

Health and Adult Social Care Scrutiny Committee

15 February 2024

Nottingham University Hospitals NHS Trust – Workforce Inclusion Strategy

Report of the Statutory Scrutiny Officer

1 Purpose

- 1.1 To consider the intended outcomes and timelines of the Nottingham University Hospitals NHS Trust's (NUH's) new Workforce Inclusion Strategy, as part of the overall activity taking place to bring about improvements in its organisational leadership and the effective delivery of maternity services.

2 Action required

- 2.1 The Committee is asked:

- 1) to make any comments or recommendations in response to the report on NUH's new Workforce Inclusion Strategy; and
- 2) to consider whether any further scrutiny of the issue is required (and, if so, to identify the focus and timescales).

3 Background information

- 3.1 In December 2020, the CQC published a report that re-rated the maternity services provided by NUH from 'Requires Improvement' to 'Inadequate'. NUH representatives attended the Committee's meetings on 14 January and 15 July 2021 to discuss the CQC findings and the actions being planned and taken to address them.
- 3.2 In September 2021, the CQC published a further inspection report giving an overall position of 'Requires Improvement', but with an 'Inadequate' rating for whether services were well-led. NUH representatives attended the Committee's meetings on 11 November 2021 and 13 January 2022 to outline the action being taken in response to these findings. The Committee also heard from the NHS Nottingham and Nottinghamshire Clinical Commissioning Group (as the then local commissioner) and, separately, gathered additional evidence from NHS England and the Trade Unions representing NUH employees.
- 3.3 On 17 February 2022, NUH representatives attended the Committee's meeting to present the progress being made in improving maternity services. The CQC then carried out a further inspection of these services in March 2022 and NUH representatives attended the Committee meeting on 19 May 2022 to explain the action that had been taken since this visit. The NHS Nottingham and Nottinghamshire Integrated Care Board (ICB) also submitted a report to the Committee meeting on 15 September 2022 to set out the details of the

assurance and oversight arrangements that it had put in place in relation to NUH, as the new local commissioner.

- 3.4 On 15 December 2022, NUH representatives spoke to the Committee on the progress being made in addressing the issues identified by the CQC and subsequent improvement work. The NHS Nottingham and Nottinghamshire Integrated Care System (ICS) also provided its overarching perspective. As a result of concerns raised at this meeting in relation to the CQC's identification of a culture of bullying and potential racial discrimination, NUH representatives attended the Committee meeting on 16 February 2023 to discuss the steps being taken to ensure a safe and inclusive workplace.
- 3.5 The CQC's latest inspection of maternity services took place on 25 and 26 April 2023, with a 'Well-Led' inspection carried out on 6 and 7 June 2023. NUH representatives attended the Committee's meeting on 16 November 2023 to present the key findings of these inspections, the action being taken and the future next steps. This included information on the development of a new Workforce Inclusion Strategy that was due to be finalised in January 2024. The Committee requested that a report on the upcoming Workforce Inclusion Strategy was brought to a future meeting, following its adoption, so that assurance could be sought on its intended outcomes and timelines, and this has now been provided.

4 List of attached information

- 4.1 Report: Developing and Implementing the NUH Workforce Inclusion Strategy Appendix 1: NUH Workforce Inclusion Strategy 2024-27

5 Background papers, other than published works or those disclosing exempt or confidential information

- 5.1 None

6 Published documents referred to in compiling this report

- 6.1 [Nottingham University Hospitals NHS Trust CQC Inspection Reports](#)
- 6.2 Reports to, and Minutes of, the Health and Adult Social Care Scrutiny meetings held on:
- [14 January 2021](#)
 - [15 July 2021](#)
 - [11 November 2021](#)
 - [13 January 2022](#)
 - [17 February 2022](#)
 - [17 March 2022](#)
 - [19 May 2022](#)
 - [15 September 2022](#)
 - [15 December 2022](#)
 - [16 February 2023](#)

- [16 November 2023](#)

7 Wards affected

7.1 All

8 Contact information

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