ORGANISATIONAL DEVELOPMENT

NHS
University Hospitals
Bristol and Weston
NHS Foundation Trust

Equality, Diversity & Inclusion

Biannual Report (October 2022 - March 2023)

Report author:
Charlotte Nicol, People EDI Manager

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

NHS
University Hospitals Bristol and Weston
NHS Foundation Trust

Report sign-off pathway and glossary

| Sign-off pathway for the Bi-annual EDI report			
1	Feedback	Equality, Diversity & Inclusion Steering Group	22nd March 2023
2	Assurance	People Learning and Development Group	12th April 2023
3	Assurance	People Committee	25th May 2023
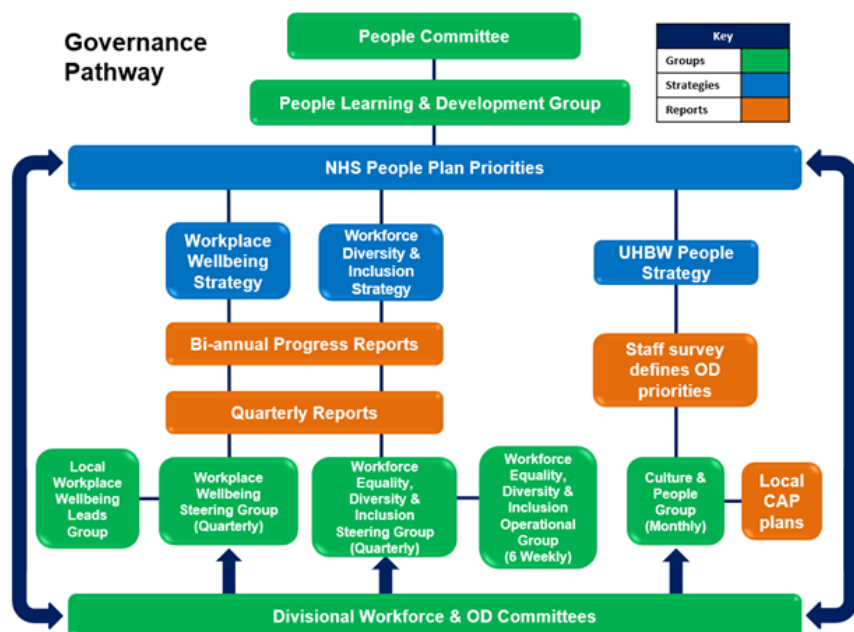
| Glossary	
BAME	Black, Asian and Minority Ethnic
BNSSG	Bristol, North Somerset And South Gloucestershire
EDI	Equality, Diversity & Inclusion
GPG	Gender Pay Gap
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer (or Questioning), Intersex and Asexual (or Allies)
WDES	Workforce Disability Equality Standard
WRES	Workforce Race Equality Standard

Supporting Strategies

NHS People Plan 2020-21
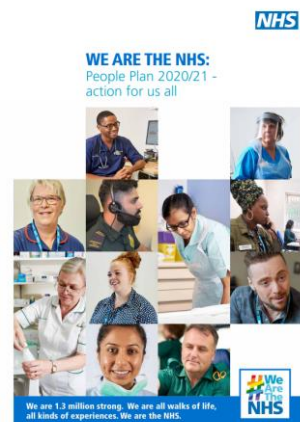
UHBW Equality, Diversity & Inclusion Strategy 2020-25

UHBW People Strategy 2022-25
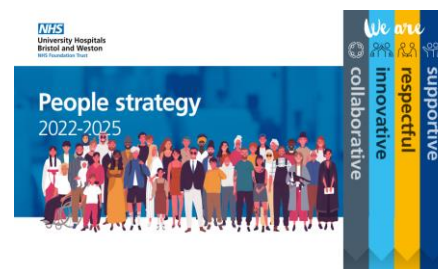
UHBW Equality, Diversity & Inclusion Bi-annual Report

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

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".*

New Trust People Strategy places colleague experience at the heart of all internal programmes to ensure UHBW becomes a great place to work.

The People Strategy comprises four pillars aligned to the NHS People Promise with defined annual milestones.

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 2022/2023 (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

NHS
University Hospitals Bristol and Weston
NHS Foundation Trust

Key Successes

- Launch and embedding of Inclusive Leadership Programme, with an emphasis on developing leadership skills to ensure a fully compassionate and inclusive workforce

- Hosting recruitment days in non-conventional settings to ensure a wider reach into more diverse pools of candidates – resulting in 100 people registered, with over 40 job offers made

- Trialling a short application process with the aim of attracting and fast tracking a more diverse demographic. Preliminary feedback has been positive and a full evaluation is planned with a view of rolling out the shortened application more widely in 23/24

- Developing increased collaborative working with the Patient EDI Team. A new Patient EDI manager started in January 2023 and will work closely with the People EDI Manager to ensure policies and practices are aligned ready for a more integrated approach from 2025, aligned to Patient First

Key Successes

Looking after our People

- Moving the diagnostic phase of the work completed by TCM into the delivery of our 'Respecting Everyone' plan which will run until November 2023 and be launched in line with the national Anti-bullying week

- Strengthening our pastoral support for IENs to ensure they are successfully integrated into the workforce and continue the focus on supporting their development into more senior roles

Inclusion & Belonging

- Implementation of Executive Sponsors for staff networks who will act to raise awareness of network issues at board level and offer additional scrutiny that actions from staff stories are followed up and discussed at network events as appropriate

