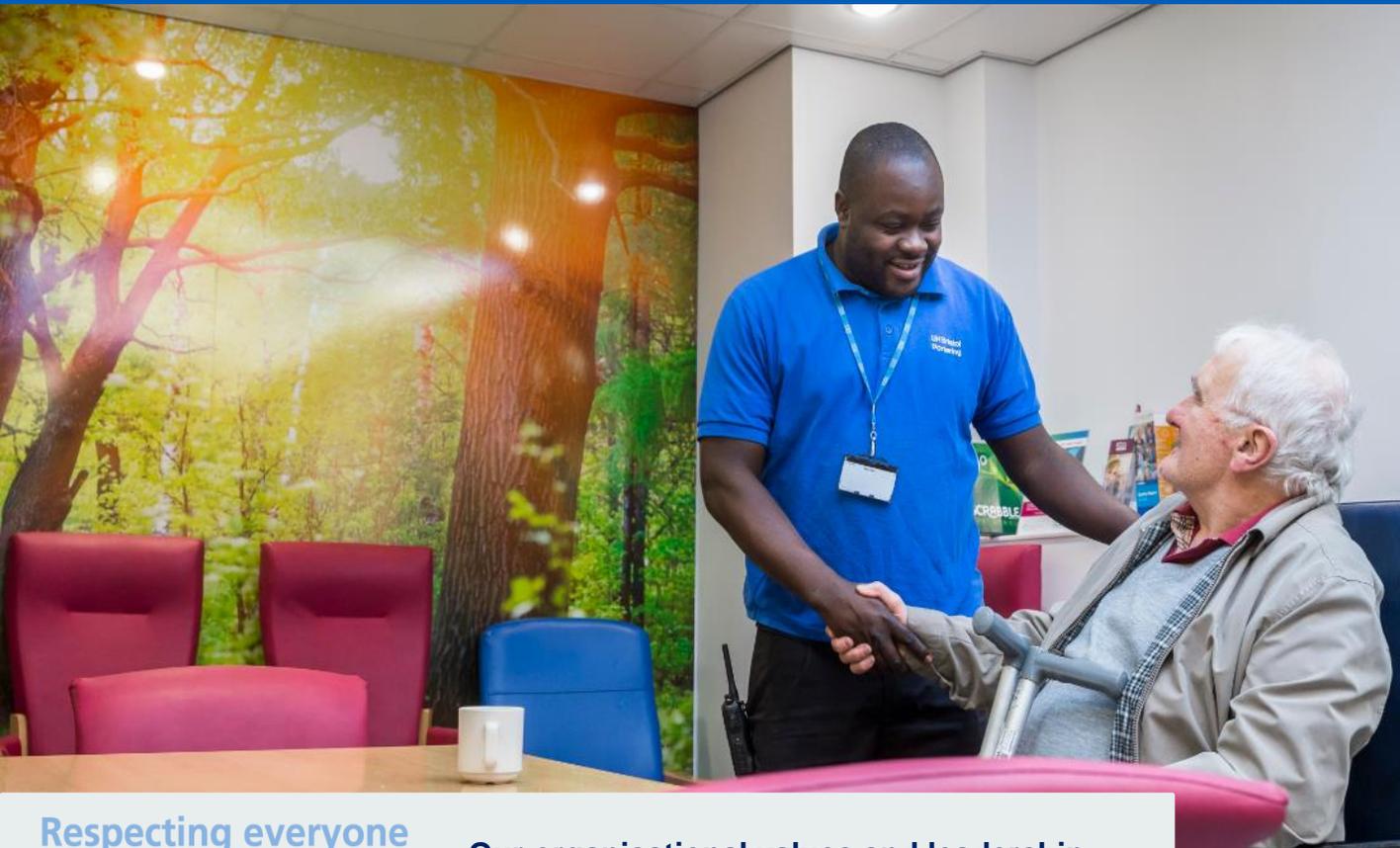


# Our Workforce Diversity and Inclusion Strategy 2020 – 2025

*Committed to inclusion in everything we do*



Respecting everyone  
Embracing change  
Recognising success  
Working together  
**Our hospitals.**

Our organisational values and leadership behaviours underpin our commitment to inclusion; we value all views in shaping our staff and patient experience

# Foreword from Robert Woolley, chief executive

There is a great deal to be proud of at University Hospitals Bristol NHS Foundation Trust, not least the exceptional care and compassion shown by everyone who works here, as recognised by patients, relatives and regulators alike.

