



Our Vision

To provide every patient with the care we want for those we love the most



Norfolk and Norwich University Hospitals
NHS Foundation Trust

Equality, Diversity and Inclusion Workforce Focused Action Plan 2021

	ACTION for Workforce focused Objectives	LEAD responsibility (and support)	Review date	Action taken	Additional/ specific links
1.	We will improve the capture of data in respect of our workforce. Areas of immediate development will be the declaration of personal information. We will analyse the data in order to inform appropriate responses.	Emma Clark (Amy Knights, Mark Wall)	Ongoing	<u>Action Summary</u> This is an ongoing action and is reflected within the Trust's WDES Action plan 2021-22. The Diverse Ability Staff Network will be monitoring and supporting progress to improve our declaration data.	WDES Metric 1 and 10 WRES Indicator 1,2,3,4,9 NHS People Plan 2020/21 and Model Employer Goals
2	To introduce EDI allies within the Trust to act as a point of contact for staff seeking advice, information or support.	Emma Clark (Amy Knights, Staff Networks, LEDGE's)	Completed July 2021	<u>Action Summary</u> The first cohort of EDI Ally training was delivered to colleagues within the Women's and Children's division. Future dates of the training are available.	WRES Indicator 6 and 8. WDES Indicator 4 EDS2 Goal 3
3	To identify a system to capture talent management for BAME colleagues.	Sarah Pask (HRBP's)	Completed December 2021	<u>Action Summary</u> An Accelerated Leaders Development programme has been co-designed with our NNUH Together network colleagues and L&D team. The programme consists of similarities of the NHS Leadership Academy 'Stepping Up' programme aiming to bridge the gap of where our	WRES Indicators 4,7,9 Model Employer Goals

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Author/s: Emma Clark

Author/s title: HR Officer

Approved by: Workforce Sub Board

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				BAME staff are and where they want to be. The first cohort will be delivered in March 2022.	
4	To increase the experience and awareness of good recruitment practices for senior posts particularly in respect of race and disability.	Paul Jones, Ashley Judd (Neil Fisher, Emma Clark, Amy Knights)	Ongoing	<u>Action Summary</u> The STP Inclusion Leads forum have developed a recruitment workstream which is being led by JPUH. Part of the workstream will include workshops for recruitment leaders to participate. NNUH colleagues to attend.	WDES Metric 2 WRES Indicator 2 Model Employer Goals
5	Create a mechanism for management intervention whenever there is a resignation for a BAME member of staff	LEDGes	30/03/2022	<u>Action Summary</u> Action is being considered within the Retention and Exit interview steering group. LEDGe's to look at their data at a local level.	WRES Indicator 7 EDS2 Goal 3
6	Ensure that all staff networks are able to contribute to and inform decision making processes	Paul Jones, Ashley Judd (Staff Networks)	Completed March 2021	<u>Action Summary</u> As part of the 2020 staff survey improvement plan, staff networks will be invited to be trained to deliver bespoke listening events for our staff networks. Matters or concerns will be shared on behalf of the network to senior leads and solutions/ actions will be considered with their support/ help.	NHS People Plan 2020/21
7	Implement appropriate support for staff who are breastfeeding	Women's Staff Network (Emma Clark, Amy)	Completed September 2021	<u>Action Summary</u> Policy launched in September 2021 along with breastfeeding champions.	EDS2 Goal 3

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		Knights)			
8	Require Board members and senior leads to present their reflections and their own individual next steps following their reverse mentoring journey	Paul Jones	Completed June 2021	<u>Action Summary</u> Mentors and Mentees attended the closing celebration on 28 May enabling both parties to share their journey's and reflections. Evaluation is underway and an action plan will be produced following this evaluation.	NHS People Plan 2020/21 and Model Employer Goals EDS2 Goal 4
9	Achieve Employers Carers Tick Accreditation to promote our support for staff whom are carers.	Emma Clark (Diverse Ability Staff Network)	31/12/22	<u>Action Summary</u> The Trust's health passport is being revised to consider 'wellbeing' which will allow for carers to use the tool. Specific actions to address supporting our carers will be considered for the new year which will help us to achieve the carers tick accreditation objective.	EDS2 Goal 3
10	Empower staff to share their lived experiences to enable people to reflect and determine what they and the organisation can do to improve and make further progress.	Staff Networks, Emma Clark (LEDGe's)	Completed November 2021	<u>Action Summary</u> We completed our first cohort of a reverse mentoring programme earlier in the year where staff felt empowered to share their lived experiences. The Board have also invited staff to share their stories within Board meetings. A reverse mentoring Alumni Group has also been established to monitor progress being made to address experiences our staff have shared with us.	NHS People Plan 2020/21 NHS Staff Survey WRES indicators 6 and 8 WDES Metric 4 and 9
11	Assess our organisations	Amy Knights, Emma	Completed	<u>Action Summary</u>	NHS People Plan

