

Equality, Diversity & Inclusion

Biannual Report (April – September 2024)

Report author:

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Report Governance

In this section:

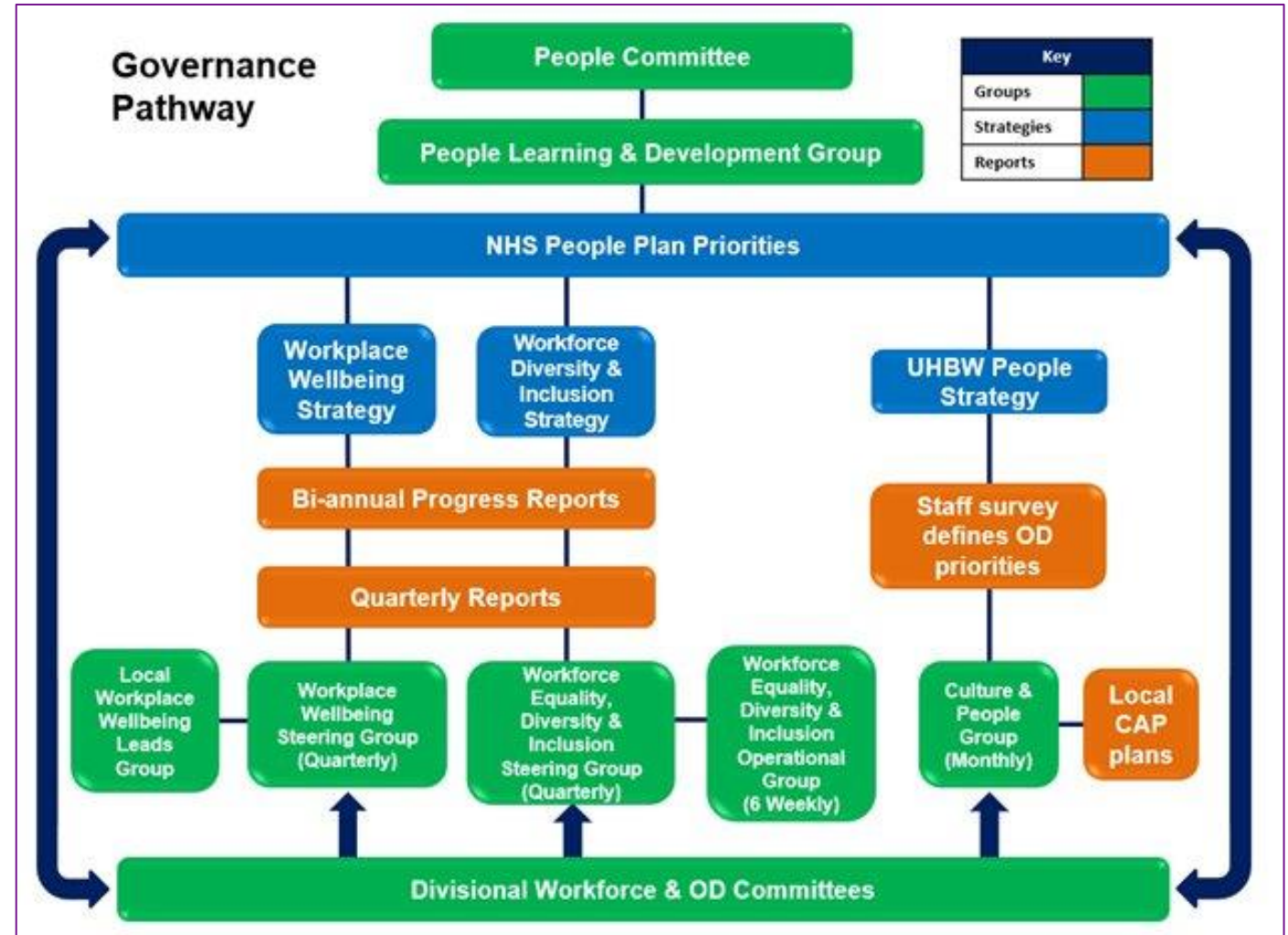
- Report sign-off pathway
- Supporting Strategies
- Risk and Assurance



Report sign-off pathway

Sign-off pathway for the Bi-annual EDI report

1	Feedback	Equality, Diversity & Inclusion Steering Group	25/09/2024
2	Assurance	People Learning and Development Group	23/10/2024
3	Assurance	People Committee	07/11/2024



Supporting Strategies

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



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.

NHS EDI improvement plan



This improvement plan sets out targeted actions to address the prejudice and discrimination – direct and indirect – that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

NHS Long Term Plan 2023



The NHS Long Term Plan sets out how the NHS will address existing and future workforce challenges by recruiting and retaining thousands more staff over a 15-year period.

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 285: 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 & staff experience, recruitment and retention and reputational damage for the Trust.



Risk score

Risk score remained at the score of 9 in Q2, high (moderate x possible).



Risk Mitigations Q2

- Pro-Equity mission critical project and approach launched
- EDI Advocates scheme re-launched
- Bridges Programme reviewed and developed.
- NHSE 'South-West approach to Inclusive Training within practice for Healthcare Students and International Staff'



Hotspots

Our WDES and WRES reports highlight areas of focus for the trust.

Joint work between UHBW and NBT on Anti-Racism under the group model

Key successes

In this section:

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

EDI Advocates

Passionate colleagues
supporting inclusive teams

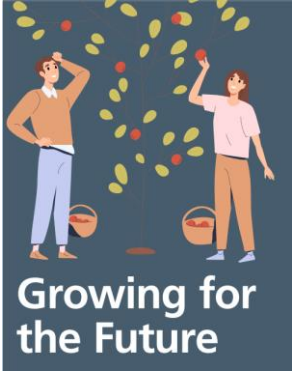


Pro-Equity



Inclusion in everything we do,
even when people aren't looking

Key Successes against the People Strategy Objectives



- The Trust's Pro-Equity approach was launched as part of the full-hearted care rebrand.
- UHBW is a stakeholder within the NHSE 'South-West approach to Inclusive Training within practice for Healthcare Students and International Staff' project, which includes the development of Anti-Racism training.
- Career pathway review: Focus groups being supported with OD. Draft pathway for Admin and Clerical in progress. Induction recommendations collated and paper drafted.
- ESOL classes now up and running with backlog of requests cleared, LifeSkills looking to include conversational English sessions.