- Active participation continues with BNSSG and SW EDI initiatives, including membership of EDI Lead data subgroup, Women's Commission and Bristol Race Equality Strategic Leader's Group. In 23/24 it is anticipated that Bridges programme may be rolled out in other organisations within the system
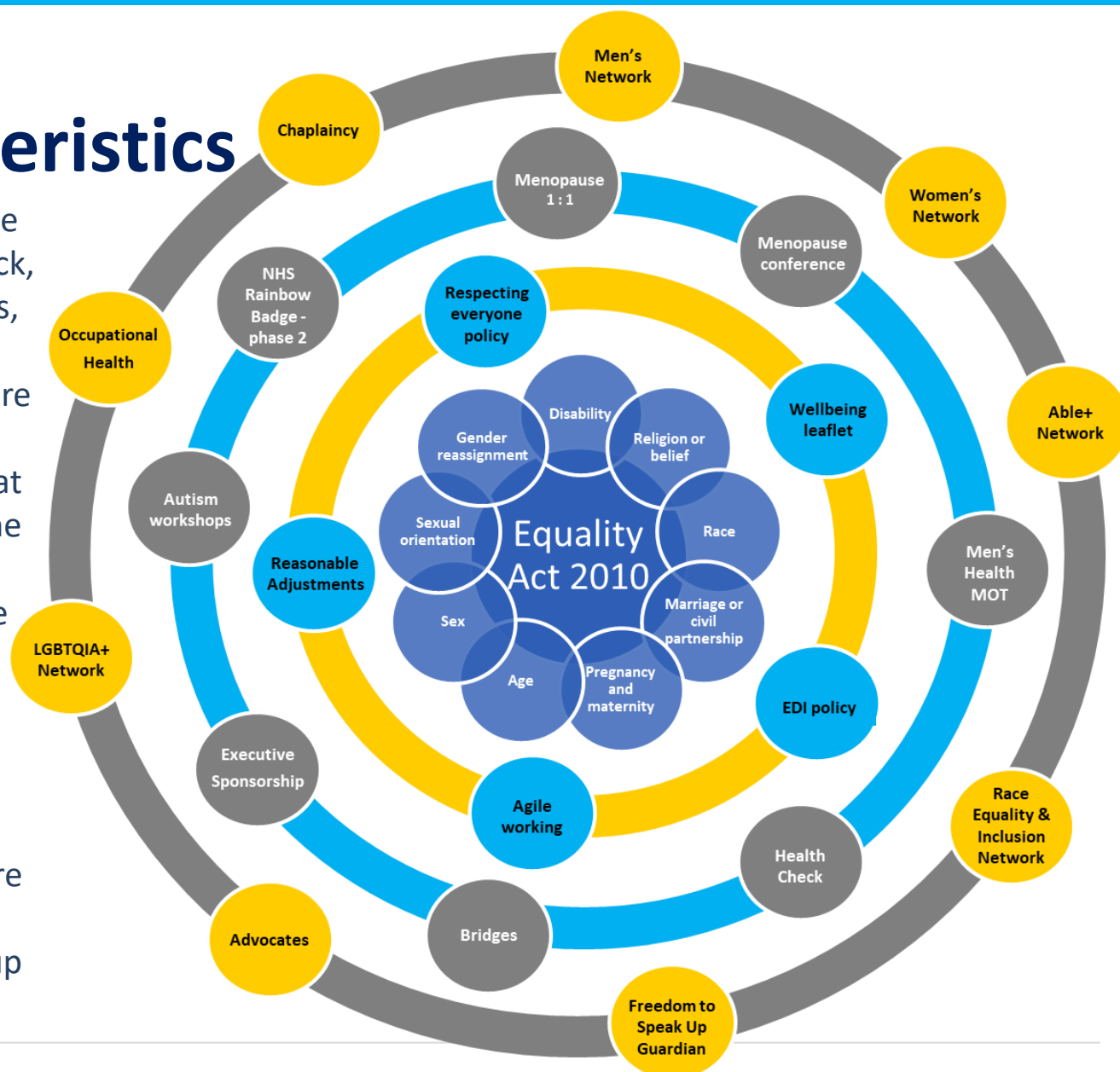
Spotlight on

In this section:

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

- All protected characteristics
- Staff Networks
- EDI Collaborative working
- System Working

NHS
University Hospitals
Bristol and Weston
NHS Foundation Trust

Equality Act 2010 Protected Characteristics

- In addition to the focus on reducing the experience gap of colleagues from Black, Asian and Minority Ethnic backgrounds, as highlighted by our WRES, Model Employer and Race Disparity Data, there continues to be many other **policies**, **initiatives** and **groups / individuals** that support colleagues who have any of the other protected characteristics
- There is an opportunity to improve the links between the various mediums of support in the 2023/24 strategic plan, including the aspiration of creating a central hub of resources for
- This data set will be strengthened by a planned data cleanse exercise to ensure we have the most accurate picture possible of the colleagues who make up Team UHBW

Equality Act 2010

Disability · Religion or belief · Race · Marriage or civil partnership · Pregnancy and maternity · Age · Sex · Sexual orientation · Gender reassignment

Men's Network · Chaplaincy · Menopause 1:1 · Menopause conference · Women's Network · NHS Rainbow Badge - phase 2 · Respecting everyone policy · Wellbeing leaflet · Able+ Network · Occupational Health · Men's Health MOT · Autism workshops · Reasonable Adjustments · EDI policy · LGBTQIA+ Network · Executive Sponsorship · Agile working · Health Check · Race Equality & Inclusion Network · Advocates · Bridges · Freedom to Speak Up Guardian

Staff Networks

- An intersectional conference is being planned for May to celebrate National Staff Networks Day, with the intention of increasing awareness of and engagement in staff networks and developing the role of Executive Sponsors

- Able+ Network have launched the Reasonable Adjustments Passport and celebrated Disability History Month with bitesize talks and Hands On workshops in both Bristol and Weston

- LGBTQIA+ Network continues to work with the EDI Team to complete the phase II NHS Rainbow Badge scheme accreditation process. Network members are also participating in the task and finish group co-designing and developing an EDI training programme and "human library" of lived experiences from patients and colleagues

- The Men's Network launched in September 2022 and hosted an event raising awareness of men as victims of domestic abuse. In 23/24 the focus will be on increasing membership and working closely with the wellbeing team to focus on health-related matters such as the Men's MOT and promoting mental health initiatives for men

- The Race Equality & Inclusion Network has developed a strong membership. There is a desire from members for the Trust to work towards becoming an antiracist organisation, building on learning from the Make it Right programme

- The Women's Network has delivered talks from inspirational women, including a discussion on Imposter Syndrome and has celebrated International Women's Day with successful events in Bristol & Weston, as well as many local displays within members' work areas
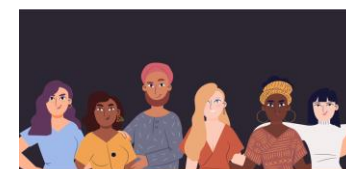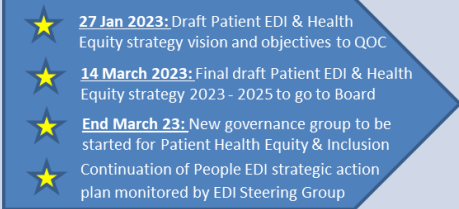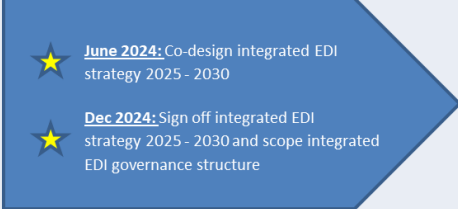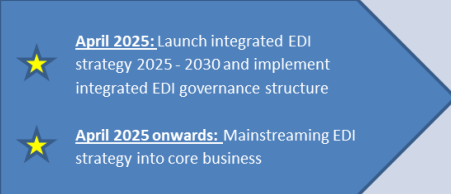
People & Patient EDI Teams Collaborative Working

	2023	2024	2025	2026
Phase 1 **Separate workforce and patient EDI governance structures and strategies** Strengthening collaboration as a hybrid EDI team, working together and aligning approaches e.g. workforce training, reviewing and amending EDI policy, developing role of EDI advocate	★ **27 Jan 2023:** Draft Patient EDI & Health Equity strategy vision and objectives to QOC ★ **14 March 2023:** Final draft Patient EDI & Health Equity strategy 2023 - 2025 to go to Board ★ **End March 23:** New governance group to be started for Patient Health Equity & Inclusion ★ Continuation of People EDI strategic action plan monitored by EDI Steering Group			
Phase 2 **Develop, publish and deliver integrated EDI strategy and EDI governance structure** Using a collaborative approach with colleague and service user involvement under the umbrella of the existing Trustwide strategies		★ **June 2024:** Co-design integrated EDI strategy 2025 - 2030 ★ **Dec 2024:** Sign off integrated EDI strategy 2025 - 2030 and scope integrated EDI governance structure		
Phase 3 **Mainstreaming EDI into core business for UHBW** Remove the need for a specific EDI structure. Integration of EDI people and patient teams			★ **April 2025:** Launch integrated EDI strategy 2025 - 2030 and implement integrated EDI governance structure ★ **April 2025 onwards:** Mainstreaming EDI strategy into core business	

