

Outstanding Care,
Compassionate People,
Healthier Communities



Sherwood Forest Hospitals
NHS Foundation Trust



People Equality, Diversity, and Inclusion Annual Report

2024-2025

Best NHS Acute Trust in the East Midlands
(2018 - 2024 NHS Staff Survey)

Contents

Welcome / Introduction	3	Charters	28
The Public Sector Equality Duty and Reporting	4	Chaplaincy for our People	30
Gender Pay Gap Reporting	6	EDI Programme Update	32
WRES	7	Looking Forward	35
WDES	7		
EDS	8		
EDI Governance and Staff Networks	9		
Equality Impact Assessment	12		
Workforce Information	14		
Project Search	16		
CARE Values	17		
Staff Survey 2023	19		
People Promise	21		
Human Resource Activity	23		

Introduction

This report provides the Board of Directors with an update on achievements, progress and developments in relation to the People Equality, Diversity and Inclusion (EDI) agenda at Sherwood Forest Hospitals NHS Foundation Trust.

This report also demonstrates how we are meeting the requirements of the Public Sector Equality Duty for our people.

2024/2025 has been another very challenging year for the Trust. Operational activity has remained high, we continue to see significant demand for our services and financial pressures have meant that engagement with colleagues with EDI work and Staff Networks has been challenging. Despite the challenges, we have ensured that the EDI agenda has continued to be supported at all levels within the Trust.

We remain committed to providing an environment where all our colleagues feel a true sense of belonging at Sherwood and are afforded equity of opportunity. We oppose all forms of unlawful or unfair discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Our commitment to Equality, Diversity and Inclusion enables us to create and sustain compassionate and inclusive work environments and maintain the positive experience of working in Sherwood that so many colleagues tell us they are having each year in our National Staff Survey. We believe that where we have compassionate and inclusive teams and everyone feels a true sense of belonging, we will be able to continue providing the very best care for our patients.



The Public Sector Equality Duty and Mandatory Reporting

The Public Sector Equality Duty

The Equality Act 2010 (s.149) places an Equality Duty on public bodies. The Equality Duty consists of the General Duty with three main aims. It requires organisation's to have due regard for the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by or under the Equality Act 2010
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Organisations are expected, under the general duty to consider the main aims when delivering it's services but also when services and/or policies and procedures are being developed.

Specific Duties

The Equality Duty is supported by specific duties as set out in the regulations. The specific duties require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty. All information must be published in a way which makes it easy for people to access.

The information published for our people must include:

- Gender Pay Gap Report
- Information relating to employees who share protected characteristics (for public bodies with 150 or more employees)

This report summaries the work we are doing in the People EDI team to comply with our duties for our people.

The Public Sector Equality Duty and Mandatory Reporting

Publication Duties

The information must be published on an annual basis. The Trust has published:

Workforce Information

The information published on workforce figures identifies information in relation to the Trust's workforce and protected characteristics as defined by the Equality Act 2010.

- Equality, Diversity and Inclusion Annual report (this report)
- Gender Pay Gap Report
- Workforce Race Equality Standards (WRES)
- Workforce Disability Equality Standard (WDES)
- NHS Staff Survey Summary

Organisational Information

The People Directorate have updated our People Strategy after extensive engagement with our people and our new strategy summarises our commitments and objectives 2025 to 2029.

In addition to co-producing the strategy with colleagues, our new strategy aligns to the Trust's strategic aim of Improving Lives. Following feedback from colleagues, we have retained our delivery pillars with some minor amends; Looking after our People, Belonging in Sherwood and the NHS, Growing for the future and Improving ways of working and delivering care.

Our EDI objectives are delivered under the Belonging in the NHS pillar. The People Strategy can be found on the Trust's website.

Gender Pay Gap Reporting

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are required to publish statutory calculations no later than 30th March each year. The information aims to establish the pay gap between male and female employees as of 31st March the previous year.

The Equality and Human Rights Commission defines the difference between equal pay and the gender pay gap as follows:

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

Salaries at the Trust are determined through the national NHS Job Evaluation Scheme. Job evaluation evaluates each specific role and not the post holder. The scheme makes no reference to gender or any other personal characteristics of existing or potential job holders. Therefore, the Trust is confident it is paying the same salary to roles of equal value.

The NHS Job Evaluation Scheme applies to all roles that are appointed under Agenda for Change (AfC) Terms and Conditions and therefore Medical and Dental jobs are not subject the NHS Job Evaluation Scheme due to different terms and conditions.

The Gender Pay Gap Reporting legislation requires an employer to publish six calculations:

- Average gender pay gap as a mean average
- Average gender pay gap as a median average
- Average bonus gender pay gap as a mean average
- Average bonus gender pay gap as a median average
- Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
- Proportion of males and females when divided into four groups ordered from lowest to highest pay.

