NUH Workforce Inclusion Strategy (WIS)

2024-2027

'Outstanding Health Outcomes and Patient and Staff experience'

Strategic Aim: Putting people first to feel safe, supported and included

Inclusion for all

Final Version

Contents

Version control log

Version	Author	Summary of changes	
V1.0	EC	WIS0-170823	First Draft completed
V1.1	EC/SIT	WIS1-200823	
V1.2	EC/SIT	WIS2-480823	
V1.3	EC/SIT	WIS3-140823	
V1.4	EC/SIT	WIS4-180823	
V1.5	EC/SIT	WIS5-290823	
V1.6	EC/GM	WIS6-050923	
V1.7	EC/GM	WIS7-041023	Table with detailed changes available on request.
V1.8	EC/SIT	WIS8-121023	
V1.9	EC/SIT	WIS9-171023	
V2	GM	WIS10-191023	
V2.1	EC/JM/NG	WIS11-271023	
V2.2	EC/SIT	WIS12-301023	
V2.3	EC/SIT	WIS13-231123	
Final Version 11/12/2023			

1. *Leadership Message*

	Nick Carver – Trust Board Chair

	Anthony May – CEO

	George Gilbert – Executive Director of Corporate Governance

Insert Team Photo here	**On behalf of the senior inclusion team**

We Listen We Care

2. *Executive Summary*

The Nottingham University Hospitals (NUH) NHS Trust Workforce Inclusion strategy (WIS) is the overarching strategy to address all matters related to Inclusion across our local, regional and national Equality Diversity and Inclusion (EDI) priorities (See **figure 2** below). This strategy has three interlocking provisions reflected in **figure 1** below: strategic objectives, our approach to the Equality Act 2010 (nine protected characteristics) plus our approach to inclusion beyond the Equality Act 2010 This is the inclusion framework to ensure success in supporting improvements in how inclusion will be embedded across NUH and the Integrated Care System (ICS).

Figure 1. Interlocking provisions

Inclusion

is the culture in which the mix of people can come to work, feel comfortable and confident to be themselves and work in a way that suits them and delivers our business or service needs. Inclusion will ensure that everyone feels they *belong, are safe, respected and valued.*
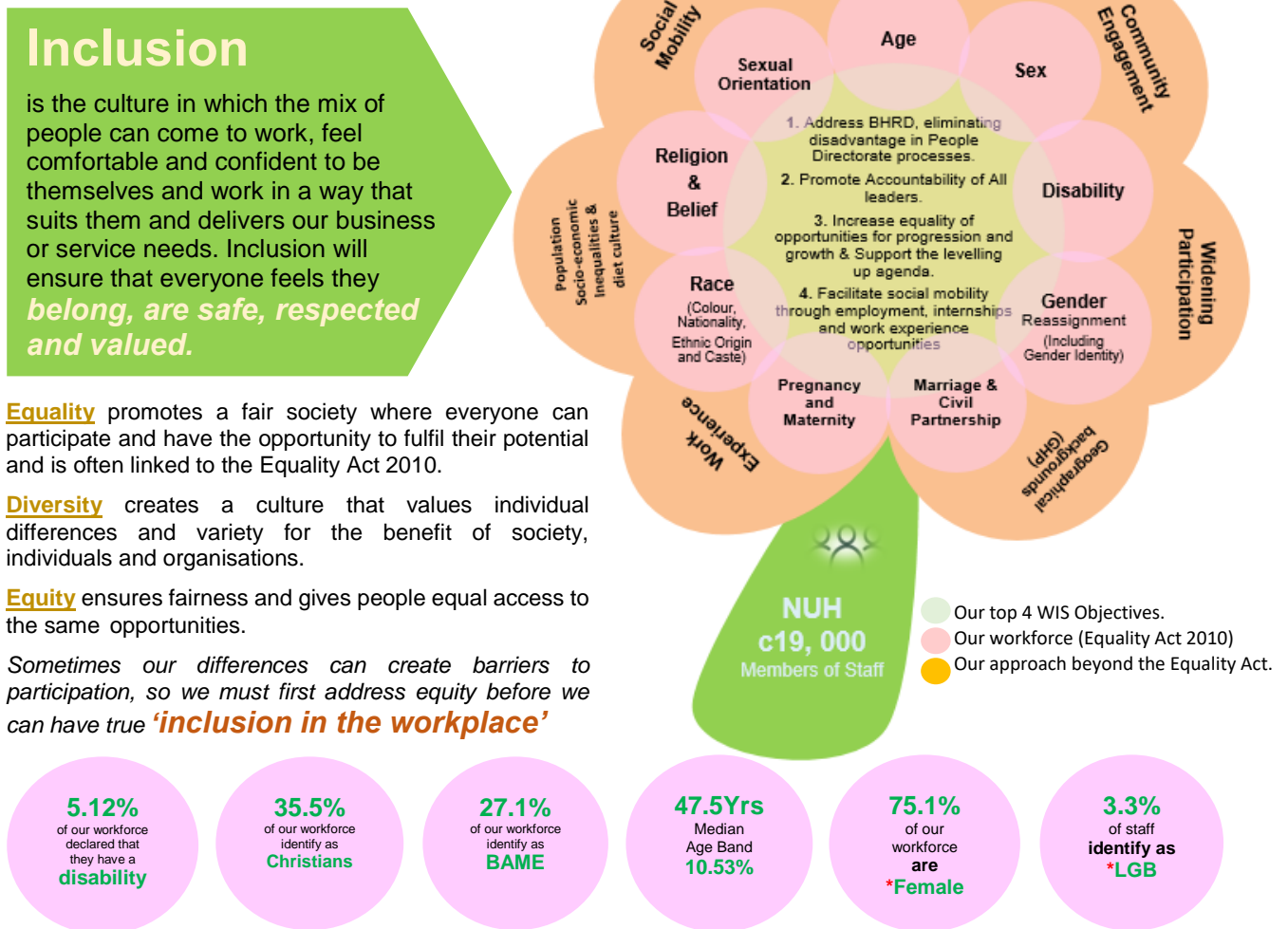
Equality promotes a fair society where everyone can participate and have the opportunity to fulfil their potential and is often linked to the Equality Act 2010.