Key Successes against the People Strategy Objectives



- EDI Advocates scheme re-launched in July. Over 115 colleagues have signed up under the new scheme and of these, 34 EDI Advocates have been trained so far.
- Bridges Programme reviewed and developed.
- Bridges Cohort 3 graduated and cohort 5 have been recruited to start at the end of September.
- New SSHINE Neurodiversity Training module available on Kallidus
- Strengthened relationships across BNSSG, first in person EDI leads meeting held, collaboratively working on EDS22 submission.

Key Successes against the People Strategy Objectives



- New approach to WRES and WDES included in the annual Equality Report. Red, Amber or Non-EDI Priority rating for each indicator and divisional level data for most indicators.
- Pro-Equity Mission Critical Project launched. Assurance group and subgroups set up. Divisional level plans in monitored monthly at SLT. for further information see the spotlight on section.
- Staff Networks all have annual action plans and communication plans in place to drive network growth and engagement.
- UHBW is working in collaboration with UWE Bristol on the ReFrame Diverse Imaging Project which aims to diversify clinical diagnostic imaging, tackling health inequalities.

Key Successes against the People Strategy Objectives



- Three Sexual Safety listening events were delivered in Q2 to hear from colleagues and to learn how to improve the experience together, designed to provide a safe space for colleagues to be heard and to help further shape the plan through lived experience.
- Fourteen Anti-Racism Workshops were delivered in Q2 and Anti-Ableism workshops have been scheduled for Q2-Q3. These along with the outcomes from the sexual safety workshops will inform our Pro-Equity work moving forward, with the aim to have an action plan in place by end Q4.
- We have collaborated with Wellbeing colleagues to align wellbeing and EDI advocate practices where appropriate. This has included taking a similar approach to recruitment and development of advocates and having clear role descriptors for each. Moving forward we will align updates to ensure a joined up approach to EDI and wellbeing.

Spotlight on

In this section:

- Pro-Equity
- Equality Report
- Bridges Review



Pro-Equity Approach

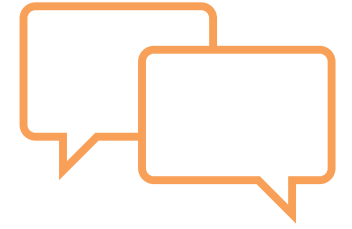
Pro-Equity



Inclusion in everything we do,
even when people aren't looking

- The Trust's Pro-Equity Approach was launched in June
- Nearly 250 colleagues have received a Pro-Equity briefing either within a divisional board or committee meeting, through a Staff Network meeting, EDI Advocate briefing or People Function KPI meeting.
- The Pro-Equity Assurance Group and sub-groups have been set up to deliver the Pro-Equity Mission Critical Project.
- Divisions have Pro-Equity action plans in place, informed by the analysis of their WRES and WDES data and reviewed at monthly SLT.
- Design workshop held to develop a Trauma Informed framework to deliver Pro-Equity.

Pro-Equity Workshops



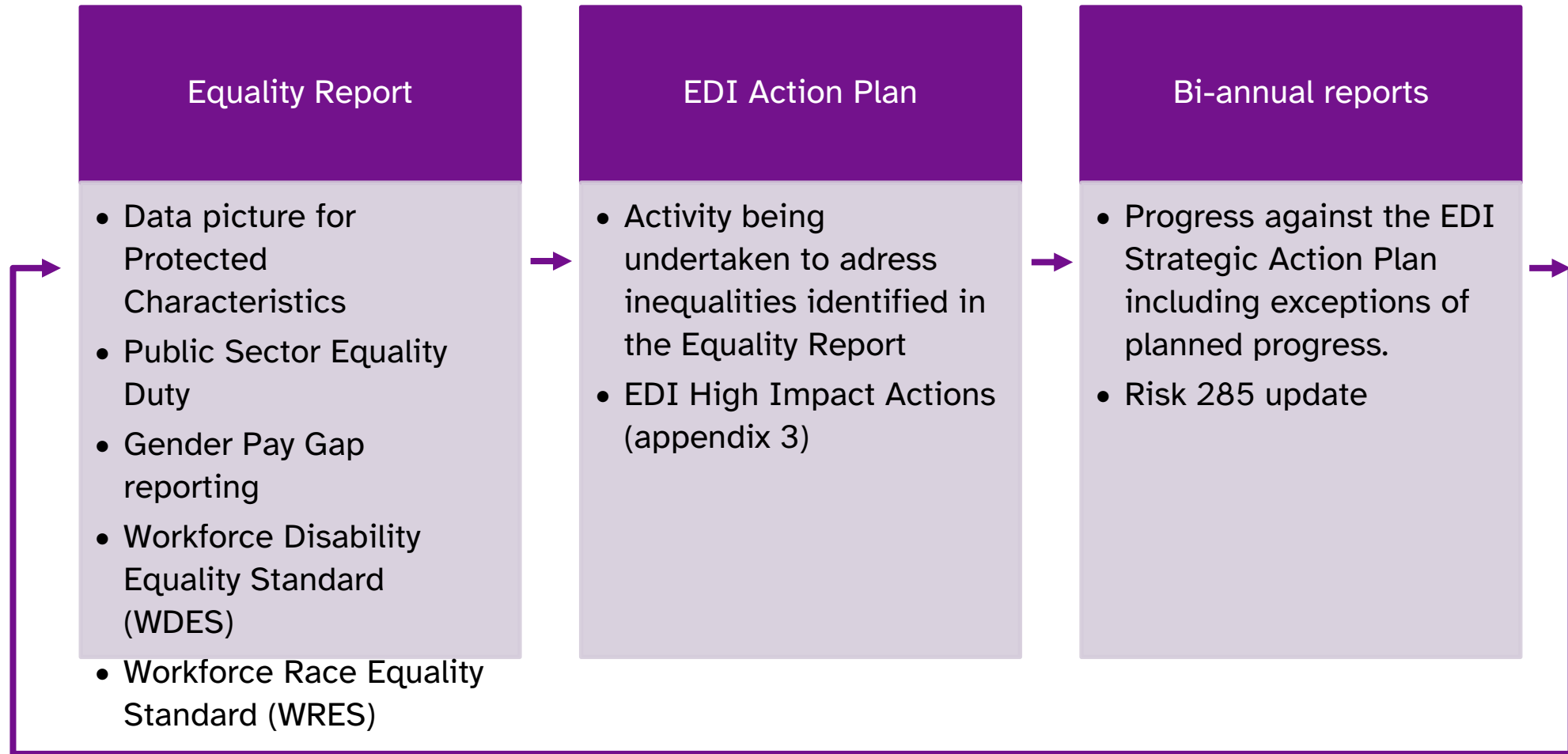
- All workshops are run in partnership with the Clinical Psychology team and co-facilitated by colleagues from the Internationally Educated Colleagues Team, ABLE+ Network and Organisational Development Team.
- 3 Sexual Safety workshops were delivered over the summer to engage with colleagues.
- 114 colleagues engaged with the Anti-Racism workshops, with 25 of those returning for the co-creation workshops. Representation of Black, Asian, Multiple Heritage and other ethnically minoritised colleagues was higher than that of our staff population (36.0% of workshop attendees compared to 25.4% of all staff)
- Anti-Ableism workshops have been scheduled for October – November to engage with colleagues.
- Workshop outcomes are reviewed by thematic analysis to identify key priorities, reflections and actions from our staff voice.



