

## Title: Creating a safe and inclusive workplace at Nottingham University Hospitals NHS Trust (NUH) – an update on progress

Report for: Nottingham City Council Health and Adult Social Care Scrutiny Committee

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Report prepared by: Clive Clarke, Director of Inclusion and Dr Elizabeth Calderbank Senior PMO and WRES Expert at Nottingham University Hospitals NHS Trust

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### 1. Introduction

In February 2024, we presented a report to the Committee outlining the ongoing work to improve the culture at NUH, including the experience of staff and patients from different backgrounds.

The Committee made the following recommendations.

## You Said, We Did (Scrutiny Committee)

We have reviewed the recommendations made by the Nottingham City Council Health and Adult Social Care Scrutiny Committee and based on feedback provided, we've acted upon it...

### You said...

1. To request that the Workforce Inclusion Strategy's (WIS) Inclusion Maturity Matrix is circulated to members, for information
2. To request that case studies and representative individual feedback are used as part of future reporting on the WIS, to illustrate how it is progressing and being delivered.
3. To recommend that the WIS makes clearer reference to the importance of intersectionality and the detail of the particular communities from which NUH staff are drawn, and how overcoming barriers to full inclusivity and belonging will be approached on an appropriately individualised basis
4. To recommend that the WIS further draws out what inclusivity and belonging means to NUH in terms of gender identity.
5. To recommend that the NUH Board is able to review the metrics and feedback from staff on how the WIS is being implemented and delivered on a suitably regular basis.
6. To recommend that appropriate positive action continues to be developed with disadvantaged communities within Nottingham to show that NUH is an accessible and inclusive local employer, with employment opportunities available across a wide range of areas.

### In response to this, we did...

1. We circulated the WIS to the committee members as requested.
2. Please refer to the figure on page 2 within this report.
3. We incorporated intersectionality in the WIS and we are working to develop and share staff stories and journeys that highlight how intersectionality has shaped individuals' experiences, both positive and negative, within the Trust. These stories will be promoted through various communication channels to enhance awareness and understanding.
4. Since February 2024, significant work has been carried out through initiatives, collaborations, and education programs led by the NUH LGBTQIA+ Network, with the aim of fostering a more inclusive and supportive environment for all staff and patients, particularly around gender identity and expression.
5. We have developed the first draft of the inclusion Performance and Assurance dashboard that will be presented at the People and Culture Committee and People Management Committee on 18<sup>th</sup> October.
6. Please refer to the update provided for priority No. 4 of the seven Board priorities on page 3.

Following extensive engagement and consultation, the NUH Trust Board signed off the Workforce Inclusion Strategy (WIS) in January 2024. This paper provides an update on delivery of the WIS.

The 2024-25 WIS priority areas are as follows:

1. Embed the WIS implementation plan (Inclusion Maturity Matrix)
2. Deliver the seven Board priorities
3. Design and roll out the Inclusion Ambassadors programme, recruit and train ambassadors and support them
4. Relaunch the existing inclusion staff networks (BAME, LGBTQ+, Staffability (disability)), and launch two new networks: Neurodiversity network and the Women's network by May 2024, including the development of a work program
5. Develop and implement the inclusive maternity work programme

Data and feedback show that the culture at NUH is improving, as demonstrated by the latest National Staff Survey results, recent CQC inspections ratings (improved rating for well-led) and national mandated standards reports, such as the Workforce Race Equality Standards, Workforce Disability Equality Standards and Gender Pay Gap.


## 2. WIS progress update

As a result of the 2024-25 WIS work programme, we have seen some positive changes:

# How's it feel to work here?

- NHS Staff Survey
- Workforce Disability Standard
- Workforce Race Standard
- Gender Pay Gap
- Freedom To Speak Up Guardians
- Compliments, Complaints, Concerns

**Inclusion for All**  
 Everyone is Welcome Here Campaign



**An open letter from Chief Executive Anthony May**  
 Our colleagues come from more than 130 different countries and bring a wealth of knowledge, experience and skills. These colleagues contribute to every aspect of our services. These colleagues book appointments, greet patients, deliver meals, provide care, keep us safe through our security services and they are an intrinsic part of the leadership and operational management of the Trust...

**Positive results and sustainable improvements, which recognised our progression in leadership and culture, while also improving the ratings for our maternity services**

**Freedom to Speak Up Guardian**  
 Your voice matters

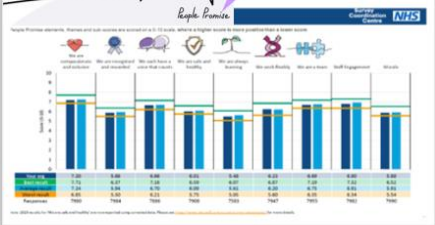
My voice was heard and I wasn't invalidated for speaking about how I have been made to feel in this environment. I have been made to feel in this environment.