Diversity creates a culture that values individual differences and variety for the benefit of society, individuals and organisations.

Equity ensures fairness and gives people equal access to the same opportunities.

Sometimes our differences can create barriers to participation, so we must first address equity before we can have true **'inclusion in the workplace'**

| 5.12% of our workforce declared that they have a **disability** | 35.5% of our workforce identify as **Christians** | 27.1% of our workforce identify as **BAME** | 47.5Yrs Median Age Band **10.53%** | 75.1% of our workforce **are *Female** | 3.3% of staff **identify as *LGB** |

At NUH, we employ a diverse workforce of almost 19,000 people. Please see figure 1 above for a breakdown of the protected chararcteristics and ***Appendix C for a glossary of EDI acreditations**. Our Trust workforce represents various age groups, socio-economic backgrounds, faiths, and beliefs, enriching our collective perspectives. To leverage this diversity for the benefits of innovative ideas, skills, and energy, we are committed to fostering an inclusive culture that promotes a sense of belonging and inclusion for all.

Our internationally trained staff bring crucial cultural awareness, which is vital in a multicultural society where patients have diverse backgrounds, beliefs, and experiences with healthcare. Valuing their expertise in bridging cultural differences enhances patient care, community engagement, and advances Global Health Partnerships. We are dedicated to creating a workplace culture that promotes fairness, respect, kindness, civility, and authenticity. An inclusive culture drives employee engagement, productivity, and public outcomes, reducing turnover and sickness rates. Every individual, regardless of their background, plays a role in shaping a more inclusive NUH, making it an excellent place to work.

* Please note that due to Data Protection Act 2018 (GDPR) we are unable to record and therefore showcase data for each abbreviation under the LGBTQ+ umbrella.

NUH is committed to integrating inclusion into its core business and responding to the needs of the people we work with and serve by ensuring equal opportunities for all. To achieve this we have developed a set of metrics for success aligned with our key 4 WIS strategic objectives. The Inclusion Maturity Matrix is the continuous improvement self-assessment tool that will be used to assess the maturity level of the organisation, divisions and services responsiveness in creating and embedding an inclusive workplace to meet the delivery of the Workforce Inclusion Strategy (WIS) objectives at NUH accompanied by an inclusion dashboard to measure outcomes and impact. See appendixes A,B&C for more information.

Everyone in our workforce (clinical and non-clinical staff, bank workers, volunteers, students, apprentices, scientists, armed forces) represents different age groups, socio-economic backgrounds, faith and beliefs and therefore brings their own unique perspectives. To gain the benefits of this wide range of ideas, skills, resources and energy and be an employer of choice, we must embed an inclusive culture where everyone feels they belong.

NUH has a commitment to ensure that inclusion is integrated at the core of its business and respond to the needs of our staff, stakeholders, service users, armed forces and carers and foster a level playing field for all our inclusion staff networks.

2.1 Living our values

Our organisational culture defines our interactions, both internally and externally. It unites us, shaping our norms from daily engagement to ambitious future partnerships. The WIS outlines our aspirational yet present-day cultural goals.

