

Trust Equality, Diversity & Inclusion Action Plan 2021/22

Strategic Priorities: Leadership and Cultural Transformation.

Objective 1: As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge.



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KPIs	No	Action	Who	When	Progress	RAG
WRES PSED EDSG3 EDSG4 DPP6	1	WRES Cultural Change pilot working with NHS England and NHS Improvement Team.	EDI Manager Lorna Hayles Sam Chapman	Feb – June 21	Initial start of the pilot delayed due to Covid 19 and resource pressures. The first stage (diagnostics), involves gathering quantitative and qualitative data from the Trust (12 weeks).	
PSED EDS4.1 DPP6	2	Reciprocal Mentoring. The Trust successfully bid to be part of the national 18-month Reciprocal Mentoring for Inclusion programme. Reciprocal Mentoring is a product of traditional model of mentoring and reverse mentoring.	EDI Manager Barnard Galton Sam Chapman	Feb 21	Attend the on-boarding and initial engagement meeting on 3 Feb 21, and begin recruitment of divisional and Trust Board executives to be candidates for this programme.	
PSED EDS4.1	3	Reverse Mentoring Trust pilot programme.	EDI Manager	March 21	Following a successful Trust pilot, the programme will be merged into the Reciprocal Mentoring Programme for scaling up across the divisions.	
PSED EDS4.1 DPP6	4	Stepping Up Diversity Leadership Programme 2021. Encourage and support the take-up of Bristol Council's award winning Stepping Up Diversity Leadership Programme with a view of developing a diverse range of future leaders from within the Trust. The is Programme designed for people from Black, Asian and Minority Ethnic communities, women, people with disabilities and wider protected groups.	Divisional Directors Kam Govin	Jan 21	Information on the diversity leadership programme has been distributed to divisional directors for consideration, commitment and support. Briefing events, that include programme content and delivery methods, are running until end of February.	

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On Plan	Not Achieved	Risks Slippage	Completed



Trust Equality, Diversity & Inclusion Action Plan 2021/22

Strategic Priorities: Leadership and Cultural Transformation.

Objective 2: We are committed to inclusion in everything we do including Recruitment, Induction, Training, Appraisal and Talent Management.



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KPIs	No	Action	Who	When	Progress	RAG
EA2010 PSED BSS1 BSS2 BSS3 BSS4	5	Develop an EDI Inclusive Leadership Programme for Divisional EDI Leads & Advocates. This programme will provide robust baseline capacity-building on legal compliance, equality analysis and practical application of embedding EDI in all Trust activities and functions including equality of opportunity in career progression and development across all protected groups.	EDI Manager Head of Education Head of L&D Staff Networks Divisional EDI leads Divisional EDI Advocates	April 21 onwards	Ongoing support for Divisional EDI Leads & Advocates is already in place. In parallel, a wider scoping and feasibility study is underway to determine EDI capacity-building needs, programme content and delivery mechanisms.	
APP2	6	Support for line-managers to have 'meaningful' EDI conversations in Appraisals. There is a clear juxtaposition between, 'what have you done to improve EDI in the Trust?' and 'how can I support your pathway to EDI in the Trust'.	EDI Manager Oonagh McNeil	Feb 21	Draft guidance currently being developed.	
EDS4.3	7	Cultural Awareness Training.	EDI Manager Mike Sheppard	Ongoing	Training has been well received with 567 having completed it - ongoing promotion	
EDS3.1 DPP1	8	Building EDI into our Recruitment processes.	EDI Manager Peter Russell	April 21	Scoping and feasibility study underway to develop focused interventions.	
EDS3.3 APP2 DSS1	9	Building EDI into Talent Management as part of the Talent Management pilot in Estates to harnesses the talent that is lying dormant in our staff across all protected groups.	EDI Manager Faye Beddow	April 21	Scoping and feasibility study underway to develop focused interventions.	

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Objective 3: We celebrate and value the contribution all of our staff make at all levels of the organisation.



