Equality, Diversity & Inclusion
Biannual Report
(October 2024 – March 2025)

Report author:

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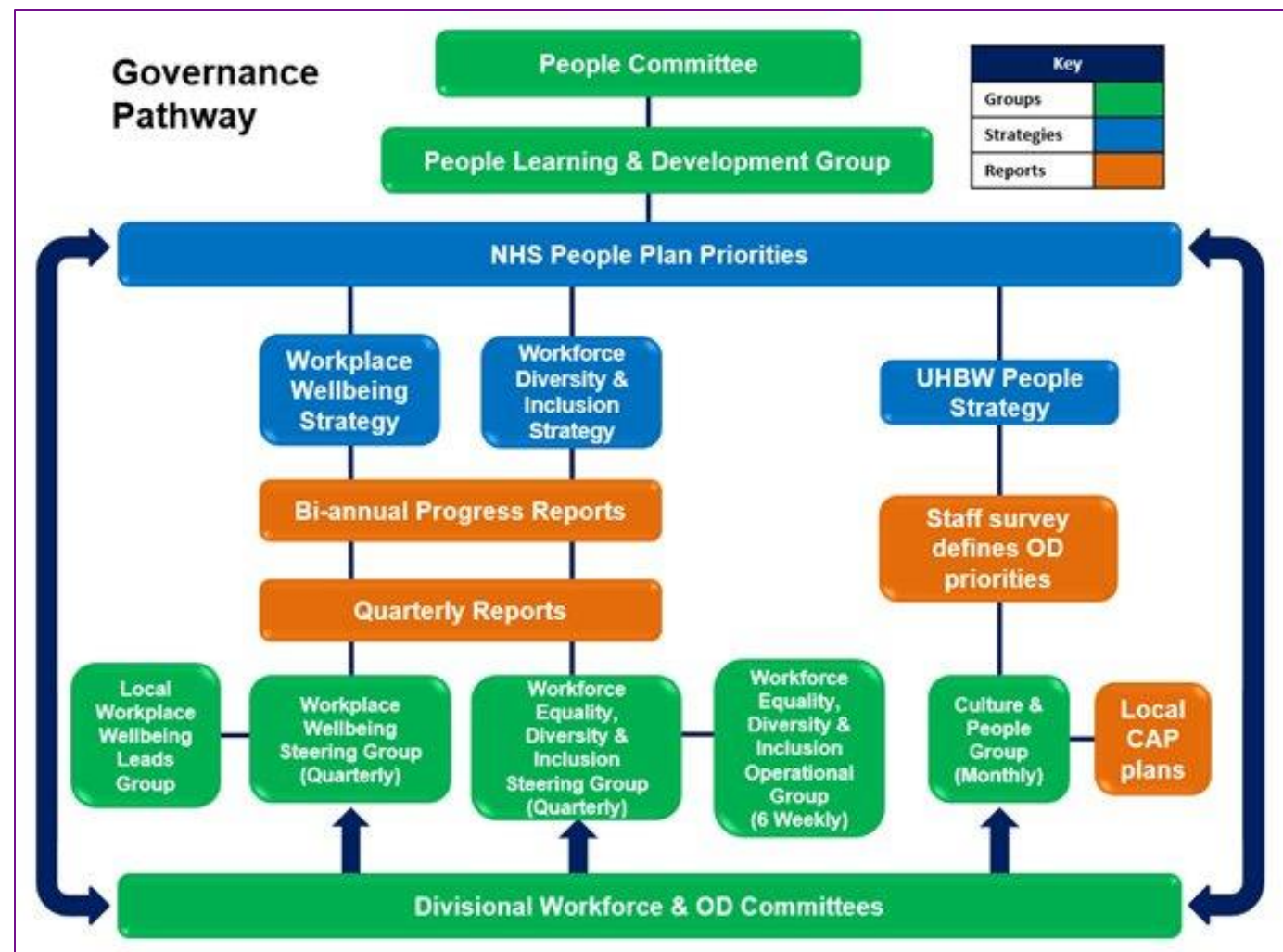
Report Governance

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	23/04/2025
3	Assurance	People Committee	22/05/2025

Supporting Strategies

UHBW Equality, Diversity & Inclusion Strategy 2020-25

The Workforce Diversity & Inclusion Strategy retired on 31st March 2025. It described 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

The People Strategy retired on 31st March 2025 and will be replaced by a joint People Strategy between UHBW and North Bristol NHS Trust.