2.2 What inclusion will look like in practice (expected behaviours)

- Treat everyone with dignity and respect.
- Uphold NUH commitments to fairness, diversity, gender equality, anti-racism, and multilingualism for inclusive environments.
- Address biases, stereotypes, and assumptions about others in any decision-making forum.
- Embrace diverse perspectives in decision-making.
- Take accountability for fostering an inclusive environment where everyone can thrive.
- Work effectively with individuals irrespective of backgrounds.
- Demonstrate sensitivity to cross-cultural differences and awareness of how actions and behaviour may be perceived in other cultures.

3. Why do we need a Workforce Inclusion Strategy (WIS)?

Recent years have brought unprecedented challenges, from the Covid-19 pandemic to issues related to health inequalities in Black Asian Minority Ethnics (BAME) communities and BAME staff in the NHS, the Care Quality Commission (CQC) inspection results in 2021, and global events like the death of George Floyd. To address these, NUH is committed to prioritising its diverse staff and communities, aiming for a positive and inclusive work environment.

We are actively working to improve the warning notice under section 29a of the Health and Social Care Act following CQC's 'require improvement' status, fostering a culture where every voice is heard and valued, enhancing patient care, and promoting equity.

Our alignment with the Nottingham and Nottinghamshire Integrated Care Board and Integrated Care System priorities ensures inclusive decision-making and co-designed service changes to meet the needs of our diverse staff and communities we serve.

4. Consultation and Engagement

The WIS is built on existing and past Equality, Diversity and Inclusion (EDI) initiatives. We followed an extensive engagement with a wide range of stakeholders including our staff, local people and

communities so that the strategy is influenced by their voices and lived experiences. We have done this to ensure our priorities, targets and actions are aligned to the needs and expectations of service users and the NUH workforce. This engagement has involved scrutiny of our key four objectives, success metrics, the new governance structure and assurance process and the impact of the strategy on the 6 High Impact actions (6HIAs). It has been co-produced through engagement with staff networks and senior leaders across the whole organisation

5. Current context

NUH's Trust vision is to be 'outstanding in health outcomes and patient and staff experience'. The National Staff Survey (NSS) offers staff the opportunity to tell us how they see and feel about working in NUH. It gives us a true view of where the Trust stands compared to the other organisations and the way forward. NUH is a big and complicated organisation and is committed to being an inclusive great place to work. We are also pleased to share that the NSS 2022 results show overall satisfaction has improved and progress has been made in some areas.

The 2022 WRES report shows that the overall percentage of staff at NUH has increased by 5.6%, the Trust's BAME representation across the workforce is at 26.6%, an increase of 4.7% from 2023. NUH is above the national average of 24.2% BAME staff in NHS Trusts as shown in the 2022 WRES report. The 2021 Census shows 42.7% of the Nottingham population are from a BAME group; an increase from 35% in 2011, however, this only reflects the population from Nottingham city. A collaborative project led by the Director of Performance, Digital and Information is currently under way. The purpose of this project is to provide options for how NUH will determine the baseline catchment population and agree a standard approach. NUH has achieved 149% of the total Model Employer targets established in 2022. As a result, we are on target and/or above target for BAME representation at AfC bands 8a to 8d and VSM roles. At the end of October 2022, NUH submitted to NHS England and Improvement our WRES plan and were awarded a 2.7 out of 2.9 (max = Good.)

Our WIS incorporates Disability equality related objectives. This is vital to consider as the 2022 Workforce Disability Equality Standard (WDES) report shows that there has been a continuing disproportionate impact on Disabled people in employment following the COVID-19 pandemic, resulting in the disability employment gap rising to 28.8%. The top priority for NUH is to focus on engagement and grow all staff networks, with a plan to celebrate the national day of staff networks every year, and the opportunity to promote the networks at the forthcoming meetings and events as part of the NUH workforce inclusion strategy engagement work.

The last Gender Pay gap report shows that for all staff, the average hourly rate gap has reduced by 0.84%, and the median hourly rate gap has increased by 1.2% to 7.25% from 6.05% of the previous year. The average hourly pay gap is 23.32%. There has been a decrease in the average hourly pay gap on the previous year by 0.84%.The median hourly rate gap is 7.25%. The median hourly rate gap has increased compared to the previous year by 1.2%. There is no definitive answer for the variation against the previous year, although the Agenda for Change pay deal where some staff moved into a higher pay band might explain the changes.