Pro-Equity Phase 2 High level objective timeline

- Design a Pro-Equity framework that is trauma informed to ensure effective communication and engagement with the Pro-Equity agenda (this will include Anti-Sexism, Anti-Racism and Anti-Ableism) by the end of October 2024.
- Run Pro-Equity Workshops (Sexual safety, Anti-Racism, Anti-Ableism) from July – end of December 2024.
- Collectively review the thematic analysis from Sexual Safety, Anti-Racism and Anti-Ableism to identify themes by the end of January 2025.
- Rationalise and prioritise the themes into clear plans for action, aligned to national requirements, best practice and group model working by the end of February 2025.
- Integrated plan for Pro-Equity by the end of March 2025.
- In collaboration with the pro-equity sub-groups review, align and deliver on the pro-equity priorities of the NHS England Safe Learning Environment Charter by March 2025.

Equality Report



2024 WRES and WDES Update

Divisional WRES and WDES data has been used to identify priorities for divisional Pro-Equity plans. Below is the Trust level summary.

Workforce Disability Equality Standard

- Six indicators flagged as red.
- Three indicators flagged as amber.
- Two indicators flagged as a non-EDI priority.

Red Indicators

- Percentage of disabled staff in workforce.
- Experiencing harassment, bullying or abuse.
- Opportunities for career progression or promotion.
- Extent to which their organisation values their work.
- Staff engagement score.
- Board voting membership.

Workforce Race Equality Standard

- Two indicators flagged as red.
- Three indicators flagged as amber.
- Four indicators flagged as a non-EDI priority.

Red Indicators

- Shortlisting to appointment.
- Likelihood of entering the formal disciplinary process.

Bridges Scheme Review

- Two Brides Feedback workshops were held with graduates and current learners.
- Created a Bridges steering group made up of current and passed Bridges participants who will support decisions and changes going forward.
- Based on Feedback, the changes taking place for Cohort 5, are:
 - Action Learning Sets
 - Communication Skills
 - Patient First and A3 training
 - Reciprocal mentoring now changed to mentoring and reverse mentoring
 - Coaching now taking place after Bridge programme has completed and is voluntary
 - Extended Careers cafe from half day to full day to allow for more interview practice and feedback
 - External Guests speaker with lived experience
 - Introducing self-assessment at the beginning and end of the programme and then 6 months and 12 months post programme to track and monitor progression



The Bridges Steering Group will continue to support the development of the programme moving forward.

Exceptions against the 2024/25 EDI Strategic action plan



Exceptions

This shows the position of the 2024/25 strategic plan at the end of Q2. Three milestones are rated 'amber':

Milestone 1b.

Create annual content plan for the EDI Advocates that aligns with the EDI calendar and key trust projects and priorities. With the aim of increasing confidence of colleagues when talking about EDI topics, especially racism and ableism.

Update: The content plan will depend on the outcomes of the Anti-Racism and Anti-Ableism workshops. The first few updates are planned linking to the EDI Calendar and trust priorities.

Milestone HIA1.a.

Every Board and Executive team member must have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process.

Update: Board level actions will be determined after Anti-Racism and Anti-Ableism workshops to align with statements. This will also be impacted by the implementation of the group model.

Milestone 9a.

Implement and Embed BNSSG Inclusive Resourcing Toolkit, building on the learnings from the Medicine pilot.

Update: This will now form part of the workplan for future Resourcing developments in Q3. This project will be delivered by Graduate Management Trainee and Chair of the REIN Network Isabel Khador.

Strategic Planning phase Q3-Q4

The EDI Strategic Framework was developed in 2020 due to the absence of a dedicated people strategy at this time. In 2022, the EDI strategy was aligned to the People Strategy which is reflected in the bi-annual updates, and we remain committed to delivering our strategy plans which conclude at the end of March 2025.

We are using a data driven, patient first approach, to shape our new action plan and have commenced our pre-planning thinking which will be driven by Pro-Equity and our extensive data sets with our future plans sitting within the newly refreshed people strategy in terms of governance and reporting.

As of April 2025 there will not be a dedicated EDI strategy and our bi-annual reports will be refreshed to reflect this change, therefore this is the penultimate report of data presented in this way.

