

# COMMITMENT TO OUR COMMUNITY

In and for our community  
Representing the communities we serve



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# FOREWORD

## Beyond healthcare - Placing ourselves at the heart of our community

It is both a privilege and a pleasure to introduce North Bristol NHS Trust's (NBT) 'Commitment to our Community' plan. This is our pledge to you, and to our staff, that we will play an active role on issues that matter - fully representing the people and places we serve and supporting them in good times and bad.



As one of the area's largest employers, we are part of the community. Not only do our staff live in cities, towns and villages across Bristol, North Somerset and South Gloucestershire, but the Trust is also supplied and supported by hundreds of local businesses, partners, charities and volunteer organisations. This deep connection and daily engagement is vital to us being able to deliver our aim of outstanding patient care and experience for all.

Central to this plan will be our renewed efforts to encourage local people from all walks of life to consider one of over 350 careers available at NBT. In particular, this will be focused on areas and demographics which, to date, we have struggled to recruit from. We are missing out and we know it - after all, the NHS is stronger, more effective and more innovative when it is able to attract brilliant and passionate people.

In this way, we not only benefit from the incredible talents which exist across our communities but we also offer a pathway forward to those who often, through no fault of their own, find themselves without one. The costs of not doing so have rarely been more obvious, or more tragic, than in the first months of this (2024) year.

At NBT, diversity is one of our most important assets and our people our greatest strength - but we know we must and need to do more. In the coming months and years, I look forward to continuing to work with schools, colleges, charities, clubs, faith groups, councils and community forums (to name but a few!) to make this into a reality.

Best wishes,

*Maria*

**Maria Kane**  
**Chief Executive**

# INTRODUCTION

## Why this matters to us

As one of the largest employers here in Bristol, we want to ensure that we have a truly diverse workforce that is representative of our local communities because we know that this enables us to deliver our aim of outstanding patient experience.

We are tackling this as a key improvement priority under our patient first approach. Our commitment is to increase employment opportunities for those who live locally, with a focus on ethnically diverse groups and in particular areas which are impacted by socio-economic disadvantage and experiencing inequalities. We know this will help increase the diversity of our workforce and provide valuable employment opportunities to help people with increased financial stability, encouraging them to develop and thrive.

We have set an objective to increase the number of people we recruit from the most socio-economically challenged areas in and around Bristol, and we'll be taking positive and proactive action within our local communities to make sure we achieve this.

We also aim to address the disparity that exists when people from ethnic minority backgrounds apply for jobs, as sadly we know from data across the country that people from these groups are less likely to be shortlisted or appointed, and this is simply not right.

We want to address this here at NBT and understand more about what we need to do to tackle this issue and reduce the disparity that exists. We've set ourselves some clear objectives and will be taking the actions outlined in this plan.

We want people to feel proud to belong in NBT and are striving to make a real difference in and for our local communities, enabling an outstanding staff and patient experience for all.



*Sarah*

**Sarah Margetts**  
**Deputy Chief People Officer**

# BENEFITS OF A LOCAL EMPLOYMENT PIPELINE

There are a number of benefits to increasing employment from our local communities. We aim to improve equality, diversity and inclusion and to enhance the sense of belonging to the NHS and here at NBT.

Increasing our focus on enhanced opportunities for employment of local people at NBT will aim to ensure our workforce reflects the diversity of our local communities and supports their ambitions and aspirations.

The key employment and service improvements this work will deliver are:

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## CULTURAL UNDERSTANDING



- Local employees often have a better understanding of the community's cultural nuances, which can be crucial in healthcare. This understanding can enhance communication and trust between healthcare providers and patients.
- Cultural awareness is essential in gaining a rich understanding of the perspectives, needs, and concerns of our local communities and prospective future employees.

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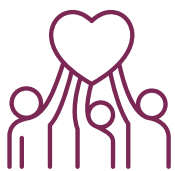
## LANGUAGE PROFICIENCY



- In the pursuit of equality, diversity and inclusion, language is powerful and can help to shift attitudes and behaviours.
- Recruiting more ethnically diverse local employees can contribute to reducing language barriers and improving communication with patients, leading to improved patient experiences, outcomes, and satisfaction.

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## COMMUNITY ENGAGEMENT:



- Ensuring NBT vacancies are advertised throughout our local community helps to increase applications from a wide range of our local population.
- Messages from trusted sources within communities are valuable to increase confidence, trust, knowledge, and acceptance of NHS services.
- Recruiting local staff can support the trust to connect more effectively with the community, facilitating community connections, engagement and outreach programmes.
- We have an opportunity to let our local community know that NBT are committed to hiring local talent.
- This demonstrates our commitment to NBT being an anchor institution in our community.

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## REDUCED TURNOVER:



- An inclusive culture can improve overall retention which supports us in developing and growing our workforce.

### IMPROVED ACCESSIBILITY:



- Local employees residing in the vicinity of the hospital can lead to improved accessibility in short term scenarios, such as short notice overtime needs, flexible working, and Bank availability. This would also potentially increase workforce resilience in demand surge or emergency situations.
- Reviewing our job descriptions and person specifications can help to ensure there are no equality or cultural barriers.

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### ENHANCED PATIENT TRUST:



- Building trust requires consistency in our values as an organisation and demonstrates our commitment to equality of health outcomes.
- Building trust requires identification of barriers and biases and this work will ensure focused action to overcome specific inequalities, discrimination and marginalisation potentially experienced by certain groups and individuals.

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### TAILORED SERVICES:



- Local employees may have insights into the specific health needs and challenges of the community. This knowledge could support in tailoring healthcare services to better meet the needs and preferences of the local population, and in turn efficient, productive, and safe patient care.

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### DIVERSITY OF SKILLS AND PERSPECTIVES:



- By opening routes to local people who may not have previously considered or been aware of the variety of roles and careers available in the NHS, we can ensure our workforce reflects the diversity of our local community and supports the ambitions and aspirations of local people.
- A diverse workforce, including local employees, brings a variety of skills, experiences, and perspectives. This cultural diversity can foster innovation, problem-solving, and a more comprehensive approach to patient care, creating cultures that value and sustain a diverse workforce.