Our overall gender pay gap for 2024 has neither significantly decreased or increased although the median hourly rate (middle point) is at the lowest level for four years. Our Gender Pay Gap Report as of 31st March 2024, which was published in March 2025, can be found on the Trust's website.

Workforce Race Equality Standard (WRES)

The Workforce Race Equality Standard (WRES) is a mandatory framework that we complete on an annual basis.

The WRES standards are included within the NHS Standard Contract and all NHS organisations are required to demonstrate progress against the nine indicators; four workforce data metrics, four staff survey findings regarding White and BAME experiences, and one Board metric to address low levels of BAME representation. The CQC inspect on the WRES implementation under the well-led domain.

Our report highlights for 23/24 include; an increase in the number of ethnic minority colleagues overall in the Trust and the percentage of ethnic minority colleagues believing the Trust provides equity of opportunity for career progression increasing by almost 3% and this result is almost 8% above the national average.

The Trust's WRES data and action plan for 2023/2024 was published in October 2024 and is available on the Trust's website.

Workforce Disability Equality Standard (WDES)

The Workforce Disability Equality Standard (WDES) is a mandatory standard introduced in April 2019 that requires completion on an annual basis.

All NHS organisations are required to demonstrate progress against the ten indicators; three workforce data metrics, six staff survey metrics and one Board metric. The Metrics have been developed to capture information relating to the experience of Disabled staff in the NHS.

Our report highlights for 23/24 include; an increase of 5% on colleagues reporting the organisation has made reasonable adjustments and our results for this indicator are now above the national average and an increase in the number of colleagues believing the Trust provides equity of opportunity for career progression and our result is over 7% above the national average.

The Trust's WDES data and action plan for 2023/2024 was published in October 2024 on the Trust's website.

Equality Delivery System

EDS is a mandatory framework, the main purpose of which is to help local NHS systems and organisations, in discussion with local partners and local populations, review and improve their performance for people with characteristics protected by the Equality Act 2010. EDS is aligned to NHS England's Long-Term Plan and its commitment to an inclusive NHS that is fair and accessible to all.

Our Trust Strategy, associated strategies and work plans including this annual report, summarise how we are meeting the requirements of the Equality Delivery System.

EDI Governance

People Wellbeing and Belonging Sub-Cabinet

The People Wellbeing and Belonging sub-cabinet meets monthly and brings together the Leads from the following workstreams; EDI, Wellbeing, People Health and Wellbeing, Organisational Development and Engagement along with our Freedom to Speak Up Guardian, Chaplaincy, Staff Side representative, People Operations representative, People Lead representative and Clinical representatives.

Sub-cabinet members work together to support effective delivery of our People Strategy aims of Belonging in the NHS and Looking after our people. EDI forms a key part of this meeting and enables EDI specific work and concerns to be discussed across wider People Directorate services.

The sub-cabinet provides monthly reports to the People Cabinet and items for escalation are agreed here and reported to the People Committee. Updates from the sub-cabinet are also provided to the Joint Staff Partnership Forum (JSPF).

There is also an inclusion in the Trust's annual report to the Board of Directors which notes our workforce EDI priorities and actions to be delivered.

Staff Networks

Staff Networks

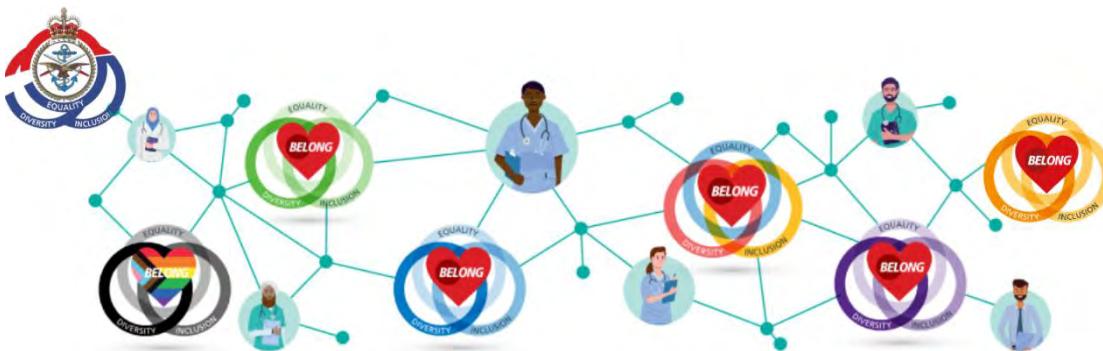
In the last 12-months, we have successfully appointed new Chair's to our Ethnic Minority and Women in Sherwood networks and new Co-Chairs to our LGBTQ+ and Women in Sherwood networks. In April we also launched our new Faith and Belief Staff Network following feedback from colleagues that they would appreciate this network. Our Executive Sponsors continue to support our networks in their activities.

