ORGANISATIONAL DEVELOPMENT

NHS
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Equality, Diversity & Inclusion

Biannual Report (April – September 2023)

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Report Governance

In this section:

- Report sign-off pathway

- Supporting Strategies

- Glossary of terms

- Risk and Assurance

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Report sign-off pathway and glossary

Sign-off pathway for the Bi-annual EDI report			
1	Feedback	Equality, Diversity & Inclusion Steering Group	
2	Assurance	People Learning and Development Group	
3	Assurance	People Committee	

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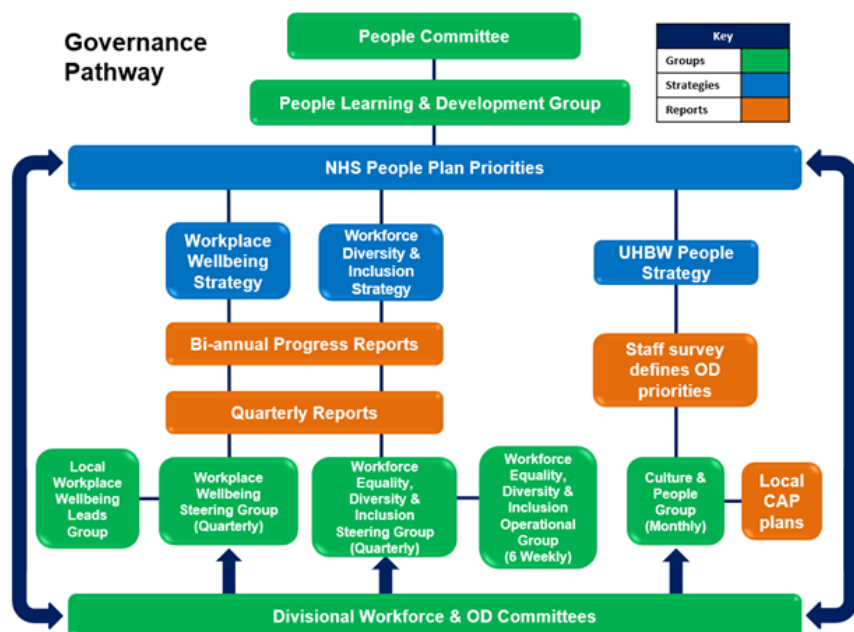
| Glossary	
BAME	Black, Asian and Minority Ethnic
BNSSG	Bristol, North Somerset And South Gloucestershire
EDI	Equality, Diversity & Inclusion
GPG	Gender Pay Gap
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer (or Questioning), Intersex and Asexual (or Allies)
WDES	Workforce Disability Equality Standard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

Supporting Strategies

NHS People Plan 2020-21
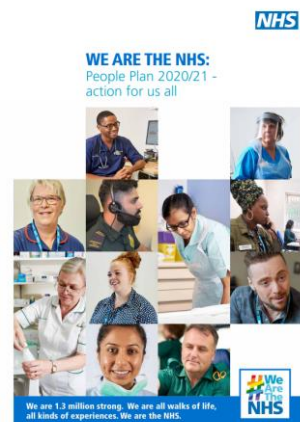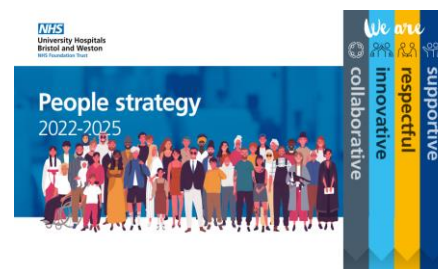
National workforce strategy comprising 'Our People Promise' which outlines behaviours and actions that colleagues can expect from NHS leaders and colleagues, to improve the experience of working in the NHS for everyone.

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

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 2023/2024 (see Appendix) and monitored via the quarterly EDI Steering group.

Key successes

In this section:

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

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Key Successes

Growing for the Future

New ways of Working

- An official set of images to brand EDI in the Trust were approved and are being used in our communications for colleagues to quickly identify EDI related activity.

- The Trust hosted the Staff Networks Conference in May to celebrate the contribution that our staff networks make to our organisation. The event was opened by Jayne Mee, and each network welcomed a guest speaker. Over 70 colleagues joined, including the networks executive sponsors.

- UHBW received a Certificate of Excellence in Equality, Diversity and Inclusion from Bristol City Council. The Trust was recognised for the EDI work in support for the Stepping Up programme and the progress we are making in embedding EDI within UHBW.

- The Trust launched the Reasonable Adjustments Guidance video to reinforce our efforts to not put differently abled colleagues at a disadvantage.

Key Successes

- The Trust commemorated the 75th anniversary of the arrival of the Windrush Generation to the United Kingdom on 22nd June raising the Windrush flag in Bristol and Weston sites.