- Resources in both People and Patient EDI teams has grown in the last 6 months
- Collaborative work is underway to move towards a more integrated approach to EDI, following the Trust Boards approval of this recommendation in July 2022
- Phase 1 described in this table is on track to be delivered
- Collaborative working between the two teams is focused on co-designing and developing an EDI training programme and "human library" of lived experiences from patients and colleagues

Next steps

- Developing a more integrated approach for 2025, aligned to supporting strategies including People Strategy and Patient First
- Working with BNSSG Integrated Care System partners to deliver Equality Delivery System (EDS 2022)

BNSSG System working – Make it Right Programme

Make It Right (MIR) Update: Race Equality Strategic Leaders Group 18 January 2023

By MIR Steering Group Members

- Collaborate piece of work involving stakeholder membership and participants from UHBW, alongside colleagues from BNSSG & wider public sector organisations
- Designed to empower and inform colleagues from Black Asian and minority ethnic backgrounds in order to 'upskill to become an antiracist agent of change'

Next steps

- Continue the initiatives in place to address racist behaviour in UHBW

- Consider how we can utilise the learning from Make it Right, involving our advocates, staff networks and Bridges participants to drive change

What Some Organisations Think Anti-Racism Is!

Black history month events

Diverse Images on leaflets

What Anti-Racism Actually Is!

Reflective practice

Involvement from service users

Actions related to anti-racism

Diverse workforce

Policy change

Culturally sensitive supervision

Advocating for others

Integration with racially minoritized communities

Cultural adaptation

Staff support

Consulting experts

Adequate & ongoing training
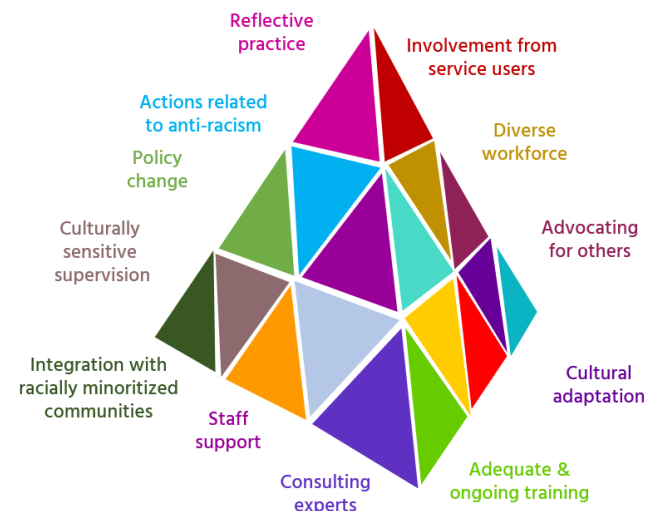
Exceptions against action plan

Full document can be found here

In this section:

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

NHS
University Hospitals
Bristol and Weston
NHS Foundation Trust

Exceptions

The EDI strategic action plan 2022/23 is presented in full in Appendix A.

It comprises Q3-Q4 progress against 10 corporate objectives including **40 milestones**. Of these, **34** have been completed. The **6** objectives below experienced slippage or a risk to achievement. Those that are still relevant will be carried over to the 23/24 strategic plan

No	People Strategy Theme	EDI Strategy Objective	Key Milestones	6 Month update (October 2022 - March 2023)	BRAG
1	INCLUSION AND BELONGING: Develop a culture where we embed our values in policy and practices	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	**There are 5 milestones supporting this Objective.** 3 are complete, with two slipping (to be progressed in 23/24): Deliver a rolling programme of modules to the EDI Advocates, each quarter, with completion of the whole programme by the end of Q4	Training programme plan developed but delivery delayed as evidenced based content still in development, using a collaborative approach. This will be progressed in 23/24	
			Evaluate the EDI advocate programme by the end of Q4	Evaluation of training programme slipped due to delays in developing programme but this will form part of the advocate training plan for 23/24	
6	INCLUSION AND BELONGING: Remove the experience gap between colleagues with minority protected characteristics	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values	**There are 7 milestones supporting this Objective.** 5 are complete, with two slipping (to be progressed in 23/24): Develop a comprehensive education offer clearly communicated, accessible and inclusive of all learners - first draft before People Committee in September	At the end of February, the Trust wide Training Needs Analysis was launched at line managers to complete on behalf of their staff teams. The Training Needs Analysis is open until the 10th March '23 after which education will review the responses and use this information to inform a BNSSG system wide discussion on CPD and wider training later in the month.	
			Develop a base line of digital literacy of all staff groups, especially accessibility and overall literacy levels of staff within areas such as estates and facilities by March 23	This has been a significant piece of work and is featured within the education strategy for 22/25. Whilst a framework and basic offer were developed in 22/23 for roll-out by the library, further progress to embed digital literacy has not been made and will need to roll-over in 23/24.	
9	INCLUSION AND BELONGING: Remove the experience gap between colleagues with minority protected characteristics	We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves	**There are 3 milestones supporting this Objective.** 2 are on track and will be continued developed further in 23/24 and 1 slipping: Develop "Get On" workshop programme for existing staff with protected characteristics, to support their development of application / interview skills by the end of Q2. To be evidenced in the Bi-Annual Report updates	Work continues in this space with the Resourcing team supporting the Bridges programme and the IEN development programme. An assessment will need to take place to establish if there is a wider requirement which if required will need to be built in to the 23/24 programme of work.	
10	INCLUSION AND BELONGING: Remove the experience gap between colleagues with minority protected characteristics	We will seek opportunities to learn from others, developing our partnerships at a regional and national level	**There are 3 milestones supporting this Objective.** 2 are complete and 1 has not been achieved: Conduct a benchmarking exercise with Association of UK University Hospitals (AUKUH) and other partners to establish best practice and develop existing milestones by end of Q4	This milestone has not been prioritised as resources have been focused on understanding our own data and developing local initiatives, such as Bridges Programme. In 23/24 we will continue to seek opportunities to collaborate with and learn from external partners	

Divisional highlights

In this section:

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

NHS
University Hospitals
Bristol and Weston
NHS Foundation Trust

Diagnostics & Therapies

Progress in the last six months

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

- Two divisional colleagues have been successfully enrolled on the Bridges Talent Management programme

- Continued promotion of the EDI Advocate opportunity within the division, we now have 17 EDI advocates

- Divisional model employer recruitment targets for 2023-25 and 2026-2028 agreed; we aim to appoint 10 additional BAME colleagues at 8A or above before 2028

- Positive Staff Survey Results 2021. Scoring 7.4 against a Trust score of 7.3 in 'compassionate and inclusive'

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- We are setting up a new EDI Group within the Division, all EDI Advocates will be invited to attend – the 1st meeting will include agreeing the aims of the group and the terms of reference

- Developing the reciprocal mentoring offer withing the division, including a senior leader receiving training to become a reciprocal mentor

- Promotion of the Trust's new Work Experience programme within our Services to encourage the offer of placements for young students as part of our Divisional widening engagement plans

- Explore creative recruitment advertising at local community events and centres

- Ongoing looking to establish school engagement projects for our services, in collaboration with Resourcing and Apprenticeship Teams, to improve both knowledge of specialist NHS career pathways in schools, but also increase unqualified intakes from schools and subsequent internal development

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

- Five members of staff from E&F are on the Bridges Talent Management programme

- Agreed at Divisional Workforce Committee to increase the number of Managers from a BAME background by 9 at Band 4-7, and 3 at Band 8a+ by December 2025