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.

Moving forward, this report will be replaced with an Organisational Development biannual report comprising Equality, Diversity and Inclusion, Staff Engagement and Wellbeing.

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 Q3, high (moderate x possible).

Risk Mitigations Q3-4

- Pro-equity action plan co-created and anti-racism community commitment launched internally.
- Women's Network re-launched
- Currently developing EDI Recruitment training materials for use of the BNSSG system partners

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

Key Successes against the People Strategy Objectives

Growing for the Future

- Collaborating with NBT on our Joint Anti-racism Framework.

- Women's network re-launched in January 2025.

- Currently developing EDI Recruitment training materials for use of the BNSSG system partners including short videos, posters and a PowerPoint presentation.

- Trust committed to support 1 Care Leaver and 1 Project Search learner with placement opportunities.

- Two Non clinical T-level Industry placements offered in digital.

- Under 16 work experience review undertaken with improvements implemented in preparation for the 2025 programme.

Key Successes against the People Strategy Objectives

- Pro-equity sexual safety, anti-racism and anti-ableism workshops concluded and analysed.

- Pro-equity action planning from December to March

  - using our sexual safety, anti-racism and anti-ableism workshops feedback as well as WRES, WDES and Staff Survey data.

  - Five working groups; Trauma Informed Culture and Communications, Learning and Development / Leadership and Management, HR Workstream, Inclusive Recruitment and Estates and Facilities. These groups included a board and diverse range of colleagues.

Key Successes against the People Strategy Objectives

Inclusion & Belonging

- UHBW anti-racism community commitment published internally.

- LMC & EDI team represented UHBW at the National NHS England EDI repository & shared the Bridges case study.

- Black history month, Disability history month and celebrated by relevant staff networks, supported by cross trust working groups.

- Library and Learning Hub continue to decolonise the collection, identifying problematic materials and engaging with users to add notes to texts a standard for new and existing materials.

- Implicit Bias Training and Intercultural Communication Training uploaded to Kallidus with a Pilot with key stakeholders taking place from March – April.

Key Successes against the People Strategy Objectives

- Currently 96 trained Pro-equity advocates with divisional leads being recruited.

- Sexual safety:

    o UHBW sexual safety toolkit launched.

    o We have partnered with NBT to peer review our toolkit and their emerging guidance to ensure a similar approach across both Trusts, taking the best practice from the national policy. We will also partner to establish a strengthened approach to DASV.

    o We have added the national E-learning to our web pages and our Kallidus platform.

- The Respecting Everyone Policy has been amended further in terms of its formal element to give clarity around grievance processes, sexual safety special considerations and bullying and harassment related to protected characteristics. The draft amendments are currently in the feedback stage and will be ratified in April 2025.

Exceptions against the 2024/25 EDI Strategic action plan

This shows the closing position of the 2024/25 strategic plan at the end of Q4.

- 36 Actions Completed

- 7 Actions Transitioned to 2025/26 strategic planning

Exceptions: Leadership

Milestone 1e. (Transitioned to the 2025/26 Pro-equity plan): Bridges + programme: research options for career progression positive action for minority ethnic colleagues at bands 6 to 8.

Update: This is integrated with the Learning and Development sub-group pro-equity actions, and the work with NBT on aligning the Leadership, Management and Coaching offer. This will involve utilising resources from both organisations to expand the programme.

Exception: Education

Milestone 6e. (Transitioned to the 2025/26 L&D plan): Develop with system partners the one-stop careers hub model. Devise an apprenticeship hub across the system

Update: System partners have not been at a point in which this milestone could be achieved therefore it will roll over into the new financial year.