- The Trust celebrated Bristol Pride in June alongside other NHS organisations in the system at the event. We raised the progressive Rainbow flag in Bristol and Weston sites and joined the Pride march in Bristol city centre and event in Clifton Downs.

- Completed the NHS Rainbow Badge Phase 2 assessment and have a clear number of recommendations and resources to improve our practices and services to be more welcoming to LGBTQIA+ colleagues and patients which we will implement through 2023-24 for reassessment in 2025.

- Celebrating the graduation of the Talent Management Programme Bridges cohort 1. Participants for the cohorts 3 and 4 have been informed of their starting dates in October 23 and January 24.

Key Successes

- UHBW was celebrating our vibrant cultural diversity at the IENs Cultural Event in Bristol and Weston in July. This event was a wonderful opportunity to immerse in captivating cultural performances, indulge in delicious cuisine, and engage with stalls and talks that highlight the rich traditions of our UHBW community.

- To help foster the inclusive culture set out in the NHS EDI improvement plan, NHS England has designed a toolkit to help NHS organisations to support the continuous development of staff networks. We are working with network leads to implement best practice from the toolkit in this coming quarter to help improve staff and patient outcomes.

Spotlight on

In this section:

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

- Data: WRES, WDES and Model Employer
- Staff Networks

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Spotlight on Data - WRES

WRES 2023 Data

21% of UHBW staff are from an Ethnic Minority background but only **6.4%** at bands 8a+ and VSMs; an increase from **16.7%** & **5%** respectively in 2022

Ethnic Minority staff are **1.28 times** as likely to enter a formal disciplinary process compared to white staff. This is an improved picture from 2022 when it was **2.31 times**

White applicants are **1.62 times** as likely to be appointed from shortlisting compared to Ethnic Minority applicants. This is worse than in 2022, when it was **1.41 times**

Staff Survey results 2022

71.2% of Ethnic Minority staff believe the organisation provides equal opportunity for career progression/promotion compared to **85.8%** of white staff: **14.6%** difference. This is an improved picture from 2021 when it was **44.9%**

17.2% of Ethnic Minority staff reported experiencing discrimination from a **manager/team leader** compared to **5.5%** of white staff: **3.1 times** more. This is worse than in 2021 when it was **14.4%**

Spotlight on Data - WDES

WDES 2023 Data

3.7% of UHBW colleagues have described themselves as having a disability or long term condition, with a further **10.5%** of colleagues with an unknown status. This has increased from **3.1%** in 2022

Colleagues with a disability are **3.62 times** as likely to enter a formal capability process compared to non-disabled colleagues. This is worse than in 2022, when it was **2.7 times**

Non-disabled colleagues are **1.36 times** as likely to be appointed from shortlisting compared to disabled colleagues. This is worse than in 2022 when it was **1.22 times**

Staff Survey results 2022

21.7% of colleagues who told us they have a disability or long term condition say they are not getting the reasonable adjustments they need compared to **20.3%** in 2021

24.7% colleagues who told us they have a disability or long term condition reported experiencing harassment, bullying or abuse from their **colleagues** compared to **14.3%** of non-disabled colleagues. This is marginally worse than in 2021, when it was **24%**

56.3% of colleagues, who describe their sexuality as Gay / lesbian, bisexual or other, said they would recommend UHBW as a place to work compared to **61.4%** of straight colleagues. This is worse than in 2021 when it was **64.9%**

Spotlight Model Employer

	2022			2023		
	BAME %	White %	Not Stated %	BAME %	White %	Not Stated %
UHBW	**17%**	**79%**	**4%**	**21%**	**75%**	**4%**
Band 6	12%	85%	3%	15%	83%	3%
Band 7	8%	91%	2%	8%	91%	1%
Band 8a	5%	94%	1%	7%	92%	1%
Band 8b	5%	95%	0%	7%	93%	0%
Band 8c	3%	98%	0%	3%	97%	0%
Band 8d	4%	89%	7%	11%	86%	4%
Band 9	0%	95%	5%	0%	95%	5%
Band 8a+ totals	**5%**	**94%**	**1%**	**6%**	**93%**	**1%**

- The percentage increase of all colleagues from ethnic minorities means that our Divisional Model Employer recruitment targets for band 8a+ roles will need to increase to meet the goal of having the same level of ethnic diversity in these senior roles, as in the rest of the organisation.
- The Divisions have the breakdown of their ethnicity data and targeted work will start in September to renew their Model Employer targets and Culture and People plans to reflect the change in data.

Staff Networks

- Following the success of the National Network Day Conference on 16 May, an intersectional plan for the development of the networks has been produced to ensure they continue to be a valuable resource, run by colleague for colleagues.

