



ORGANISATIONAL
DEVELOPMENT



University Hospitals
Bristol and Weston
NHS Foundation Trust

Equality, Diversity & Inclusion

Biannual Report (October 2023 – March 2024)

Report author:

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Please use the tabs along
the top to navigate
through this report

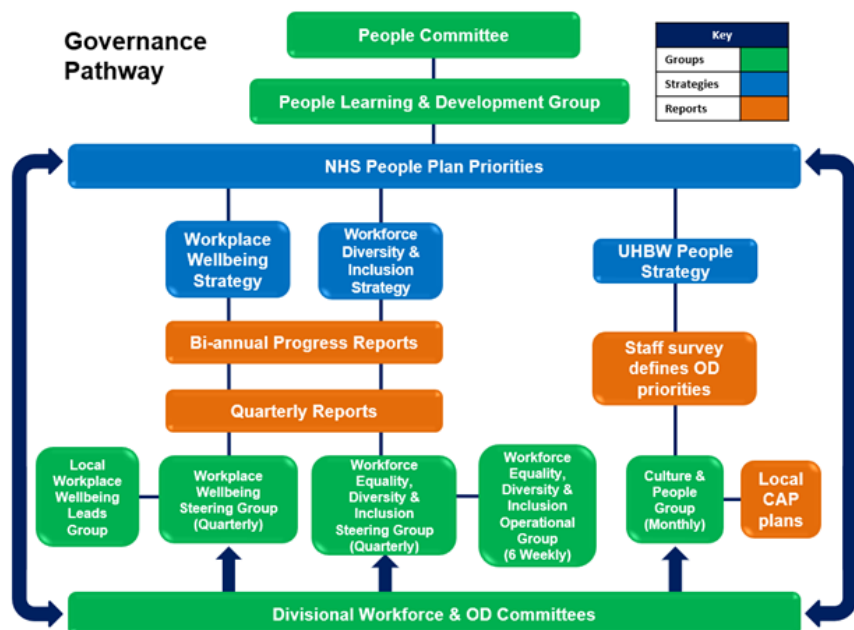
Report Governance

In this section:

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

Report sign-off pathway and glossary

Sign-off pathway for the Bi-annual EDI report			
1	Feedback	Equality, Diversity & Inclusion Steering Group	26/03/2024
2	Assurance	People Learning and Development Group	24/04/2024
3	Assurance	People Committee	23/05/2024



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

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



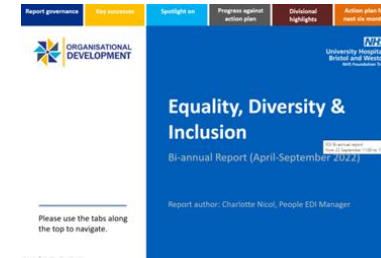
This improvement plan sets out targeted actions to address the prejudice and discrimination – direct and indirect – that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

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 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

Key Successes



- New people EDI manager joined the trust in January and has completed a data baseline exercise to inform 2024/25 strategic planning.
- A robust review of the national toolkit for networks has been conducted. As a result, we have reframed our networks to be more focussed and to create communities of practice.



- Bridges programme nationally recognised by NHS England's platform [FutureNHS](#) as good practice that is working in the NHS, and an example for other organisations. We are delighted to share that the [Repository](#) Case Study Moderation Panel has reviewed our submission and agreed that the case study provided was strong. You can see our Bridges article [here](#).

Key Successes



- The Trust celebrated Black History Month in October, Disability History Month across October and November, LGBT+ History Month in February and International Women’s Day in March. Further details in spotlight on section.
- The Respecting Everyone Policy and associated guides, E-Learning, and procedural documents were launched on the 13th November 2023. Further details in spotlight on section.

Key Successes



Talent Development Programme Bridges Cohorts

- Cohort 3 started on 4th October; 14 new participants welcomed.
- Cohort 4 started on 16th January; 18 new participants welcomed.
- Cohort 2 graduated on 7th February; of the 11 graduates, 3 were promoted during the programme.
- Full evaluation of the programme conducted by education and EDI to take place by end of March.