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	EDI progress against other NHS Trusts to establish measurable progress on EDI, understand how we may work together to achieve certain goals and determine how we can do better.	Clark (Ashley Judd)	September 2021	NHS England have developed a Staff Network Maturity Framework which will help us to better understand the maturity of staff networks across demographics within employing organisations. Data is being collated at present.	2020/21
12	Promote and acknowledge inclusive events with staff to increase awareness and understanding.	Emma Clark, Staff Networks (Paul Jones, Ashley Judd, Amy Knights)	Completed December 2021	<u>Action Summary</u> Staff Networks and colleagues across the Trust have referred to our inclusion calendar throughout the year to acknowledge events and holidays. Our communications team have also supported these events and recently launched a diversity campaign ensuring diversity and inclusion is featured within all communication platforms including the Pulse magazine.	WDES Metric 9 EDS2 Goal 4

NHS Equality and Diversity Reference Points

Equality Delivery System (EDS2)

The Goals and Outcomes of Equality Delivery System (EDS2)		
Goal	Number	Description of outcome

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Better health outcomes	1.1	Services are commissioned, procured, designed and delivered to meet the health needs of local communities
	1.2	Individual people's health needs are assessed and met in appropriate and effective ways
	1.3	Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed
	1.4	When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse
	1.5	Screening, vaccination and other health promotion services reach and benefit all local communities
Improved patient access and experience	2.1	People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds
	2.2	People are informed and supported to be as involved as they wish to be in decisions about their care
	2.3	People report positive experiences of the NHS
	2.4	People's complaints about services are handled respectfully and efficiently
A representative and supported workforce	3.1	Fair NHS recruitment and selection processes lead to a more representative workforce at all levels
	3.2	The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations
	3.3	Training and development opportunities are taken up and positively evaluated by all staff
	3.4	When at work, staff are free from abuse, harassment, bullying and violence from any source
	3.5	Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives
	3.6	Staff report positive experiences of their membership of the workforce
Inclusive leadership	4.1	Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations

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	4.2	Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed
	4.3	Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination

Workforce Race Equality Standard (WRES) Indicators

WRES indicator 1 Percentage of staff in each of the AfC Bands 1-9 OR Medical and Dental and VSM (including executive Board members) compared with the percentage of staff in the overall workforce.
WRES indicator 2 Relative likelihood of staff being appointed from shortlisting across all posts.
WRES indicator 3 Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
WRES indicator 4 Relative likelihood of staff accessing non-mandatory training and CPD.
WRES indicator 5 KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.
WRES indicator 6 KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.
WRES indicator 7 KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion.
WRES indicator 8 Q17 - In the last 12 months have you personally experienced discrimination at work from any of the following? (b - manager/team leader or other colleagues).
WRES indicator 9 Percentage difference between the organisations' Board voting membership and its overall workforce.

Workforce Disability Equality Standard (WDES) Metrics

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<p>WDES Metric 1 Percentage of staff in AfC paybands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.</p>
<p>WDES Metric 2 Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts.</p>
<p>WDES Metric 3 Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.</p>
<p>WDES Metric 4 Q13 – Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from patients/ service users or other members of the public, managers or other colleagues.</p>
<p>WDES Metric 5 Q14 – Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.</p>
<p>WDES Metric 6 Q11 – Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.</p>
<p>WDES Metric 7 Q5 – Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.</p>
<p>WDES Metric 8 Q28b Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable to carry out their work.</p>
<p>WDES Metric 9 Staff engagement scores for Disabled, non-disabled staff and the overall Trusts score and evidence of facilitating voices of Disabled staff.</p>
<p>WDES Metric 10 Percentage difference between the organisations Board voting membership and its organisations overall workforce.</p>

CQC Well Led domain

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All key EDI Key Line of Enquiry (KLOE) – collectively they amount to a “thread” starting from well-led.

9 common factors	CQC health key lines of enquiry
Leadership enthusiastic and committed to Equality and human rights (E&HR)	W3.8
E&HR runs as a thread	W3.8, W7.1, W7.2, S1.3, E1.2, R1.1,R2.1, R2.4, R2.5, R2.9
Equality culture for staff	W3.8, W1.4
Apply E&HR thinking to Quality Improvement issue	W2.5
People who use services at the centre	E5.3, C1.1, C1.5, C2.5, R2.7, R2.8, W7.1, W7.2
Staff as improvement partners	W7.3, W8.4
Linked to outside	W7.4
Courageous and bold	W8.1, W8.4, W8.5
Curious and humble	W7.1, W7.2, W8.3, W8.4