- The plan includes a potential model for backfill / remuneration of Network Chairs for two days a month to complete network duties. Progress towards this will be finalised in the coming quarter.

- LGBTQIA+ Network: Has contributed the Rainbow Badge assessment and is collaborating with the communication plan and implementation of the recommendations. The Network was involved in the Trust's celebration of Pride.

- Race Equality & Inclusion Network: Currently without a Chair but with a strong core membership, including some Bridges participants, who continue to meet. Work is underway to plan Black History Month celebrations.

- Women's Network: Have been working closely with their Executive Sponsor to raise awareness of and engagement in the network. They have also been working with North Bristol Trust to increase connectivity across the system.

ABLE+ network

LGBT+ network

Race Equality & Inclusion network

Women's network

Staff Networks

Able+ Network

- In May, we took part in the National Staff Networks day intersectional conference and heard from Kelvin Blake, a wheelchair user and an experienced non-executive director at NBT and board level leader.
- In August, we had our first relaunched Neurodiversity Sub-group meeting for staff with neurodiversity's and discussed how the group will function moving forward.
- We met three times as a network to talk about issues that the network had raised and updates on what the network had been doing.
- We have met with Occupational Health, Workplace Wellbeing and the Patient Equality, Diversity & Inclusion Manager to talk about how we can work better together.
- We have done some work on revamping and adding additional information to our HRWeb page on Able+, support we offer and general ways to make working at UHBW with a LTC easier to manage.

Future Network activity

- We are currently planning our celebrations for Disability History Month in November-December 2023. This will include the launch of our new reasonable adjustment process.
- We will also shortly launch our new accessibility space in the Library, which includes offers of colourways, line trackers, magnifiers and demo versions of the speech to text software used in the Trust.
- We are looking to move our Able+ page across to SharePoint for easier access for staff.

ABLE+ network

LGBT+ network

Race Equality & Inclusion network

Women's network

In this section:

- Exception updates on individual milestones
- The strategic action plan 23/24 is presented in full in Appendix A

Exceptions against action plan

Full document can be found here

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Exceptions

The EDI strategic action plan 2023/24, is presented in full in Appendix A.
It comprises Q1-Q2 progress against 10 corporate objectives including **36 milestones**.

Of these, **7** have been completed and **26** are on track to be delivered within the timeframe. The **3** objectives below experienced slippage or a risk to achievement in the first half of this year. Focus will be given to bringing these back on track in Q3.

No	EDI Strategy Theme	EDI Strategic Objective	Key Milestone	6 months update (April - September 2023)	BRAG
1	INCLUSION AND BELONGING People Strategy Objective: Develop a culture where we embed our values in policy and practices / Remove the experience gap between colleagues with minority protected characteristics	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	**There are 5 milestones supporting this objective.** 4 are on track and will be developed further and 1 slipping: Embed reciprocal mentoring across Divisions	Reciprocal mentoring is running well as part of Bridges programme. Plan to roll out to wider audience has been deferred.	
9	INCLUSION AND BELONGING People Strategy Objective: People Strategy Objective: 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	**There are 3 milestones supporting this objective.** 1 has been achieved, with 2 slipping: Introduction of balanced shortlisting for BAME staff on all roles above Band 8a	Further pilots have been undertaken during Q2, however, due to other operational pressures further rollout has been deferred until Q3.	
			Launch and embed manager's guide on positive action, including embedding positive action statement and targeted positive action statement in adverts	Due to other operational pressures full rollout has been deferred until Q3.	

Divisional highlights

In this section:

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

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Diagnostics & Therapies

Progress in the last six months

Achievements against EDI objectives in the Divisional Culture and People Plan in the last six months

- Multiple D&T services successfully hosted work experience placements for under 16y.o. as part of the new Corporate led Work Experience procedure – contributing to our schools engagement agenda and helping to increase diversity of our future workforce.

- Five applicants from D&T have been offered places for the next two Bridges cohorts.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Creation of Divisional EDI Action Plan which focuses on the model employer targets and improving our race disparity.

- Promote role of EDI Advocate to increase numbers within the Division

- Continue work towards achieving Divisional model employer targets for 2023/24 - promoting our services and engaging with our future workforce.

Estates and Facilities

Progress in the last six months

Achievements against EDI objectives in the Divisional Culture and People Plan in the last six months

- Relaunching staff champions meetings to further the work of the OD workstreams and collect feedback from a diverse range of employees. Terms of reference of this meeting are now developed

- Planning divisional event to celebrate Black History month in October.

- National E&F Day held to celebrate the work and contribution of our Estates and Facilities Colleagues

- Facilities Colleagues organised and held a local Eid Celebration

- 3 Members of the E&F Team Accepted on the Bridges Programme.

