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| **NBT People Strategy Themes**  (NBT People Strategy Priorities) | **NHS People Plan Themes/** | **Measures of Success/**  **Level of Priority** | **Valuing You Strategic theme**  (from NBT EDI Strategy) | **Proposed Valuing You objective outcome 2019-2021** | **Action Plan (2020 – 2023)** | **WRES**  **Indicator/s** | **Action**  **Lead** |
| **Great Place to work:**  **Voice**  **\***Empowering Staff to have their say, involved in decisions and innovations.  **\***Encouraging Staff to speak up against issues such as bullying and issues relating to patient safety  **\***Wellbeing conversations built into appraisals  **\***Regular listening events and pulse surveys  **Thrive**  **\***Building on our strong emphasis of staff wellbeing  **\***Growing our flexible working offers  **\***Vigorous approach to EDI – diverse teams that reflect the population we serve and enhances the experiences of our patients  **\***”Valuing You Culture” as set out in our 2020 EDI Strategy  **Just Culture – focus on fairness and accountability rather than blame and sanction**  **\***Links to quality and safety  **\***Free from harm – not from error.  **\***Encourages and supports speaking up, especially for  those staff who are disproportion-ately represented/  Implicated in formal cases.  **\***Restorative actions/  Conversations where possible which aim to put things right (meeting hurt and harm with healing, not with more harm)  **\***Reduction in formal ‘cases’ – and those that occur are handled efficiently and limit harm | **Looking After Our People**  **Belonging to the NHS**  **Flexible working**  **Building confidence to speak up**  **Building respect and dignity** | ● An increase in the reporting of adverse events/patient safety concerns/ staff speaking up  ● A reduction in sickness absence and staff turnover  ● Reduction in Suspensions, Disciplinary cases and Employment Tribunals  ● Increase in employee engagement  ● Increase in number of BAME staff in senior roles  ● A better WRES and WDES position year on year - indicating improved inclusivity  ● CQC Well Led assessment shows tangible progress on EDI agenda and its impact on staff  ● Further improved well-being offers to include extended mental health, keep well and financial wellbeing support by the end of 2021/22  ● From Sep 2021 wellbeing conversations will be built into all staff appraisals  ● Introduce ‘Just Culture’ to be fully operational by 2021/22 reducing episodes of formal disciplinary action | **Voice**  **Cultural Ambassadors & Just Culture** | 1. Staff Groups are equipped and engage to advance equality of opportunity across the organisation. 2. All colleagues   are enabled  and  empowered to  share their  experience.   1. Freedom To   Speak Up  (FTSU)  Champions  Are  Represent-  ative and  accessible   1. Just Culture pilot is inclusive and accessible 2. Cultural Ambassador Programme is incorporated into Just Culture approach and stands as an integral part of formal and informal People (HR) processes 3. Ensuring culturally appropriate and accessible wellbeing support for Black, Asian & Minority Ethnic (BAME) Staff 4. Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination 5. Staff are free from abuse, harassment, bullying and violence from any source, when at work 6. Promoting the benefits of equality, diversity and inclusion to all staff 7. Leaders demonstrate their commitment to EDI and ensure   account-  ability,  respon-  sibility and  resources | 1. Build on and increasing engagement   with BAME Staff and Network to ensure they shape all policies and procedures at NBT   1. Continue to develop BAME Network to increase member-ship, ensure Executive attendance and sponsorship 2. Deliver BAME Staff Network and Equality, Diversity, and Inclusion (EDI) Champion bi-annual report to Trust Board 3. BAME Staff Network Leads and EDI Lead quarterly meeting with CEO/Exec Member 4. Support BAME Staff Network Leads to develop links with external stakeholders (i.e. BNSSG) to promote better support and share practice 5. Support BAME Staff Network to use various methods to listen to staff i.e. drop-ins & events 6. Communication Team support to BAME Group and for race equality projects 7. Ensure core values, objectives and commitments for race equality and EDI are delivered across the whole organisation 8. EDI Champion to engage with BAME staff proactively by visiting workplaces   and leading on drop-in clinics, these should reflect both day and night time shifts   1. Further listening activities & events for BAME staff to share WRES results and continuing impacts of COVID-19 with a commitment to ensure co-design of interventions which address the inequalities highlighted in the WRES data 2. Agree and test co-designed improvements to address the disproportionate effects of Covid-19 on BAME staff, exacerbating existing inequalities, using the successful bid for NHS Charities Together funds 3. Implement Freedom   To Speak Up  Guardian  model with wider set  of champions with  greater diversity  reflecting the  workforce and  improving  accessibility   1. Develop equalities   monitoring for those  who speak up and  for issues raised   1. Just Culture way of   working to be  piloted ensuring  access to BAME  staff and  incorporating  their needs   1. Introduce equalities   monitoring of  Employee  Assistance  Programme of both  of those calling and  issues raised to  ensure wellbeing  services are inclusive  and accessible.   1. Develop culturally competent wellbeing support for BAME staff in collaboration with Heathier Together partners and community groups providing targeted services 2. Review Cultural Ambassador scheme and roles to ensure the roles are clear and embedded into practice and that the arrangements meet the identified need of NBT and of BAME staff 3. Review and refresh ‘Red Card to Racism’ scheme and other forms of racism and/or hate incidents reporting initially by updating the recording system and then ensuring appropriate action taken and that required support is provide to BAME staff 4. Explore the role of allies and set up an allyship programme based on various models 5. Ensure sickness, disciplinary, grievance and performance capability policies/ processes are fair and equitable towards BAME staff through ongoing monitoring and remedial actions 6. Ensure proactive support and engagement of Executive & Non-Executive Champions 7. Explore working collaboratively with initiatives to improve the diversity of the Board | 2, 3, 5-8, 9  2, 3, 5-8, 9 |  |