For more data from our regulatory reports use the following links WRES/WDES/Gender Pay Gap. *(reports also available on request)*

6. Drivers for improvement

This strategy, part of a larger suite of interlocking strategies, aligns with the following core Trust priorities: enhancing flow, recruitment, retention, and culture. Our main focus is ensuring safe, efficient services while fostering inclusivity for engaged, empowered, and belonging individuals.

See **table 1 and figure 2** below:

Table 1. Key drivers

Key drivers	Description	Impact
• NHSE People Promise • People First recommendations • NHSE EDI Improvement Plan (6HIAs) • Integrated Care Strategy • NHS Long Term Workforce Plan	• Our WIS strategy takes into account local, regional and national strategies, plans and partnerships as drivers to set out how we will create a highly inclusive culture that meets the needs of all our colleagues, patients, service users and the communities we serve at NUH.	• Continuous improvement on our culture journey to achieve inclusion for all in the workplace to ensure NUH becomes an employer of choice and achieve its missions **'Outstanding Health Outcomes and Patient and Staff experience'.** • Increase productivity

Figure 2: Summary of key drivers

7. Aim and Objectives

Our goal is **"*Put people first to feel safe, supported and included"*** This strategy commits to inclusivity, addressing workplace barriers or challenges, fostering individual growth, and promoting diversity and social inclusion through co-creating initiatives that act as tools that empower and support everyone in our working environment. Table 2 below outlines how this will be achieved:

We Listen
We Care

Table 2: Trust Wide Workforce Inclusion Strategy on-a-page

Trust Vision	Outstanding in Health Outcomes and Patient and Staff Experience
Aim	**Putting people first to feel safe, supported and included**
WIS Objectives	• **Objective 1.** Address bullying, harassment, racism and discrimination. • **Objective 2.** Promote accountability of all leaders. • **Objective 3. (Internal and system focus)** Increase equality of opportunity for progression and growth at NUH. Support the levelling up agenda locally by improving 'Inclusion for all' within the NUH and wider ICS workforce to enhance NUH's reputation as a modern employer of choice as well as an ICS anchor institution, thereby attracting diverse talent to our workforce. • **Objective 4. (Community focus)** Facilitating social mobility in the communities we serve through employment, internships and work experience opportunities, reaching out to engage with communities.
What we will achieve	• Eliminate disadvantage in People Directorate processes, so that staff can use their full range of skills and experience to deliver the best possible patient care. • Embed inclusive leadership and promote equal opportunities and fairness of outcomes (in line with the _NHS Constitution_, the _Equality Act 2010_, the _Messenger Review_ and the _Our NHS Leadership way_.) • Improve 'Inclusion for All', within the NUH and wider ICS workforce to enhance NUH's reputation as a modern employer of choice as well as an ICS anchor institution, thereby attracting diverse talent to our workforce. • Facilitate social mobility in the communities we serve through employment, internships and work experience opportunities, reaching out to engage with communities.
For our patients *(What does success look like)*	• Embedded a culture of compassion for all, within which patients experience compassionate care and staff experience compassionate workplaces and teams; where there are positive experiences of care for all whether they are delivering or receiving care will improve patient and staff experience outcomes. • All leaders will have the right skills to lead a health care service that is inclusive and compassionate for patients and staff and therefore embed inclusive practices. • Robust inclusion will ensure senior leadership to establish strong collaboration between partners as an organisation. The voice of staff with protected characteristics will be heard at key forums across the organisation and at a system level to improve access to services, patient care and outcomes and eliminate health inequalities.
For our staff *(What does success look like)*	• An engaged and empowered workforce that is encourage to speak up without fear of repercussions. A workforce that feels empowered, safe and they belong. • Rewarding and recognising civil and good behaviours will embed a culture of kindness, where diversity and inclusion is promoted and staff feels empowered and valued. • Staff networks will have a powerful voice and a source for positive change, embedded across the whole organisation and system and will be formally constituted as part of the Trust governance structure. They will be financially supported and each one will have an executive sponsorship. • Strengthening a cultural awareness and compassionate and inclusive leadership model will ensure leaders can demonstrate that they hold others to account by challenging behaviours that are not compassionate and inclusive. • Embedding the "Becoming Anti-racist model", the Allyship programme and the introduction of staff voice (Lived Experiences) at Board level will ensure NUH tackle racism, bullying, harassment and other types of discrimination effectively and eliminate racism and bias in all parts of the employee life cycle. • NUH staffing will reflect the diversity of the community we serve and will become an employer of choice.
Measures of success *(How do we know that change is an improvement)*	• Improvement will be measured by the result shows in the NSS survey and our internal NUH surveys, WRES, Medical Workforce Race Equality Standard (MWRES) and WDES data. Progress will be measured via the divisional inclusion maturity matrix self-assessment tool. NUH will be compliant with the People Strategy metrics, the NHSE Model Employer Aspirational targets and the NHSE EDI Improvement Plan (6 HIAs) • Its expected the results show significant improvements in all statutory reports and 6 HIAs. • We will use our improvement methodology to drive sustainable change.
People First	• The WIS as an overarching strategy is the golden thread that will support effective NUH practices and connects with each of the 10 People First enabling strategies to achieve the Trusts core priorities of improving flow, recruitment and retention, and leadership and culture which ultimately will increase productivity.