We employ about 10,000 people in the Trust, of whom almost eight in ten are women, 1,394 are from a black or minority ethnic background, nearly 300 have a declared disability and 275 identify as lesbian, gay, bisexual, transgender or questioning (LGBTQ)\*.

I believe these are differences to be celebrated and that the Trust is enriched by all these diverse experiences.

But we need to acknowledge that these numbers do not reflect the make-up of the community we serve. It's also true that many staff do not think the Trust is the fair and just organisation it really ought to be.

The levels of bullying and harassment reported through the staff survey are a matter for grave concern. Our race equalities data indicate many disadvantages faced by those staff who come from a BME background.

\* Data as at 31<sup>st</sup> March 2019

'Respecting everyone' is one of the core values which we adopted at the suggestion of staff back in 2010. Nine years later, we still have a lot to do.

That is why I commend our new Diversity and Inclusion Strategy to you, as a sign of the Trust Board's complete commitment to the principle of inclusion.

I particularly commend this strategy to those of you who have leadership responsibilities, because it is you I am asking to think about the goals outlined here and to consider how you will play your part in achieving them.

Together, let's create a working environment that is fair and just for every individual at UH Bristol. Achieving that would be something to be very proud of.

With best wishes,



Robert Woolley, chief executive



**We will focus on four themes that we consider will have the greatest impact:**

- **Accountability and assurance**
- **Leadership and cultural transformation**
- **Monitoring progress and benchmarking**
- **Positive action and practical support**

***Committed to inclusion in everything we do***

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# Where we are now

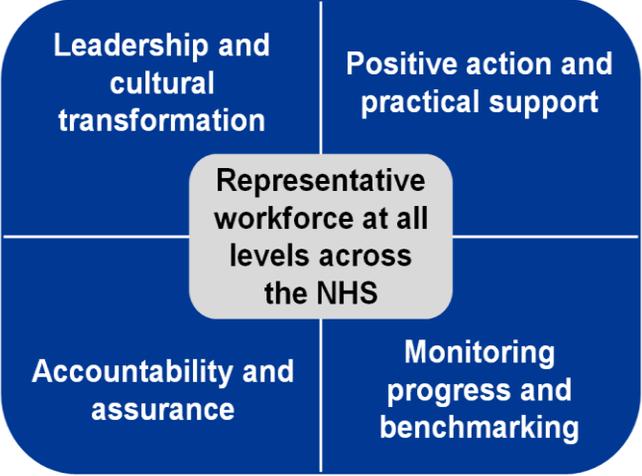
The Trust has been focusing on diversity and inclusion as an integral part of the Workforce and Organisational Development (OD) strategy for a number of years. As a public sector body the Trust has a responsibility to deliver against its public sector duties which are measured through progress against the Equality Delivery system (EDS2) supported by the Workforce Race Equality Standard (WRES).

In order to further develop the existing programme of work into an inclusive strategy we ran a multi-professional workshop with over 70 stakeholders in partnership with the national WRES team in February 2019.

The workshop looked at a variety of data about our workforce and focused on two key questions:

1. What does the data say about our current approach to diversity and inclusion in each Division?
2. What actions should we take based on this information?