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### COST SAVINGS:



- Employing local staff will lead to some medium to longer term cost savings, as the need for international recruitment relocation costs, domestic relocation packages and other associated expenses will be reduced.
- NBT can offer opportunities and economic security recruiting local staff, especially in areas where there has been a reduction in economic opportunity.
- Offering investment in our local community can be achieved through training and skills opportunities.
- Local people can access our vacancies and help to build sustainable careers in the NHS.

# OUR 2 KEY TARGETS



## Target 1 - Increasing Employment from our Local Communities

To increase the employment from our 30 most socio-economically challenged communities year on year. As the data will show, we are almost at equal representation of those key areas of focus with a variance of -0.3%, therefore we are setting a target of 38.5% of our employees to reside in these areas by the end of March 2025. Our aim is to target specific areas where underrepresentation exists.

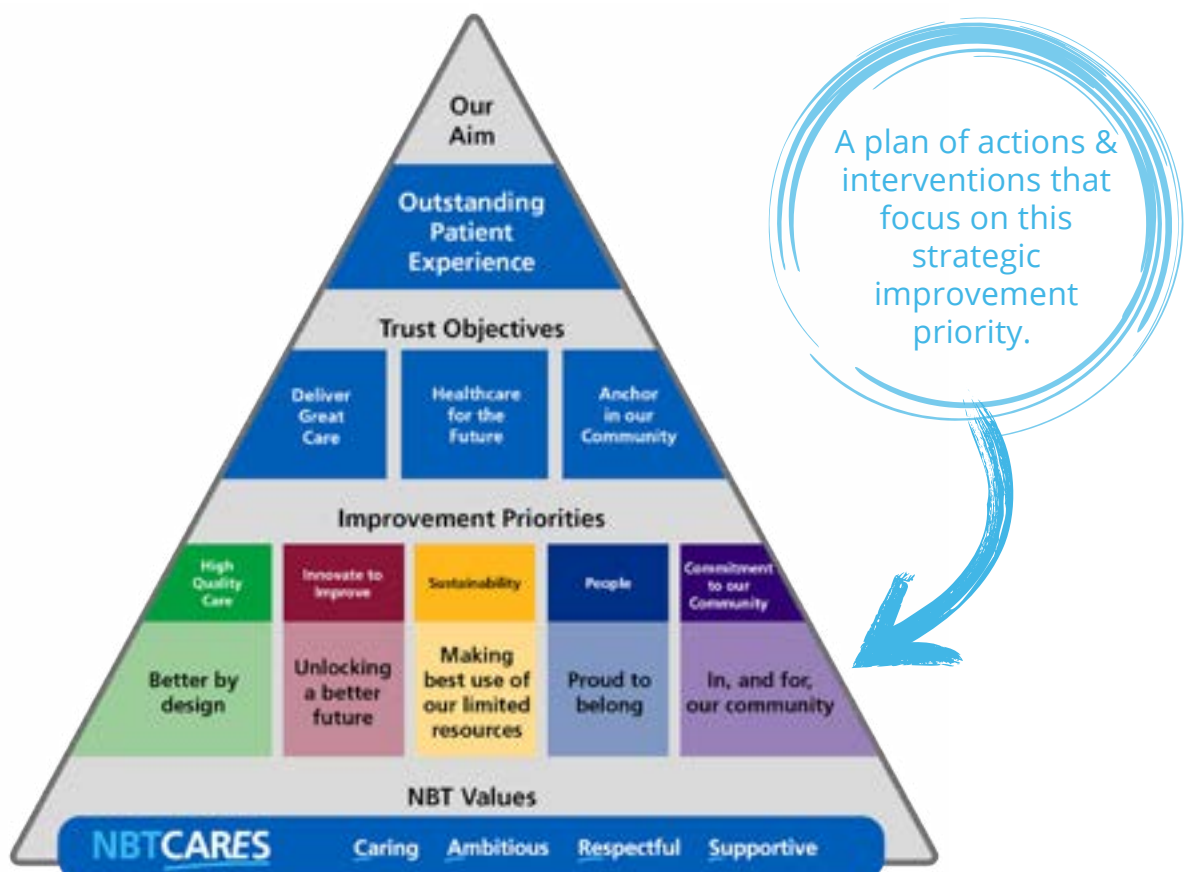


## Target 2 - Reducing our Disparity Ratio

To increase the conversion rate of job applications for candidates from ethnic minority backgrounds year on year measured by a disparity ratio\* with a Trust target of 1.25 by the end of March 2025.

\* Defined as the relative likelihood of applicants from ethnic minority backgrounds being appointed from shortlisting compared with White applicants.

## Our Strategic Aims, Objectives and Improvement Priorities



# HOW WE HAVE DEVELOPED OUR PLAN



1

Quantitative workforce data from NHS electronic staff records system (ESR) mapped against Office of National Statistics (ONS) population data for the 30 key areas identified.



2

Qualitative data from the 2022 Bristol North Somerset and South Gloucestershire (BNSSG) inclusive recruitment report. This report reviewed recruitment policies and processes for Integrated Care System partners and identified gaps and opportunities to create more inclusive recruitment practices.



3

Incorporating feedback on our draft plans from key community partner organisations gained through an on site listening event held in December 2023, with over 40 community partner attendees.



4

Working group including early careers and talent acquisition subject matter experts (SME) as well as equality, diversity & inclusion specialists and data leads.



5

Analysis of data on geographical areas and staff groups to target interventions that will deliver the most significant impact.