Spotlight on

In this section:

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

- Respecting Everyone Policy and 'It Stops With Me' campaign
- History Months and celebration events

Respecting Everyone Policy and 'It Stops With Me' campaign

The Respecting Everyone Policy and associated guides, E-Learning, and procedural documents were launched on the 13th November 2023. Respecting Everyone aims to resolve issues regarding bullying and harassment, grievances, conduct and capability, as quickly, and as fairly, as possible.



The launch, aligned to the NHS anti-bullying week, followed three weeks of roadshows in October, reaching over 600 colleagues and a robust communication plan linked to 'It stops with me'.

The EDI focus moving forward will be on Sexual Safety and divisional plans to address hotspots identified from the staff survey. We will work with HR services and education on this agenda through the EDI lens.



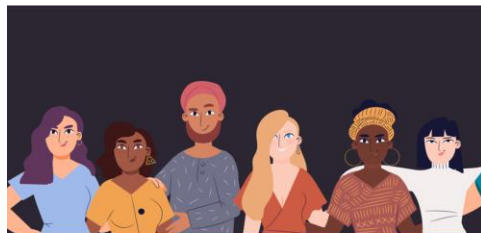
Celebration Months and Staff Networks Update



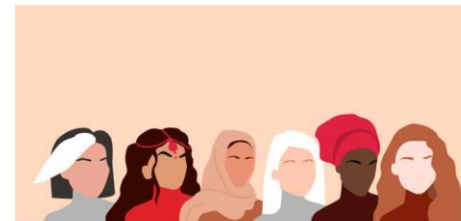
ABLE+ network



LGBT+ network



Race Equality & Inclusion
network



Women's network

Black History Month – October 2023

The theme for 2023 was “Saluting our Sisters”. Over 60 colleagues joined the Black History Month event which explored national and local approach to Black and ethnic minority culture and contributions and personal experiences of working in the NHS and UHBW.

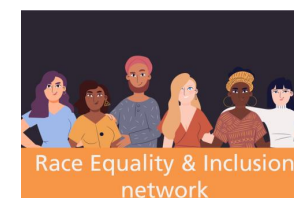


REIN Network

New Network leads have been working from October 2023 in shaping the vision and mission, and involving members and Senior Leaders from our Trust. Their two key actions were face to face meetings in February:

- "Everyone has a seat on the table" where we were discussing the future development of the network.
- “Building Bridges” For colleagues in Talent Programme Bridges, creating a space for them to speak about their experiences, and to build connections.

2024 work will be focused on staff engagement, building community and creating a safe place where colleagues can share experiences and opinions.



Disability History Month – November to December 2023

During Disability History Month the Network's Neurodiversity subgroup recommenced and first meeting was held. A podcast was created with Emma Wood, executive sponsor for the network, answering questions on disability in the workplace. We also hosted two learning sessions online from the British Dyslexia Association to support both staffs with Dyslexia and managers to help understand their needs.



Join us from Thursday 16th November until Friday 15th December to celebrate disability in UHBW!

Disability History Month Celebrations!

Listen to Emma Wood, Chief People Officer and Executive Champion for Able+, answering your questions on disability in the workplace on our podcast!

Attend our half day online workshops on Dyslexia
21st November (Tue)
30th November (Thu)

Pop in for a chat!

In Bristol:
On 16th November (Thu) see us in the entrance of Bristol Royal Hospital for Children
On 15th December (Fri) in the Atrium at the Bristol Heart Institute

In Weston:
On 1st December (Fri), we'll be bringing our marketplace to Rafters Restaurant in Weston General Hospital

Keep an eye on: Newsbeat, socials and HR Web to see how else we will be celebrating Disability History Month!

Join our Annual General Meeting and Celebration of Able+ in 2023 on 19th December (Tue) on Teams.

NHS University Hospitals Bristol and Weston NHS Foundation Trust

ABLE+ Network

- The network has co-developed the new reasonable adjustment passport approach, aligning to the national approach and launching with the new Health and Wellness Policy.
- Pathways to improve reasonable adjustments will be identified from hotspots within the staff survey data, working collaboratively with HR.



ABLE+ network

LGBT+ History Month – February 2024

We took an approach of education, allyship and celebration for the 2024 theme “Medicine – #UnderTheScope”. Over 450 colleagues signed the pledge to be LGBTQIA+ allies, which has grown the staff network by 280 members. The celebration event saw over 50 LGBTQIA+ community members and allies come together to celebrate the month and to look to the future of the staff network.