Using the data from this workshop and a benchmarked strategic model for diversity and inclusion the Trust developed its four strategic themes:



In addition to the stakeholder group, the Trust would specifically like to acknowledge the following contributors to the strategy:

- The National Workforce Race Equality Scheme (WRES) team
- The Diversity & Inclusion Task & Finish Group
- Members of the Trust Diversity and Inclusion Group

These themes have been used to develop the objectives in terms of where we want to be in five years, and a detailed action plan which presents the actions we are going to take in the next year to ensure we deliver against our vision of being **committed to inclusion in everything we do.**



# Our journey over the last year (2018)



# Our vision

The Trust will deliver our vision of being **'committed to inclusion in everything we do'**. We are committed to ensuring that we implement a programme of change initiatives that realises the following benefits:

- A culture of inclusion and engagement at University Hospitals Bristol
- Valuing and empowering staff to ensure better outcomes for individuals and the organisation
- Ensuring talent is maximised in the organisation
- Our Leadership teams represent the community we serve
- An inclusive approach to development; education and promotion
- Greater innovation; as research shows that diverse teams are more likely increase organisational effectiveness

## Our ambition Leadership and cultural transformation

- As leaders we role model the values and leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge
- We are committed to inclusion in everything we do including recruitment, induction, training, appraisal and talent management
- We celebrate and value the contribution all of our staff make at all levels of the organisation

## Accountability and assurance

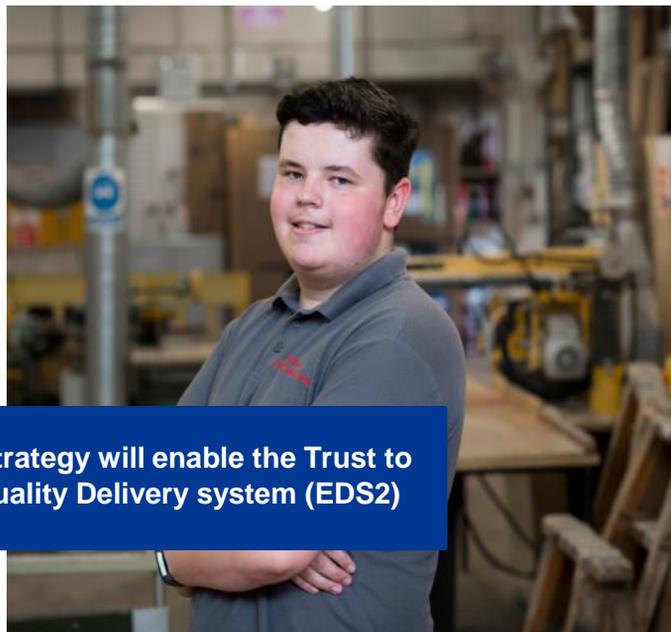
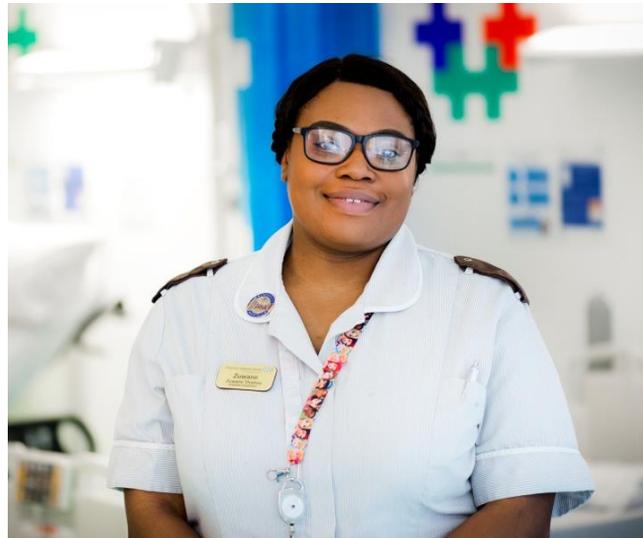
- We encourage shared learning by openly sharing our diversity data in a meaningful way
- Our strategy is communicated at all levels reflecting our commitment to change

## Positive action and practical support

- Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values
- Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible
- Staff networks grow to become an increased staff voice who represent our workforce and the community we serve