- Estates and Facilities OD Strategy created and launched with over 40 E&F managers attending a workshop. There are 6 workstreams, one of which is 'Inclusivity'. This workstream has met and drafted several objectives

- We have developed a helpful working relationship with the local Job Centre Plus where we have held recruitment mornings for vacancies across the Division. We continue to hold recruitment events there on a bi-monthly basis.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Develop divisional pulse survey for staff to feedback areas for improvement around ED&I

- Carry out a Divisional communication review and make recommendations how more frontline staff can be reached and involved in Divisional decisions

- We will also use the results from the Staff Survey to communicate to staff actions taken and planned to address EDI/Inclusivity questions

- Launch initiatives associated with Inclusivity workstream in E & F OD Strategy

Medicine

Progress in the last six months

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

- Our model employer 5 year recruitment targets have now been submitted. Our BAME representation within bands 8a+ is already high across the division at 15.3% against the trust target of 16.79%. A target to recruit 2x staff members into A&C management and matron staff groups due to an identified aging workforce, together with a greater pipeline

- The Divisional EDI Strategy has been drafted with input from the well established Divisional EDI group and is being aligned to the 4 pillars of the Trust People Strategy

- The Division has taken the lead in developing guidance for managers to support staff who experience discrimination in the workplace has been developed and is awaiting review and sign-off by the Trust group

- Our recruitment process is being reviewed to ensure that the Division follows best practice equal opportunities recruitment. To support this, the Divisional PCP form has been updated to ensure managers follow best practice 'Equal Opportunities' and 'Inclusive' recruitment

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Working with the EDI team, joining the Task and Finish group and help with understanding the detail behind our figures - ongoing

- Working with our Divisional EDI steering group to understand and address key EDI objectives - ongoing

- Working with HRIS / Governance teams to build a HR report to reflect individual's ethnicity in HR cases - ongoing

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

- Refresh induction materials to include EDI materials

- Review the exit interview process with a focus on the staff member as opposed to the Trust

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

- Work with HRIS to review and obtain data to support divisional EDI KPI focus i.e. WDES, Disciplinary etc.

- To create an EDI best practice checklist that departments can use to conduct their own audits

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

Specialised Services

Progress in the last six months

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

- 3 colleagues within the division have commenced the Bridges development programme

- Divisional Model Employer Recruitment Target set for 2023-25 and 2026-28, with a view to recruit 7 staff from BAME background

- Divisional EDI forums continue monthly with some forums focusing on a particular aspect of EDI, aligned to the EDI Calendar for 2023

- Commenced developing a pre-application training / Interview workshops or 1:1s where support can be provided to all

- Continued to promote the EDI Advocate opportunity to staff

- Senior colleagues recruited into the reciprocal mentoring programme

- Stay and Grow conversations will now pilot with HCSW, who have more than 2 years' service, to better utilise skills and improve engagement and retention

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Develop a framework for managers to have robust development conversations with all BAME colleagues to understand their aspirations and including internal and external training courses & leadership training

- Stay and Grow conversations pilot to take place with IENs who have more than 2 years' service, to better utilise skills and improve engagement and retention

- Divisional Schwartz Round scheduled for April 2023; with a focus on EDI and lived experiences

- Consider our recruitment practices in division. Band 6 and above panels must have a BAME member of staff and someone from outside the staff group on the panel

- Continuing development of pre-application training / Interview workshops or 1:1s where support can be provided to all.

Surgery

Progress in the last six months

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

- Eleven colleagues within the Surgery Division have commenced the Bridges Talent management programme

- Model Employer targets approved by the Board

- Senior colleagues recruited into the reciprocal mentoring programme

- Awareness raised about EDI service in the Trust, through People EDI manager attending Sisters / Matrons meeting

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Continue with retention work

- Ensure we are working towards the model employer targets we have set for the division, to increase diversity at bands 8a and above

- Continue to encourage teams to have an EDI advocate

- Identify and recruit Senior colleagues for reciprocal mentoring- comms sent out via the divisional grapevine newsletter

- Start planning for EDI objectives

- Work towards Model Employer targets to increase diversity at band 8a and above. The division recognises that Talent spotting is vital in order to support those who may not otherwise come forward to new roles

- Develop inclusive recruitment processes (In development; this will include what needs to be done for advertising, how applications will be received, how people will be assessed and interviewed and by whom)

- Change VCP process to identify specific roles as "Model Employer Target Roles" which then kicks in clear recruitment process above

Trust Services

Progress in the last six months

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

- We have looked closely at the data on ethnicity provided as part of the Model Employer work, set targets and considered the actions that should now be taken to meet our targets

- We have created a bank of EDI-related interview questions which are available to all managers within the Trust on the HR pages

- We have discussed what recruiting managers need to know about positive action and what wording they can include in recruitment paperwork. This will be incorporated into guidance for recruiting managers across the Trust

- We commenced meetings for all EDI Advocates in the Division

- We have started planning for the EDI objectives in the 23/24 CAPP

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Further work on strategy and reporting lines

- Considering EDI training within the Division

- Work continues to embed the actions identified in the Model Employer paper

- Refining the 23/24 EDI objectives

- Reviewing scope and purpose of EDI group

Weston

Progress in the last six months

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

- Lived experiences action plan developed and shared with the CQC and Trust board. Will be reviewed through Weston board

- Leadership videos released outlining expected standards of behaviour

- Model employer targets have been agreed with the senior leadership team

- Listening action group has been set up and we have held 2 meetings.

- A review has taken place about how annual leave is applied across the site to ensure that the policy is fairly applied

- Senior colleagues recruited into the reciprocal mentoring programme

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- Ensuring we are working towards the model employer targets we have set for the Division, to increase diversity at bands 8a and above.

- Ensure that the new Agile working policy is communicated to all staff on the Weston site.

- Ensure we have the right twelve people on the respecting everyone training taking place in July

- Create an action plan from the staff attitude survey results

- Review how recruitment process are applied to ensure equity

- Review the old B&H ambassador role and how this could be reinstated

- Performance review meetings scheduled monthly with each ward to review HR KPI's

- Review action plan from listening events to ensure that progress is being made

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

- Retention Midwife in post, one day a week focussing on exit interviews and newly qualified midwives wellbeing days

- Practice Education Facilitator for Equality and Inclusion has led several initiatives including a kindness and caring and respect to all programme, 'what's in a name?' (how to pronounce names correctly stickers) and 'Words matter' initiative

- Model employer/race disparity targets agreed through divisional workforce committee

- Five international midwives recruited, with 3 starting in March

- Involved in roll out of second stage of Black Maternity Matters programme

- Final quarter of children's asthma project outreaching into primary care, evaluation completed showing success of project

- Engagement with ICB colleagues around a population health model for children in BNSSG, which could interface with deprivation and ethnicity data once built to support system resource planning

- Engagement with the Children's Hospital Alliance project around a number of projects including food provision for families with a child in hospital (Sophie's legacy) and their artificial intelligence 'was not brought' tool, which highlights children at high risk of not being brought to outpatient appointments, so families can be contacted ahead and offered support.