LGBTQIA+ Staff Network

- Andy Hole, who founded the LGBTQIA+ Staff Network in 2010 and has been chair for 14 years, stepping down this month. Emma Wood (Chief People Officer) presented Andy with an award in recognition of his service and contributions to the Trust.
- A new committee supported by 4 volunteer members will manage the network moving forward, including a Deputy for Weston. Meeting scheduled end of March to plan for the year ahead.



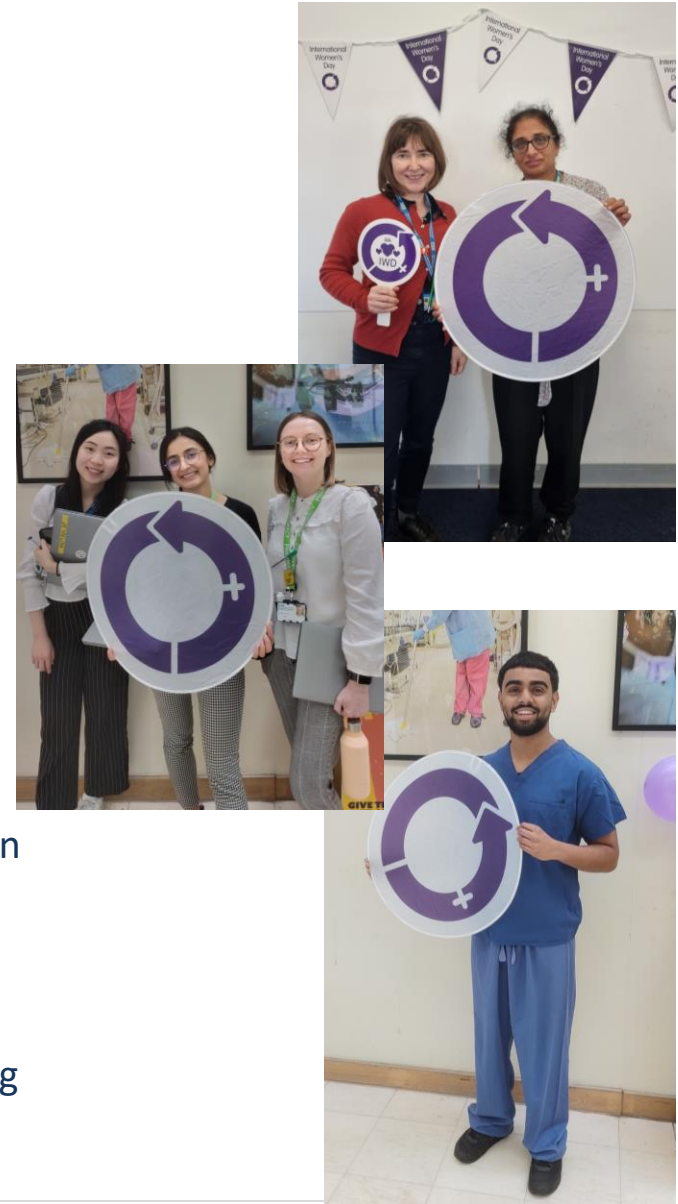
International Women's Day – 8th March 2024

We celebrated International Women's day through the theme of "Inspire Inclusion" with a collaborative EDI and Health and wellbeing event in the BHI atrium, promoting the Women's Staff Network and Women's Health Checks.

To bring colleagues together, we held a watch party of the National 'Health and Care Women Leaders Network' event where colleagues heard lived experiences and learnt about the importance of male allyship.

Women's Network

- The women's network has been inactive for the last 6 months, there is an all-network meeting in April to plan for the year ahead, building on the national toolkit for networks review.
- In the meantime, the issue we are progressing is sexual safety, identifying hotspots within the staff survey to address in divisional plans.



Exceptions against action plan

In this section:

- Exception updates on individual milestones

Exceptions

This shows the position of the 2023/24 strategy plan at the end of Q4. Three milestones are rated 'red' due to developments in their area resulting in the work continuing in the 2024-25 EDI Strategic Plan.