We Listen We Care

8. *Implementation, Governance and Assurance*

The Corporate Governance and Inclusion teams has joined forces with the People Directorate to develop an Integrated Governance Model (IGM) as appear on figure 3&4 below. The IGM outlines the new model by which the NUH Workforce Inclusion Strategy (WIS) and the People Strategy implementation plans will be governed under the newly developed integrated governance principles.

The integrated model will provide assurance to Trust Board in line with the People First priorities during the next 18 months. The IGM reflects the new process for reporting, monitoring and escalation of the key strategic objectives, milestones and risks for both the WIS and People Strategy.

Integrated Governance Principles

1. Effective Governance will ensure:
   - ✓ NUH has a clear strategic direction for its inclusion and culture and leadership journey.
   - ✓ the objectives of the Workforce Inclusion Strategy (WIS) and the People Strategy remains aligned to deliver on People First.
   - ✓ reporting is transparent and provides clarity on progress, the decisions required and next steps.
   - ✓ compliance with legislation. i.e. Equality Act 2010.

2. Facilitates a two-way dialogue between Board and staff members and supports an exchange of information, ideas and diverse view-points.

3. Ensures patient care, our staff and the communities we serve, are positioned at the heart of all that we do and the commissioning and oversight of the development of the WIS.

4. Establishes an effective decision making process which reduces the need for meetings and limits the risk of duplication.

5. Ensures individual and team objectives are aligned to support national, regional, system and local level priorities for inclusion and culture and leadership.

Business Case for Change: current position

1. EDI Oversight and Assurance Group launched in November 2022.

2. Non Executive Chair demonstrates primacy and prioritisation of EDI.

3. Aims achieved:
   - ✓ establish EDI as a strategic programme of work
   - ✓ Board buy-in
   - ✓ create a psychologically safe space for debate and discussion
   - ✓ listen and understand the lived experience of staff i.e. prevalence of BHRD

4. Culture and Leadership Groups paused (from April 2023).

5. People First sets a clear direction for cultural and leadership change and improvement
   - address prevalence of bullying, harassment, racism and discrimination.
   - foster coaching style of leadership
   - reconnect staff to NUH values and vision i.e. re - engaging 'hearts and minds'

6. Pending 'soft'/'hard' launch of Workforce Inclusion Strategy (WIS)* and People Strategy respectively engenders Long Term Workforce Plan, statutory obligations, race and disability workforce standards and pilot for NHSEI High Impact Actions (HIAS).

We Listen
We Care

Figure 3. Integrated Governance Model (IGM)

Trust Board

People & Culture Committee

Trust Leadership Board (TLB)

People Management Committee

Delegation/ Escalation

Risks

Reporting

Dialogue

NUH Vision & Values

People First

Staff/ Patient voice

Retention & Recruitment Taskforce
- Temporary staffing
- Workforce planning
- Recruitment
- Retention
- Apprenticeships (route to entry)

Learning & Education Committee
- Mandatory training
- Education & Learning
- Appraisal
- Talent management
- Leadership development
- Apprenticeships (tool for learning)

Culture & Leadership Group
- Leadership
- Staff engagement & experience (FTSU, NSS, NQPS)
- *Safe & Inclusive (BHRD)
- Staff Health & Wellbeing
- Values, culture & behaviours
- OD consultancy
- Team dynamics
- Just Learning & Restorative Culture

WIS Operational & Implementation Group
- NUH WIS x 3 interlocking provisions (petals) & implementation plan
- Patient and community engagement
- Statutory reports (WRES/MWRES,WDES,GPG)
- *Safe & Inclusive (BHRD)