Current priorities and our action plan going forward

EDI priority areas we are focusing on for the next quarter

- If staffing allows to roll out further Continuity of Carer team in area of high deprivation

- Colposcopy clinics at Weston to improve access for patients

- Continue with retention work

- Increase number of EDI and FTSU Advocates within the division

- Staff story at next divisional board will be EDI focussed

- Awaiting news of charitable bid for continued funding around a Somali community outreach worker for paediatric diabetes

- Participation in Children's Hospital Alliance Research project around health inequalities – interviews and focus groups scheduled for March

- Practice Education Facilitator is working on being "inclusive " in patient leaflets

Action plan for next six months

In this section:

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

NHS
University Hospitals Bristol and Weston
NHS Foundation Trust

Strategic Plan 2023/24

The strategic plan for 2023-2024 is presented below. It has been co-designed with Corporate and Divisional stakeholders and represents the key milestones required to deliver the priorities, as laid out in EDI Strategy 2020-2025 & People Strategy 2022-2025

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

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS1 PS2 EDS2G4	1	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	a. Embed the EDI Advocates training package by creating a central hub of resources that are agile and responsive to developing needs, including creating a "human library" of lived experiences from patients and colleagues	Q3	People EDI Manager	Patient EDI Manager Learning & Development Manager EDI Advocates	
			b. Embed reciprocal mentoring across Divisions	Q2	Divisonal Leads	People EDI Manager	
			c. Develop EDI champion role to ensure there are two/three per division and that they have appropriate training to bring their lived experience to improve our HR processes	Q4	People EDI Manager	Divisional Leads Head of Human Resources	
			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 aspriations	Q4	People EDI Manager	Patient EDI Manager Learning & Development Manager Head of Resourcing	
			e. Run two additional bridges cohorts in 23/24	Q4	People EDI Manager	Patient EDI Manager Learning & Development Manager Head of Resourcing	

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

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS1 PS2 WRES2-4 WRES6-9 WDES2-3 WDES5-9	2	We are 'committed to inclusion in everything we do' and this is evident in all our people policies and practices	a. Collaborate with Experience of Care & Inclusion Team to ensure parity of policies in the interim period while we work towards full integration in 2025/26	Q1	People EDI Manager	Patient EDI Manager	
			b. Collaborate with Experience of Care & Inclusion Team on delivering the EDS 2022 standards	Q2	People EDI Manager	Patient EDI Manager	
			c. Conduct full review of all policies to ensure they incorporate EDI principles throughout all documentation	Q4	Head of Human Resource Services	Patient EDI Manager Staff Network Leads	

Strategic Plan 2023/24

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING							
People Strategy Objective: Celebrate and value the contributions of all our colleagues by ensuring they have a voice and are listened to							
KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS1 PS2 WRES2-3 WDES8 WDES10-13	3	We celebrate and value the contribution all our staff make at all levels of the organisation	a. Establish regular internal communications and increase awareness of EDI to improve engagement and feedback. Make use of digital means of communications wherever possible.	Q1	People EDI Manager	Communications Team	
			b. Champion Divisional progress towards their EDI plans as evidenced in Biannual reports	Q2	Divisonal Leads	People EDI Manager	
			c. Showcase team and individual contributions to the EDI agenda, as evidenced through regular EDI newsletter, collaborating with Experience of Care & Inclusion Team where appropriate	Q1	People EDI Manager	Divisional Leads	

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING							
People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics							
KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS2 PS4 GPG WRES WDES	4	We will encourage shared learning by openly sharing our diversity data in a meaningful way	a. Run data clense exercise to improve accuracy of data held in Trust's Electronic Staff Records (ESR), including an awareness campaign for colleagues to understand the benefits of having up to date records on ESR	Q3	People EDI Manager	HRIS Divisional Leads	
			b. Analyse Model Employer / WRES / WDES / GPG and Staff Survey data to identify opportunities for improvements and share learning via biannual reports	Q4	People EDI Manager Head of Reward	People EDI Manager Head of Reward	
			c. Ensure annual reporting cycle in place to support Divisions to update against their plan and demonstate postive actions taken to remove experience gap and meet model employer gap.	Q2	People EDI Manager	Divisional Leads	

Strategic Plan 2023/24

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

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS1 PS4 GPG WRES WDES	5	Our strategy is communicated at all levels reflecting our commitment to change	a. Celebrate achievements within the biannual report and share this with all networks as well as ensuring this is available on both the intranet and internet	Q4	People EDI Manager	Divisional leads Corporate leads Staff Network Chairs	
			b. Embed the EDI calendar and encourage local departmental celebrations, collaborating with Experience of Care & Inclusion Team where appropriate	Q2	People EDI Manager	Divisional Leads	
			c. Update internal and external websites to include a "one stop shop" for all EDI resources and create social medial presence to celebrate, collaborating with Experience of Care & Inclusion Team where appropriate	Q3	People EDI Manager	EDI Co-ordinator	

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING
People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics / Celebrate and value the contributions of all our colleagues by ensuri

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS1 PS4 EDS3.3 WRES4	6	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values	a. Develop a comprehensive education offer clearly communicated, assessible and inclusive of all learners	Q4	Head of Education	BNSSG System partners	
			b. Lead the development of a revised induction programme for all staff groups that is innovative, values based and promotes a welcoming culture within the Trust	Q1	Head of Education	Resourcing, Communications, OD, ET subject leads	
			c. Idenitfy local pipelines for gorwing talent into identified shortage roles particularly within diverse communities	Q4	Head of Education	BNSSG partners and local schools & colleges	
			d. Develop a pre-nursing apprenticeship pipeline	Q2	Head of Education	Directors of Nursing, Resourcing, Recruitment Leads	
			e. Develop a BNSSG stepping up programme for our ethnic minority, disabled and LGBTQ+ colleagues	Q4	Head of Education	HRBPs, Divisional Leads	
			f. Implement the Stay and Thrive programme for internationally education nurses to promote development and career progression	Q2	Head of Education	HRBPs, Divisional Leads	

Strategic Plan 2023/24

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

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS2 PS4 WRES3 WRES9 WDES3 WDES5 WDES9 WDES11	7	Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible	a. Embed the Trust's integrated approach to manging conflict that supports positive conversations and introduces informal processes where possible	Q4	Head of Human Resource Services	Associate Director of OD & Wellbeing Wellbeing Lead Divisional Leads	
			b. Develop feedback loop to ensure outcomes of HR processes and the learning from them, are shared transparently, with all colleagues via Divisional Leads	Q2	Head of Human Resource Services	Divisional Leads	
			c. Lead the development and implementation of a 'Respecting Everyone' framework with the ambition to: * Improve early resolution and reduce cases of bullying and harassment, conduct, capability and grievance. * Improve colleague survey results for violence and aggression and bullying and harassment. * Receive positive colleague survey results on all other areas of working relationships	Q3	Associate Director of OD & Wellbeing	Wellbeing Lead Divisional Leads Head of Human Resource Services Education Lead	
			d. Improve our experience indicators as measured by staff survey and people pulse by embedding EDI principles into appraisal conversations	Q4	Organisational Development Manager	People EDI Manager	

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

KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS1 PS2 EDS3 EDS4.1 WDES13	8	Staff Networks grow to become an increased staff voice who represent our workforce and the community we serve	a. Deliver Staff Network away day in May to increase awareness of and engagement in staff networks and develop role of Executive Sponsors	Q1	Network Leads	Staff Network Executive Sponsors	
			b. Formalise the process for colleagues involved in network activity being released from work commitments to enable time for network duties, including remuneration as required	Q2	People EDI Manager	Network Leads	
			c. Ensure colleagues feel engaged and consulted upon matters important to them, through staff networks and groups becoming formal partners in decision making as demonstrated in the biannual report	Q3	People EDI Manager	Network Leads	
			d. Facilitate Network leads to feedback on staff Board stories through Executive Sponsors	Q2	Network Leads	Staff Network Executive Sponsors	