Divisional highlights

In this section:

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



All Divisions

- Analysed their WRES and WDES Data to inform divisional Priorities for the Pro-Equity Action Plans.
- Arranged Pro-Equity Briefings for divisional boards, workforce committees or EDI groups.
- Promoted and recruited for cohort 5 of the Bridges programme.
- Promoted the Pro-Equity Anti-Racism and Anti-Ableism Statement workshops.



Diagnostics & Therapies

Progress in the last six months

- Held a Divisional violence & aggression awareness session to address under-reporting of incidents.
- Initiated a Trust wide Schwartz Round to be held on 17 September - 'When you get hurt at work'
- Contributing to the development of an Outpatients SOP in respect of patients who display unacceptable behaviour
- Pro-equity working group established – group will have oversight of divisional actions

Looking ahead to the next 6 months

- Continued work around violence and aggression awareness including data gathering to establish the rough scale of under-reporting and Schwartz round to be held in September.
- Expand our recruitment outreach by working with the Prince's Trust to help recruit to some of our clinical support roles.
- Expand level 6 apprenticeships within Radiology and Therapies and widen scope of recruitment.

Estates and Facilities

Progress in the last six months

- New communication boards have been installed in facilities to improve communication. This will include sharing EDI and Wellbeing resources
- Level 2 apprenticeship now being offered. We hope this will help continue to improve development opportunities across the division.
- English and Maths training has been extended to provide a more inclusive approach.
- Conversations with Education team around English as second language are ongoing.
- Shadowing day undertaken by Co-Op 16 candidate in Catering (supporting people with a learning disability and/or autism)

Looking ahead to the next 6 months

- Publicise Divisional Pro Equity plan
- Re-launch the Divisional EDI group
- Recruit EDI advocates
- Publicise Black History month
- Link with Able + regarding reasonable adjustments

Medicine

Progress in the last six months

- Breastfeeding room in A413 launched – shared responsibility for management between divisions of Surgery and Medicine.
- 11 staff have been successful for the Bridges Talent Management programme with managers within the Division offering mentorship support, this is the highest divisional figure Trustwide
- Increase in compliance with Compassionate and Inclusive Leader training from 64.5% to 69.4% between July and September.

Looking ahead to the next 6 months

- Divisional sessions to address some of the key areas of focus as identified in the WRES and WDES data, such as reasonable adjustments and inclusive recruitment;
- 3 further workshops for Respecting Everyone are due to take place between Sep - Nov – we will incorporate a pro-equity theme to these;
- Ongoing Listening Ear events across the division, to hear lived experience, trouble shoot issues, complimenting the work of the Staff Experience (wellbeing and retention) nursing team;
- Build closer link with the Divisional Violence and Aggression Group and Trustwide MVAC;

Specialised Services

Progress in the last six months

- Developed Recruitment & Retention audit to define a baseline understanding of Inclusive Recruitment so that targeted training sessions to identify where support / training is needed within the nursing workforce.
- EDI Celebration Event held on the BHOC Rooftop Garden on 20th June to celebrate Pride.
- EDI Celebration Event held on 19th September in BHI Atrium promoting Pro Equity workshops, Black History Month and EDI Advocacy.
- EDI Schwartz Round rescheduled to March 2025 in line with International Women's Day.
- Continue supporting and encouraging managers to complete Compassionate & Inclusive Leadership training.

Looking ahead to the next 6 months

- Plan for EDI Celebration Event to be held in Myrtle Road in November 2024.
- Support LGBTQIA+ pledges sign ups and badges
- Explore areas within the division where we can support gender neutral toilets, changing rooms for staff as well as patients.
- Continue supporting and encouraging managers to complete Compassionate & Inclusive Leadership training.
- Relaunch EDI Objective within divisional Board members/managers.

Surgery

Progress in the last six months

- Co-lead in the development of the Trust's sexual safety guide/toolkit
- Breastfeeding room in A413 launched – shared responsibility for management between divisions of Surgery and Medicine.
- Delivered training session to band 6 Nursing Leadership including pro-equity topics
- EDI section on monthly People newsletter promoting pro-equity activity in the Trust
- Active promotion of Trust 'Sexual Safety at Work' sessions
- Trust EDI Lead attended Divisional Board to share insights into divisional WRES & WDES data

Looking ahead to the next 6 months

- Continued commitment to publishing sexual safety guide/toolkit
- Work with Specialised Services to deliver training to band 7 Charge Nurses & Sisters which will include pro-equity topics
- Divisional pro-equity A3 workshop
- Recruiting divisional mentors for Trust's Bridges programme
- Review completion rate of Trust's 'Inclusive Recruitment' and actively promote completion
- Recruiting additional EDI advocates

Trust Services

Progress in the last six months

- Resourcing started work on training for Recruiting managers to highlight inclusive recruitment training. Currently it is a once a month offering, but resourcing looking to make this more accessible, such as online and more regularly.
- Education continued work on Neurodiversity task and finish group, update provided to Trust Services EDI group on 17/09/24
- Encourage members of Trust Services EDI group to share important topics to them at the monthly meetings. First colleague led story presented on 17/09/24
- Too Hot To Handle training for HR colleagues

Looking ahead to the next 6 months

- Finalise Pro Equity plan by end of September
- Publicise Divisional Pro Equity plan and present to WFOD
- Publicise Black History month and Disability History Month
- Publicise and encourage attendance at Pro Equity Workshops

Weston

Progress in the last six months

- Training on respecting everyone policy delivered to all matrons and ward managers
- 73% managers through compassionate and inclusive leadership training
- Offered mentoring to all staff Band 6 and above – continue to promote this on an ongoing basis
- Inclusive recruitment training 77.2% of managers have completed the training which is above the target.
- Artwork project concluded, awaiting printing. Project celebrates diversity and staff's journey of working at Weston.
- Meetings taking place on 27 September with all ward managers where reasonable adjustments will be discussed. Information has been circulated and other staff groups are being approached.

