Roadmap

Q1 (25/26)
Implement new OD governance

Q2 (25/26)
Launch Appraisal Window Launch OD Biannual Report Q1-2

Q3 (25/26)
Staff Survey 2025

Q4 (2026)
Issue OD Biannual Report Q3-4 Staff Survey Reporting

Key risks and challenges

- The declining engagement score realisation in staff survey outcomes and measures
- Achieving 62% response rate.

Overall project achievements/Impact achieved

Improve Staff Survey measures related to People Patient First KPI for engagement wellbeing and advocacy

Organisational Development Steering Group
Highlight Report: Pro-Equity

Pro-Equity Promise
Highlight Report

Our 12-to-18-month goal: Pro- Equity Promise

Trust Strategic Priority: To deliver the Trust strategic priority to be in the top 10% of NHS organisations for colleagues recommending us as a place to work - a 5% annual improvement year-on-year, we are going to establish our Pro-Equity approach. Pro-Equity is inclusion in everything we do and embracing full hearted care to eliminate disparities in experience.

Latest Month	September 2025
Project status	**Project timeline on track**
Related Principal Risk	3.Workforce

Key progress in last month

- Pro-Equity and Trauma Informed training will be available end of September
- A joint paper has been developed on our anti-racist approach and will go to TMT in October and onto Board in November
- Neurodiversity SOP and Neurodiversity e-learning has been drafted; work has begun to look at embedding Neurodiversity awareness training and course content into the train the trainer programme
- Internal candidates from Race Inclusion staff Network across the group were asked for feedback received from recent interviews. A new feedback form has been created and will be integrated into the existing Interview form ensuring future candidates will receive more structured and constructive feedback

Key aims for next month

- Finalise 'getting home safely' campaign building on the TI sexual safety communications in September.
- Create Anti-racism and Anti-ableism e-learning training.
- Complete first draft of the bitesize videos for external candidates to support their applications and present to the subgroup for feedback.
- Launch of the workplace concern reporting function, which will sit alongside the sexual safety reporting.
- Finalise the high-level roadmap for October to end of March 2026

High Level Roadmap (April to September) supported by the detailed Pro-Equity Plan

- Develop and launch DASV policy- end of April- **COMPLETE**
- Create reporting systems for UHBW colleagues to encompass Pro-Equity, building on sexual safety work- end of July- **COMPLETE**
- Launch of comms plan focusing on Trauma informed and driving social movement for first two quarters of 2025/26- **ON TRACK**
- Embedding Pro-Equity into our resources and training- main areas of focus is the development of a Pro-Equity training package and embedding Pro-Equity into existing L&D resources and policies- **ON TRACK**
- Supporting colleagues through the application and recruitment process by launching training, resources, and developing the inclusive approach of the recruitment team- end of September- **ON TRACK**
- Each Division to have a Pro-Equity advocate lead and a target number of advocates by end of July- **COMPLETE (Training commencing in October)**
- Action plan for Estates and Facilities (inclusive and accessible Estate) - **end of Nor.**

Key risks and challenges

- The pause on external recruitment will impact on our ability to improve diversity within our workforce

- Group benefits realisation timeframes may impact on the delivery plans for some Pro-Equity sub-groups

Overall project achievements / Impact achieved

- Delivery of the high-level roadmap objectives for Phase 1 of the programme
- Each Division has a Pro-Equity plan which is driving change at a local level, utilising updated staff survey data to identify revised EDI priorities through the lens of sexual safety, WRES and WDES
- The staff survey results for the people promise element **'we are compassionate and inclusive'** performed above the national acute average
- We have published our co-created Anti-Racist community commitment both internally and externally
- By using the trauma informed framework, we have developed an authentic co-created plan which has been mirrored at NBT and across BNSSG.