Strategic objective

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

Milestone 1.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

Milestone 1.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

Milestone 1.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

The EDI Strategic Plan 2023/24 is available upon request: diversity&inclusion@uhbw.nhs.uk

Divisional highlights

In this section:

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

Diagnostics & Therapies

Progress in the last six months

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

- Expanding apprenticeship opportunities for roles that currently have only traditional graduate entry routes - launched level 6 apprenticeships for Adult Therapy roles.
- Introduced new Band 3 Radiographic Assistant role to enable progression from Band 2 Assistant and support retention within this staff group.
- Discussion about flexible working in the D&T Staff Forum and encouraging staff to discuss whether they feel they are achieving a good work life balance in their 1-1s and review current flexible working arrangements/discuss new.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the 6 months

- As part of our divisional catch-ball priorities, we will be launching a divisional A3 Thinking project for 2024/25 to improve the inclusive culture of diversity in D&T. This will include analysis of our WRES, WDES and Staff Survey data and propose actions to address this feedback. It is hoped this will include improving access to D&T professions through school/college engagement and developing innovative career pathways for AHP and Scientific workforces.
- Explore possibility of staff stories going to divisional board, in the same way that they go to Trust Board, to raise awareness.
- Ensure all Services consider how leave is allocated for Christmas and other religious/cultural festivals to support colleagues with being able to take time off to celebrate.
- Audit of initiatives in the different services to share good practice and refocus and re-engage with EDI Advocates.



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

- New recruitment video created aimed to be used during recruitment to diversify our talent & applications at recruitment stage.
- HR surgeries with managers have included a focus on making reasonable adjustments and Flexible working policy has been communicated across the Division.
- Our Onboarding team have held dedicated group sessions to support the roll out of Oliver McGowan Training for those who may struggle to complete the training online or are neurodiverse.
- Launched our Employee Voice Ambassadors group to gain feedback from colleagues. Progress has been very encouraging with the first two rounds of meetings held.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the 6 months

EDI priority areas we are focusing on for the next quarter:

- Increase number of EDI Advocates within Estates
- Review the EDI Data and results from Staff Survey 2023 to identify priorities and areas of improvement.
- Continue to promote English qualifications to new and existing staff during induction and team huddles
- Implement Huddle boards within Facilities to ensure a consistent message and information around raising concerns is clear



Medicine

Progress in the last six months

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

- The Divisional EDI forum has developed an Inclusive Employer Assessment tool which is intended to support departments in wishing to become more inclusive and become a workplace that their staff love to come to work. The self assessment allows teams to review their process from job creation, recruitment and ongoing talent management. It is based on the BNSSG Inclusive Recruitment guidance and signposts to resources and examples of good practice from a number of different organisations from the NHS and beyond. The toolkit is currently accessible via the divisional EDI workspace.
- Implementation of a breastfeeding room in conjunction with Division of Surgery within A413. To enable us to assess the frequency of the room usage and staff feedback, a QR code will be provided. On review of the feedback received, we will establish whether or not the room should be accessible to all divisions or division specific.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the 6 months

- Promote and engage hiring managers on the inclusive employer assessment tool.
- Implementation of monthly divisional newsletter, signposting EDI updates and key events.
- Review the WRES AND WDES reports from the Staff Survey 2023 and work with the EDI Teams to identify hotspots and priorities.
- Review the expectation of divisional EDI advocates and promote to increase divisional EDI representation at key working groups.
- Develop / Review the divisional EDI plan and align to the 24/25 CAPP plan which focuses on the model employer targets and improving our race disparity.



Specialised Services



Progress in the last six months

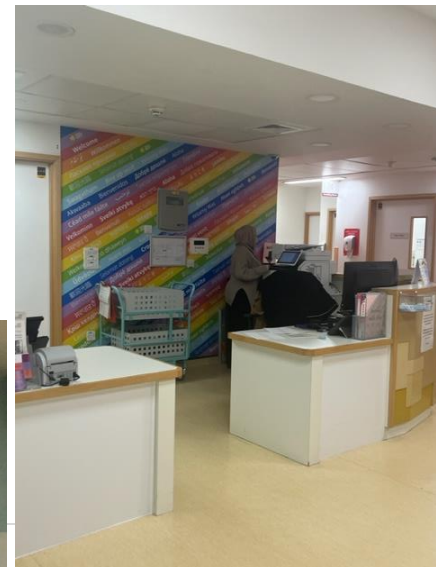
Achievements against EDI objectives in the Divisional Culture and People Plan in the last six months

