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Organisational Development: Equality, Diversity and Inclusion

Strategic Plan 2023/2024

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
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 aspirations	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
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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

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
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

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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 agianst their plan and demonstate postive actions taken to remove experience gap and meet model employer gap.	Q2	People EDI Manager	Divisional Leads

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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
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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. Identify local pipelines for growing 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

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PS2 PS4 WRES3 WRES9 WDES3 WDES5 WDES9 WDES11	7	Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible	a. Embed the Trust's integrated approach to managing conflict that supports positive conversations and introduces informal processes where possible	Q4	Head of Human Resource Services	Associate Director of OD & Wellbeing Wellbeing Lead Divisional Leads
			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

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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

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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
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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 accreditation model	Q4	LGBTQIA+ Staff Network	People EDI Manager