Strategic Plan 2023/24

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING							
People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics							
KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS2 PS3 PS4 EDSG3 WRES WDES	9	We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves	a. Introduction of balanced shortlisting for BAME staff on all roles above Band 8a	Q2	Head of Resourcing	Divisional Leads	
			b. Launch and embed manager's guide on positive action, including embedding positive action statement and targeted positive action statement in adverts	Q1	Head of Resourcing	Divisional Leads	
			c. Introduction of a quarterly outreach recruitment event approach to target a more diverse candidate pool and simplify the application and selection process	Q3	Head of Resourcing	Divisional Leads	

PEOPLE STRATEGY THEME: INCLUSION AND BELONGING							
People Strategy Objective: Remove the experience gap between colleagues with minority protected characteristics							
KPI's	No	EDI Strategic Objective	Key Milestones	Timeline	Accountable Lead	Collaborators	Q1 update (Apr - Jun 2023)
PS1 PS2 PS3 EDSG3 EDSG4	10	We will seek opportunities to learn from others, developing our partnerships at a regional and national level	a. Continue as active member of BNSSG Integrated Care System, SW EDI Leaders and wider Bristol partners groups, updating steering group with activity as required each quarter	Q4	People EDI Manager	System partners	
			b. Work with NHSE to rollout phase 2 of the NHS Rainbow badge assessment and acreditation model	Q4	LGBTQIA+ Staff Network	People EDI Manager	

Appendix: Progress against action plan

In this Appendix:

- The strategic action plan is presented in full comprising Q3 and Q4 progress updates against 10 objectives

- Glossary of KPIs located on slide

NHS
University Hospitals Bristol and Weston
NHS Foundation Trust

Appendix A: EDI strategic action plan 2022/23 – Final Position

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS1 PS2	1	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	Divisional targets for the number of EDI advocates to be set and agreed across the Trust and for this gap to be closed by end of Q4	Divisional EDI Leads	Trust EDI Manager	Divisions continue to recruit advocates using co-designed role descriptor and numbers and engagement has increased over the year. Directed recruitment campaign not launched due to Trust wide re-branding initiative and review of advocate role across Trust expected early in 23/24. Milestone closed as increased numbers and engagement achieved. Recruitment will continue in 23/24	G
EDS2G4			Complete EDI diagnostic and training needs analysis to establish education baseline by end of August 2022	Trust EDI Manager	Divisional EDI Leads/ EDI Advocates	Survey shared with EDI advocates and the results from this and the task and finish group used to develop new EDI Advocate role descriptor and identify learning needs	G
			Develop an EDI Advocates education programme by the end of Q4	Trust EDI Manager	Divisional EDI Leads	Training programme developed in collaboration with EDI advocates, Patient EDI Team and subject experts. Evidenced based content of programme to be developed by task and finish group in 23/24	G
			Deliver a rolling programme of modules to the EDI Advocates, each quarter, with completion of the whole programme by the end of Q4	Trust EDI Manager	Divisional EDI Leads/ EDI Advocates	Training programme plan developed but delivery delayed as evidenced based content still in development, using a collaborative approach. This will be progressed in 23/24	A
			Evaluate the EDI advocate programme by the end of Q4	Trust EDI Manager	Divisional EDI Leads/ EDI Advocates	Evaluation of training programme slipped due to delays in developing programme but this will form part of the advocate training plan for 23/24	A

B	R	A	G
On Plan	Not Achieved	Risks Slippage	Completed

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS1 PS2 WRES2 WDES2 WRES3 WDES3 WDES4 WRES5 WDES5 WRES6 WDES6 WRES7 WDES7 WRES8 WDES8 WRES9 WDES11 WDES13	2	We are 'committed to inclusion in everything we do' and this is evident in all our people policies and practices	Establish a clear governance structure that enables the networks to consult on proposed policies and practices, by the end of Q2	Head of HR Services	Trust EDI Manager Network Leads	Network chairs continue to be invited to attend Policy Group and contibute to new policy reviews. Able+ lead on developing Workplace Adjustments Passports, which were launched at the end of Q3	G
			Consult with key stakeholders on the efficacy of the Trust's Equality, Diversity and Inclusion Policy and subject to the consultation, update policy by end of Q4	Trust EDI Manager	Network Leads Corporate Leads Divisional EDI Leads EDI Advocates	Policy fully updated and approved as per governance structure	G
			In partnership with the NHSEI and the patient EDI team baseline the new EDS3 tool by the end of Q4	Trust EDI Manager Patient EDI Team	NHSEI	EDS3 (now called EDS2022) baselined with system partners and a systemwide approach to compliance agreed for 23/24. No action required for 22/23	G
			As a result of the EDS3 baseline implement any associated action plans by the end of Q4	Trust EDI Manager patient EDI team	NHSEI	Milestone closed as no requirement to deliver an action plan for 22/23. Further system work will be undertaken by the People and Patient EDI Team in 23/24	G

B	R	A	G
On Plan	Not Achieved	Risks Slippage	Completed

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS1 PS2 WRES7 WDES8 WDES10	3	We celebrate and value the contribution all our staff make at all levels of the organisation	Continue to ensure a staff story is presented at Trust Board on an ongoing basis	HRBPs	Network Leads Corporate Leads	Management of the Board staff story taken over by Divisional HRBPs in May 2022. Timetable and process in place to ensure continuity of this initiative	G
			Conduct a full review of the actions taken from the Board staff stories and consider the development of a monitored action plan to demonstrate positive action	Chief People Officer	Trust EDI Manager	Process in place for monitoring action plans developed as part of the learning from staff stories. Staff Network Executive sponsors to provide additional assurance that actions are being progressed	G
			Ensure EDI advocates are mobilised to support divisions to implement their local plans and this is evidenced through quarterly Divisional updates and presented via the bi-annual reporting process (End of Q2 and Q4)	Divisional EDI Leads as evidenced by quarterly updates	Trust EDI Manager EDI Advocates	EDI network continues to grow in both size and engagement and Divisions have developed thier own plans for utilising their groups. This includes developing and maintaining regular communication channels and involvements in local EDI forums	G

Legend: B = On Plan | R = Not Achieved | A = Risks Slippage | G = Completed

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS4 PS2 WDES WDES GPG	4	We will encourage shared learning by openly sharing our diversity data in a meaningful way	Set up a pilot 'EDI' data task and finish group to understand how the data can be used to improve EDI at a local level. This will include but not be limited to: WRES/WDES/race disparity ratios and Model Employer, by the end of Q1	EDI Manager	HRBPs HRIS team	Data analysis and utilisation now forms part of regular discussions with HRBPs in Operational Group meetings and Divisional Workforce Committees. These disucssuisn have been used as the basis for divisions to set their Model Employer Targets and EDI Advocate targets. As of October 2022, People EDI Manager will also attend Culture and People Group Meeting swith HRBPs to further explore. Specifc data task and finish group stood down	G
			Use the findings from the pilot to present a Trust wide approach to diversity data that supports the existing bi-annual report by end of Q3	EDI Manager	Divisional EDI Leads/ EDI Advocates	Regular programme of reviewing progress with Divisional Leads and HRBPs established.	G
			Use the staff survey findings to develop a meaningful plan to be monitored at the EDI steering group on a quarterly basis as of Q2 (plan in place by end of Q1)	Divisional EDI Leads	HRBP's	Existing Divisional Culture And People (CAP) Plans reflect actions identified from information gathered by the staff survey results. New plans for 23/24 will be developed using the data from the latest staff survey.	G
			Develop and maintain clear reporting schedule to facilitate the production of timely, meaningful data reports to enable our strategy plan to be responsive, agile and pro-actively delivered at a local and Trust-wide level by end of Q1	EDI Manager	EDI Manager	Reporting programme established and reports delivered as required in 23/24. Plan to continue in 23/24	G