Organisational Development Steering Group
Highlight Report: Workplace Wellbeing

NHS
University Hospitals
Bristol and Weston
NHS Foundation Trust

Our 12-to-18-month goal:

To deliver the Trust strategic priority to be in the top 10% of NHS organisations for colleagues recommending us as a place to work - a 5% annual improvement year-on-year, we will cultivate a culture of wellbeing by implementing an inclusive wellbeing programme responsive to the evolving needs of colleagues and Hospital Group.

Latest Month	September 2025
Project status	Project timeline on track
Related Principal Risk	Risk 793: Risk colleagues experience workplace stress

Key progress in last month

Occupational Health Review
- The strategic action plan for 2025/26 underwent a review in July, following discussions from key workstreams during an Away day held with board members and senior team.

Fatigue Risk Management Working Group
- £237k awarded from NHS Charities Together Workforce Wellbeing Grant to support pilot.
- The Q2 Pulse survey compromised 10 questions regarding fatigue and rest break culture.
- Draft protocol for the execution and assessment of an early fatigue risk management pilot is being tested within a team in Surgery. It includes six components that represent predictive, proactive and reactive elements to manage fatigue in health and care.

Workplace Wellbeing Advocate Network
- A development plan has been created and implemented by the Trust Wellbeing Co-ordinator.

Special Interest Group
- Members are contributing to the development of the annual workplace wellbeing strategy plan drawing from their areas of expertise while considering biopsychosocial factors at play.

Key aims for next month

- Achieve the objectives of the annual workplace wellbeing strategy plan 2025/26 to be signed off by the Special Interest Group on 1st October 2025..
- Review the Trust Workplace Stress policy with stakeholders.
- Explore the provision of a trauma-support pathway within the Psychological Health Service – staff support offer.
- Apply for North Somerset Healthy Workplaces Silver Award.
- Respond to the successful outcome of the £250k wellbeing grant application from NHS Charities Together to expedite a deliver a Fatigue Risk Management Pilot, across the group.
- Review wellbeing eLearning aligned to national best practice, across the group.
- Contribute to the development and delivery of a Trust-wide Mental Health strategy for patients and workforce, led by the Lead Nurse for Mental Health.
- Support development and implementation of a workforce 'Rapid Access to Treatment' policy, across the group.
- Develop the Workplace Wellbeing Advocate Network to include appointment of an advocate in every team.

High Level Roadmap

Q1 (25/26)	Q2 (25/26)	Q3 (25/26)	Q4 (2026)
Implement new OD governance and SIG	Launch EAP	Launch Group People Strategy 25/28	Issue OD Biannual Report Q3-4
Submit bid to NHSCT for Fatigue Risk Management	Launch OD Biannual Report Q1-2	Implement NHSCT project	
	Intranet launch	Deliver workplace Menopause conference	

Key risks and challenges

- Wellbeing initiatives may not be supported/withdrawn due to insufficient funding and Cost Improvement Plan (CIP).

Overall project achievements / Impact achieved

- Psychological Health Service delivered Leading and Thriving Through Change sessions, inclusive to all leaders, Trust wide.
- Wellbeing Special Interest Group, a sub-group of the Organisational Development Steering Group, established in Q2, comprising leads and subject experts with a remit to:
  - to raise standards and promote best practice workplace.
  - co-design and deliver an annual strategic workplace wellbeing plan.
  - support achievement of Group objectives, working towards a single wellbeing offer.
- Migration of the Wellbeing SharePoint to the new Trust Intranet.
- Completion of joint retender of an Employee Assistance Programme..

Colleague Experience Priorities

Strategic priority	Detail	Measured by
Introduce an Appraisal Window across the organisation to align to the Group Model to release operational capacity through annual pressures, increase compliance and set an objective setting cycle.	Phase 1. Introduce an appraisal window April – August 2025 Phase 2. Programme of work to align Appraisal framework to Bristol Hospital group, including the adoption of the NHS Leadership behaviours, and merged vision mission and values	UHBW compliance rate 91.6% 2025 Staff Survey Measures
Recommend response rate targets to Trust Executive team for approval aligned to the introduction of incentives to bring equity across the hospital group, improve quality data and support intentions of NHS 10-year plan.	Phase 1. Present recommendation target paper to Trust management team for approval Introduce and align incentives across Bristol Hospital group Provide support and expert advice through live staff survey period Deliver an impactful and well-equipped communication plan to support engagement. Phase 2. Review response rate plan impact; report outcomes within Staff Survey reporting	Staff Survey response rates both across the organisation and locally in divisions

Colleague Experience

Key Successes

- Appraisal compliance 91.6% with 98% colleagues stating it was a positive experience and 99% rate their appraiser as positive.