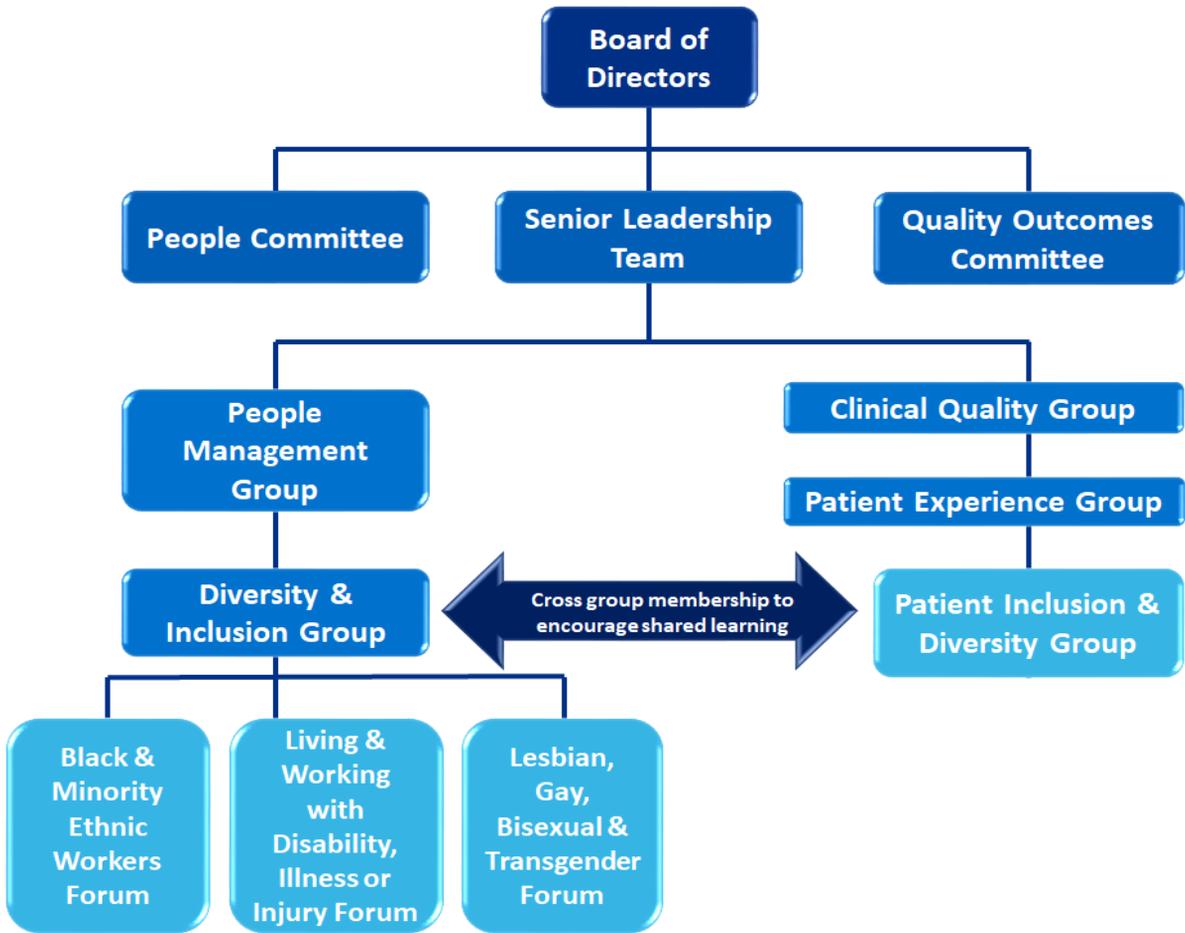
## Monitoring progress and benchmarking

- We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves
- We will seek opportunities to learn from others, developing our partnerships at a regional and national level



The delivery of these ambitions over the life of this strategy will enable the Trust to significantly improve its performance against the Equality Delivery system (EDS2)

# Making this happen: our governance



The governance will assure the Board that:

- There is clear accountability and progress being made against the strategic objectives for both workforce and patient diversity and inclusion strategy plans
- The Trust is meeting its public sector equality duty
- Achieve upper quartile performance for diversity and inclusion measures as reflected in our Trust 2025 strategy



# Get involved

This strategy is **for** and **about** our staff and we are encouraging ideas and engagement at all levels. Please email [Diversity&Inclusion@UH Bristol.nhs.uk](mailto:Diversity&Inclusion@UH Bristol.nhs.uk) where you can find out more about our staff forums and share any ideas you may have about how we improve your working life and the experience of our patients and communities. We will also be updating **you** regularly at Trust and local level; so please look out for ongoing communications.