- 'Welcome' signs have been installed across most ward areas in BHI. The signs contain the word 'welcome' in all the different languages spoken by staff within BHI, on the backdrop of the LGBTQIA flag colours (images below). Funding being reviewed to replicate this in BHOC ward areas.
- Bid to utilise the vaccination pods in the BHI Atrium to create an EDI Zone has been submitted. Space can be used following completion of the measles vaccination roll out.
- EDI Staff Forum paper submitted and supported by divisional workforce committee to revitalise engagement within the division around EDI involvement. Bi-monthly Diversity Celebration events are being planned to promote EDI Advocacy and for the first event will take place in the BHI Atrium on 29th February, promoting LGBT+ History Month.
- Divisional Triumvirate attended Eden Charles event and have met to consider reflections around Culture Web framework and are developing a pledge to the division.
- 'Stay' Conversations held with IENS/HCSW where turnover is high.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the 6 months

- Pre-application workshops – working with Recruitment to run ‘train the trainer’ sessions within divisional nursing teams to provide staff (who may not have English as their first language/are neurodiverse) with support for when their team members are applying for roles within the organisation.
- Planning underway for hosting an EDI focussed Schwartz Round on 10th July 2024
- Scoping need to host a divisional reciprocal mentoring scheme.
- Review WRES and WDES reports, along with Staff Survey 2023 data, to identify areas of focus.



Surgery

Progress in the last six months

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

Working more closely with EDI advocates

- Recruited additional EDI advocates
- Created EDI advocates team channel
- Face to Face EDI advocates meeting

Colleagues currently going through the Bridges programme

- Divisional EDI Lead met with Bridges students

Audit on recruitment and retention with EDI questions.



Current priorities and our action plan going forward

EDI priority areas we are focusing on for the 6 months

Help EDI advocates better understand their role based on new advocate role descriptor

- Plans to have Surgery specific EDI meetings
- Potential to have EDI Advocate badge

Work with central EDI team on outliers for Surgery from WRES & WDES data.

- Explain data to staff in an easy to access way, through Surgery specific teams channel.
- Work out an action plan based on WRES & WDES data for throughout the data

Development of monthly newsletter to include EDI updates.

Organise Surgery specific pop up event

Implementation of a breastfeeding room in conjunction with Medicine within A413

Trust Services

Progress in the last six months

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

- Education Neurodiversity Task and Finish Group to explore support and resources for colleagues with Neurodiversity. Proposal approved by the Learning and Workforce Development Board. Beginning work on recommendations. Including: assistive technology available to try in libraries. Neurodiversity training programme being developed to promote awareness amongst trainers and for cascade to the wider Trust.
- HR surgeries with managers have included a focus on making reasonable adjustments and Flexible working policy has been communicated across the Division.
- Launched the Divisional EDI Advocate Meetings
- Bridges Talent: have four members of staff from Trust Services have joined the next Bridges Talent cohort, employees are from Resourcing, IT, the Testing Hub and Research.
- Celebrated Black History Month with the libraries displays on both sites featuring a range of books and resources.
- Resourcing have created a web page for candidates to share information regarding reasonable adjustments. This has been finalised and due to be launched soon.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the 6 months

- Grow membership : Ensure that the group is representative and encourage active membership and time to attend. Invite advocates to the EDI group meetings.
- Representative and inclusive recruitment – Ensure managers are trained and equipped to do so and that we have the representative and diverse interview panel.
- Resourcing are developing bitesized training sessions for Managers for launch around April for Inclusive recruitment.
- Encourage a greater focus on Wellbeing in 1-to-1s and teams
- Support for neurodivergence and mental health Support work to share learning and recommendations from Education
- Neurodiversity Task and Finish Group in the People Team

Weston

Progress in the last six months

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

- Reciprocal mentoring has been offered to ethnic minority colleagues in band 6 and 7 and will be offered to all staff at Weston.
- Staff stories have been shared on the main corridor with the final four being printed to be shared. These stories celebrate the diversity of our workforce at Weston.
- An event to celebrate Diwali was held at the end of November which many staff from Weston attended and celebrated the Festival of Light.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the 6 months

- Ensuring that internationally recruited staff are retained at Weston through effective support and development opportunities.
- Continue to build on the listening events which have become embedded at Weston, acting on issues raised in a timely way.
- Reviewing recruitment processes to ensure that we have the right people on the interview panel and that managers are effectively trained.