- Following staff survey diagnostic reporting, set priorities and objectives trust wide and locally in divisions via local culture and people plan governance .

- OD Core Practice Programme: Diagnostic OD approach to team development in collaboration with the group clinical services lead delivering five modules for HR professionals across the Bristol Hospital Group.

- Over 900 colleagues were nominated for the Annual Full Hearted care awards . Three hundred colleagues celebrated at our event in may including colleagues celebrating service milestones of 30/40 years

- Data Triangulation group 2025 : Improving team experience through quarterly multi-disciplinary meetings to review and measure interventions related to identified teams in need

Challenges

- Colleague engagement scores have seen a decline in the year through the Quarterly People Pulse measures which may have an impact on response rates and engagement scores which will be realised through the annual Staff survey.

- The introduction of an appraisal window may have had a negative impact on the quality of conversations about performance, wellbeing and development.

Opportunities

- Reduce the appraisal risk score following significant achievement of 91.6% compliance rate.
- Drive a successful engagement campaign for staff Survey 2025 to improve quality of feedback data to inform tailored interventions and contribute to Bristol Hospital group transition development and planning.
- Utilise opportunity when aligning OD and engagement programmes of work to ensure data, quality and best practise led decisions to improve colleague experience across the Bristol Hospital group.
- Mobilise team development framework and OD approach across the Hospital Group following the OD practice programme.

Datix Risk ID: 2639
Risk that colleagues are non-compliant with annual appraisals

RISK DESCRIPTION

If there is insufficient capacity, motivation or appreciation of the benefits of staff appraisal, Then appraisal conversations may not take place for all, Resulting in a reduction in individual performance, personal development, talent, wellbeing, organisational performance, capability, retention, engagement, and appraisal quality measures. This also affects compliance with CQC regulation 18 - Staffing.

RISK SCORE

The assessment of the Risk taking into account all controls that are currently in place.

Risk score is 6 (moderate risk)

The initial appraisal period has concluded with a compliance rate of **91.6%**, resulting in a reduction of the Risk score from 9 o 6 to align with the current status.

RISK MITIGATIONS

A new annual appraisal period established from May to August 2025 for Agenda for Change colleagues.

Achievement of 91.6% uptake is extremely positive considering respondents of the 2024 staff survey indicated that 20.2% of respondents hadn't had an appraisal in the previous 12 months.

The next appraisal window will take place from 1 April to 31 July 2026.

HOTSPOTS

Each division adopted a proactive strategy to ensure the attainment of appraisal within the designated timeframe.

The divisions with the lowest scores were Women's and Children's as well as Surgery.

Currently under evaluation - this may no longer be classified as a risk owing to the 91.6% compliance attained in Q2

Datix Risk ID: 2694

Risk that the Trust is unable to retain members of the substantive workforce

RISK DESCRIPTION

If staff are not engaged, motivated, involved and are not positive advocates

Then staff turnover will be too high

Resulting in a negative impact on organisational turnover retention and absence as well as other workforce KPIs, an increase in Agency costs, instability in the workforce, a negative impact on staff wellbeing

RISK SCORE

The assessment of the Risk taking into account all controls that are currently in place.

Risk score is 8 - high (high risk)

RISK MITIGATIONS

Quarter 2 Pulse Survey - a total of 1,298 responses were collected to assess colleague engagement and patient safety. Additionally, it included 10 supplementary questions to inform the fatigue risk management programme.