The Guardians were wonderful and their kindness a great support to navigate an extremely difficult time. It was so important to be heard and believed

Fantastic service, make you feel relaxed from the get go, I felt they went the extra mile to help me gather information for my current problems.

It made me feel valued worthy, believed and that I had a voice

**NHS Staff Survey**  
 We each have a voice that counts



The average hourly pay gap is now **20.7% (£4.76)**, a decrease in the average hourly pay gap on the previous year by 1.83%

- NUH is representative of the community it serves 26.3% of the workforce are from a BME background.
- Positive outcome for 8 out of 9 indicators.
- Third year in a row we see a reduction in both BME and White staff reporting experiencing harassment, bullying or abuse - NUH remains below the Midlands and national percentages in this category.

WRES Indicators		2023	2022	2021	2020	2019	Performance
Indicator 1: Percentage of BME staff in each of the Agency for Change (AC) bands 2 and 3 (Senior Manager/OD) including Executive Board members (compared with the percentage of staff in the overall workforce)	Overall: BME	21.9%	21.5%	24.6%	26.6%	26.6%	✓
Indicator 2: Relative likelihood of white applicants being appointed from shortlisting areas compared to BME applicants	White	0.78	0.71	0.84	0.84	0.84	✓
Indicator 3: Relative likelihood of BME staff entering formal disciplinary process, as measured by entry into formal disciplinary management	BME	1	0.84	1	1	1	✓
Indicator 4: Relative likelihood of white staff accessing non-mandatory training and CPD compared to BME staff	White	1	1.3	1	1	1	✓
Indicator 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public, in the last 12 months	BME	24.6	31.8	31.1	27.5	27.5	✓
Indicator 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	BME	23.9	28.8	27.4	24.3	24.3	✓
Indicator 7: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	22.2	26.2	23.8	22.3	22.3	✓
Indicator 8: Percentage of staff reporting that the organisation provides equal opportunities for career progression or promotion	BME	47.3	58.0	46.7	47.9	47.9	✓
Indicator 9: Percentage of staff who have experienced discrimination at work from their manager/ team leader or other colleagues in last 12 months	BME	17.0	21.8	19.5	17.9	17.9	✓
Indicator 10: BME Board membership	BME	22%	0%	22%	22%	22%	✓

- ✓ The 2024 Workforce Race Equality Standard (WRES) report shows a positive outcome for eight out of nine indicators. The workforce at NUH is representative of the communities we serve
- ✓ For a third year in a row we have seen a reduction in both BME and white staff reporting experiences of harassment, bullying or abuse. NUH remains below the Midlands and national averages in this category

- ✓ The Workforce Disability Standard report shows improvement in most indicators
- ✓ The 2024 Gender Pay Gap report shows that the average hourly pay gap is now 20.7% (£4.76), a decrease on the average hourly pay gap on the previous year by 1.83%
- ✓ We hosted the second Inclusion Conference in May 2024 and formally launched the WIS. 200+ delegates attended and we received positive feedback from delegates.

We have also aligned our strategic priorities and internal reporting and assurance to the Board Assurance Framework and Integrated Performance Report. This has improved visibility of progress at Board level, as well as the risks to delivery, giving a single strategic framework for decision-making.

### 3. WIS priorities progress (Q1 and Q2)

#### Priority 1. Embed the WIS implementation plan (Inclusion Maturity Matrix) by the end of 2025

100% take up of inclusion objectives by six clinical divisions and the Estates and Facilities management.

#### Priority 2. Deliver the seven Board priorities by the end of 2025

The seven Board priorities were launched following a request from Chief Executive Anthony May at the Black History Month event in October 2023. This request was made to expedite the implementation of the WIS and improve the culture at NUH as a priority.

The seven Board priorities are:

- ✓ Agreement in principle that current capacity is maintained. **Achieved**
- ✓ Embed the Inclusion Maturity Matrix (IMM) model. **Embedded in clinical areas and Facilities and Estates**
- ✓ Establish a shadow Board within Digital Services. **Achieved**
- ✓ By March 2025, send the interview questions in advance to all candidates at the discretion of the appointing manager. **Achieved**
- ✓ Increase the number of people applying to be participants for the Nursing and Midwifery Midlands Aspirant Leaders Programme. **Continues**
- ✓ By March 2025, all direct reports (people who report to the Executive team) to have an inclusion objective. **Ongoing – all Executives Directors now have an inclusion objective**
- ✓ Agreement in principle of the development and implementation of an action plan, in collaboration with the Widening Participation team. **Being undertaken**

#### Priority 3. Design and roll out the Inclusion Ambassadors programme, recruit and train ambassadors and support them

NUH now has 84 Inclusion Ambassadors across all divisions. Three cohorts of training have been delivered.