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

- Graduation of 2nd Black Maternity Matters Cohort and launch of cohort 3
- Enhanced Maternity Support workers in post to reach out to BAME communities.
- Funding secured to create and role our specialist ante natal classes for Minority Ethnic mothers and partners.
- Further International recruitment of nurses and midwives.
- Significant engagement with primary care to set up Paediatric Hubs (3 x pilot sites). 9 primary care networks have submitted an expression of interest. One of criteria to award pilot status will be levels of deprivation/health inequality needs.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the 6 months

- Division set up quarterly EDI meetings to enable clearer Divisional actions to be developed and taken forward.
- Division set up 'teams' channel for better engagement with Advocates in Division.
- Division to review WRES and WDES data and develop associated plans.
- 6 x managers supporting Bridges coaching cohort 4
- Staff attending Bridges programme (numbers need improvement)
- Develop divisional EDI plan and align to the 24/25 CAP plan



Action plan for next twelve months

In this section:

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

The next 12 months

The strategic action plan for 2024-25 the is aligned to the people strategy and EDI High Impact Actions and has been informed by the 2023 staff survey data as well as previous WRES and WDES data. Planned work in the next twelve months includes:

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators
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 High Impact Action 2 High Impact Action 6	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
			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
			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
			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
			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

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators
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. 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

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators
PS1 PS2 WRES2-3 WDES8 WDES10-13	3	We celebrate and value the contribution all our staff make at all levels of the organisation High Impact Action 6	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
			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
			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

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators
PS2 PS4 GPG WRES WDES	4	We will encourage shared learning by openly sharing our diversity data in a meaningful way High Impact Action 3 High Impact Action 6	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
			c. 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		
			b. 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

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators
PS1 PS4 GPG WRES WDES	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
			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		
			See 1b and 3b			

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators
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 High Impact Action 5	a. Establish clear career progression pathways for staff groups	Administration & clerical end of Q2	Head of Education	Apprenticeship (CIAG) Manager, A&C pathway lead, ICB partners
			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 Education	Workforce and Reporting Manager, Medical Education Manager, induction stakeholders
			c. Support language cafe's to improve staff proficiency in spoken English	End of Q1	Head of Education	Apprenticeship (CIAG) Manager, ICB partners, training providers
			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 Education	Head of Resourcing, Apprenticeship (CIAG) Manager, ICB partners and ICB Project Leads, local colleges
			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 out end of Q4	Head of Education	Apprenticeship (CIAG) Manager, ICB partners and ICB project leads
			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 Education	Leadership, Management and Coaching Lead, ICB partners and key stakeholders
			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 Graduate programme: Phase 1 governance end of Q1 Phase 2 implementation end of Q2	Head of Education	Leadership, Management and Coaching Lead, NHSE
			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 Education	Workforce and Reporting Manager, L&D service leads
			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

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators
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 High Impact Action 3 High Impact Action 6	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.	Phase 1 lessons learnt session end of Q1 Phase 2 Introduce and embed case management system end Q1 Phase 3 Co-create training plan for HR services through the inclusive HR agenda (see 3c) end of Q3	Head of HR Services	HR Services team Divisional Leads (WWSG / HRBP) Line Managers and Supervisors Freedom to Speak Up Guardian & Champions Equality, Diversity and Inclusion team and EDI network Education team Workplace Wellbeing team Wellbeing Lead for Doctors and Dentists Staff Side (Unions) Commissioned service providers (TCM Group, etc.)
			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	

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators
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. 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	Network Leads Network Executive Sponsors
			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	Network Leads Network Executive Sponsors

People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics						
Strategic Driver	No	EDI Strategic Objectives	Key Milestones	Timeline	Accountable Lead	Collaborators
HIA2 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. High Impact Action 2	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
			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
			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
			d. Expand BNSSG Inclusive Resourcing Toolkit using best practice to include de-bias content	End of Q4	Head of Resourcing	People EDI Manager
			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
People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics						
Strategic Driver	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators
PS1 PS2 PS3 EDSG3 EDSG4	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 Organisational Development and Wellbeing	Chief People Officer Women's staff network Comms
			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 plans.	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
			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

EDI High Impact Actions

High Impact Action 1: Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.