Staff Survey 2025 - live from 23rd Sept to 28th Nov 2025. The Trust has pledged to achieve a response rate of 62%, with specific targets established for each Division who have been given resources to facilitate local promotion and adoption.

HOTSPOTS

Priorities and objectives have been determined following the reporting of the national results:

Team development- in collaboration with OD and L&D to improve team development offer – more resources, framework, data triangulation.

Collaboration with NBT and group managed service work for delivery this year. Work across Bristol NHS group.

Diversity, Equity and Inclusion Priorities

Strategic priority	Detail	Measured by
Supporting UHBW colleagues to understand and engage with Pro-equity through a trauma informed training package, designed to raise awareness in year 1.	**Phase 1:** 1st August. Introduction to Pro-equity and trauma informed approach. **Phase 2:** 1st October. Anti-racism, anti-ableism sexual safety intro training modules. **Phase 3:** 1st December. In person anti-racism training booking launched (delivering from February). Estates and Facilities leadership anti-ableism development.	Completion of modules, module evaluation Staff Survey measures
Supporting UHBW divisional ownership of pro-equity through the pro-equity advocates and senior leader anti-ableism and anti-racism development.	**Advocates** • Recruitment of Divisional leads (end July) • Setting of divisional targets (end Sep) • Structure of divisional management (end Sep) **Leadership Development** • Estates and Facilities Senior Leadership anti-ableism development programme. (October - December) • Digital services leadership pro-equity and anti-racism development. (TBC)	Target monitoring, Advocate Update engagement on SWAY software, Advocate feedback and evaluation. Senior leader appraisals, evaluation of development programme

Please refer to the Trust Pro Equity plan for the complete set of priorities and actions.

Diversity, Equity and Inclusion

Key Successes

- Creation of pro-equity trauma informed e-learning session and racial literacy guide.

- Divisional Pro-equity advocate leads recruited for 7 out of 8 divisions.

- Recruitment of Bridges talent management programme - Cohort 7.

Challenges

- Supreme Court ruling on the definition of sex – awaiting Equality and Human Rights (EHRC) guidance.

- Diversity, Equity and Inclusion Coordinator vacancy (WTE 0.8 Band 5) since June 2025.

- Increase in colleague complaints of being 'anti-white' and resistance to positive action programmes.

Opportunities

- Two new prospective staff networks – 'Men's Network' and an 'All Faiths and None Network'.

- Collaboration with North Bristol Trust to mark Black History Month.

Datix Risk ID: 285
Risk that we don't have an inclusive pro-equity culture

Risk Description

If we do not embed inclusive practises and ways of working that are trauma informed with accountability for inequalities

Then colleagues will not have an equitable experience at work, free from discrimination

Resulting in poor culture where people don't feel safe to be themselves including, and not limited to, ongoing recruitment challenges, disproportionate cases of discrimination and harassment for minority groups, non-compliance with statutory and regulatory duties and colleagues feeling less valued and a workforce that doesn't represent the community we serve

Risk score

Very High Risk (risk rating 16)

Consequence: major

Likelihood: likely

Risk Mitiagtions Q2

- Pro-Equity and Trauma Informed training will be available end of September.
- Neurodiversity SOP and workshop/Neurodiversity e-learning has been drafted; work has begun to look at embedding Neurodiversity awareness training and course content into the train the trainer programme.
- Internal candidates from Race Inclusion staff Network across the group were asked for feedback received from recent interviews. A new feedback form has been created based on this feedback and will be integrated into the existing Interview form ensuring future candidates will receive more structured and constructive feedback.
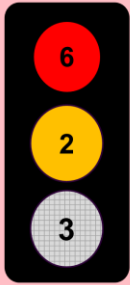
Hotspots

WRES Summary

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4
1
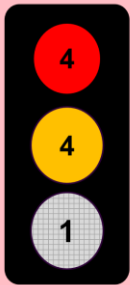
3 non-priority → amber
2 amber → red

WDES Summary

6
2
3

1 amber → red

1 red → amber
1 amber → non-priority

Review of Risk 285

The Equity, Diversity and Inclusion Steering Group highlighted concerns with Risk 285 in that it was out of date and not fit for purpose. This risk focusses on representation (considered to be tokenism) rather than on pro-equity and the experience of our colleagues.