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KPIs	No	Action	Who	When	Progress	RAG
EDS4.1 DSS1	10	Review Lift As You Climb pilot and develop an up scaled programme with self-sufficient management system allowing the mentor and mentee to contact directly.	EDI Manager Alex Millar	Feb 21	Review of the Lift As You Climb pilot has been completed and the self-service management system is currently being tested for functionality and integrity. The pilot has been well received and a number of inspirational staff have registered as mentors. The full programme should go live in Feb 21.	
EDS3.6 PSED	11	Celebrating and Valuing the Contribution of all our staff. OD has developed a comprehensive EDI communications plan for 2021 that is in the process of being implemented that showcases the diversity and richness of contribution by Trust staff. There will be particular focus on national and international events e.g. LGBT Month (Feb), Black History Month (Oct) and Disability Month (Dec) and also on festivals (e.g. Diwali) as well as celebration and awareness days/weeks e.g. men's health week.	EDI Manager OD team Staff Networks Divisional EDI Leads Divisional EDI Advocates Comms team	Ongoing 2021	Activities around LGBT Month are at the planning stage with a half-day LGBT conference taking place on 24 Feb (virtual conference). Planning around other events is also in progress.	

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Strategic Priorities: Accountability and Assurances.

Objective 4: We will encourage shared learning by openly sharing our diversity data in a meaningful way.



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KPIs	No	Action	Who	When	Progress	RAG
PSED DSS1 APP2	12	Equality of opportunity. The Trust is committed to understanding the barriers to equality of opportunity for career progression and development for all staff across all protected characteristics.	EDI Manager Staff Networks Divisional EDI leads Divisional EDI Advocates	2021-22	Scoping and feasibility study underway to develop focused interventions by understanding key barriers, hot spots and pressure points to EDI in the Trust.	
WRES DPP3 DPP4 DPP5 PSED	13	WRES Cultural Change Programme. The pilot involves deep-dive diagnostics on the WRES data, focus group facilitation and reviewing access to leadership development among other interventions. The learning from this programme will be applied across all protected characteristics to help the Trust build a more representative workforce.	EDI Manager Lorna Hayles Sam Chapman National WRES Team	Feb – Jun 21	The programme initiation meeting is set for Feb 21.	
WDES PSED EDS3.6	14	Improving our WDES & LGBT staff data collection on ESR. The Trust recognises that there are genuine EDI barriers that prevent some staff from registering their disability and/or sexual orientation on ESR. This is a complex area with issues of trust, safety, confidentiality and inclusion needing to be addressed at an individual, team and organisational level. The Trust is committed to cultural change where staff from all protected groups feel safe, supported, valued and respected.	EDI Manager Lorna Hayles LGBT+ Staff Network Chair ABLE+ Staff Network Chair	2021-22	The learning from the WRES Cultural Change pilot, particularly, the diagnostics, gathering of quantitative and qualitative data, will be directly applicable to addressing some of the EDI barriers faced by our LGBT and disabled staff.	

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Trust Equality, Diversity & Inclusion Action Plan 2021/22

Strategic Priorities: Accountability and Assurances.

Objective 5: Our Strategy is communicated at all levels reflecting our commitment to change.



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KPIs	No	Action	Who	When	Progress	RAG
EA2010 PSED	15	EDI visibility on HRWeb. EDI Landing Page to be reviewed and refreshed.	EDI Manager Alex Millar	Jan 21	The EDI landing page on HRWeb has been refreshed with continued development throughout 2021 so it becomes a robust resource for all staff on Equality, Diversity and Inclusion.	Green
EA2010 PSED	16	EDI visibility on Public Website (external). EDI publications to be migrated from UHB to UHBW new website.	EDI Manager Tasmeen Warr John Kirk	Jan-Feb 21	Discussions are taking place on the timeframe when this can be achieved.	Yellow
EDS4.2 EA2010 PSED WRES WDES	17	Bi-annual EDI performance framework report. Develop a bi-annual EDI performance framework report to enable robust local reporting and targeted interventions that goes to People Committee and all governance routes within the Trust.	EDI Manager Sam Chapman	May 21	Draft outline of the framework report is in progress. The final report to be presented to the People Committee on 25 May 2021.	Blue

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Trust Equality, Diversity & Inclusion Action Plan 2021/22

Strategic Priorities: Positive Action and Practical Support.

Objective 6: Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values.



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KPIs	No	Action	Who	When	Progress	RAG
EA2010 PSED WRES WDES EDS2	18	<p>Mystery Shopper - testing the assumptions.</p> <p>The Trust is committed to EDI for staff, students, volunteers and patients. However, we need to test how this works in practice. Therefore, in parallel with the BAME Student Placement Pilot (see action point 27), the Trust is developing a programme that will journal the EDI experience of placement students from other protected characteristics (e.g. LGBT, disability, religion or belief, pregnancy and age) in clinical and educational settings.</p>	<p>EDI Manager Head of Education Head of L&D Head of Medicine Edu. Divisional EDI leads</p>	April 21 onwards	Scoping and feasibility study is underway in advance of the design stage which will include 'safe and confidential space' for honest dialogue for students and supervisors to share about their respective experience of EDI in these settings/relationships.	