## Our impact: measuring the difference

Our strategy is a commitment to a five year journey to improve diversity and inclusion for the working lives of all of our staff and the experience of our patients.

We will measure the impact of:

- Improved EDS2 performance for staff and patients within the four goals:
  - Better health outcomes for all
  - Improved patient access and experience
  - A representative and supportive workforce
  - Inclusive leadership
- Staff survey specific measures including engagement
- Training attendance data reflects the diverse workforce
- National recruitment targets
- Bespoke questionnaires and focus groups

**Reported progress against objectives and impact measures will be communicated to the Board on a bi-annual basis.**

**An annual update against this strategy will also be provided using this as an opportunity to ensure priorities are refreshed and continue to reflect the views of our people.**



# Strategy plan 2020-25: year 1 plan

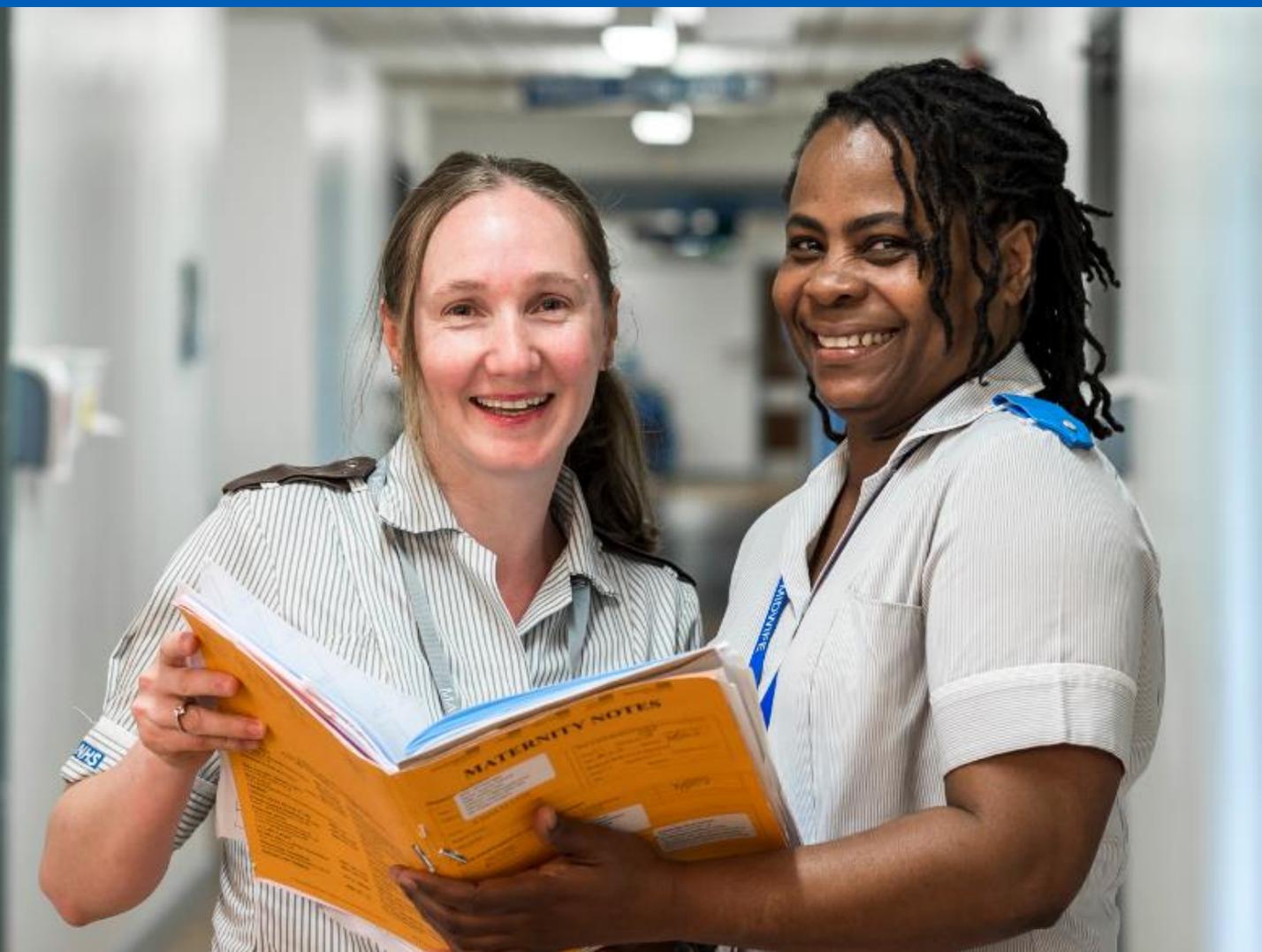
Robust review of the plan will be through the People Committee with a full review of year one being conducted at the end of April 2020. A year 2 plan will then be implemented, focusing on the foundation of the achievements in year 1 and informed by the Diversity and Inclusion Group and the organisational staff forums.