Current Risk: Risk that the Trust Fails to have a fully diverse workforce

Risk Description:

- If our Governance, recruitment and retention processes are not inclusive, accessible and wide-reaching,

- Then the Trust will not have a fully diverse workforce,

- Resulting in a negative impact on patients' clinical outcomes, patient and staff experience, recruitment and retention and reputational damage for the Trust.

Updated Risk – awaiting approval

Risk Title	Risk that we don't have an inclusive pro-equity culture
If	we do not embed inclusive practises and ways of working that are trauma informed with accountability for inequalities
Then	colleagues will not have an equitable experience at work, free from discrimination
Resulting in	poor culture where people don't feel safe to be themselves including, and not limited to, ongoing recruitment challenges, disproportionate cases of discrimination and harassment for minority groups, non-compliance with statutory and regulatory duties and colleagues feeling less valued and a workforce that doesn't represent the community we serve

Controls	Current Score	Gaps	Actions	Supporting Info
• Pro-equity action plan • Culture and People Plans (divisional) • Anti-racism commitment • Pro-equity commitment • Annual DEI data report (public sector equality duty) • Pro-equity advocates • Staff networks • Bridges programme	**DOMAIN:** Workforce **CURRENT:** major x likely **RATIONALE:** National issue (see article in background) recent whistleblowing incident	Anti-ableism and social model of disability Not all protected characteristics are included in current programme of work	Pro-equity and trauma informed training framework and Comms plan • Deliver a board anti-ableism development programme • Develop joint leadership, management and coaching offer with NBT • Develop content and resources (including frameworks, guides and templates) to support managers and colleagues • Embed learning content regarding creating a psychologically safe environment and inclusive decision-making into leadership offer • Review Respecting Everyone guidance and resources to better support pro-equity on specific matters • Recruit divisional leads for advocate programme Replicate the sexual safety reporting framework to enable reporting of racism, ableism, and other forms of harassment in the workplace	https://www.uhbw.nhs.uk/assets/1/pro-equity_action_plan_uhbw_external.pdf NHS diversity initiatives are not 'deadweight', claims Streeting | News | Health Service Journal Eight in ten trusts more likely to appoint white staff to jobs | News | Health Service Journal Whistleblowers reveal institutional racism at local NHS trust Too Hot to Handle?

Diversity, Equity and Inclusion team recommendation to People, Learning and Development Group: Approve refreshed risk

Workplace Wellbeing Priorities

Strategic priority	Detail	Measured by
Group Managed Service programme	Support implementation of the group model by co-creating a comparable, inclusive and evolving workplace wellbeing offer throughout the Hospital Group. This initiative aims to address any existing disparities within Trusts, including the provision of a trauma support pathway for UHBW colleagues to align with the comparative service at North Bristol Trust.	• Evolving wellbeing menu and programme. • Single Employee Assistance Programme supplier and contract alignment. • Equitable workforce trauma support offer. • Workforce metrics including staff surveys, absence data, anecdotal feedback.
Responsive, proactive wellbeing expertise	Review multiple data sources to determine local workplace wellbeing hotspots and areas of concern, offering ongoing support to divisional HR Business Partners, managers and collaborators, ensuring they have access to expert advice and interventions to address issues as determined by local Culture and People Plan objectives. *Data sources: annual and quarterly staff surveys, leaver feedback, workforce data (e.g. absence) and wellbeing service activity and impact data, Datix incidents concerning violence and aggression and other issues affecting wellbeing.*	• Evidence of support and interventions delivered. • Improved workforce metrics Inc absence data, survey responses, activity and impact data. • Data triangulation group input/output. • Wellbeing service activity and impact data. • Evidence and impact of outreach programmes.