No	Actions (EDI Strategic Objective)	Plan to achieve success measure (Key Milestones)	Timeline	Accountable Lead	Collaborators
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
		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
		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

High Impact Action 2: Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.

No	Actions (EDI Strategic Objective)	Plan to achieve success measure (Key Milestones)	Timeline	Accountable Lead	Collaborators
	Embedded into objectives number 1 and 9				

High Impact Action 3: Develop and implement an improvement plan to eliminate pay gaps.

No	Actions (EDI Strategic Objective)	Plan to achieve success measure (Key Milestones)	Timeline	Accountable Lead	Collaborators
	Embedded into objectives number 4 and 7				

High Impact Action 4: Develop and implement an improvement plan to address health inequalities within the workforce.

No	Actions (EDI Strategic Objective)	Plan to achieve success measure (Key Milestones)	Timeline	Accountable Lead	Collaborators
HIA4	Line managers and supervisors should have regular effective wellbeing conversations with their teams (by October 2023).	a. Deliver the appraisal recovery plan, this will ensure all colleagues have a wellbeing conversation which can be measured	Ongoing and managed through Executive reviews.	HRBPs	Organisational Development team - Staff Engagement Divisional Leads (WWSG / HRBP) Education team (Kallidus)
		b. Lead on the development of a line manager support guide to build the confidence of leaders to undertake regular, effective wellbeing conversations with all colleagues as identified in the Trust Appraisal Recovery Plan, monitored via Kallidus.	End of Q2	Workplace Wellbeing Manager and Staff Engagement teams (OD)	Organisational Development team - Staff Engagement Divisional Leads (WWSG / HRBP) Wellbeing Lead for Doctors and Dentists Workplace Wellbeing Advocate Network Education team (Kallidus)
	Work in partnership with community organisations, facilitated by ICBs working with NHS organisations and arm's length bodies, such as the NHS Race and Health Observatory.	c. Pending the successful potential joint bid to the Race and Health Observatory, undertake a joint Action learning set to support improvements in maternal health outcomes for minority ethnic communities.	End of Q2	Patient EDI Lead	

High Impact Action 5: Implement a comprehensive induction, onboarding and development programme for internationally-recruited staff.

No	Actions (EDI Strategic Objective)	Plan to achieve success measure (Key Milestones)	Timeline	Accountable Lead	Collaborators
Embedded into objective number 6					

High Impact Action 6: Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.

No	Actions (EDI Strategic Objective)	Plan to achieve success measure (Key Milestones)	Timeline	Accountable Lead	Collaborators
See objectives number 1, 3, 4 and 7					
HIA6	Review disciplinary and employee relations processes.	Bi-annual Employee Relations Report and the introduction of more robust triangulation across partners will support a greater understanding of colleague experience and 'hot spots'	End of Q1	Head of HR Services	

Appendix A: Strategic Drivers 2024/25

In this Appendix:

- Glossary of KPIs

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

WORKFORCE RACE EQUALITY STANDARD (WRES) INDICATORS	
WRES1	Percentage of staff in each of the AfC Bands 1-9 OR Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce.
WRES2	Relative likelihood of staff being appointed from shortlisting across all posts.
WRES3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
WRES4	Relative likelihood of staff accessing non-mandatory training and CPD.
WRES5	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 a 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 boards 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 a abuse from patients or the public in the last 12 months
WDES5	LTC or illness: percentage of staff experiencing harassment bullying or a abuse from managers in the last 12 months
WDES6	LTC or illness: percentage of staff experiencing harassment bullying or a abuse from other colleagues in the last 12 months
WDES7	LTC or illness: percentage of staff experiencing harassment bullying or a abuse at work they or a colleague reported it
WDES8	LTC or illness: Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion
WDES9	LTC or illness: percentage of staff say that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
WDES10	LTC or illness: staff saying that they are satisfied with the extent to which their organisation values their work
WDES11	Percentage of staff with long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work
WDES12	LTC or illness: Staff engagement score
WDES13	Has your trust taken action to facilitate the voices of Disables staff in your organisation to be heard?
WDES14	Percentage difference between the organisations Board voting membership and its organisations overall workforce, disaggregated: <ul style="list-style-type: none"> • 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 a 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