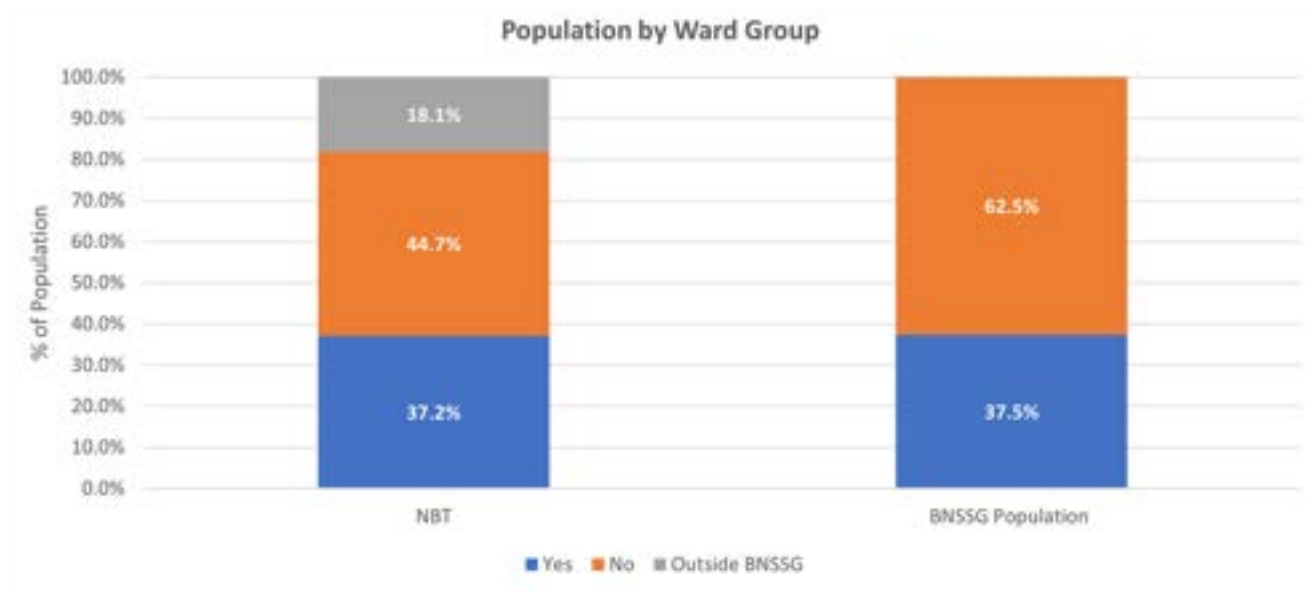
# **WHAT IS THE DATA TELLING US?**



# TARGET 1

## Increasing Employment from our Local Communities

Of our total NBT workforce, we see that 18.1% live outside the area altogether, 44.7% live within the remaining areas of the BNSSG footprint and 37.2% reside within the identified socio-economically disadvantaged 30 areas.



This means that our workforce residing in the 30 socio-economically disadvantaged areas is currently 0.3% below the total BNSSG population figure.

Of our new hires in the last 12 months we know that we are recruiting approximately 50% from within our local communities. However, proportionately a larger number of these are in our lower banded roles and are in particular areas of the Trust.

Over the course of this plan, we have ambition to increase hires from our local communities by an additional 100 people (i.e. 100 more than we typically recruit), which means by the end of March 2025 the number of employees residing in our communities would increase to \*38.5%.

We anticipate specifically targeting 50 roles from outreach activity and a further 50 from the other community engagement and employment related activity as outlined in this plan.

*\*We recognise that there are other factors that influence where individuals reside, and that staff turnover, internal moves and the types of vacancies we have available will all impact on the achievement of this figure.*





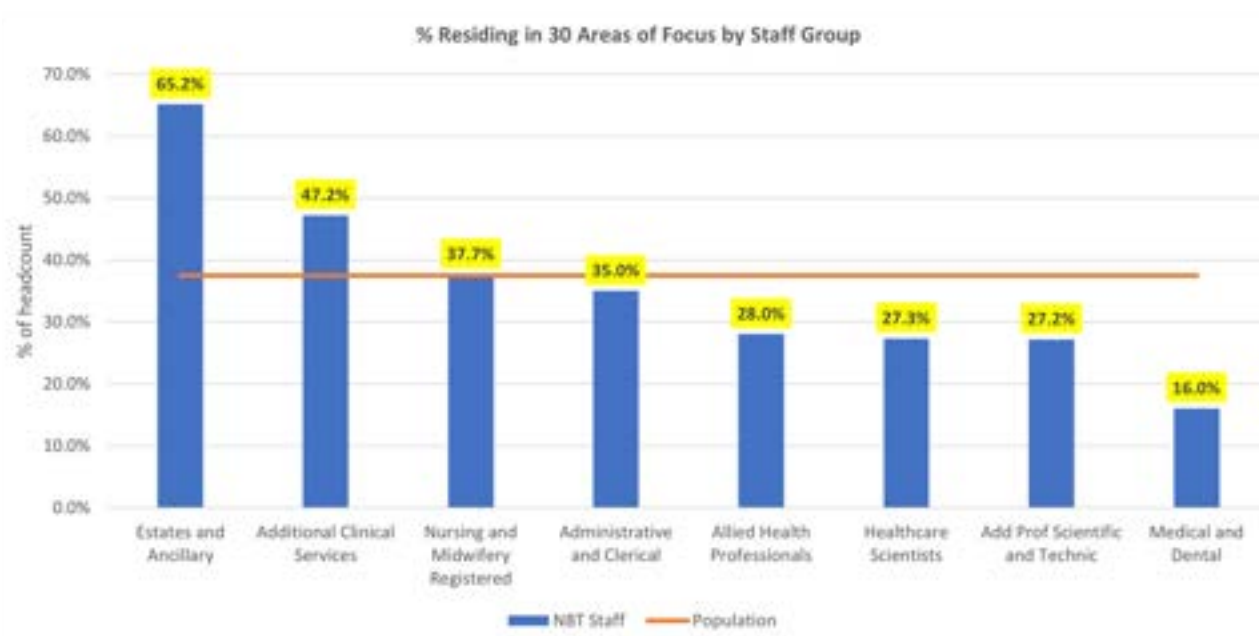
# TARGET 1



## Analysis by staff group, division and banding

If we analyse this data by staff group, division and banding, this gives greater clarity on the gaps identified when noting outliers above and below the BNSSG 37.5% population figure.

### STAFF AND POPULATION BY STAFF GROUP



Estates and Ancillary, Additional Clinical services (which includes unregistered Nursing) and Nursing and Midwifery Registered are positive outliers, with all other staff groups showing below the 37.5% population figure.