Looking ahead to the next 6 months

- Focus on agreeing and implementing ED&I objectives
- Working with North Somerset council to celebrate Black History Month jointly. Planning a film screening and will work with the library to promote literature.
- Focus on promoting the listening events run by Jude and colleagues as follows:



Informal Weston Staff Forum for Minority Ethnic Colleagues

Join Jude Opogah at an informal forum which offers a highly confidential and safe space to share your experiences of racism or discrimination in the workplace and help to identify changes that need to be made at Weston.

Please come along, even if you don't have a lived experience to share at this time, to listen, support and learn from others wishing to share theirs.



22 May 2024
3 July 2024
14 August 2024
25 September 2024
3-4pm
in the Wellbeing Hub or on Teams



To join via Teams, please contact Jude Opogah - jude.opogah@uhbw.nhs.uk

Women's and Children's

Progress in the last six months

- Introduction of birth choice clinics for 'off guidance' birth choices in maternity services.
- Maternity services at UHBW and NBT along with LMNS are working with the Race and Health Observatory Learning and Action Network to tackle and close the gaps seen in maternal and neonatal mortality and morbidity between women from different ethnic backgrounds. In particular looking at premature labour.
- Maternity services at UHBW in partnership with Black Maternity Matters is offering specific ante natal classes for Black women and their families.
- Pro-Equity action plan written and approved, included were comms & engagement and change management. Plan identifies 7 key action areas for the Division, detailed initiatives and success measures.
- Compassionate and Inclusive Leadership program completion rates have gone up by 10% in two months, we are now at 66.4% with a target of 75%.

Looking ahead to the next 6 months

- Activities and awareness towards Black History Month.
- Cohort of staff commence the Black Maternity Matters Program.
- Planning for first focus group, as part of the ongoing listening action area.
- Promotion of EDI courses across the Division.
- Reach the 75% target of Compassionate and Inclusive Leadership program completion rates.
- Current EDI Advocate Network to be activated.
- Call out for new EDI Advocates to join the network.
- Continue to support staff on the Bridges Program.

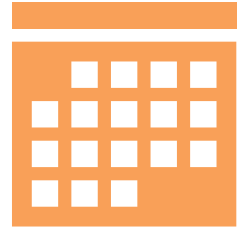
Action plan for next six months

In this section:

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



Next 6 Months



- Deliver the Pro-Equity Phase 2 High level objective timeline (further details in the spotlight on section).
- Embed the NHS England Anti-Racism training resources to support colleagues across the trust,
- Re-Launch of the Women's Network (November)
- Black History Month (October) , Disability History Month (November – December), LGBT+ History Month (February) and Women's History Month (March).
- Workplan for future Resourcing developments in Q3

Appendix:

Progress against Strategic Action Plan 23/24

In this Appendix:

- The strategic action plan 24/25 comprising progress updates to the end of Q2.
- Glossary of KPIs



No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2024)	BRAG
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. To complete the EDI Advocate scheme review to clarify the role and objectives. Launch new approach with a recruitment drive.	End of Q1	People EDI Manager	Patient EDI Manager Learning & Development Manager EDI Advocates HRBPs	The new EDI Advocate scheme launched in August. 110 Advocates have registered to the new role and 34 those have attended training so far.	G
	High Impact Action 2	b. Create annual content plan for the EDI Advocates that aligns with the EDI calendar and key trust projects and priorities. With the aim of increasing confidence of colleagues when talking about EDI topics, especially racism and ableism.	End of Q1	People EDI Manager	Patient EDI Manager Learning & Development Manager EDI Advocates HRBPs	The content plan will depend on the outcomes of the Anti-Racism and Anti-Ableism workshops. The first few updates are planned linking to the EDI Calendar and trust priorities.	A
	High Impact Action 6	c. Design a training and development programme for EDI advocates to build confidence, community and contemporary skills development.	End of Q2	People EDI Manager	Learning & Development Manager Head of Resourcing	The new EDI Advocate trainign has been delvceoped and three sessions have been delivered so far, with 34 advocates attending in total.	G
		d. Review and Embed evaluation into the Bridges scheme to show learner progress from start to finish and to identify areas for development within the programme.	End of Q1	Learning & Development Manager	EDI Manager Bridges Cohorts	Held 2 x Brides Feedback workshops Created a Bridges steering group made up of current and passed Bridges participants who will support decisions and changes going forward Cohort 5 starting next week with 33 participants across the Trust. Cohort 6 will start in March 2025 Based on Feedback, the changes taking place for Cohort 5, are: •Action Learning Sets •Communication Skills •Patient First and A3 training •Reciprocal mentoring now changed to Mentoring and reverse mentoring •Coaching now taking place after Bridge programme has completed and is voluntary •Extended Careers cafe from half day to full day to allow for more interview practice and feedback •External Guests speaker •Introducing self-assessment at the beginning and end of the programme and then 6 months and 12 months post programme to track and monitor progression	G
		e. Bridges + programme: research options for career progression positive action for minority ethnic colleagues at bands 6 to 8.	End of Q4	Head of Education	Learning & Development Manager Head of Resourcing	Not yet underway	B

No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
2	We are 'committed to inclusion in everything we do' and this is evident in all our people policies and practices	a. Increase collaboration between People and Patient EDI activity, finding ways of working to find points of crossover and collaborative working. Set up quarterly meetings for collaborative working including collaborating on embedding EDS 2022 into our annual cycle, referring to good practice in BNSSG and the south west.	End of Q1	People EDI Manager	Patient EDI Manager BNSSG colleagues	The People and Patient EDI teams contiunue to collaborate. There is now a new EDI SharePoint site for coleagues with Patient and People EDI collated into one easy to navigate place.	G