- Art and Culture Team holding the annual Weston Arts and Health Weekender.

- Feedback huddles held with all managers in facilities to provide key staff survey themes and develop 'you said, we did' actions amongst the division.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Carried over from last quarter - Review the application form process and draft proposals on changes to limit unconscious bias.

Medicine

Progress in the last six months

Achievements against EDI objectives in the Divisional Culture and People Plan in the last six months

- Working with the divisional EDI forum to create an EDI self-assessment inclusive recruitment tool for managers

- Ongoing promotion of the bridge's talent management programme to IENs

- Review of breast-feeding facilities within the division.

- Implementation of monthly divisional newsletter, signposting EDI updates and key events

- Further development of staff support process following incidents of abuse, to include abuse that relates to any protected characteristic.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Review BNSSG Best Practice Inclusive Development Report to inform Divisional practice

- Promote Reciprocal Mentoring scheme to senior managers in Medicine. Group to review outcomes of Bridges Talent Programme

- Work with HRIS to review and obtain data to support divisional EDI KPI focus. This will then feed into our EDI plan.

Specialised Services

Progress in the last six months

Achievements against EDI objectives in the Divisional Culture and People Plan in the last six months

- Model employer 2023 update and proposed Gantt chart discussed with divisional managers. Raised at September Divisional Workforce Committee - further review/update needed against milestones.

- Attended Nursing Away Days to promote EDI agenda, EDI Advocate role and Unconscious Bias training.

- Work is ongoing to develop a framework for manager conversations with all Ethnic Minority colleagues to understand their aspirations. This also includes conversations around internal and external training courses & leadership training.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Update model employer 2023 paper and proposed Gantt chart outlining Divisional priorities/timescales. Due to be presented at Divisional Workforce Committee in November 2023.

- Promotion of Black History Month celebrations, divisional EDI forum, EDI Advocate/Freedom to Speak Up opportunity to staff.

- Work with divisional managers to agree a framework and approach for managers to hold career conversations with Ethnic Minority colleagues to understand their aspirations. This includes conversations promoting internal and external training courses & leadership training.

Surgery

Progress in the last six months

Achievements against EDI objectives in the Divisional Culture and People Plan in the last six months

- Staff within the Surgery Division have enrolled to the Cohort 3 and 4 of the Bridges Talent Management Programme.

- Ongoing plans to arrange intra division listening event to encourage the staff voice and to inform our improvement plans.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Continue to increase number of Divisional EDI advocates and facilitate relevant training and support.

- Develop a Reverse Mentor Pool within Surgery. To ensure we have an internal pipeline of talent and listen to the live experiences of our colleagues.

- Develop accurate Ethnic Minority colleagues mailing list to effectively ensure we listen to the voices of colleagues in this group to encourage belonging and inclusion.

Trust Services

Progress in the last six months

Achievements against EDI objectives in the Divisional Culture and People Plan in the last six months

- Membership: We have continued in work to develop the group's membership, raising the issue of representation with managers in the Workforce and OD meeting so that they encourage more staff to join.

- Flexible working: The work done in the Education Forum and feedback gathered was shared with Organisational Development with a view to expanding more widely.

- EDI Advocates: A quarterly meeting has been set up for TS EDI advocates. The first meeting is in September, we plan to use the session to outline the advocate role, encourage engagement and gather some feedback about advocates' take-up of training opportunities.

- Bridges Talent: We're really pleased to say that four members of staff from Trust Services have joined the next Bridges Talent cohort, employees are from Resourcing, IT, the Testing Hub and Research.

- Black History Month: the libraries will be celebrating BHM with displays on both sites featuring a range of books and resources.

- Internationally Educated Nurses Community of Practice, September 27th: this group has members from across the ICS who meet quarterly to discuss professional development and support. It is facilitated by the Library Knowledge Specialist with IEN lead present to answer questions. There will be a speaker joining us for this session who will share their career story and answer questions from the group.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Encouraging participation: The library will begin research in late September into ways in which other Trusts encourage their employees to join in with EDI work and will share the resulting evidence with WF&OD and the EDI team.

- Education Neurodiversity Task and Finish Group: The Education department is currently reviewing the ways in which neurodiverse staff can be better supported in the workplace and in training. This group aims to produce a set of recommendations, in late October, to address improved support for neurodiverse colleagues in Education. For further information please contact: rebecca.clinton@uhbw.nhs.uk or hannah.cochrane@uhbw.nhs.uk

Carried over from the last quarter:

- Inclusive recruitment: training managers, reasonable adjustment passports, do we have the right people on panels?

Weston

Progress in the last six months

Achievements against EDI objectives in the Divisional Culture and People Plan in the last six months

- 5 new ED&I advocates have been recruited.