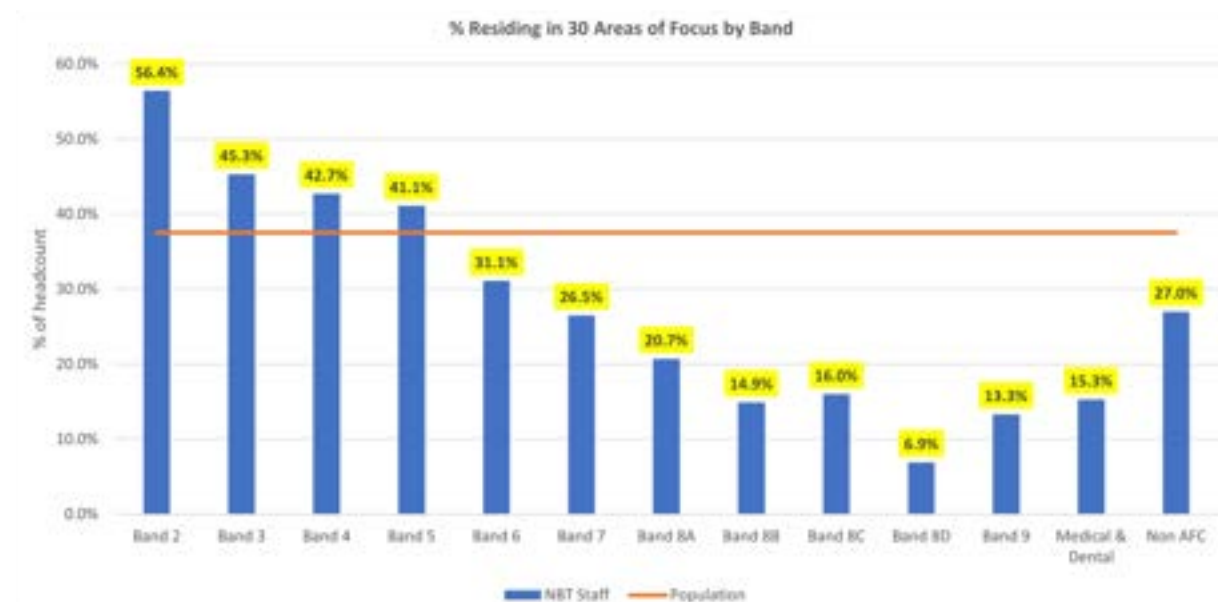
# TARGET 1

## STAFF AND POPULATION BY DIVISION



Other than Facilities, Medicine and Anaesthesia, Surgery, Critical Care and Renal (ASCR), all divisions are showing below the 37.5% population figure.

## STAFF AND POPULATION BY BAND



Bands 2 to 5 are over representative of the population in these areas, with all other bands showing under representation.



# TARGET 1

## OVERVIEW OF THIS DATA STAFF GROUP/DIVISION/BANDING

Non-Nursing registered clinical roles are the least represented in the 30 areas of focus, along with medical staff who also have the highest population outside of BNSSG. There is also lower levels of representation in our admin/clerical and corporate professions.

As our biggest staff group, registered nursing and midwifery mirrors the population, although one of the main factors contributing to this is the combination of internationally recruited nurses and newly qualified staff locating themselves around the hospital area and the University of West of England (UWE).

Estates and Ancillary and unregistered clinical staff in Additional Clinical Services are overrepresented and this is also reflected in an over representation in bands 2 to 4 across the facilities division and in clinical divisions where we have high numbers of Healthcare Support Workers.

From this summary, we aim to focus our employment activity on the specific areas of underrepresentation, which will include a range of corporate, admin and clerical professions as well as a focus on apprenticeships and entry levels into the key staffing groups across the organisation. We believe that offering these pathways to progression will also help to focus on an increase in median level salaries for people from these communities in the longer term.

Our key focus will be:

-  Administration and Clerical - both clinical and corporate – professional level roles at higher bands, where appropriate previous experience and transferable skills exist.
-  Administration and Clerical - both clinical and corporate – Bands 2-4, including established Apprenticeship opportunities that can offer future career progression opportunities into higher banded roles.
-  Additional Clinical Services – Healthcare Support Worker roles - whilst not currently underrepresented in the data sets, we aim to increase more local employment into our registered professions, achieving this through growth of our professional progression pathways into AHP and Nursing careers.
-  Additional Clinical Services - Therapy Support Workers, Research roles, Pharmacy and Pathology entry level roles, supported by established Apprenticeships and progression pathways.





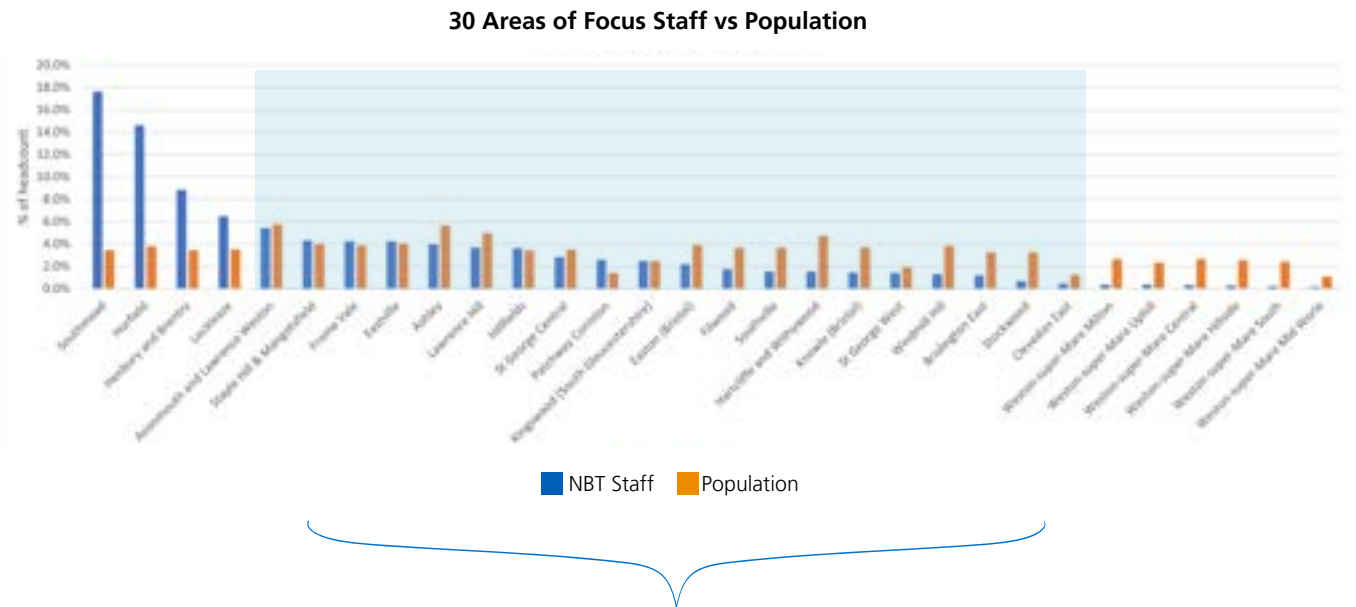
# TARGET 1



## Analysis by geographical location

If we analyse this data by geographical location, this gives greater clarity on the gaps identified when noting outliers above and below the 37.5% population figure.