Legend: B = On Plan | R = Not Achieved | A = Risks Slippage | G = Completed

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS1 PS4 WRES WDES GPG	5	Our strategy is communicated at all levels reflecting our commitment to change	Ensure the internal HR Web communication pages reflect our commitment to change and a quarterly 'spot light on' is introduced by end of Q4	EDI Manager	EDI Manager	HR Web hosts biannual report which highlights a number of "spotlight on" features. New EDI newsletter also developed which also includes spot light subjects.	
			Celebrate the achievements within the bi-annual report and share this with all networks as well as ensuring this is available on both the intranet and Internet as of Q1	EDI Manager	Communications team	Bi-annual report signed off at people committee in May and published on HR web and Trust website	
			Develop a programme of EDI celebration events ensuring a link to our Values and behaviours and a robust communication plan which can be reported on each quarter with effect from Q1	EDI Manager	Communications team Network leads	In Q1 we celebrated International Women's Day, National Staff Networks Day and Pride Month. Collaboration with Staff Networks occured in Q2, to review calendar and agree which other significant dates to focus celebrations on. Focus in Q3 to be on developing new agile ways of promoting celebration event	

B	R	A	G
On Plan	Not Achieved	Risks Slippage	Completed

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS1 PS4	6	Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values	Develop a comprehensive education offer clearly communicated, accessible and inclusive of all learners - first draft before People Committee in September	Head of Education	Divisional EDI leads, ICS, subject leads, digital, Kallidus	At the end of February, the Trust wide Training Needs Analysis was launched at line managers to complete on behalf of their staff teams. The Training Needs Analysis is open until the 10th March '23 after which education will review the responses and use this information to inform a BNSSG system wide discussion on CPD and wider training later in the month.	(blue)
EDS3.3 WRES4			Establish and promote clear learning and education offers for colleagues. Work with partners to develop system wide educational tools, learning materials and training programmes, such as essential training, IEN OSCE training across the ICS that are accessible for all staff. To be completed by March 23	Head of Education	Divisional EDI leads, ICS, subject leads, digital, Kallidus	In conjunction with subject leads, the Education Technology Manager reviewed all eLearning content in 22/23 held on Kallidus Learn with a view of improving accessibility.	(green)
			Improve recruitment and retention rates for all HCSW staff groups. Provide pastoral support for all HCSW staff groups, identifying and reporting on key retention metrics, as demonstrated through widening engagement monthly dashboard reports. Ongoing	Head of Education	External partners, ICS, project leads Apprenticeships and School Engagement	The December 2022, HCSW recruitment and retention report highlighted the impact of the HCSW practice development team upon pastoral support for HCSW staff. Retention of HCSW staff has a direct correlation to a revised HCSW induction, upskilling offer and pastoral support.	(green)
			Re-energise work experience programmes to develop the staff pipeline; through wider school and college engagement activities and creation of placement provision, with ICS partners such as: •Work experience – commencing July 2022 •Traineeships – commencing September 2022 •T Level placements – commencing Sept 2022	Head of Education	External partners, ICS, project leads Apprenticeships and School Engagement	The Trust has reinstated a revised work experience offer, working with system partners the department has focused its offer on particular schools within the BNSSG region to facilitate accessibility and to develop the healthcare recruitment pipeline. This is further supppprted by additional work by the Simulation Department outreach work which is working colloboratively with the local council programme - Bristol Works to engage young people. The traineeship programme has run two cohorts and the first wave of T levels were induction in July 2022.	(green)
			Develop a compassionate leadership, management, coaching and mentoring programme for all staff groups – by September 23. Incorporate talent management linked to the appraisal process by March 23	Head of Education	External partners, ICS, project leads Apprenticeships and School Engagement	Programme developed and implemented, with bookings communicated to staff and available via the Kallidus Learn portal.	(green)
			Develop a base line of digital literacy of all staff groups, especially accessibility and overall literacy levels of staff within areas such as estates and facilities by March 23	Head of Education	Digital Lead, HRBPs	This has been a significant piece of work and is featured within the education strategy for 22/25. Whilst a framework and basic offer were developed in 22/23 for roll-out by the library, further progress to embed digital literacy has not been made and will need to roll-over in 23/24.	(amber)
			Improve education content and material to support an agile and innovative blended learning approach accessible to all staff groups ongoing to March 23	Head of Education	Digital, Resourcing, subject leads	A substantial review of essential training digitial provision has commenced with the Education Technology Lead working with a range of subject matter experts to refresh and redesign training resources. In addition to essential training, the Education Technology Lead has worked colloboratively with colleagues to design in excess of 50 new eLearning courses in a range of areas, such as wellbeing. This milestone will become part of business as usual.	(green)

B	R	A	G
On Plan	Not Achieved	Risks Slippage	Completed

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS2 PS4 WRES3 WDES3 WRES6 WRES8 WRES9 WDES5 WDES6 WDES11	7	Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible	Establish a task and finish group to implement an integrated approach to manging conflict that will support positive conversations and introduce informal processes where possible. A plan in place by end of Q1	Associate Director OD and Wellbeing	Director of People Head of HR Services FTSU Guardian Corporate Wellbeing Leads	Complete with detailed action plan in place and robust governance to ensure timely progress against milestones	
			A quarterly update will be provided for each quarter of 2022/23	Associate Director OD and Wellbeing	Director of People Head of HR Services FTSU Guardian	A quarterly update is provided to PLD and People Committee in addition to MVAC which is the governance group for this programme of work. As at end of Q4 a new integrated policy is completed, the training model is approved and being mobilised and there is progress of the development of a microsite and supporting resources ready for launch in November 2023.	
			Conduct a data review exercise to establish the hotspot areas where there are disproportionate numbers of staff entering into a formal process using Datix to extract meaningful data by the end of Q4	Head of HR Services	Head of HR Services	The recording of EDI data within Employee Relations cases on the Datix has been reviewed to ensure the categories reflect the same data categories as the WRES and staff survey data. The WRES & WDES data for 2023 will be produced at the end of March 2023 and this will give a 12 month view on the UHBW disparity gap. A yearly review will continue as business as usual.	