- SARI training has been delivered. A number staff attended the 'difficult conversations' training in Weston. SARI aims to promote equality and good relations between people with protected characteristics.

- Ethnic minority colleagues invited to a listening event happening on 25 September.

- Staff being encouraged to use Datix to record incidents that can then be supported by the violence and reduction officers.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Reciprocal mentoring – training being delivered to the senior leadership team at Weston. This is to support the team to mentor ethnic minority colleagues in bands 6 and 7.

- Staff stories artwork being prepared for the Rafters corridor to highlight live experiences of colleagues and to celebrate the diversity of our workforce.

Women's & Children's

Progress in the last six months

Achievements against EDI objectives in the Divisional Culture and People Plan in the last six months

- Black Maternity Matters programme continuing and an area for improvement on NICU highlighted which is to improve pictures of babies on the unit and make them more representative of the population. Larger theatre hats suitable for people with afro Caribbean hair or braids have been purchased for when partners go into theatre.

- Funding for Enhanced Maternity Support workers secured and working in Community to concentrate on ensuring women from Ethnic Minority communities have more timely access to Maternity services.

- Job description for Community Maternity Champions written ready to launch scheme.

- Practice Education Facilitator Midwife for Equality and Inclusion working with governance teams to ensure all patient leaflets and guidelines use inclusive language.

- International Midwives have passed their OSCE's.

- Bridges programme: 1 member of staff on the cohort 4 programme.

- Sophie's legacy pilot still running in the BRHC to support families with the cost of food provision whilst a child is in hospital (part of a children's hospital alliance project).

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- NICU to have some more diverse pictures of babies in place to be more representative of their patients.

- Advertise for Community Maternity Champions

- Further International recruitment of nurses and midwives

- Continue with retention work

- Recognising this number is low, we are looking into how to improve participation rates.

- Evaluation of pilot planned for quarter four

- Continue to await outcome of from charity of Somalian diabetes worker.

- Plans to be formalised on how to embed WNB AI tool to proactively target interventions at families where children are less likely to be brought to outpatient clinics.

Action plan for next six months

In this section:

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

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The next 6 months

The strategic action plan for the next 6 months is unchanged. Next year's action plan (2024-2025) will be included in the October 2023 – March 2024 biannual report.

Areas of planned work in the next 6 months include:

- **Local clinical excellence award:** development of new local clinical excellence award (LCEA) scheme with system partners and review of the incremental credits awarded to address Gender Pay Gap.

- **Inclusive recruitment practices:** further develop our positive actions processes to improve our inclusive recruitment practices and achieve more parity of diversity in higher band roles.

- **Disproportionate impact of HR processes on Ethnic Minority and disabled staff:** Just Learning Culture initiative and Respecting Everyone Policy will be launched in November 2023 and aims to reduce the number of colleagues being taken through formal HR processes and place greater emphasis on informal resolutions.

- **Respecting Everyone:** The above mentioned policy and new "It Stops With Me" campaign will help to address the issue of the disproportionately negative experience of ethnic minority or disabled colleagues.

- **Career progression and talent management:** The Bridges talent programme continues to grow with cohort 3 launching in October and cohort 4 in January 2024, with over 70 delegates attending the programme as a whole. In September the first cohort graduation was celebrated with invited guest including line managers mentors and coaches. The Stay and Thrive initiative for the development of our Internationally Educated Nurses will also be strengthened.

- **Leadership development:** Work to continue to set clear expectations of managers and build a culture of making a stand and being an active bystander. A new working group is planned to consider team and individual development to lead compassionately.

Appendix A:
Progress against Strategic Action Plan 23/24

In this Appendix:

- The strategic action plan 23/24 comprising progress updates, against 10 objectives, to the end of Q2.

- Glossary of KPIs

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Appendix A: EDI strategic action plan 2023/24 – progress at Quarter 2

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Develop a culture where we embed our values in policy and practices / Remove the experience gap between colleagues with minority protected characteristics