### STAFF AND POPULATION BY GEOGRAPHICAL LOCATION



*Geographical areas in focus are from "Avonmouth & Lawrence Weston" to "Clevedon East"*

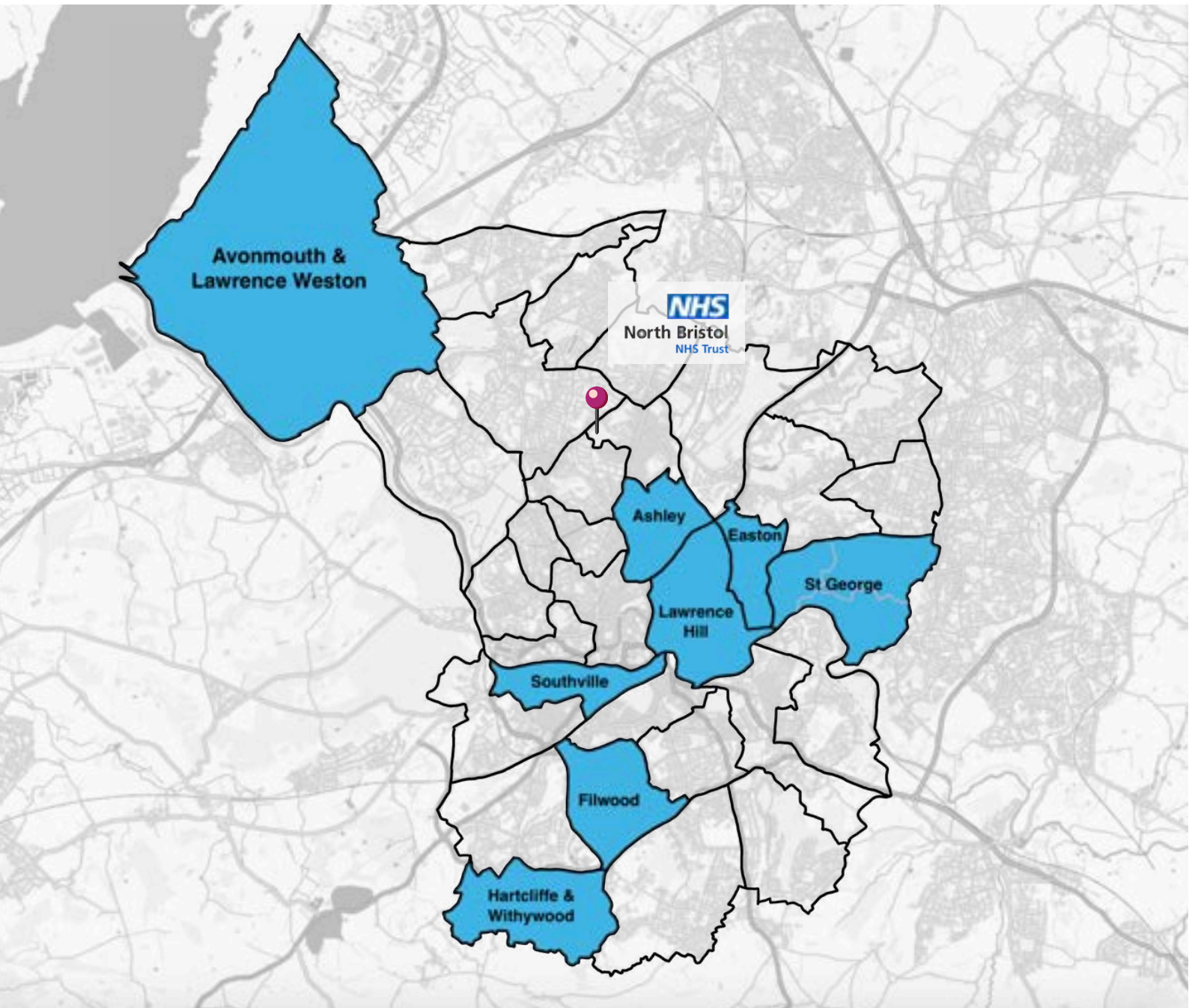
Our workforce is over-representative of the population of our communities in 4 clear geographical areas with the majority of other areas showing under representation.

From this group we have selected 8 geographical areas for our initial focus.



# TARGET 1

THE 8 AREAS WE ARE GOING TO FOCUS ON.



## BRISTOL WARDS

- 📍 Ashley
- 📍 Avonmouth and Lawrence Weston
- 📍 Easton
- 📍 Filwood
- 📍 Hartcliffe and Witherwood
- 📍 Lawrence Hill
- 📍 Southville
- 📍 St George