No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
3	We celebrate and value the contribution all our staff make at all levels of the organisation	a. Champion Divisional data led decisions, good practice sharing and collaborative interventions for EDI, aligning Culture and People Plans to EDI data reporting.	End of Q1	Divisional HRBPs	Head of Education Head of Human Resource Services Head of Resourcing	All revisions are reviewing the new divisional level WRES and WDES reports to identify their EDI data priorities. All divisions will have a Pro-Equity aciton plan in place by the end of September.	G
	High Impact Action 6	b. Create an annual plan for celebration events (history months and significant days) with supporting task groups allocated to each to ensure cross site and intersectional delivery.	End of Q1	People EDI Manager	Staff Network Leads EDI Advocates Divisional EDI Leads	The EDI Coordinator now has responsibility for celebration events and has created project delivery groups for Black Histroy Month and Disability History Months. These groups work collaboratively in the months leaidng up to the celenbration month, ensurign we have division, system and local collaboration and connection for the events. Due to this new approach Black History Month has an extensive month plan of events planned for colleagues.	G
		c. Develop training offer for the HR Services team to develop the Inclusive HR agenda and progress conversations to improve the experience and support of disabled colleagues.	Phase 1 end Q1 Phase 2 Inclusive HR end Q2 Full training offer end Q3	Head of Human Resource Services supported by People EDI Manager	People EDI Manager Head of Education Head of Human Resource Services Head of Resourcing	Working across HR teams by delivering Too Hot to Handle sessions, to inform best HR practice and the co-creation of future policies (work has commenced)	B

No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
4	We will encourage shared learning by openly sharing our diversity data in a meaningful way	a. Create baseline report summarising EDI Data that combines Model Employer, WRES, WDES, Gender Pay Gap, EDI High Impact Actions and Staff Survey data (including Division level data).	End of Q1	People EDI Manager	HRIS Recruitment	A new appraoch to the Equality report was taken this year, RAG rating the WRES and WDES data in a summary report and providing divisional level data for the first time. This is available on the EDI Data and Governance SharePoint site.	G
	High Impact Action 3	b. Ensure annual reporting cycle in place and is robustly managed to support Divisions to update against their plans and demonstrate positive actions taken to remove experience gap and meet model employer gap.	End of Q1	People EDI Manager	HRBPs Deputy HRBPs Division EDI Leads	Reporting cycle updated to reflect the Pro-Equity Mission Critical Project.	G
	High Impact Action 6	c. Set up task and finish group to create EDI data development timeline to improve robustness, frequency of reporting and division level information. Prioritising promotion data	End of Q3	People EDI Manager	HRIS Recruitment	The Edi Data group is a sub-group of the Pro-Equity assurance group. Timelines will eb confirmed by the end of September, linking into the People Funciton data development work.	B

No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
5	Our strategy is communicated at all levels reflecting our commitment to change	a. Champion the approach to tackling racism, following on from the pro equity discussions at SLT, ensuring all actions are aligned to this approach.	Launch phase 1 End of Q1 Embedding phase 2 End of Q3	People EDI Manager	Chief People Officer Patient EDI Lead	The Pro-Equity Mission Critical Project and the Trust's Pro-Equity Approach have been launched. We are holding workshops to co-create an Anti-Racism Statement and an Anti-Ableism Statement	B
		b. Strengthen the EDI provision on internal website to include helpful guides and resources for colleagues, including good practice examples, collaborating with Experience of Care & Inclusion Team where appropriate	Phase 1 end of Q1 Phase 2 end of Q2	People EDI Manager	EDI Coordinator	The new joint People and Patient EDI SharePoint Site has now launched. Stakeholders across the trust have been using it to learn about Pro-Equity, the EDI Advocate scheme, EDI Data and Governance and the Accessible Information Standard (to name a few).	G
		See 1b and 3b					

No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2024)	BRAG
6	<p>Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values</p> <p>High Impact Action 5</p>	a. Establish clear career progression pathways for staff groups	Administration & clerical end of Q2	Head of Learning and workforce development / Head of Clinical Learning and Development	Apprenticeship (CIAG) Manager, A&C pathway lead, ICB partners	Pharmacy, Healthcare Science and A&C career pathways under development and on-track to deliver by 31.3.25. Monitored through patient first deliverables.	B
		b. Continue to review and evolve the induction model based upon robust inductee feedback. Implement a consistent medical induction across all sites.	Phase 1 end of Q2 Phase 2 Implementation end of Q4	Head of Learning and workforce development / Head of Clinical Learning and Development	Workforce and Reporting Manager, Medical Education Manager, induction stakeholders	<p>Work has taken place to assess IMG materials and to create a central repository. Further resources have been identified which will be added to the central website. A paper on this topic is being prepared, and will be brought to the Education and Resourcing Group prior to being presented at MWAG.</p> <p>Review of induction materials – this was brought to a recent PGME Away morning in line with the Improving Working Lives document which emphasised a need to reduce the amount of induction training doctors had to undertake. In addition, it was necessary to review the content already in existence to see if this should be updated. It was agreed that discussions would take place with the DME, and any proposed changes would be brought to the Education and Resourcing group in the first instance</p>	B
		c. Support language cafe's to improve staff proficiency in spoken English	End of Q1	Head of Learning and workforce development / Head of Clinical Learning and Development	Apprenticeship (CIAG) Manager, ICB partners, training providers	ESOL classes now up and running with backlog of requests cleared, LifeSkills looking to include conversational English sessions.	G
		d. Develop T-level pathways across each relevant staff group. Bring on stream alternative work experience provision, such as Prince's Trust and those with learning difficulties. Review how widening engagement programmes feed the Trust's recruitment pipeline and develop a diverse work experience offer to reflect the Trust's local community.	End of Q4	Head of Learning and workforce development / Head of Clinical Learning and Development	Head of Resourcing, Apprenticeship (CIAG) Manager, ICB partners and ICB Project Leads, local colleges	Trust commitment and ongoing work to Care Leavers Project and Project Search learners. Review of under 16 WEX in progress. Clinical T level programme established in partnership with Weston College and ICB partners.	G
		e. Develop with system partners the one-stop careers hub model. Devise an apprenticeship hub across the system	Phase 1 careers hub end of Q2 Phase 2 wider roll	Head of Learning and workforce development / Head	Apprenticeship (CIAG) Manager, ICB partners and ICB project leads	There is a ICB system careers hub with collective procurement of apprenticeships.	G
		f. Develop a BNSSG stepping up programme for our ethnic minority, disabled and LGBTQ+ colleagues	Phase 1 development end of Q2 Phase 2 implementation end of Q4	Head of Learning and workforce development / Head of Clinical Learning and Development	Leadership, Management and Coaching Lead, ICB partners and key stakeholders	Key changes implemented including Bridges steering group, action learning sets and additional elements to enhance the programme	G