Strategic Priorities		Objective	Action Required	Timeline	Impact Measure	By Whom
Leadership and Cultural Transformation	1	As leaders we role model the Values and Leadership behaviours creating an environment that encourages feedback and where staff feel safe to challenge	<p>Leadership &amp; Management programmes to increase focus on inclusivity as a core theme</p> <p>Develop a cultural awareness programme for staff in partnership with University of the West of England and University of Bristol</p>	<p>July 2019</p> <p>December 2019</p>	<p>Increased compliance figures for newly appointed and newly promoted managers</p> <p>Staff Survey year on year increase in:</p> <ul style="list-style-type: none"> <li>My immediate manager values my work</li> <li>My immediate manager gives me clear feedback on my work</li> </ul> <p>Year on year improvement with WRES indicators 6-8 (staff survey linked)</p> <p>Year on year improvement with WDES indicators (to be introduced in 2019)</p> <p>Aiming to close the equality gap for protected groups and improving the experience for all staff at the same time</p>	Divisional Leadership Teams and Organisational Development
	2	We are committed to inclusion in everything we do including Recruitment, Induction, Training, Appraisal and Talent Management	<p>Agree our approach to inclusive Talent Management ensuring this complements the career pathway work in the education strategy.</p> <p>We will ensure our appraisal framework includes a Diversity and Inclusion objective so every leader is able to demonstrate their commitment to diversity, inclusion and fairness.</p>	<p>July 2019</p> <p>October 2019</p>	<p>Improved year on year EDS2 patient facing indicators:</p> <ul style="list-style-type: none"> <li>Improved patient access and experience</li> <li>Better health outcomes for all</li> </ul> <p>Staff Survey year on year increase in:</p> <ul style="list-style-type: none"> <li>Percentage of staff believing that the Trust provides equal opportunity for career progression and promotion</li> </ul> <p>Clear reporting of data across all bands and professions</p> <p>Year on year increase with appraisal quality as measured through the staff survey</p> <p>Aiming to close the equality gap for protected groups and improving the experience for all staff at the same time</p>	<p>Organisational Development and Education, supported by Divisional Leadership Teams</p> <p>Divisional Leadership Teams and Organisational Development</p>
	3	We celebrate and value the contribution all of our staff make at all levels of the organisation	<p>Review existing recognition schemes to ensure there is an inclusive approach from the nominations process to the panel</p> <p>We continue to share staff stories at Board and work to develop a series of staff story videos to promote the experiences of our diverse workforce</p> <p>Increase the reverse mentoring scheme and extend this to over 20 leaders</p>	<p>June 2019</p> <p>October 2019</p> <p>December 2019</p> <p>March 2020</p>	<p>Measured by a year on year increase in awards representing our diverse workforce</p> <p>Year on year improvement with staff engagement as measured by the staff survey</p> <p>Year on year improvement with WRES indicators 6-8 (staff survey linked)</p> <p>Year on year improvement with WDES indicators (to be introduced in 2019)</p> <p>Aiming to close the equality gap for protected groups and improving the experience for all staff at the same time</p> <p>Year on year improvement with staff engagement as measured by the staff survey</p> <p>Year on year improvement with WRES indicators 6-8 (staff survey linked)</p> <p>Year on year improvement with WDES indicators (to be introduced in 2019)</p> <p>Aiming to close the equality gap for protected groups and improving the experience for all staff at the same time</p> <p>Year on year improvement with staff engagement as measured by the staff survey</p> <p>Year on year improvement with WRES indicators 6-8 (staff survey linked)</p> <p>Year on year improvement with WDES indicators (to be introduced in 2019)</p> <p>Aiming to close the equality gap for protected groups and improving the experience for all staff at the same time</p>	<p>Divisional Leadership Teams and Organisational Development</p> <p>Organisational Development/ Communications Team</p> <p>Organisational Development supported by Divisional Leadership Teams</p> <p>Organisational Development supported by Divisional Leadership Teams</p>