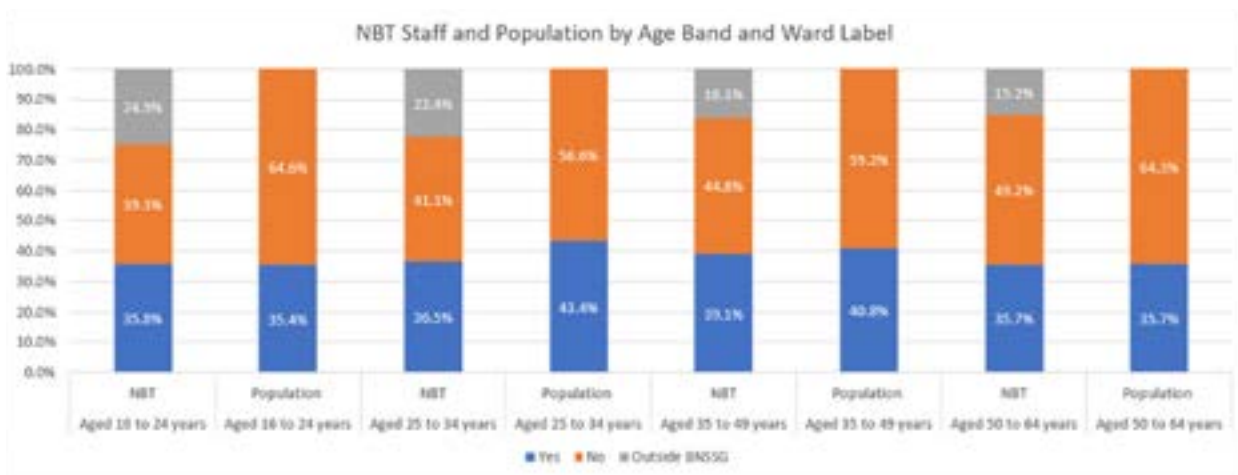


# TARGET 1



## Analysis by age and ethnicity

If we analyse the data by age and ethnicity, it gives greater clarity on the gaps identified when noting outliers above and below the 37.5% population figure.



The age profile of our workforce is broadly equal to our population whilst showing under representation in the age group 25 to 34 years.

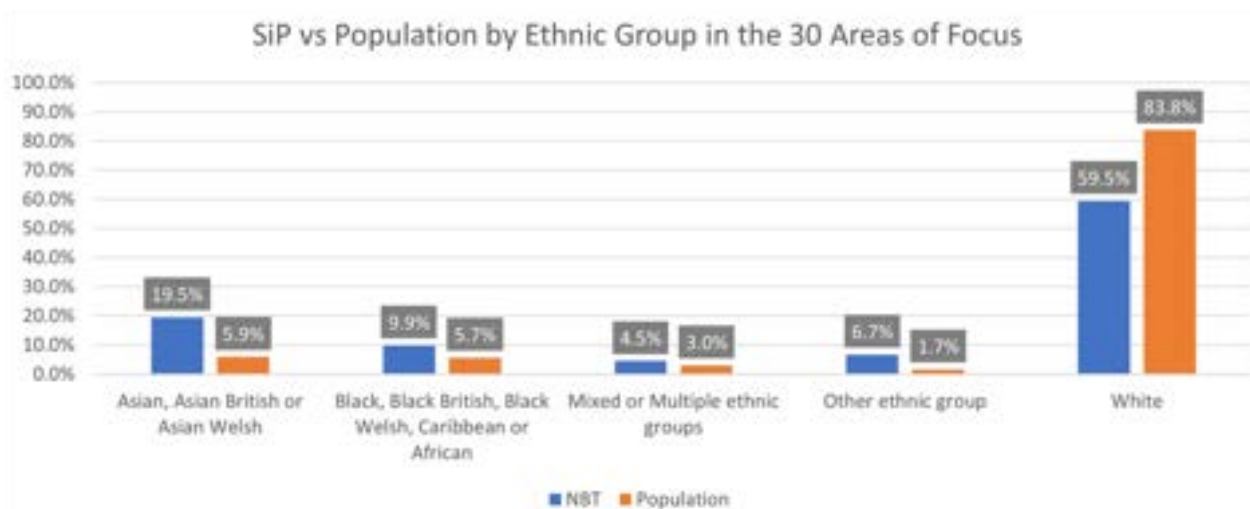
Whilst including all age groups in this work, as opportunities will exist across the whole population, we will have a focus on younger age groups and working with local schools, colleges and education establishments to grow our local workforce of the future and promote early careers into health and care within our communities.





# TARGET 1

## STAFF AND POPULATION BY ETHNICITY



Other than the white group, the Trust is marginally over-represented in all ethnic minority groups, although we have already seen evidence this varies by pay band.

The Asian, Asian British/Welsh group over representation is influenced by our internationally educated Nurse population.

Our aspiration as an anchor organisation is to maintain over representation in all ethnic minority ethnic groups and to work towards a more even distribution across staff groups and salary bands, and this will therefore be a specific focus of our work.



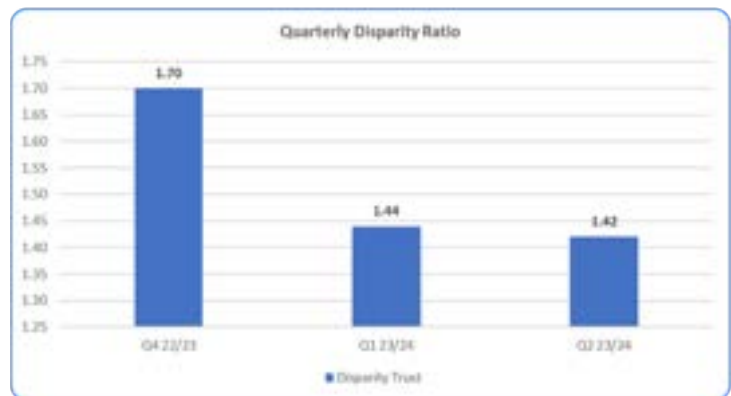


# TARGET 2

## Reducing our Disparity Ratio

Our second target is to reduce our disparity ratio. This is the relative likelihood of applicants from ethnic minority backgrounds being appointed from shortlisting compared with White applicants.

	Trust Wide
<b>FY 2022/2023 - whole year</b>	1.70
<b>FY 2023/2024 - Q1</b>	1.44
<b>FY 2023/2024 - Q2</b>	1.42



- Data is reported at Trust level aligned to Workforce Race Equality Standard Reporting requirements and we produce this at a Trust wide (table above) and divisional level (table below).
- In 2022/23 the rolling disparity ratio was 1.70 at the end of the financial year. This was due to a particular spike in Q1 of 2022 (in the Information Management Division). At the end of Q2 of the current year we can see an improved picture of 1.42.
- The actions in this plan aim to reduce the disparity ratio to our target of 1.25 by the end of 2025.