Milestone 6h. (Transitioned to the 2025/26 L&D plan): Improve the percentage of staff from minority groups who access learning opportunities

Update: Development of the learner dashboard which will report this metric is awaiting IM&T engagement to construct a data warehouse to enable Business Intelligence (BI) reporting. Once in motion this will develop Learning and Development's ability to report on this metric. Postgraduate Medical Education (PGME) have provided the headings which could be used in the Learner Dashboard, but it is understood that the issues as to how this can be accommodate in Kallidus still remain. As previously reported due to the fact that the Undergraduate Academies hold no personal information on medical students it is felt it would not be possible to include any information in this, other than learner numbers. Therefore, this KPI will not achieved in the current financial year but will progress into 25/26.

Exceptions: Inclusive employer

Milestone 9b (Transitioned to the 2025/26 Pro-equity plan): Undertake a root and branch review of the accessibility of the recruitment process and documentation.

Update: Further work is now being picked up as part of the Pro-Equity work with a workplan developed for delivery in 25/26.

Milestone 9c (Transitioned to the 2025/26 Pro-equity plan): 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.

Update: The commitment to the community approach currently adopted by NBT will be extended to UHBW in 25/26.

Milestone 9e (Transitioned to the 2025/26 Pro-equity plan): 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.

Update: Further work is now being picked up as part of the Pro-Equity work with a workplan developed for delivery in 25/26.

Exceptions: EDI High Impact Actions

Milestone HIA1.a. (Transitioned to the 2025/26 Pro-equity plan): 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 launch and embedding of Pro-equity action plan. This will also be impacted by the implementation of the group model.

Pro-equity

Next Steps

EDI Strategic Planning 2025-2028

The EDI Strategic Framework was established in 2020 and was subsequently aligned with the Trust People Strategy in 2022. Both strategies are set to conclude at the end of March 2025.

We are adopting a data-driven, patient first approach to inform the creation of a Joint People Strategy in collaboration with North Bristol Trust, as part of our developing 'Group Model' partnership.

Our Pro-equity action plan is guided by our Sexual Safety, Anti-racism and Anti-ableism workshops as well as our WRES, WDES and People Promise EDI Data, along with the newly updated people strategy in terms of governance and reporting.

Starting in April 2025, we will release a combined biannual Report for Organisational Development, which will focus on Equality, Diversity and Inclusion, Colleague Engagement, and Workplace Wellbeing.

Appendix: Progress against Strategic Action Plan 24/25

In this Appendix:

- The strategic action plan 24/25 comprising progress updates to the end of Q4. Shaded updates mean the action was completed earlier in the year and no update was needed.

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**	**Q4 update (Jan - March 2025)**	**BRAG**
PS1 PS2 EDS2G4	1	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge **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.		**Completed**
			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.	Content to be chosen at least 2 months in advance, and will align with the Pro-equity communications plan when published.	**Completed**
			c. Design a training and development programme for EDI advocates to build confidence, community and contemporary skills development.		**Completed**
			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.	New process implemented for cohorts 5 and 6. This involves a , 6 and 12 month follow up to the initial self-assessment. This is aimed at measuring learner progress and career development outcomes.	**Completed**
			e. Bridges + programme: research options for career progression positive action for minority ethnic colleagues at bands 6 to 8.	This is integrated with the Learning and Development sub-group pro-equity actions, and the work with NBT on aligning the Leadership, Management and Coaching offer. This will involve utitilising resources from both organisations to expand the programme.	**Transitioned to the 2025/26 Pro-equity plan**

People Strategy Objective: Develop a culture where we embed our values in policy and practices					
Strategic Driver	**No**	**EDI Strategic Objective**	**Key Milestones**	**Q4 update (Jan - March 2025)**	**BRAG**
PS1 PS2 WRES2-4 WRES6-9 WDES2-3 WDES5-9	2	We are 'committed to inclusion in everything we do' and this is evident in all our people policies and practices	a. 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.	EDI Manager (People) and Health Equity and Inclusion Manager hold regular collaboration meetings with corss working across EDS22, Pro-equity and Health Equity Delivery Group.	**Completed**