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS1 PS2 EDS2G4	1	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	a. Embed the EDI Advocates training package by creating a central hub of resources that are agile and responsive to developing needs, including creating a "human library" of lived experiences from patients and colleagues	Q3	People EDI Manager	Patient EDI Manager Learning & Development Manager EDI Advocates	EDI advocates training delivered in July meeting. Record of the session distributed among advocates and stakeholders and shared with new advocates. Available on HRWeb	B
			b. Embed reciprocal mentoring across Divisions	Q2	Divisonal Leads	People EDI Manager	Reciprocal mentoring is running well as part of Bridges programme. Plan to roll out to wider audience to be taken forward by Divisions in Q2	A
			c. Develop EDI champion role to ensure there are two/three per division and that they have appropriate training to bring their lived experience to improve our HR processes	Q4	People EDI Manager	Divisional Leads Head of Human Resources	The allyship training has been developed in preparation of next steps in aligning to organisational and people priorties, whilst benchmarking with other NHS Trust to provide best practise application.	B
			d. Use themes gathered from colleagues taking part in reciprocal mentoring, as part of Bridges talent management programme and via other routes, to inform future initiatives to meet our Model Employer and Race Disparity Ratio aspirations	Q4	People EDI Manager	Patient EDI Manager Learning & Development Manager Head of Resourcing	Work continues with Divisional and Corporate colleagues to identify areas for further development	B
			e. Run two additional bridges cohorts in 23/24	Q4	People EDI Manager	Patient EDI Manager Learning & Development Manager Head of Resourcing	Bridges cohort 3 participants and line managers have been informed of their successfull applications and schedule has been finalised. Participants and managers of cohort 4 have been informed and schedule is to be completed by educators.	B

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Develop a culture where we embed our values in policy and practices

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS1 PS2 WRES2-4 WRES6-9 WDES2-3 WDES5-9	2	We are 'committed to inclusion in everything we do' and this is evident in all our people policies and practices	a. Collaborate with Experience of Care & Inclusion Team to ensure parity of policies in the interim period while we work towards full integration in 2025/26	Q1	People EDI Manager	Patient EDI Manager	Collaboration continues at all opportunities, including on the development of training resources but the Trustwide focus has moved from full integration so this is no longer a priority	G
			b. Collaborate with Experience of Care & Inclusion Team on delivering the EDS 2022 standards	Q2	People EDI Manager	Patient EDI Manager	Domain 1 services have been agreed at system level. Trust leads have been identified and briefed on the report and their responsibilities.	B
			c. Conduct full review of all policies to ensure they incorporate EDI principles throughout all documentation	Q4	Head of Human Resource Services	Patient EDI Manager Staff Network Leads	During the period contribution and revview has taken place for the V&A policy	B

Appendix A: EDI strategic action plan 2023/24 – progress to Q2

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Celebrate and value the contributions of all our colleagues by ensuring they have a voice and are listened to

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS1 PS2 WRES2-3 WDES8 WDES10-13	3	We celebrate and value the contribution all our staff make at all levels of the organisation	a. Establish regular internal communications and increase awareness of EDI to improve engagement and feedback. Make use of digital means of communications wherever possible.	Q1	People EDI Manager	Communications Team	Monthly newsletters are being emailed out to Advocates, which are being well received and have resulted in increasing communication flow and local involvement in marking key EDI events. Regular contact established with Comms Team to utilise digital means of communications as appropriate	G
			b. Champion Divisional progress towards their EDI plans as evidenced in Biannual reports	Q2	Divisonal Leads	People EDI Manager	Divisions continue to engage in EDI agenda and contribute via their CAP Plans	B
			c. Showcase team and individual contributions to the EDI agenda, as evidenced through regular EDI newsletter, collaborating with Experience of Care & Inclusion Team where appropriate	Q1	People EDI Manager	Divisional Leads	Monthly newsletter well established and awareness of and engagement in key celebratory events at local level, is growing with individuals sharing their team celebrations and achievements	G

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS2 PS4 GPG WRES WDES	4	We will encourage shared learning by openly sharing our diversity data in a meaningful way	a. Run data clense exercise to improve accuracy of data held in Trust's Electronic Staff Records (ESR), including an awareness campaign for colleagues to understand the benefits of having up to date records on ESR	Q3	People EDI Manager	HRIS Divisional Leads	Campaign run to improve awareness of the importance of updating personal data on ESR and an increase in number of colleagues self declaring a disability on ESR noted. Plan to continue with quarterly reminders.	B
			b. Analyse Model Employer / WRES / WDES / GPG and Staff Survey data to identify opportunities for improvements and share learning via biannual reports	Q4	People EDI Manager Head of Reward	People EDI Manager Head of Reward	On track to deliver the first Biannual Report on 23/24 by the end of Q2.	B
			c. Ensure annual reporting cycle in place to support Divisions to update against their plans and demonstrate positive actions taken to remove experience gap and meet model employer gap.	Q2	People EDI Manager	Divisional Leads	Divisional Data has been shared with the HRBP community to align and inform actions in local Culture and People plans.	B

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Develop a culture where we embed our values in policy and practices