Division	Q4 22/23	Q1 23/24	Q2 23/24	Variance Q4 22/23 and Q2 23/24
Anaesthesia, Surgery, Critical & Renal Division	1.60	1.30	1.29	-0.32
Core Clinical Services Division	1.72	1.70	1.81	0.09
Medicine Division	1.97	1.16	1.22	-0.75
Neurosciences & Musculoskeletal Division	1.32	1.09	1.14	-0.18
Women and Childrens Division	1.55	1.69	1.51	-0.04
Facilities Division	1.45	1.41	1.59	0.15
Information Management Division	4.67	3.74	4.25	-0.42
Other Corporates	1.70	1.68	1.55	-0.15
<b>Trust</b>	<b>1.70</b>	<b>1.44</b>	<b>1.45</b>	<b>-0.25</b>

# WHAT ACTIONS WILL WE TAKE?



# COMMUNITY EMPLOYMENT THEMES

We have identified **9 key themes** that we will focus on as part of our plan. These themes are based on feedback from our community partners, and views on the areas that will enable us to make the greatest difference.

<b>C</b>	<b>Career Pathways</b>	
<b>O</b>	<b>Outreach</b>	
<b>M</b>	<b>Marketing</b>	
<b>M</b>	<b>Mentoring</b>	
<b>U</b>	<b>Understanding</b>	
<b>N</b>	<b>Networking</b>	
<b>I</b>	<b>Inclusion</b>	
<b>T</b>	<b>Training &amp; Support</b>	
<b>Y</b>	<b>Young People</b>	



# WE WILL:

## CAREER PATHWAYS

Develop and launch a suite of clear and accessible materials showing career pathways available within NBT, initially prioritising 1) Admin & Clerical, 2) Professional Corporate Careers, and 3) Entry to Nursing and Midwifery.

**By end of June 2024**



## OUTREACH

Recruit a dedicated full-time role for one year with a specific focus on engagement and outreach into our local communities.

**By end of February 2024**

Engage in meaningful employment related activity with a minimum of 170 people from our local underrepresented communities, of which we will hire and support 50 people into employment with us.

**By end of March 2025**

## MARKETING

As part of work to develop our NBT Employer Value Proposition (EVP) we will undertake a piece of work to understand the current employer brand perception of NBT within our local communities, and how this can be enhanced.

**By end of April 2024**

Review and relaunch our recruitment materials and communication channels for advertising roles within our local communities.

**By end of June 2024**



## MENTORING

Launch a new mentoring scheme to support people from our local communities to become work ready and improve and enrich their employability skills.

**By end of April 2024**



## UNDERSTANDING

Undertake a specific piece of work that focuses on building relationships within the key 8 communities where we are currently underrepresented, to further understand, identify and overcome the barriers to employment with us.

**By end of July 2024.**

Launch a new NBT Community Forum with partners from the voluntary sector, schools, colleges, and local community groups, and host a bi-annual networking event to hear what is working well and any further improvements we can make.

**By end of August 2024**



## NETWORKING

Launch a new monthly community engagement newsletter to share news, updates, courses, events, job vacancies and apprenticeship opportunities with our NBT Community Forum partners.

**By end September 2024**

Introduce NBT clinical and professional Career Ambassadors with representation from across all divisions, professions, and services to help us to promote careers, offer mentorship, and deliver work experience and career engagement activity within our communities.

**By end of June 2024**

Introduce a single point of contact and careers inbox dedicated to help support enquiries about careers within NBT from our local communities and partner organisations.

**By end of March 2024**



# WE WILL:

## INCLUSION

Commission the delivery of training and support to help leaders, managers and frontline workers recognise both personal and institutional bias, understand young and minority communities and develop the intercultural communication skills needed to develop an inclusive environment.

**By end of November 2024**

Reach out to voluntary sector partners and organisations that specifically support ethnic minorities, disabled and younger people (24 years and under) and work with them to ensure our work experience and career development programmes are particularly accessible and available to these groups.

**By end of June 2024**

Introduce a mechanism in our recruitment process at the point of advertising a vacancy, for the hiring manager to consider an alternative approach such as an alternative career development, work experience or apprenticeship opportunity from within our local communities.

**By end of January 2025**



## T



## TRAINING AND SUPPORT

Introduce a new supported work experience programme running 3-4 times per year, for a total of 30 people of all ages, with a guaranteed interview at the end of the programme.

**By end of March 2025.**

Develop and deliver a range of functional skills-based training to support people from our communities with maths, English, ESOL (English for speakers of other languages), digital skills, employability, introduction to healthcare/business admin, CV, application, and interview tips.

**By end of May 2024**

Re-brand the Job Shop and launch a new 'Careers Hub' at the entrance to the atrium in the Brunel Building, where we will offer hands-on support, advice, and guidance to people from our local communities and practical support to apply for roles with us.

**By end of May 2024**

Develop and deliver a suite of careers information, advice, and guidance sessions within our Careers Hub, and deliver this on an outreach basis within community settings.

**By end of May 2024**

## YOUNG PEOPLE

Offer at least 400 work experiences for young people from our local schools and colleges **by the end of the academic year August 2024**. With a stretch target to increase this to 500 during the following academic year (2024/25).

Pro-actively identify and approach the schools in the specific 8 areas of under-representation, with the aim of undertaking targeted careers engagement activity with students from these communities.

**By end of March 2025**

## Y



# DISPARITY RATIO

We have identified **9 key themes** to help reduce our disparity ratio across the Trust. These actions aim to support our divisions and services within the Trust to focus on this at a local level, and we will work to target specific areas where disparity exists.

<b>D</b>	<b>Diverse Interview Panels</b>	
<b>I</b>	<b>Interview Feedback</b>	
<b>S</b>	<b>Selection Techniques</b>	
<b>P</b>	<b>Policy Review</b>	
<b>A</b>	<b>Alternative Interview Techniques</b>	
<b>R</b>	<b>Review of our Recruitment Processes</b>	
<b>I</b>	<b>Information &amp; Guidance</b>	
<b>T</b>	<b>Training</b>	
<b>Y</b>	<b>Yielding Results</b>	

# WE WILL:

## DIVERSE INTERVIEW PANELS

Work with the services/divisions/professions where an improvement in the disparity ratio is required and implement diverse interview panels for roles recruited into these areas.

**By end of August 2024**



D

## SELECTION TECHNIQUES

Eliminate the use of CV's and expressions of interest for all roles and provide consistent guidance around any exceptional use of 'hidden vacancies', ensuring that all vacancies are advertised and logged appropriately.