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Trust Equality, Diversity & Inclusion Action Plan 2021/22

Strategic Priorities: Positive Action and Practical Support.

Objective 7: Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible.



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KPIs	No	Action	Who	When	Progress	RAG
EA2010 PSED WRES WDES EDS2	19	Positive Action and Practical Support on EDI Over the next 12 months, the Trust's focus will be to achieve high visibility on EDI internally (intranet) and externally (public website), with increased focus through our communication channels including Voices, Newsbeat, leaflets, webinars, focused EDI masterclasses and capacity building workshops.	EDI manager Tasmeen Warr John Kirk Staff Network chairs Divisional EDI Leads/Advocates Head of L&D Head of Education	2020-21	EDI landing page on HRWeb refreshed. Focused interventions and messages are being developed as part of the Trust New EDI Offer to all staff, Divisional EDI Leads/Advocates as detailed throughout this report.	

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Trust Equality, Diversity & Inclusion Action Plan 2021/22

Strategic Priorities: Positive Action and Practical Support.

Objective 8: Staff forums grow to become an increased staff voice who represent our workforce and the community we serve



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KPIs	No	Action	Who	When	Progress	RAG
EA2010 PSED WRES WDES EDS2	20	The Trust is committed to supporting Staff Networks to become sustainable with increased visibility, membership, wider reach and impact across all protected characteristics.	EDI Manager Staff Network Chairs Jeff Farrar Matt Joint	Feb 21	A draft scoping and feasibility study for making Staff Networks sustainable is near completion for wider circulation and engagement.	
WRES WDES PSED EA2010	21	Access to facilities and room at Weston to enable staff based at Weston to attend Staff Network meetings virtually.	EDI Manager Staff Network Chairs Julian Newberry Mark Kellinger	Jan 21	An agreement is in place to provide a IT/Webcam equipped room to ensure that staff based at Weston can participate in all Staff Network meetings.	
WRES WDES PSED EA2010 EDS2	22	Increased visibility of Staff Networks on HRWeb.	EDI Manager Staff Network Chairs Alex Millar	Jan 21	Access to Staff Networks' landing page has been moved to HRWeb top menu below 'Staff Services'. Staff Network pages on HRWeb have also been refreshed with continued development throughout 2021 to become a robust resource for staff.	
WRES WDES PSED EA2010	23	Library facilities and support for Staff Networks to develop areas of expertise and resource.	EDI Manager Thomas Osborne Staff Network Chairs	Mar 21	Further dialogue on hold due to covid vaccine being rolled out from the academy building.	

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Trust Equality, Diversity & Inclusion Action Plan 2021/22

Strategic Priorities: Monitoring Progress and Benchmarking.

Objective 9: We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves.



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KPIs	No	Action	Who	When	Progress	RAG
PSED EA2010 EDS2 WRES WDES	24	Scoping study that pulls together EDI activities across of all divisions and departments that include good practice, initiatives, innovation and gaps to enable a new EDI offer on support and capacity-building across the Trust.	EDI Manager Divisional EDI leads Divisional EDI Advocates	Feb 21	Draft scoping study in progress.	
WRES WDES PSED EA2010 EDS2	25	Develop a new EDI offer to support divisional EDI Leads and Advocates	EDI Manager Divisional EDI leads Divisional EDI Advocates	Mar 21	Outline of the New EDI Offer is progress with the aim of developing and delivering short, medium and long term interventions with clear reporting mechanism and governance pathways.	

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Trust Equality, Diversity & Inclusion Action Plan 2021/22

Strategic Priorities: Monitoring Progress and Benchmarking.

Objective 10: We will seek opportunities to learn from others, developing our partnerships at a regional and national level.