| **Growing and Developing our Workforce**  \*A blended composite workforce with a broad variety of jobs and career pathways for all professions  \*Self-directed  e-Learning – upskilling and growing capability  \* Multi Professional teams  \* Developing managers and leaders to build a culture of compassion and inclusive leadership  \* Clear supply routes for shortage specialties  \* Focussed retention strategy  \* Improved real time People data, analytics and People Score Card reports  \* Growing our international staff pipelines  \* Maintaining education to grow our future, expanding our offer for ACP roles  \* Supporting Clinical Placements  \* Improved approach to workforce planning and scenario planning  \* Implementing e-Rostering Job Planning Line Manager and individual ESR Self Service  \* Continue to expand our Apprenticeship portfolio | **Growing**  **for the Future** | ● Comprehen-sive and easy to use People Balanced Scorecard, data and reports by 2021/22  ● Career pathways are developed across professions and with our staff using them for development purposes by the end of 2024/25  ● Trust wide retention plans in place by 2021/22 and reducing turnover, continuously monitored  ● Staff survey assessments of managers show greater compassion and inclusivity year on year  ● Trust wide workforce plans which address shortages and different scenarios  ● International resourcing pipelines which fulfil workforce plans  ● Increased flexible working in line with consistent BNSSG approach | **Leadership development**  **Accessible Careers** | 1. Inclusive recruitment and selection processes lead to a more representative and diverse workforce 2. Staff report positive experiences of their membership of the workforce 3. Inclusive career pathways across the whole organisation and at all levels 4. Establish core principle of increasing visible diversity with the intention of embedding a culture of inclusion throughout NBT | 1. Monitor opportunities to ensure BAME staff can access learning and development at all levels equally and   representatively   1. Undertake review of the appraisal process to identify career development opportunities and line manager support for BAME staff and ensuring opportunities are realised with accountability in place for line managers with transparent data 2. Continue to support BAME staff into a range of talent management, leadership development and secondment opportunities and ensure positive outcomes for individual staff 3. Monitor ethnicity of all staff to identify continued barriers to recruitment and progression of BAME staff within the whole organisation and at all levels (particularly focusing on staff stuck at particular Bands and from specific ethnic groups) 4. Undertake a review of internal recruitment processes to bring greater clarity and equity to outcomes for BAME staff by removing barriers 5. Promote coaching, buddying, and mentoring offers to internal BAME staff at all levels to support their career progression within NBT 6. Review recruitment processes and offer coaching, buddying and mentoring to external BAME applicants to ensure their recruitment into NBT especially into those grades and departments where BAME staff are under-represented 7. Work towards implementing the ambitions for increasing BAME representation at senior levels (as outlined in A Model Employer) by leading and implementing the BNSSG Talent Management Programme 8. Lead the BNSSG Inclusive Recruitment programme to deliver the overhauling recruitment action plan 9. Develop and deliver EDI training programme for Senior Line Managers in order to move them to become “Upstanders” 10. Deliver Valuing Together Reciprocal Mentoring Programme for BAME staff and Executive/senior leaders 11. Continue to work with University of West of England (UWE) and partners to improve student placement experiences and contribute to reducing the awarding gap 12. Undertake a review of the appraisal process to identify how career development opportunities are identified and how line managers can provide support for BAME staff and ensure opportunities are realised 13. Ensure sickness, disciplinary, grievance and performance capability policies and processes are fair and equitable towards BAME staff through ongoing monitoring and remedial actions 14. Support Managers to improve their understanding of race equality and meeting the needs of BAME staff through training, resources, and toolkits |  |  |
| **Better People Support**  \*Providing single point of access to our services ‘one stop shop’ through intranet with easy to use intuitive new policy guidance  \* Dedicated complex casework team with Employee Relations case tracker  \* Streamlined digital enhanced recruitment and on boarding working alongside the community for hard to reach groups  \* Flexible working arrangements  \* HR balanced score card reports and workforce data, that is timely and reliable. | **New Ways of working and delivering care** | ● Implement a new intranet People portal with easy access and navigation by November 2020 to coincide with Trust rollout of the new intranet  ● All policies reviewed, streamlined and improved by end of 2020/21  ● Review end to end recruitment process to identify a quicker, seamless intuitive system and process by 2021/22  ● Suite of toolkits, guidance, and development online and easily accessible for managers  ● Implement ESR self-service by the end of 2022/23 with progress measured against numbers of staff that are users by the end of 2021and 2022  ● By Jan 21 all roles will be considered for flexible working patterns with role modelling from the top | **Accessible Services for All** | O) Ensuring  accessibility,  diversity  inclusiveness  for all staff,  patients, and  carers | 1. Use BAME staff as stakeholders in assessing the needs of BAME patients and in ensuring that services are accessed equitably and fairly as well as ensuring services are delivered culturally competently |  |  |

NHS People Plan

NBT People Strategy

NBT Valuing You (EDI) Strategy

NHS WRES Executive Summary Report

NBT WRES Supplementary & Data Information 2020 & 2021

NBT WRES Race Disparity Data Report

BNSSG ICS Workforce Plan

Healthier Together (BNSSG) EDI Leads Action Plan

NHSI A Model Employer: WRES Leadership Strategy

NBT A Model Employer

NHS People Plan Inclusive Recruitment

Bristol RESLG Tackling Race Inequality in 2020: Top 3 Priorities for Public Sector Agencies

Bristol’s Race Equality HR Data Product 2019 & 2021

BNSSG EDI Action Plan

BNSSG Overhauling (Inclusive) Recruitment Action Plan

BNSSG Retention Action Plan

BNSSG Race Equality Talent Management Action Plan