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS1 PS4 GPG WRES WDES	5	Our strategy is communicated at all levels reflecting our commitment to change	a. Celebrate achievements within the biannual report and share this with all networks as well as ensuring this is available on both the intranet and internet	Q4	People EDI Manager	Divisional leads Corporate leads Staff Network Chairs	On track to deliver the first Biannual Report on 23/24 by the end of Q2. Most recent Equality report, Biannual report and Action plan are available online.	B
			b. Embed the EDI calendar and encourage local departmental celebrations, collaborating with Experience of Care & Inclusion Team where appropriate	Q2	People EDI Manager	Divisional Leads	Increased involvement from local departments in EDI events, continues to be celebrated in the monthly newsletter. The Trust raised the Windrush Flag for Windrush day The Trust raised the Pride flag and was present in Bristol Pride in the march in city centre and Clifton Downs.	B
			c. Update internal and external websites to include a "one stop shop" for all EDI resources and create social medial presence to celebrate, collaborating with Experience of Care & Inclusion Team where appropriate	Q3	People EDI Manager	EDI Co-ordinator	EDI sharepoint and leaflet drafted and pending Trust new branding to finalise and launch.	B

Appendix A: EDI strategic action plan 2023/24 – progress to Q2

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics / Celebrate and value the contributions of all our colleagues by ensuring they have a voice and are listened to

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS1 PS4 EDS3.3 WRES4	6	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values	a. Develop a comprehensive education offer clearly communicated, assessible and inclusive of all learners	Q4	Head of Education	BNSSG System partners	The short task and finish group includes education leads who quickly made the decision that Kallidus wasn't going to provide the catalogue model initially proposed by the HoE. Therefore, the decision was taken to use Tiger Pages to develop an education prospectus. The draft content framework and is currently being mocked-up by Mark Skeet.	B
			b. Lead the development of a revised induction programme for all staff groups that is innovative, values based and promotes a welcoming culture within the Trust	Q1	Head of Education	Resourcing, Communications, OD, ET subject leads	The marketplace is a developing model but is now integral to the Bristol induction model. Weston induction has struggled to get traction for the marketplace from departments but continues to grow in terms of impact. The CEO welcome remains a piece of work with comms.	B
			c. Identify local pipelines for growing talent into identified shortage roles particularly within diverse communities	Q4	Head of Education	BNSSG partners and local schools & colleges	The work experience programme was successful delivered in the month of May, the team has since produced an analysis of the programme and its delivery with points for improved noted for 2024. The Trust has recruited 17 T level students commencing in October 2023 with additional programmes running to deliver traineeships. Discussions at an ICB level continue with the City of Bristol College to develop a Project Search recruitment pipeline and further conversations with Weston College to deliver a SWAP programme targeting roles within estates and facilities is at an initial stage of development.	B
			d. Develop a pre-nursing apprenticeship pipeline	Q2	Head of Education	Directors of Nursing, Resourcing, Recruitment Leads	The nurse career pathway is approved and in place	G
			e. Develop a BNSSG stepping up programme for our ethnic minority, disabled and LGBTQ+ colleagues	Q4	Head of Education	HRBPs, Divisional Leads	The first cohort of IEN have graduated from the leading others module within the leadership and management framework, as part of the Stay & Thrive programme (see below). Recruitment for the third cohort of the Bridges programme has commenced, as cohort 1 graduates.	B
			f. Implement the Stay and Thrive programme for internationally education nurses to promote development and career progression	Q2	Head of Education	HRBPs, Divisional Leads	Out of the Stay and Thrive programme, a number of initiatives are being implemented to support IENs within the Trust: monthly career clinics and mock interviews; IEN transition programme in support of IEN integration into the Trust; completion by 16 candidates of the fast track career programme; established a quarterly community of practice group in collaboration with NBT and Sirona to promote professional support amongst the IEN community; cultural events at Bristol and Weston promoting IEN achievements; launch of a career progression workshop to facilitate job applications and interview preparation; completion of leadership and management modules ranging from self-leadership to team leadership, generation of personal development plans and reciprocal mentoring.	B

Appendix A: EDI strategic action plan 2023/24 – progress to Q2

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Develop a culture where we embed our values in policy and practices / Remove the experience gap between colleagues with minority protected characteristics