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KPIs	No	Action	Who	When	Progress	RAG
WRES WDES PSED EA2010 EDS2	26	The Trust has committed itself to a number of local, regional and national partnership working for 2020/22 these include attending, contributing and co-producing EDI interventions that benefit local people, staff and patients.	EDI Manager	2021/22	Attending and contributing to: <ul style="list-style-type: none"> Bristol Race Equality Strategic Leaders Group Bristol, North Somerset And South Gloucestershire CCG EDI Leads Network North Bristol City Council stakeholder EDI Leads Network SWE Leadership Academy NHSI EDI Programmes 	
WRES PSED EDS2	27	BAME Student Support in Practice A Collaborative Approach Pilot - led by UWE. This is a 18-month pilot that will focus on the EDI experience of BAME students when on formal work experience placement.	EDI Manager Head of Education Head of L&D	Phase 1 10 Feb 21	The Project Initiation Document (PID) published. BAME Student Support in Practice A Collaborative Approach workshop taking place on 10 Feb	
WRES PSED EDS2	28	BAME Medical Students Pilot This project is led by University of Bristol with a focus on addressing racial harassment and bias in medical teaching.	EDI Manager Education Learning & Development	Phase 1 Feb 21	On-boarding and induction meeting have had to be cancelled due to Covid pressures. They are being rescheduled.	

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OD Equality, Diversity & Inclusion KPI Glossary



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KPI	EQUALITY ACT 2010
EA2010	Protection against unlawful discrimination for the nine protected characteristics in the workplace
PSED	<p>Public sector equality duty (the equality duty):</p> <ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act. Advance equality of opportunity between people who share a protected characteristic and those who do not. <p>Foster good relations between people who share a protected characteristic and those who do not</p>
KPI	STAFF SURVEY
BSS1	Not experience harassment, bullying, or abuse from patients/service users, their relatives or members of the public.
BSS2	Not experience harassment, bullying or abuse from managers.
BSS3	Not experience harassment, bullying or abuse from other colleagues.
BSS4	Last experience of harassment/bullying/abuse reported
DSS1	Organisation acts fairly: career progression.
DSS2	Not experiences discrimination from patients/service users, their relatives or other members of the public.
DSS3	Not experiences discrimination from manager/team leader or other colleagues.
DSS4	Disability: organisation made adequate adjustment(s) to enable me to carry out work.

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OD Equality, Diversity & Inclusion KPI Glossary



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KPI	PEOPLE PLAN
APP2	Discuss equality, diversity and inclusion as part of the health and wellbeing conversations described in the health and wellbeing table.
DPP1	Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets.
DPP2	Complete risk assessments for vulnerable staff, including BAME colleagues and anyone who needs additional support, and take action where needed.
DPP3	Publish progress against the Model Employer goals to ensure that the workforce leadership is representative of the overall BAME workforce.
DPP4	51 per cent of organisations to have eliminated the ethnicity gap when entering into a formal disciplinary processes
DPP5	Support organisations to achieve the above goal, including establishing robust decision- tree checklists for managers, post-action audits on disciplinary decisions, and pre-formal action checks.
DPP6	Refresh the evidence base for action, to ensure senior leadership represents the diversity of the NHS, spanning all protected characteristics.
DPP7	Review governance arrangements to ensure that staff networks are able to contribute to and inform decision-making processes.
DPP8	Design roles which make the greatest use of each person’s skills and experiences and fit with their needs and preferences.
DPP9	Prevent and tackle bullying, harassment and abuse against staff, and create a culture of civility and respect.
KPI	WORKFORCE RACE EQUALITY STANDARD (WRES) INDICATORS
WRES1	Percentage of staff in each of the AfC Bands 1-9 OR Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce.
WRES2	Relative likelihood of staff being appointed from shortlisting across all posts.
WRES3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
WRES4	Relative likelihood of staff accessing non-mandatory training and CPD.
WRES5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.

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KPI	WORKFORCE RACE EQUALITY STANDARD (WRES) INDICATORS
WRES6	Percentage of staff saying they have experienced harassment, bullying or abuse from staff in the last 12 months
WRES7	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.
WRES8	Percentage of staff personally experiencing discrimination at work from their manager/team leader or another colleague in the last 12 months
WRES9	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.)
KPI	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	a) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public; managers; other colleagues b) Percentage of Disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
WDES5	Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion
WDES6	Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
WDES7	Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work

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KPI	WORKFORCE DISABILITY EQUALITY STANDARD (WDES) INDICATORS
WDES8	Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work
WDES9a	The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation
WDES9b	Has your trust taken action to facilitate the voices of Disabled staff in your organisation to be heard?
WDES10	Percentage difference between the organisations Board voting membership and its organisations overall workforce, disaggregated: <ul style="list-style-type: none"> • By voting membership of the board • By executive membership of the board
KPI	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

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