**By end of June 2024**



S

## ALTERNATIVE INTERVIEW TECHNIQUES

Design/deliver a pilot scheme for Band 6+ Nursing roles with multiple means of assessment, situational judgement testing, assessment-based interviews and interview questions provided in advance.

**By end of November 2024**



A

## INFORMATION AND GUIDANCE

Launch a fairer recruitment toolkit with advice, guidance and support for all hiring managers.

**By end of March 2025**



I

## YIELDING RESULTS

Track the progress of our disparity ratio on a quarterly basis, reporting KPIs for all divisions and services within Divisional Performance Review meetings and through data to our People & EDI Committee, ensuring that our actions are yielding positive results.

**From end of March 2024**



Y

## INTERVIEW FEEDBACK

Pilot a standardised approach to interview feedback for all ethnic minority (black, asian and minority ethnic) internal and external candidates.

**By end of October 2024**



## POLICY REVIEW

Commission an external/impartial review of our Recruitment Policy and re-launch this with associated guidance.

**By end of October 2024**



## REVIEW OF OUR RECRUITMENT PROCESSES

Commission a piece of work and use intelligence from our work with local communities, to review our current recruitment processes, sample job descriptions and person specifications, to minimise bias and increase objectivity and cultural parity in decision-making processes.

**By end of October 2024**



## TRAINING

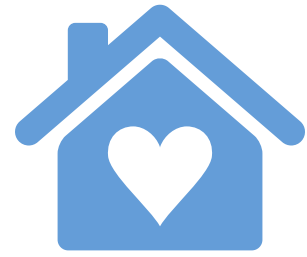
Refresh and relaunch our recruitment training to include training on fairer recruitment, and unconscious bias training for all hiring managers.

**By end of March 2025**





# WORKING IN PARTNERSHIP



We are delighted to have dedicated resource within NBT to drive forward this plan and help ensure that we can successfully achieve our aims and objectives – making our ambition a reality.

Our plan can only be achieved through effective partnership working with a wide range of voluntary sector organisations, local schools, colleges, education establishments and community groups.

This is a snapshot of some of the organisations we are working in partnership with. This list is not exhaustive, and we aim to work with as many organisations as possible to help us deliver this plan and make a real difference in and for our communities.



A housing association and house-builder based in Bath, Curo provides great homes and high quality care and support services across the West of England. Curo's Workwise team can offer support to gain employability skills, build confidence and enter into new work experience placements to help you get into employment. Workwise offer courses to help boost employability, confidence in numbers, and have a specific programme to support refugees and asylum seekers.



The Princess Trust supports young people across the UK to build confidence and pursue The Prince's Trust is a youth charity that works with 16–30-year-olds to ensure every young person has equal access to opportunities regardless of barriers that they may face. Our Health and Social Care team support young people with their job search skills, applications, interview preparation, and pre-employment checks to ensure they feel confident and comfortable through the process of finding employment in the sector.



We Work for Everyone supports people with a learning disability, learning difficulty, and autism find a pathway into paid work.



ACH offers housing and integration support to refugees and migrants in Bristol, Birmingham, Coventry and Wolverhampton. The integration support includes training courses, careers and entrepreneurship support to help empower refugees and migrants to lead self-sufficient and ambitious lives.



Bristol Post 16 assists young people and their families in Bristol by helping them discover appropriate post-16 education options and providing guidance on career choices and employment opportunities.



Seetec Plus works with people in the local areas to build the confidence to secure a career, as well a working with businesses to create more inclusive employment opportunities.



One Front Door provides help for unemployed people to consider work and training options and find out about the support services available in Bristol.



Southmead Development Trust are a charity made up of staff, volunteers and residents who work together to help to release power in the local community. By working alongside residents in North Bristol their expert teams support communities to be strong, vibrant and resourceful through building health, wellbeing, learning, employment and pride of place.



Future Bright gives tailored employment support to people living in Bristol who are in paid work to improve their skills and career opportunities.



Inclusive career pathways supports people in Bristol's communities to access careers in Health & Social Care and Parks & Community Green Spaces.





Babbasa's primary focus lies in addressing the multifaceted challenges faced by black, asian and minority ethnic young people residing primarily in Easton, Ashley, and Lawrence Hill. This is where "60% of the city's ethnic minority population lives in areas of economic disadvantage (Bristol City Council Ward Data, 2018)." Furthermore, those from ethnic minority backgrounds are more likely to be employed in low-skilled jobs (Indices of Deprivation: 2020–2021).

Babbasa's programmes cater to a wide spectrum of young people, including care leavers, ESOL, those at risk of becoming NEET (Not in Education, Employment, or Training), pre-NEET, and individuals close to exclusion. These programmes are designed to engage those who encounter barriers preventing them from accessing mainstream training and employability services. With a particular emphasis on individualised support and collaborative partnerships within the community, they facilitate progress toward positive skills/training, enterprise, and employability outcomes.



Babbasa in partnership with the One City Office and partners, have launched OurCity2030 - which aims to support young people from low income households, starting from inner city Bristol, to secure a median salary role by 2030.

The campaign will nurture the next generation of coders, creatives, activists, architects, engineers and social scientists - who are diverse in race, faith, culture and class. It aims to lift individuals out of poverty, increase representation in the workplace and create a new generation of role models for society.

# ENSURING DELIVERY

We will ensure that there is effective delivery of our plans, and track, monitor and report our progress in the following ways:

1

## ACTIVITY TARGETS

We will monitor, track and report on our metrics monthly so that we can see the difference we are making.



3

## DIVISIONAL REVIEWS

We will use monthly Divisional Performance Reviews as a mechanism to formally report progress being made within our Divisions.



4

## PROJECT PLAN

We will develop an underpinning project plan to track progress of delivery.



2

## STAFF NETWORKS

We will utilise and engage our staff networks to support delivery of our key actions.



5

## REPORT PROGRESS & RISK

We will report and highlight progress and risk through the People & EDI governance process - via People Oversight Group with assurance to People & EDI Committee.



6

## PARTNERSHIPS

We will work in partnership with a wide range of community and voluntary sector organisations and education establishments to deliver this plan together.