Operational Delivery Groups

Staff Engagement and Experience

Leadership and Management Development

*Safe & Inclusive (Bullying, Harassment, Racism and Discrimination - BHRD) group

WIS Delivery Group (People, Patients & Communities) *Appendix E*
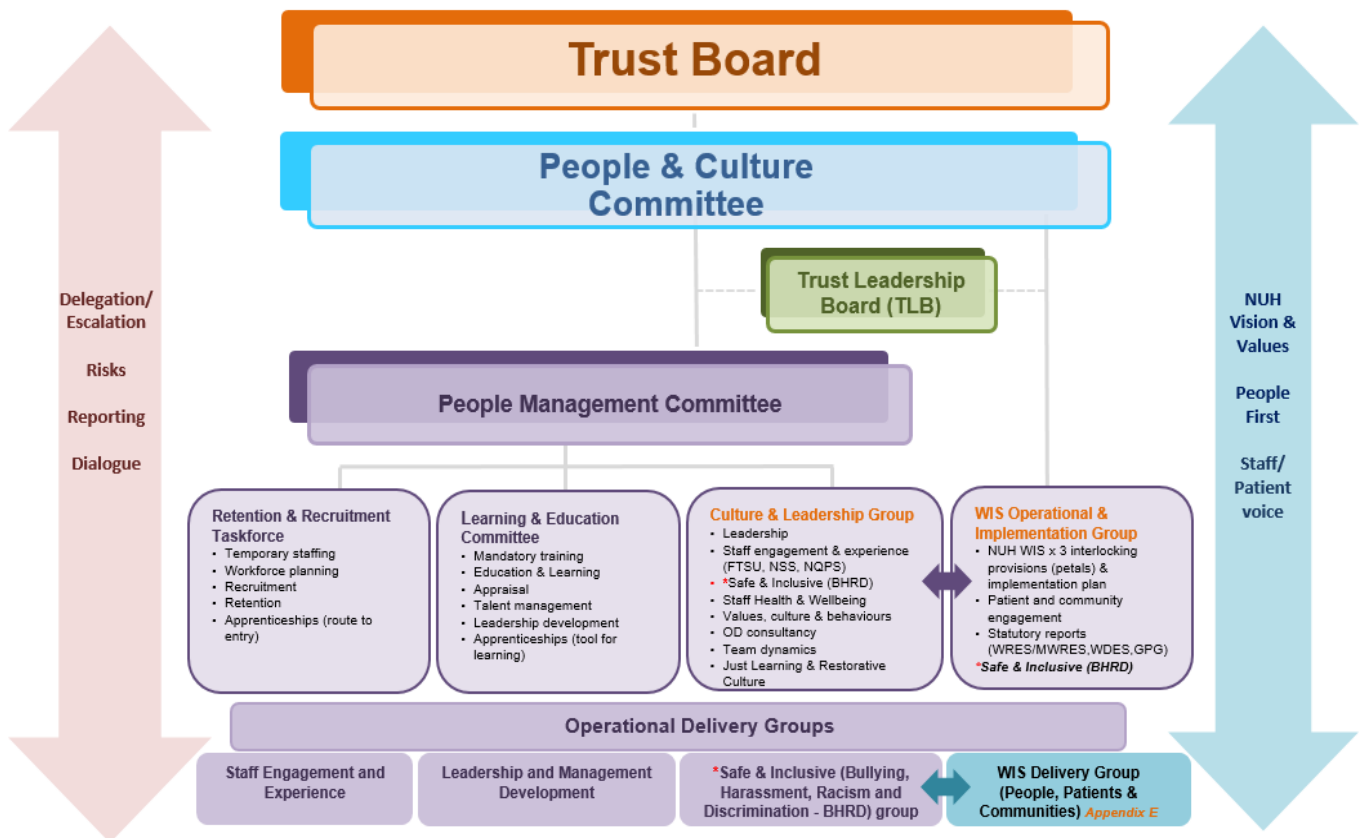
Figure 4. Reporting, Monitoring and Assurance process

Led by Trust Chair - Trust Board will:
- Receive regular update reports from the People and Culture Committee as well as a formal performance report every 6 months.
- Ensure accountability for performance i.e. delivery and measurement of relevant and tangible inclusion, culture and leadership outcomes.
- Recognise and acknowledge achievements.

People and Culture Committee will:
- Be accountable to the Board for all matters relating to inclusion and culture and leadership.
- Provide regular progress reports to Board (assurance) and a formal performance report twice a year.
- Build clarity and visibility (oversight) around decisions and plans for improving NUH culture.
- Provide a strategic steer on all matters relating to inclusion and culture and leadership.
- Monitor the implementation and delivery of the Trust's Workforce Inclusion Strategy (WIS) and People Strategy.
- Ensure all risks and issues are mitigated in order to support the implementation of NUH cultural ambitions.