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS2 PS4 WRES3 WRES9 WDES3 WDES5 WDES9 WDES11	7	Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible	a. Embed the Trust's integrated approach to managing conflict that supports positive conversations and introduces informal processes where possible	Q4	Head of Human Resource Services	Associate Director of OD & Wellbeing Wellbeing Lead Divisional Leads	The Respecting Everyone plan is on target to be delivered on November 13th. Key activity for Q2 has been nearing completion of Board update sessions, sign off of guides and policy, and completion of training for staff side and advocates - including FTSU.	B
			b. Develop feedback loop to ensure outcomes of HR processes and the learning from them, are shared transparently, with all colleagues via Divisional Leads	Q2	Head of Human Resource Services	Divisional Leads	This is included in the Respecting Everyone Policy and is called the Best Practice Group. This will go live in Q3.	B
			c. Lead the development and implementation of a 'Respecting Everyone' framework with the ambition to: * Improve early resolution and reduce cases of bullying and harassment, conduct, capability and grievance. * Improve colleague survey results for violence and aggression and bullying and harassment. * Receive positive colleague survey results on all other areas of working relationships	Q3	Associate Director of OD & Wellbeing	Wellbeing Lead Divisional Leads Head of Human Resource Services Education Lead	The Respecting Everyone plan in on target to deliver on November 13th. Key activity for Q2 has been Chief People Officer, Emma Wood, launched the 'It Stops with Me' campaign, providing resources and support to anyone experiencing unacceptable behaviour at work.	B
			d. Improve our experience indicators as measured by staff survey and people pulse by embedding EDI principles into appraisal conversations	Q4	Organisational Development Manager	People EDI Manager	This action has now been completed and in place	G

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Celebrate and value the contributions of all our colleagues by ensuring they have a voice and are listened to

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS1 PS2 EDS3 EDS4.1 WDES13	8	Staff Networks grow to become an increased staff voice who represent our workforce and the community we serve	a. Deliver Staff Network away day in May to increase awareness of and engagement in staff networks and develop role of Executive Sponsors	Q1	Network Leads	Staff Network Executive Sponsors	Intersectional Staff Network Conference delivered in May to highly positive feedback. Work is underway to build on the ideas discussed at the conference to fullfill key milestone b & c	G
			b. Formalise the process for colleagues involved in network activity being released from work commitments to enable time for network duties, including remuneration as required	Q2	People EDI Manager	Network Leads	Following a review and recommendations for a revise approach to Networks the next steps are being considered in line with the NHS Network Toolkit	B
			c. Ensure colleagues feel engaged and consulted upon matters important to them, through staff networks and groups becoming formal partners in decision making as demonstrated in the biannual report	Q3	People EDI Manager	Network Leads	The interim People EDI lead is working partnership with the Staff Network Leads to review programmes of work in order to deliver a moreinclusive engaged plan of work	B
			d. Facilitate Network leads to feedback on staff Board stories through Executive Sponsors	Q2	Network Leads	Staff Network Executive Sponsors	Board heard story from staff member in Wheelchair. Their experences around day to day needs.	B

Appendix A: EDI strategic action plan 2023/24 – progress to Q2

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS2 PS3 PS4 EDSG3 WRES WDES	9	We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves	a. Introduction of balanced shortlisting for BAME staff on all roles above Band 8a	Q2	Head of Resourcing	Divisional Leads	Further pilots have been undertaken during Q2, however, due to other operational pressures further rollout has been deferred until Q3.	A
			b. Launch and embed manager's guide on positive action, including embedding positive action statement and targeted positive action statement in adverts	Q1	Head of Resourcing	Divisional Leads	Due to other operational pressures full rollout has been deferred until Q3.	A
			c. Introduction of a quarterly outreach recruitment event approach to target a more diverse candidate pool and simplify the application and selection process	Q3	Head of Resourcing	Divisional Leads	This is now an established model with the next healthcare event taking place at Trinity Church in Old Market taking place in Septmber and the Admin event taking place at Ashley Down school in October.	G

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
PS1 PS2 PS3 EDSG3 EDSG4	10	We will seek opportunities to learn from others, developing our partnerships at a regional and national level	a. Continue as active member of BNSSG Integrated Care System, SW EDI Leaders and wider Bristol partners groups, updating steering group with activity as required each quarter	Q4	People EDI Manager	System partners	Collaborative work contiunues with BNSSG ICS with specifc focus on CDS2022	B
			b. Work with NHSE to rollout phase 2 of the NHS Rainbow badge assessment and acreditation model	Q4	LGBTQIA+ Staff Network	People EDI Manager	Assessment outcome and recommendations received and shared with LGBTQIA+ Network; PowerPoint presentation ready to share. Currently working to have changes accepted by Policies Group. Presentation of outcome to be delivered in next EDI Steering group. Plan to work with HRBPs to identify the links in relevant services to have recommendations implemented.	B

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: • By voting membership of the board • By executive membership of the board

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	**Goal 3: A representative and supported workforce**
EDS3.1	Fair NHS recruitment and selection processes lead to a more representative workforce at all levels
EDS3.2	The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations
EDS3.3	Training and development opportunities are taken up and positively evaluated by all staff
EDS3.4	When at work, staff are free from abuse, harassment, bullying and violence from any source
EDS3.5	Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives
EDS3.8	Staff report positive experiences of their membership of the workforce
EDS2G4	**Goal 4: Inclusive leadership**
EDS4.1	Governing body members and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations
EDS4.2	Papers that come before the governing body and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed
EDS4.3	Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination

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