*Please refer to the [Strategic Workplace Wellbeing Plan 2025/26](#) for the complete set of priorities and objectives, strategic drivers, types of interventions and their rationale along with quarterly progress assessments.

Workplace Wellbeing

Key Successes

- Successful conclusion of a national workplace cardiovascular health pilot project with North Bristol Trust in April, which received support from Bristol City Council and funded and evaluated by the Department of Health and Social Care.

- A collaborative plan established in agreement with partners at North Bristol Trust, aiming to develop a joint future offer.

Challenges

- While workplace wellbeing initiatives across the Group share similarities, there are challenges in levelling up some services, such as a personalised trauma support pathway at UHBW, mainly because of resource constraints. Furthermore, the strategic framework and governance structure concerning workplace wellbeing differ considerably.

Opportunities

- The Hospital Group has successfully secured a transformation grant of £237,000 from NHS Charities Together, aimed at initiating a Fatigue Risk Management pilot that adopts a Human Factors approach in six hospital sites starting from Q3.

- To establish a Bristol NHS Group strategic approach to workplace wellbeing grounded in evidence-based best practice.

Datix Risk ID: 793
## Risk colleagues experience workplace stress

RISK DESCRIPTION

If the Trust does not identify and mitigate organisational factors

Then individuals, managers, and/or teams may experience signs and symptoms of stress and potentially, other psychological challenges.

Resulting in decline in workforce wellbeing, which may result in adverse health, presenteeism, absenteeism and broader retention issues, thus negatively affecting patient care and clinical outcomes.
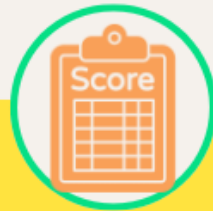
RISK SCORE

Risk score remained at the target score of 9 in Q4, high (moderate x possible) .

The rationale for this risk score (decreased from 12 to 9 in January 2024) stems from effective mitigation and activity aimed at preventing and reducing prevalence of workplace stress and mental health-related issues as indicated by staff surveys and workforce metrics.

RISK MITIGATIONS

- Establishment of a Special Interest Group to develop and implement the strategy plan.
- Joint retender of the Employee Assistance Programme (EAP).
- Fatigue Risk Management pilot commenced in Surgery - awaiting outcome of a grant to expedite this programme.
- Psychology team delivered Leading and Thriving Through Change sessions, inclusive to all leaders, Trust wide.
- Review of Trust Workplace Stress Policy - in progress.

HOTSPOTS

Each division has received the outcomes of the NHS staff survey, which includes seven indicators for wellbeing and seven indicators for fatigue,

The data report highlights teams with the lowest performance scores.

The Wellbeing team are supporting divisions in addressing identified areas.

Organisational Development
Position of Key Priorities: End of Quarter 2

NHS
University Hospitals Bristol and Weston
NHS Foundation Trust

Supportive
Be there

Innovative
It can be done

Respectful
Listen to learn

Collaborative
Better together

Position: End of Quarter 2

Domain	Key Priority	BRAG
Colleague Experience	Introduce an 'Appraisal Window' across the organisation to align to the Group Model to release operational capacity through annual pressures, increase compliance and set an objective setting cycle.	C
	Recommend response rate targets to Trust Executive team for approval, aligned to the introduction of incentives to bring equity across the hospital group, improve quality data and support intentions of the NHS 10-year plan.	B
Diversity, Equity and Inclusion	Supporting UHBW colleagues to understand and engage with Pro-equity through a trauma informed training package.	B
	Supporting UHBW divisional ownership of pro-equity through the pro-equity advocates and senior leader anti-ableism and anti-racism development.	B
Workplace Wellbeing	Review multiple data sources to determine local hotspots and areas of concern, offering ongoing support to HR Business Partners, managers and collaborators, ensuring they have access to expert advice.	B
	Support implementation of the group model, co-creating a comparable, equitable, inclusive and evolving workplace wellbeing offer Inc a trauma support pathway for UHBW colleagues.	A

B	R	A	G
On Plan	Not Achieved	Risks Slippage	Completed