People Management Committee / WIS Operational and Implementation Group will:
- Work with divisions to see real tangible and sustained improvements in both EDI/Inclusion matrices and individual, staff/patient experience and community engagement at NUH.
- Make and evolve decisions to guide the delivery groups towards achieving our WIS and People strategic objectives.
- Provide assurance by reporting regularly to relevant committees in order to provide a detailed update of progress, risks and issues.
- Meet on a regular basis to plan, review and discuss progress to date and next steps.
- Submit on a regular basis formal and highlight reports which summarises progress to date and items for escalation.
- Apply the results of the NHS staff survey and other key and statutory data sources in order to build an understanding of staff experience and the areas of work requiring attention.
- Aid the Trust in creating a clear strategic narrative about inclusion and the cultural changes now underway.
- Apply relevant metrics to track progress, demonstrate the impact of activities and evidence change and improvement.
- Horizon scan the national, regional and local landscape in order to develop effective interventions for addressing NUH inclusion and cultural challenges.
- Engage and meet with Divisional Leadership Teams and ambassadors in order to understand the local cultural context i.e. challenges and opportunities.
- Work alongside staff networks/staff and patient representatives as well as other stakeholders in order to build cultural interventions which are sustainable, effective and relevant.
- Listen, involve and engage with patients, members of the public and system partners to shape NUH cultural and inclusion goals and to enable lessons to be learnt.
- Enhance patient-centred care, strengthen our engagement with diverse communities and develop our capacity for research and innovation through a Global Health Partnerships (GHP) lens.

We Listen We Care

Appendix A. Our key priorities 18 months' metrics for success.

The workforce inclusion strategic (WIS) objectives have been developed as part of an ongoing engagement with staff, patients and service users. They are aligned to all key national, regional, system and local EDI priorities, including the 6 HIAs and the People Directorate work streams related to BHRD. Each will be aligned to the inclusion maturity matrix (IMM) to ensure the strategic outputs are delivered.

NUH Workforce Inclusion Strategic Objectives	NUH Workforce Inclusion Strategy Outputs	Metrics for Success
Objective 1: Address bullying, harassment, racism and discrimination, eliminating disadvantage in People Directorate processes, so that staff can use their full range of skills and experience to deliver the best possible patient care.	**1a.** Develop an NUH Workforce Inclusion Strategy (WIS).	**1a.** Launch the NUH Workforce Inclusion strategy.
	1b. Support the creation of a safe and inclusive workplace, confirming NUH position as an Anti-Racist organisation and zero tolerance stance towards all forms of discrimination.	**1b.** Year on year significant improvement for NSS questions related to creating a safe and inclusive workplace and from triangulation from QPulse, New starters, Internal transfer and leavers surveys feedback.
	1c. Close the equality gap for protected groups while improving the experience for all staff at the same time.	**1c.** Year on year significant improvement on WRES/WDES indicators (NSS survey linked)
	1d. Demonstrate best practices in Inclusion; an exemplar for other organisations regionally, nationally and globally.	**1d.** Improvement on Care Quality Commission (CQC) score for Well-Led (Inclusion) **1d(i).** NUH a pilot site for the 6HIAs **1d(ii).** Improvement in the 6HIAs scores **1d(iii).** Support the development of NUH Global Health Partnership (GHP)
	1e. Communicating externally about inclusion.	**1e.** Developing an external communication plan including an inclusion newsletter. **1e(i)**. Improvement in patient and public confidence by the Family and Friend Test (FFT).
	1f. Building a strong relationship with our system partners.	**1f.** Improvement Work to identify areas of common interest that will better suited to be addressed at system level.
	1g. Build on the positive work done so far by empowering everyone to relentlessly challenge inappropriate (BHRD) behaviours in a respectful and civil manner.	**1g.** A clear, well understood embedded roadmap of People practice, policy, and procedure for staff complaints related to BHRD.

We Listen We Care

NUH Workforce Inclusion Strategic Objectives	NUH Workforce Inclusion Strategy Outputs	Metrics for Success
Objective 2: Accountability of all leaders to embed inclusive leadership and promote equal opportunities and fairness of outcomes (in line with the NHS Constitution, the Equality Act 2010, the Messenger Review, Our NHS Leadership way (Leaders objectives to link into the 6HIAs and for NUH Inclusion objectives)	**2a.** Develop an accountability framework to support our Board and leadership teams across the organisation to be accountable and active champions to Inclusion.	**2a.** Inclusion embedded into appraisal in line with 6 HIAs and/or NUH workforce inclusion strategic objectives via Board Assurance Framework (BAF) for Chair/CEO and all Board members, from March 2024 to April 2025 this will apply to all direct reports of Board members 2025/26 and all managers 2026/27.
	2b. Championing Inclusion.	**2b.** Year on year improvement with data measures (to be monitored via the Inclusion dashboard). This will include but not limited to: • WRES, MWRES, WDES, Gender Pay Gap, Model Employer targets, NSS, Freedom to Speak Up Guardians (FTSU)
	2c. Provide visible, dedicated support and structure with authority and budget to effectively implement the Workforce Inclusion Strategy.	**2c.** Secure dedicated budget for inclusion team and networks and both staffing and non-staffing budgets.
	2d. Strengthen current Governance structure and Assurance process for Inclusion.	**2d.** Revised inclusion governance structure.
	2e. Partnering with staff networks	**2e.** Incorporate inclusion staff networks into the governance structure. **2e(i).** Each network to develop its own work plan.