**Priority 4. Relaunch the existing inclusion staff networks (BAME, LGBTQ+, Staffability (disability)), and launch two new networks: Neurodiversity network and the Women's**

- Five staff networks are now in place. Two new networks launched this year - the Women's network and Neurodiversity network
- We developed an annual plan of work for the REACH, LGBTQIA+ and Staffability networks
- Conducted a consultation and engagement process to rebrand the BAME network from August to October 2024. The network has been renamed to REACH (Race Ethnicity and Cultural Heritage)
- Call for greater intersectional collaboration between networks, supported by all chairs and co-chairs with the first intersectional meeting hosted on 25 September
- Neurodiversity and the Staffability networks hosted sessions from Working Well East Midlands in July and August 2024 to support employees in need of adjustments. This will run co-currently with the Access to Work Scheme
- Network chairs offered diverse expertise and voices in enhancing decision making by participating in the Senior Leadership Forum and Sexual Safety Task and Finish Group
- LGBTQIA+ network delivered education sessions to the Trust Leadership Team and Surgery division's people committee with an ask to support NUH's commitment to be inclusive for the queer community
- Neurodiversity network and the University of Nottingham conducted research projects to support neurodiverse staff at NUH in August 2024
- Project support officer/admin officers promoted the networks at divisional study days, Trust events and engagements

**Priority 5. Develop and implement the inclusive maternity work programme by April 2025**

The inclusive maternity work programme was launched in September 2023. The programme objectives were developed following a review of national maternity reports relating to equality diversity and inclusivity, local intelligence through patient experience data, Whose Shoes events and feedback from the ongoing Independent Review of Maternity Services.

Objectives	Key initiatives launched
1. Improving interpreting services and accessibility in maternity	<ul style="list-style-type: none"> <li>• CardiacMedic and Pocketalk pilot extended to Urdu</li> <li>• Maternity linguistic group now in place</li> <li>• Bilingual antenatal classes - early feedback from booking enquiries suggests a community class is more accessible</li> <li>• Awaiting approval to launch Good Things Foundation initiative, which will allow NUH to become a data hub where women can access data SIM cards</li> </ul>
2. Develop cultural awareness training for the maternity workforce	<ul style="list-style-type: none"> <li>• One hour introduction into cultural awareness being delivered on existing mandatory IMPACT training (cultural awareness) day for midwifery and maternity support workers. All IMPACT days have now been completed. A regional event was rolled out on 7 October</li> </ul>
3. Increasing engagement with BME + GRT groups with a view to expand to all protected characteristics	<ul style="list-style-type: none"> <li>• Established proactive programme of community engagement events. The first event was held with the Muslim Women's Network, which was positive and enabled discussion regarding birth experiences and service improvement. The next one is planned with the Mojatu Foundation, which is a charitable incorporated organisation that works to empower and support Black, Asian and minority ethnic (BAME) communities in Nottingham at risk from ongoing prejudice</li> </ul>

	<ul style="list-style-type: none"> <li>• Specialist clinics, including support for diabetes and female genital mutilation, are being moved from our hospitals into the community to improve attendance and access</li> <li>• Maternity and Neonatal Voices Partnership engagement lead for NUH has commenced in post and working collaboratively with the inclusive maternity team</li> </ul>
4. Increase diversity in the workforce at all levels	<ul style="list-style-type: none"> <li>• Family Health EDI action plan in development focused on addressing bullying, harassment, racism and discrimination, inclusive leadership, equal opportunities and facilitating social mobility through the communities that we serve</li> <li>• Ongoing collaborative work with universities</li> <li>• Our recruitment of midwives from global majority communities has increased</li> </ul>
Next Steps:	<ul style="list-style-type: none"> <li>• Work towards on call interpreting model</li> <li>• Launch Inclusive Maternity Study Day</li> <li>• Continued programme of engagement</li> </ul>

#### 4. Conclusion

The WIS work programme is a major contributor to help NUH create a culture where staff, patients and the communities we serve feel safe, supported and included, where diversity is valued and where staff have equal access to opportunities.

This year NUH launched a new set of values (Kind, Inclusive, Ambitious, One Team), which was followed by a wide ranging campaign ([Everyone is welcome here](#)) to recognise and celebrate the diverse workforce at NUH.