Strategic Priorities	Objective	Action Required	Timeline	Impact Measure	By Whom
<b>Accountability and Assurance</b>	<b>4 We encourage shared learning by openly sharing our diversity data in a meaningful way</b>	Build on existing Diversity and Inclusion data to develop a data set that increases awareness of activity and progress from both the workforce data and patient activity.	September 2019	Year on year improvement with data measures (to be defined). This will include: <ul style="list-style-type: none"> <li>• WRES</li> <li>• WDES</li> <li>• Gender Pay Gap</li> </ul> Improved year on year EDS2 patient facing indicators: <ul style="list-style-type: none"> <li>• Improved patient access and experience</li> <li>• Better health outcomes for all</li> </ul>	Organisational Development / Communications Team and supported by Divisional Leadership Teams
	<b>5 Our Strategy is communicated at all levels reflecting our commitment to change</b>	We will review our governance for Diversity and Inclusion to ensure appropriate cross division and professional representation is in place	September 2019	Effective delivery of the strategic plan by ensuring robust governance is in place.  Year on year improvement with data measures (to be defined). This will include: <ul style="list-style-type: none"> <li>• WRES</li> <li>• WDES</li> <li>• Gender Pay Gap</li> </ul> Improved year on year EDS2 patient facing indicators: <ul style="list-style-type: none"> <li>• Improved patient access and experience</li> <li>• Better health outcomes for all</li> </ul>	Director of People
		Develop a robust communications plan for 2019/20 for Diversity and Inclusion ensuring this is embedded in all of our practices and interactions with staff, public and patients	June 2019	Increased focus on inclusivity through our Communication channels including Voices, Newsbeat and leaflets  All communications focusing on delivering the vision 'committed to inclusion in everything we do'	Organisational Development/ Communications Team