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	Q4 update (Jan - March 2025)	BRAG
PS1 PS2 WRES2-3 WDES8 WDES10-13	**3**	We celebrate and value the contribution all our staff make at all levels of the organisation **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.		**Completed**
			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.	All celebration events now have task and finish groups to effctively plan dellivery. 2024-25 saw our most rhobust and diverse calendar of events for history months.	**Completed**
			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.		**Completed**

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Q4 update (Jan - March 2025)	BRAG
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).		**Completed**
			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.		**Completed**
			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		**Completed**

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Q4 update (Jan - March 2025)	BRAG
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.	Pro-equity action planning from December to March using our sexual safety, anti-racism and anti-ableism workshops feedback as well ad WRES, WDES and Staff Survey data. Our approach involved five working groups; Trauma Informed Culture and Communications, Learning and Development / Leadership and Management, HR Workstream, Inclusive Recruitment and Estates and Facilities. These groups included a borad range of colleagues including Staff Network representitives, Trade Union representitives, Managers, Senior Leadership, Clincal colleagues and non-clinical colleagues. UHBW Colleagues are taking part in the NHS England and UWE Anti-racism train the rainer programme to design anti-racism training for UHBW coleagues. We are also collaborating with NBT on our Joint anti-racism framework.	**Completed**
			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		**Completed**
			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	Q4 update (Jan - March 2025)	BRAG
PS1 PS4 EDS3.3 WRES4	6	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values **High Impact Action 5**	a. Establish clear career progression pathways for staff groups	The overarching A&C Pathway has been developed and launched, complete with infographics on job families to facilitate career progression discussions during appraisals.	Completed
			b. Continue to review and evolve the induction model based upon robust inductee feedback. Implement a consistent medical induction across all sites.	The International Medical Graduates (IMG) Presentation to Medical Workforce Advisory Group (MWAG) was not able to take place until the meeting on 12th March. The IMG detail was presented and was very well received. The IMG Resources website will now go live on week commencing 17 March 2025. Work continues to take place with NBT on the alignment of Medical Induction. Several meetings have taken place since the last update and the agreed direction of travel is for UHBW to use the same induction package as NBT from August 2025 onwards. This involves using the Dynamic package. UHBW and NBT have met with Dynamic to discuss this option and are currently awaiting costs both on the package and any daily rate required for any amendments. It is believed neither of these will be overly onerous. Any new materials would need to be with Dynamic by mid-May at the latest and a paper on Doctors induction will be going to the Learning & Workforce Development Board (LWDB) on 14th April to outline the proposals.	Completed
			c. Support language cafe's to improve staff proficiency in spoken English		Completed
			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.	Two Non clinical T-level Industry placements offered in digital. One Project Search placement provided. Under 16 work experience review undertaken with improvements implemented in preparation for the 2025 programme.	Completed
			e. Develop with system partners the one-stop careers hub model. Devise an apprenticeship hub across the system	System partners have not been at a point in which this milestone could be achieved therefore it will roll over into the new financial year.	Transitioned to the 2025/26 L&D plan

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	Q4 update (Jan - March 2025)	BRAG
PS1 PS4 EDS3.3 WRES4	6	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values	f. Develop a BNSSG stepping up programme for our ethnic minority, disabled and LGBTQ+ colleagues	As above, the further programme will form part of joint work with NBT	Completed
			g. Deliver leadership development for all staff groups, integrate and expand the graduate and talent programmes	Graduate management intake has been paused for 2025/26. Compliance on The Compassionate and Inclusive Leader programme continues to be maintained over target.	Completed
		High Impact Action 5	h. Improve the percentage of staff from minority groups who access learning opportunities	Development of the learner dashboard which will report this metric is awaiting IM&T engagement to construct a data warehouse to enable Business Intelligence (BI) reporting. Once in motion this will develop Learning and Development's ability to report on this metric. Postgraduate Medical Education (PGME) have provided the headings which could be used in the Learner Dashboard, but it is understood that the issues as to how this can be accommodate in Kallidus still remain. As previously reported due to the fact that the Undergraduate Academies hold no personal information on medical students it is felt it would not be possible to include any information in this, other than learner numbers. Therefore, this KPI will not achieved in the current financial year but will progress into 25/26.	Transitioned to the 2025/26 L&D plan
			i. Improve curriculum materials and resources to be more representative of all learner groups. Support digital resource which meets the needs of the audience	Library and Learning Hub continue to decolonise the collection, identifying problematic materials and engaging with users to add notes to texts a standard for new and existing materials. Library team and Leadership Management & Coaching (LMC) team are making final changes to the draft SOP with the aim of it being signed off by the end of March 25 and have engaged with Pharmacy to explore options to expand the delivery of a neurodiversity programme within this area. Roll-out of neurodiversity awareness programme to support educators delivering training will be realised in 25/26.	Completed