No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2024)	BRAG
6	<p>Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values</p> <p>High Impact Action 5</p>	g. Deliver leadership development for all staff groups, integrate and expand the graduate and talent programmes	Leadership Provision: Phase 1 plan end of Q2 Phase 2 implementation end of Q4	Head of Learning and workforce development	Leadership, Management and Coaching Lead, NHSE	LMC team is running multiple cohorts of the three levelled leadership programmes. Compliance on the mandated programme is at 72%. The mandated programme changes have been implemented. The team is leading work on bespoke programmes and revenue generation programmes.	G
		h. Improve the percentage of staff from minority groups who access learning opportunities	Phase 1 learner dashboard end of Q2 Phase 2 data end of Q3	Head of Learning and workforce development / Head of Clinical Learning and Development	Workforce and Reporting Manager, L&D service leads	<p>PGME have met with the Workforce Onboarding and Reporting Manager and have scoped out indicators for inclusion in the dashboard. They are currently working through the possibility of this being hosted on Kallidus. UG information is proving a challenge as to date we hold no information on students except name and e-mail address.</p> <p>The Internationally Educated Colleagues community of practice, a group to discuss career development and study opportunities has expanded to include not only nursing staff but AHPS from NBT, Sirona and UHBW. Staff from AWP will be joining from December.</p>	G
		i. Improve curriculum materials and resources to be more representative of all learner groups. Support digital resource which meets the needs of the audience	Phase 1 review end of Q1 Phase 2 implementation end of Q3	Head of Education	Leadership, Management and Coaching Leads, essential training subject leads, Library, Knowledge Management and Digital Lead	<p>As part of continuing work by the Learning and Development T&F group, the SShine neurodiversity awareness training module has been added to Kallidus, for any staff members to complete, promoted Trustwide via Viva. Work to develop an in-house training package and mentoring/champion scheme is ongoing. Self learning Environment Charter has objectives linked to learner access to learning support for neuro-diverse learners and will be aligned to the Pro-equity SLEC sub-group.</p> <p>LMC: Work is ongoing in this area and LMC manager is continuing work on neurodiversity and pro-equity.</p> <p>Library and Learning Hub: 1) Dyslexic friendly fonts used. Century Gothic/ Montserrat 2) Colour contrast in eLearning can't be done with current software. Investigating possibility of Kallidus? 3) Accessibility is followed throughout. Headings, sub headings etc. We don't currently adhere completely to accessibility rules, due to the resource limitations. Photo descriptions etc, are not referenced. EDI requested all images removed in 2020. This was pushed back. 4) NHS England accessible content guidance shared throughout the team.</p>	B

No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
7	<p>Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible</p> <p>High Impact Action 3</p> <p>High Impact Action 6</p>	a. Continue to lead the implementation of the Trust 'Respecting Everyone' framework with the ambition to improve early resolution and reduce cases of bullying and harassment, conduct, capability and grievance.	<p>Phase 1 lessons learnt session end of Q1</p> <p>Phase 2 Introduce and embed case management system end Q2</p> <p>Phase 3 Co-create training plan for HR services through the inclusive HR agenda</p>	Head of HR Services	<p>HR Services team</p> <p>Divisional Leads (WWSG / HRBP)</p> <p>Line Managers and Supervisors</p> <p>Freedom to Speak Up Guardian & Champions</p> <p>Equality, Diversity and Inclusion team and EDI network</p> <p>Education team</p> <p>Workplace Wellbeing team</p> <p>Wellbeing Lead for Doctors and Dentists</p> <p>Staff Side (Unions)</p> <p>Commissioned service providers (TCM Group, etc.)</p>	<p>Lessons learnt sessions have been implemented within HR Services on a regular basis.</p> <p>The Case Management System within HR is now fully functioning. Planning for line manager self-service roll out is underway with an expected launch date of Q4.</p> <p>The first of a series of sessions developing the inclusive practice of People teams has taken place, further sessions are in development with a view to creating a program of events and learning opportunities.</p>	B
		b. Ensure policy group governance is revised to ensure inclusion is core to the development or amendment of policy and a policy schedule is in place by end of Q1	End of Q1	Head of Human Resource Services		Policy group governance is in place and long standing and a schedule has also been in place historically – additional group members have been added to reflect this objective (EDI and OD leads). This objective is complete and should move to business as usual.	G
No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
8	<p>Staff Networks grow to become an increased staff voice who represent our workforce and the community we serve</p>	a. Lead on embedding the learning from the Staff Network National Framework review through staff network workshops to make space for creative thinking and to set annual goals and delivery plans with each network.	End of Q1	People EDI Manager	<p>Network Leads</p> <p>Network Executive Sponsors</p>	All staff networks now have action plans for the year and communications plans.	G
		b. Embed the plan from staff network workshops to improve collaboration and connection from networks to their members to widen membership and increase engagement.	end of Q3	People EDI Manager	<p>Network Leads</p> <p>Network Executive Sponsors</p>	The netowrks have monthly catch ups with the EDI Coordinator to bring together best practice, collaborate and discuss intersectional ways of working. All netowrks also have a Viva engage page to better connect with their members, with membership growing month by month.	B