We Listen We Care

NUH Workforce Inclusion Strategic Objectives	NUH Workforce Inclusion Strategy Outputs	Metrics for Success
Objective 3: **(Internal and system focus)** Increase equality of opportunity for progression and growth at NUH Support the levelling up agenda locally by improving 'Inclusion for all' within the NUH and wider ICS workforce to enhance NUH's reputation as a modern employer of choice as well as an ICS anchor institution, thereby attracting diverse talent to our workforce.	**3a.** Review our demographic data and identify gaps.	**3a.** Year on year significant improvement with data measures. This will include but not limited to: • WRES, MWRES • WDES
	3b. Implementation of new action plan in line with the Widening Participation team to enhance existing and develop new pathways into employment at NUH's from disadvantage communities.	**3b.** Increase in the number of apprenticeships, work experience, internships, and supported employment programmes such as 'Project Search' and volunteering from socio-economic disadvantaged and protected characteristics groups. **3b(i).** Increase in diversity of mentoring, apprenticeships, training, work experience and volunteering opportunities from disadvantaged communities.
	3c. Scope, advise on and support the organisation and system approach to inclusive talent management.	**3c.** Implement an Inclusive Talent Management pipeline **3c(i).** National Staff Survey year on year increase in: Percentage of staff believing that the Trust provides equal opportunity for career progression and promotion with better understanding of the reasons.
	3d. Target positive action at interview stage from band 8b and above and secondment roles that has been developed from secondment to substantive posts	**3d.** Year on year improvement **on** WRES/WDES indicators.
	3e. Promote the use of good quality appraisals to develop and embed talent management processes.	**3e.** Year on year improvement intake of career promotion and development opportunity from disadvantaged groups. **3e(i).** Band 9s to offer mentoring & coaching opportunities for career progression.
	3f. Include secondment status on ESR	**3f.** Measure on ESR

We Listen
We Care

NUH Workforce Inclusion Strategic Objectives	NUH Workforce Inclusion Strategy Outputs	Metrics for Success
Objective 4: **(Community focus)** Facilitating social mobility in the communities we serve through employment, internships and work experience opportunities, reaching out to engage with communities.	**4a.** Review Workforce data, identify gaps and launch a bespoke Inclusion Dashboard	**4a.** Mature inclusion dashboard developed in phases by the end of 24/25 that encompasses both national and NUH outcomes.
	4b. Work within the guidance of the Model Employer 2028 which includes targets for increased leadership representation within protected groups.	**4b**. Year on year improvement on all workforce indicators for WRES/WDES
	4c. Increase in community development and engagement working within under reached neighbourhood and communities to reduce population health/Socio-economic inequalities.	**4c.** Year on year increase of employment opportunities into permanent roles from under reached neighbourhood and communities.
	4d. Develop the 2023-24 WRES plan and other plans as required covering other protected characteristics linked to objective 2, action 2d.	**4d**. 2023-24 WRES plan published in the Trust Internet by 31st October.
	4e. Support the NUH Global Health Partnerships programme of work.	**4e.** Implementation of a Global Health Partnerships programme.

Appendix B. Inclusion Maturity Matrix (IMM)

NUH Inclusion
Maturity Matrix Actio

Appendix C. Inclusion Dashboard (ID)

EDI - Inclusion
Dashboard 1st Mock

Appendix D. Glossary of EDI Acreditations and Status at NUH

1. **Menopause Friendly Award** - We are the first NHS Trust in the country to be awarded this and we could not have done it without Nottingham Hospitals Charity who funded the processes to help us achieve the accreditation.
2. **Disability Confident - Employer Status**.
3. **Business Disability Forum - Member**.
4. **AccessAble - Accredited**
5. **NHS Rainbow Badge - Phase 2 Bronze Award**
6. **Mindful Employer - Accredited**
7. **Armed Forces Covenant - Gold Award**
8. **DFN Project Search**

Appendix E. WIS Delivery Group Governance Structure & Portfolios (Led by Director of Inclusion)