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	Q4 update (Jan - March 2025)	BRAG
PS2 PS4 WRES3 WRES9 WDES3 WDES5 WDES9 WDES11	7	Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible **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.	The Respecting Everyone Policy has been amended further in terms of its formal element to give clarity around grievance processes, sexual safety special considerations and bullying and harassment related to protected characteristics. The draft amendments are currently in the feedback stage and will be ratified in April 2025.	Completed
			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		Completed

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	Q4 update (Jan - March 2025)	BRAG
PS1 PS2 EDS3 EDS4.1 WDES13	8	Staff Networks grow to become an increased staff voice who represent our workforce and the community we serve	a. 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.		Completed
			b. Embed the plan from staff network workshops to improve collaboration and connection from networks to their members to widen membership and increase engagement.		Completed

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

Strategic Driver	No	EDI Strategic Objectives	Key Milestones	Q4 update (Jan - March 2025)	BRAG
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.		**Completed**
			b. Undertake a root and branch review of the accessibility of the recruitment process and documentation.	Further work is now being picked up as part of the Pro-Equity work with a workplan developed for delivery in 25/26.	**Transitioned to the 2025/26 Pro-equity plan**
			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.	The commitment to the community approach currently adopted by NBT will be extended to UHBW in 25/26.	**Transitioned to the 2025/26 Pro-equity plan**
			d. Expand BNSSG Inclusive Resourcing Toolkit using best practice to include de-bias content	This is due to be signed off by the ICB group at the end of March for deployment in Q1.	**Completed**
			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.	Further work is now being picked up as part of the Pro-Equity work with a workplan developed for delivery in 25/26.	**Transitioned to the 2025/26 Pro-equity plan**

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

Strategic Driver	No	EDI Strategic Objective	Key Milestones	Q4 update (Jan - March 2025)	BRAG
PS1 PS2 PS3 EDSG3 EDSG4	10	We will seek opportunities to learn from others, developing our partnerships at a regional and national level	a. 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.		Completed
			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.		Completed
			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.	UHBW is engaged with the following groups: Bristol Race Equality Practitioners Group, Bristol Women In Business Charter, BNSSG EDI Leads, South West NHS EDI Leads, Noth Somerset Health and Wellbeing Board and Race in the city. UHBW is working in partnership with UWE Bristol on the ReFrame Diverse Images project, our Medical Illustration 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.	Completed
			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	Inplicit Bias Training and Intercultural Communication Training uploaded to Kallidus with a Pilot with key stakeholders taking place from March - April. EDI Manager and Practice Development Education Facilitator undertaking the Anti-racism train the trainer programme.	Completed

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)	Q4 update (Jan - March 2025)	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.	Board level actions will be determined after launch and embedding of Pro-equity action plan. This will also be impacted by the implementation of the group model.	Transitioned to the 2025/26 Pro-equity plan
		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.	Pro-equity workshops (anti-ableism, anti-racism and sexual safety) resulted in a rick dataset of colleague voice which has been used to create our Pro-equity Action Plan.	Completed
		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.	UHBW Annual Report and Equality report contain EDI measures including WRES, WDES, Pay Gap Reporting and staff dmeographic data.	Completed

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)	Q4 update (Jan - March 2025)	BRAG
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)	Q4 update (Jan - March 2024)	BRAG
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)	Q4 update (Jan - March 2025)	BRAG
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		B
		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.		Completed
	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.		Completed

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)	Q4 update (Jan - March 2025)	BRAG
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)	Q4 update (Jan - March 2025)	BRAG
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'		Completed