No	EDI Strategic Objectives	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
9	<p>We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves.</p> <p>High Impact Action 2</p>	a. Implement and Embed BNSSG Inclusive Resourcing Toolkit, building on the learnings from the Medicine pilot.	End of Q1	Head of Resourcing	People EDI Manager	This will now form part of the workplan for future Resourcing developments in Q3. Further detail to follow.	A
		b. Undertake a root and branch review of the accessibility of the recruitment process and documentation.	End of Q3	Head of Resourcing	People EDI Manager	This will now form part of the workplan for future Resourcing developments in Q3. Further detail to follow.	B
		c. Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan. This should include the creation of career pathways into the NHS such as apprenticeship programmes and graduate management training schemes.	End Q3	Head of Resourcing	People EDI Manager, Head of Education	This will now form part of the workplan for future Resourcing developments in Q3. Further detail to follow.	B
		d. Expand BNSSG Inclusive Resourcing Toolkit using best practice to include de-bias content	End of Q4	Head of Resourcing	People EDI Manager	☒ This will now form part of the workplan for future Resourcing developments in Q3.	B
		e. Implement recruitment and promotion disparity task and finish group, looking at developing data measures and a strategic plan to reduce gaps in experience and outcomes during the recruitment and promotion process, based on the actions / data identified in the Culture and People Plans.	End of Q4	Head of Resourcing HRBPs	People EDI Manager	☒ This will now form part of the workplan for future Resourcing developments in Q3. Further detail to follow.	B
No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
10	We will seek opportunities to learn from others, developing our partnerships at a regional and national level	a. Implement the Sexual Safety action plan focusing on three key areas; policy, communication and listening aligned to the NHS Sexual safety in healthcare – organisational charter.	Phase 1 end of Q2 Phase 2 to be determined	Associate Director of Organisation al	Chief People Officer Women's staff network Comms	Sexual safety listening events are complete. Workshop held to discuss outcomes	B
		b. Ensure the Hotspots of Sexual Harassment that are identified in the staff survey have actions to address within the division's Culture and People	End of Q1	People EDI Manager	HRBPs Deputy HRBPs Division EDI Leads		
		c. Establish UHBW as a integrated member of the Bristol and South West EDI community by engaging with BNSSG, Bristol Women's in Business, Race in the City, SW EDI Leads and have a plan in place to share learning and co-creation opportunities.	End of Q1	People EDI Manager	Patient EDI Manager System Partners	UHBW is engaged with the following bristol groups: Race Equality Practitioners Group, Bristol Womens Voice, BNSSG EDI LEads, South West NHS EDI Leads and Race in the city. UHBW is working in partnership with UWE Bristol on the ReFrame Diverse Images project, our MEDical Illuistration team being an integral part of the project. The BNSSG System EDI Meetings are becoming more productive with a clear calendar of topics for the year and a focus on the collaborative system work on the EDS22 Submission.	B
		d. Engage with the NHSE Inclusive Training within Practice (ITP) Project to collaborate, share, discuss and promote good practice on at a multi-system level	End of Q3	Head of Clinical Learning and Development	BNSSG UWE Bristol ITP Project members	UHBW has been a key stakeholder within the NHSE ITP Project. The project concludes in October with the launch of the resources and detials of the trian the trianer anti-racism package. UHBW is working with BNSSG system partners to take a system approach to the anti-racism trianing. UHBW will trial the onine resources from October as stage 1 and will engage witht eh trian the trainer	B

No	Actions (EDI Strategic Objective)	Plan to achieve success measure (Key Milestones)	Timeline	Accountable Lead	Collaborators	Q2 update (Jul - Sept 2023)	BRAG
HIA1	Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.	a. Every Board and Executive team member must have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process.	End of Q2	Chief People Officer	People EDI Manager Board Members	Board level actions will be determined after Anti-Racism and Anti-Ableism workshops to align with statements. This will also be impacted by the implementation of the group model.	A
		b. Board members should demonstrate how organisational data and lived experience have been used to improve culture. Progress will be tracked and monitored via the Board Assurance Framework.	Ongoing	Chief People Officer	People EDI Manager Board Members	Pro-Equity approach launched, founded on the cultural web work undertaken by the baord to understand lived experience within the trust. The annual Equality Report has been published with a new Red, Amber and EDI Non-Priority rating approach for WRES and WDES to monitor progress against our indicators. We have also been able to provide divisional level data for the first time, with each division creating a Pro-Equity action plan to adress gaps.	B
		c. NHS boards must review relevant data to establish EDI areas of concern and prioritise actions. Progress will be tracked and monitored via the Board Assurance Framework.	Ongoing	Chief People Officer	People EDI Manager Board Members	The annual Equality report has been through the EDI Steering Group, People, Leanring and Development Group and has been signed off at People Committee. We have also been able to provide divisional level data for the first time, with each division creating a Pro-Equity action plan to adress gaps.	B

Appendix B: Glossary

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

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

Workforce Disability Equality Standard (WDES) Indicators	
WDES 1	Percentage of staff in Agenda for Change (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.
WDES 2	Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.
WDES 3	Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process on the grounds of performance, as measured by entry into the formal capability procedure.
WDES 4A	Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse
WDES 4B	Percentage of Disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.
WDES 5	Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.
WDES 6	Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.
WDES 7	Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.
WDES 8	Percentage of Disabled staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work.
WDES 9	The staff engagement score for Disabled staff, compared to non-disabled staff.
WDES 10	Percentage difference between the organisation's board voting membership and its organisation's overall workforce, disaggregated.

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

Workforce Disability Equality Standard (WDES) Indicators	
WRES 1	Percentage and number of staff in NHS trusts by ethnicity. This includes the race disparity ratio and model employer data.
WRES 2	The relative likelihood of white applicants being appointed from shortlisting compared to BME applicants.
WRES 3	The relative likelihood of BME staff entering the formal disciplinary process compared to white staff
WRES 4	The relative likelihood of white staff accessing non-mandatory training and CPD compared to BME staff
WRES 5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.
WRES 6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
WRES 7	Percentage of staff believing that trust provides equal opportunities for career progression or promotion
WRES 8	Percentage of staff experiencing discrimination at work from other staff in the last 12 months
WRES 9	The representation of BME people amongst board members

Gender Pay Gap	
GPG	Publish annual report with specific figures about gender pay gap, narrative and actions (if applicable)