BRAG key (for objective 7): B - On Plan | R - Not Achieved | A - Risks Slippage | G - Completed

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS1 PS2 EDSG3 WDES13	8	Staff Networks grow to become an increased staff voice who represent our workforce and the community we serve	Collaborate with network members to deliver the Race Equality and Inclusion action plan and this is evidenced in the bi-annual report (Q2 and Q4)	Race Equality and Inclusion Network Lead	EDI Manager SWEDI Leads	Action plan delivered & 23/24 plan being devised. Outcome of 'anti-racism' stance required to shape plan.	
			Collaborate with network members to deliver the LGBTQIA+ action plan and this is evidenced in the bi-annual report (Q2 and Q4)	LGBTQIA+ Network Lead	EDI Manager SWEDI Leads	Action Plan delivered and 23-24 action plan being devised	
			Collaborate with network members to deliver the Able+ action plan and this is evidenced in the bi-annual report (Q2 and Q4)	Able+ Network Lead	EDI Manager SWEDI Leads	The 22/23 plan was fully delivered and Currently developing the 23/24 plan	
			Establish the women's network, building on initial scoping exercise by the end of Q1	EDI Manager	Divisional leads	The women's Network second meeting in July went ahead as planned with an outside speaker, Professor Greta Westwood, who shared her experiences of being an inspirational leader. Work is underway on the network page on HR web and a mailing list as the network further establishes and grows. There will be an Autumn meeting, date to be confirmed when speaker is booked. Moving forward, there will be Bimonthly meetings commencing January 2023.	
			Actively engage with, promote, support and encourage the work of the Trust staff networks (REIN, LGBTQIA+, Able+ and Women's Network) to ensure the lived experience our staff, represented by these networks, directly contributes to improvement actions and this is evidenced in the biannual report (Q2 and Q4)	EDI Manager	Network Leads SWEDI Leads	All networks have held events and meetings to promote their work in the last year and this has been evidenced in the biannual reports. As we go into 23/24, the Trust now has 2 additional networks (Women's & Men's) and work is underway to hold a combined network conference in May 2023 to further promote all network activity	
			Work to establish the available budget for staff networks and develop a plan for its spend in support of the aforementioned objectives by end of Q1	EDI Manager	Network Leads	Budget establised and Networks incorporating ideas for its spend into their action plans for 23/24	

BRAG key (for objective 8): B - On Plan | R - Not Achieved | A - Risks Slippage | G - Completed

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS2 PS3 PS4 EDSG3 WRES WDES	9	We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves B R A G On Plan / Not Achieved / Risks Slippage / Completed	Work to deliver the recruitment overhaul BNSSG programme of work including the relaunch of recruitment selection training, including new manager's recruitment guide by Q1. Update against overhaul at the end of each quarter	Head of Resourcing	Head of Education External partners EDI Manager	A formal review meeting has now taken place with the ICB project manager with UHBW best practice provided to the system. Internal work continues with the relaunch on schedule for Q1.	(blue)
			Develop "Get On" workshop programme for existing staff with protected characteristics, to support their development of application / interview skills by the end of Q2. To be evidenced in the Bi-Annual Report updates	Head of Resourcing	Head of Education EDI Manager	Work continues in this space with the Resourcing team supporting the Bridges programme and the IEN development programme. An assessment will need to take place to establish if there is a wider requirement which if required will need to be built in to the 23/24 programme of work.	(amber)
			Work to establish an internal talent management approach / talent pool for staff from ethnic minorities, to be aligned with the redeployment model by the end of Q4	Head of Resourcing	Divisional leads EDI Manager	A meeting is taking place in March to assess the requirments from the Bridges programme which will then be incorporated in to the 23/24 programme of work.	(blue)

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

KPI's	No	EDI Strategy Objective	Key Milestones	Accountable Lead	Collaborators	Q4 update (Jan - Mar 2023)	BRAG
PS1 PS2 PS3 EDSG3 EDSG4	10	We will seek opportunities to learn from others, developing our partnerships at a regional and national level B R A G On Plan / Not Achieved / Risks Slippage / Completed	The Trust to actively play a leading role in contributing and learning from EDI strategies, activities and policies in partnership locally, regionally and nationally for the benefit of our staff and patients update each quarter	EDI Manager	EDI Manager External partners	Active participation continues with BNSSG and SW EDI initiatives, including membership of EDI Lead data subgroup, Women's Commission and Bristol Race Equality Strategic Leader's Group. In 23/24 it is anticipated that Bridges programme may be rolled out in other organisations within the system.	(green)
			Active involvement in BNSSG system group and SW group update each quarter	EDI Manager	EDI Manager External partners	Work with system partners continues and updates on the progress of initiatives are highlighted in the biannual report for October22 - March 23	(green)
			Conduct a benchmarking exercise with Association of UK University Hospitals (AUKUH) and other partners to establish best practice and develop existing milestones by end of Q2	EDI Manager	EDI Manager External partners	This milestone has not been prioritised as resources have been focused on understanding our own data and developing local initiatives, such as Bridges Programme. In 23/24 we will continue to seek opportunities to collaborate with and learn from external partners	(red)

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

WORKFORCE RACE EQUALITY STANDARTD (WRES) INDICATORS	
WRES1	Percentage of staff in each of the AfC Bands 1-9 OR Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce.
WRES2	Relative likelihood of staff being appointed from shortlisting across all posts.
WRES3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
WRES4	Relative likelihood of staff accessing non-mandatory training and CPD.
WRES5	BME: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.
WRES6	BME: Percentage of staff saying they have experienced harassment, bullying or abuse from staff in the last 12 months
WRES7	BME: Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.
WRES8	BME: percentage of staff experienced discrimination at work from manager/team leader or other colleagues
WRES9	Percentage of staff personally experiencing discrimination at work from their manager/team leader or another colleague in the last 12 months
WRES10	Percentage of difference between the organisations' Board voting membership and its overall workforce. (Note: Only voting members of the board should be included with considering this indicator.)

WORKFORCE DISABILITY EQUALITY STANDARD (WDES) INDICATORS	
WDES1	Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.
WDES2	Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.
WDES3	Relative likelihood of Disabled staff compared to non-disabled staff as entering the formal capability process, as measured by entry into the formal capability procedure.
WDES4	LTC or illness: percentage of staff experiencing harassment bullying or abuse from patients or the public in the last 12 months
WDES5	LTC or illness: percentage of staff experiencing harassment bullying or abuse from managers in the last 12 months
WDES6	LTC or illness: percentage of staff experiencing harassment bullying or abuse from other colleagues in the last 12 months
WDES7	LTC or illness: percentage of staff experiencing harassment bullying or abuse at work they or a colleague reported it
WDES8	LTC or illness: Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion
WDES9	LTC or illness: percentage of staff say that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
WDES10	LTC or illness: staff saying that they are satisfied with the extent to which their organisation values their work
WDES11	Percentage of staff with long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work
WDES12	LTC or illness: Staff engagement score
WDES13	Has your trust taken action to facilitate the voices of Disables staff in your organisation to be heard?
WDES14	Percentage difference between the organisations Board voting membership and its organisations overall workforce, disaggregated: • By voting membership of the board • By executive membership of the board

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

GENDER PAY GAP	
GPG	Publish annual report with specific figures about gender pay gap, narrative and actions (if applicable)
EQUALITY DELIVERY SYSTEM 2 (EDS2)	
EDS2G3	**Goal 3: A representative and supported workforce**
EDS3.1	Fair NHS recruitment and selection processes lead to a more representative workforce at all levels
EDS3.2	The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations
EDS3.3	Training and development opportunities are taken up and positively evaluated by all staff
EDS3.4	When at work, staff are free from abuse, harassment, bullying and violence from any source
EDS3.5	Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives
EDS3.8	Staff report positive experiences of their membership of the workforce
EDS2G4	**Goal 4: Inclusive leadership**
EDS4.1	Governing body members and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations
EDS4.2	Papers that come before the governing body and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed
EDS4.3	Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination

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