Strategic Priorities	Objective	Action Required	Timeline	Impact Measure	By Whom
Positive Action and Practical Support	<p><b>6</b></p> <p><b>Our Education Strategy focuses on inclusion and is a key enabler to delivering the vision supported by our Trust values</b></p>	<p>Provide inclusive education that nurtures staff motivation and aspirational career development and values the individual and the teams that work together</p>	<p>As detailed in the education strategy</p>	<p>Increased year on year attendance on National Leadership Academy programmes including 'stepping up'</p> <p>Working with the National WRES team on the future development of leadership programmes</p> <p>Diversity and Inclusion attendance figures to be reported as part of the data set (objective 4) and this increases year on year</p>	<p>Education and Divisional Leadership Teams</p>
	<p><b>7</b></p> <p><b>Inclusion is integral in our people policies encouraging positive conversation and introducing informal processes where possible</b></p>	<p>We will conduct a full review of our people policies and align these to the communication framework to ensure a consistent message and approach to inclusion.</p> <p>Ensure we continue to offer to Investigating Officers training to all managers using our HR related policies</p>	<p>March 2020</p>	<p>Reviewing exit data for diverse groups to gain insight into reasons for leaving/how they perceive they were treated while at the Trust with an anticipated year on year improvement</p> <p>Year on year reduction in the disproportionate number of BAME staff involved in:</p> <ul style="list-style-type: none"> <li>• Disciplinary and Grievance</li> <li>• Bullying and Harassment</li> </ul> <p>Aiming to close the equality gap for protected groups and improving the experience for all staff at the same time</p>	<p>Human Resources</p>
	<p><b>8</b></p> <p><b>Staff forums grow to become an increased staff voice who represent our workforce and the community we serve</b></p>	<p>Ensure staff Forums have a programme of work that can be celebrated at the annual staff network event and engages further recruitment to the group</p>	<p>May 2019</p>	<p>Increased staff forum members</p> <p>Celebration of achievement from our diverse workforce</p>	<p>Forum Chairs and members supported by Divisional Leadership Teams</p>

Strategic Priorities	Objective	Action Required	Timeline	Impact Measure	By Whom
Monitoring Progress and Benchmarking	<p><b>We will be recognised as an inclusive employer committed to ensuring our workforce reflects the community it serves</b></p>	<p>Ensure all recruitment processes are reviewed to ensure an inclusive approach from application to appointment.</p> <p>This will include reviewing:</p> <ul style="list-style-type: none"> <li>• Job description and person specifications</li> <li>• Advertising</li> <li>• Shortlisting processes</li> <li>• Recruitment processes for Board appointments</li> <li>• Panel composition</li> <li>• Interview questions</li> <li>• Feedback panels</li> <li>• Recruiting managers training</li> <li>• School liaison/career events</li> </ul>	December 2019	<p>Working towards the delivery of the National targets for recruitment in 2020</p> <p>Working within the guidance of the Model Employer 2028 which includes targets for increased leadership representation within protected group.</p> <p>Commitment to balanced shortlisting.</p>	Recruitment
	<p><b>We will seek opportunities to learn from others, developing our partnerships at a regional and national level</b></p>	<p>We will work in partnership with the Bristol Manifesto and other partners across the city to share learning and best practice</p> <p>Actively work with external education providers to establish shared governance and enhanced partnership working</p>	Bi-monthly meetings	<p>Working with partners across the City to Implement the city wide plan focusing on four ambitions for Bristol. A city where:</p> <ul style="list-style-type: none"> <li>• Everyone benefits from the city's success and no-one is left behind</li> <li>• People have access to decent jobs</li> <li>• Services and opportunities are accessible</li> <li>• Life chances and health are not determined by wealth and background</li> </ul> <p>Implementation of new models of working with local universities and colleges supported by the work of Bristol, North Somerset &amp; South Gloucestershire (BNSSG) as detailed in the Education Strategy</p> <p>Staff Survey year on year increase in:</p> <p>Percentage of staff believing that the Trust provides equal opportunity for career progression and promotion</p>	<p>Organisational Development supported by Divisional Leadership Teams</p> <p>Education supported by Divisional Leadership Teams</p>



*“Respecting everyone is a key Trust value and is essential in the behaviours of all staff. The principles of fairness, equality and celebrating differences are essential to a high performing organisation, particularly in a city like Bristol, which has a hugely diverse population.*

*With limited resources available due to the current financial climate, it is important to recognise that embracing diversity will add value to the organisation beyond the requirement for legal compliance.*

*Robert and I are totally committed to realising the aspirations in this strategy, with necessary plans and governance processes in place to ensure process is measured and achieved for the benefit of our staff and patients”.*

*- Jeff Farrar, Trust Chairman*

# Our Workforce Diversity and Inclusion Strategy 2020 – 2025

*Committed to inclusion in everything we do*