Staff Networks	Chair/Co Chair	No. of members	Executive Sponsor
Ethnic Minority	Aamina Nadim Geraldine Edwards	84	Rachel Eddie
LGBTQ+	Mitchel Speed Phil Eardley	89	Dave Selwyn
WAND (Disability)	Amy Gouldstone Ali Pearson	54	Rob Simcox Richard Mills
Carers	Corinne Kitchen Karen Hage	57	Sally Brook Shanahan
Women in Sherwood	Leanne Featherstone Jacqueline Wix	63	Phil Bolton
FAB (Faith And Belief)	Rob Hurd Co-Chair tbc	5	TBC
Armed Forces	Brent Gillicker	40	Dave Selwyn
Total Members	392	8% increase from last year*	

*This increase does not include the Armed Forces network whose membership numbers have been included in this report for the first time this year.

Despite continuing operational pressures, we have managed to increase membership by 8% in the last year and we hope to see further growth as our new Chairs and Co-Chairs support promotion of networks, and we continue our efforts to increase visibility and benefits of networks within the Trust.

During the last year, the EDI team has supported a total of 42 Safe Space meetings and have Chaired 5 Support Group meetings and 4 Action Group meetings.



Staff Networks

We continue to listen to network members through our safe spaces and support group sessions to inform the actions to take forward through the action group. The following actions have been agreed for 25/26.

Network	Actions
Ethnic Minority	<ul style="list-style-type: none">- Review safe space meeting times to support greater attendance from members- Raise awareness of the network and seek support from communications for increased social media presence- Support the planning of REACH OUT! 2025
LGBTQ+	<ul style="list-style-type: none">- Review the LGBTQ+ Awareness e-learning- Support the co-ordination of the Trust's annual PRIDE events- Arrange speakers for Safe Space sessions
WAND (Disability)	<ul style="list-style-type: none">- Promotion of the NHS Health Passport- Support the EDI team in increasing disability declarations on ESR- Promote the e-learning on Sherwood e-academy and guidance available on the Intranet
Carers	<ul style="list-style-type: none">- Support the planning and delivery of awareness raising during Carers Week- Liaise with the communications team to share lived experience stories- Promotion of Carers Champions to build the champion community
Women in Sherwood	<ul style="list-style-type: none">- Develop an events and awareness programme to increase membership and engagement- Submit periodic blogs for the Trust Bulletin to share successes from network activity- Create a digital visual with inspiring quotes from International Women's Day 2025
FAB (Faith And Belief)	<ul style="list-style-type: none">- Hold an exhibition to raise awareness of FAB to support increased membership- Create a FAB network handbook to support understanding of the network and who it supports- Encourage members to share their stories at safe space meetings
Armed Forces	<ul style="list-style-type: none">- Support Charity Fundraising by holding fundraising events- Recognise employed veterans and those in our community through events such as Remembrance Day and VE Day- Continued promotion of the network and breakfast meetings to increase membership



Achievement of Staff Network actions will be supported by the People EDI Team and regular activity updates are provided through the People Wellbeing and Belonging sub-cabinet.

Equality Impact Assessments (EIA)

An EIA is required for all revised or new People policies, procedures or processes. The purpose of the EIA is to analyse the potential or actual differential impacts of a policy, procedure or process on different groups of people.

Our EIA process requires the document author to analyse the protected characteristics under The Equality Act 2010; by reviewing against the protected characteristics, we are able to ensure that our policies, procedures and processes promote equity for our people and eliminate discrimination.

During the last year, we have reviewed and updated our Equality Impact Assessment process and guidance; the update ensures clarity on why the EIA is needed and how to complete it and supports a consistent approach to completing assessments. In addition to updating the process and guidance, the EDI team have established an audit and quality assurance process to ensure continuous monitoring of EIA completion and quality. We are providing one to one support for document authors in addition to periodic lunch and learn sessions and are also publishing an e-learning session for the Sherwood e-academy in May.

The updated EIA process and guidance were approved by our Joint Staff Partnership Forum in February and we have provided regular updates through our People Wellbeing and Belonging sub-cabinet and People Cabinet. We will provide periodic updates to our People Wellbeing and Belonging Sub-Cabinet for assurance.

Workforce Information

The Trust is committed to treating all its service users and staff with dignity and respect. Embracing diversity supports the delivery of our strategic vision and helps to ensure that we are providing effective services that meet the needs of our community.

Our People Strategy is a public declaration of how we will demonstrably take forward our commitment to ensuring equality and inclusion is embedded within all areas of the Trust.

Ethnic Origin	2023/24		2024/25	
	%	Heads	%	Heads
Asian	12.81%	779	13.43%	856
Black	2.60%	158	2.96%	189
Chinese	0.43%	26	0.49%	31
Mixed	1.79%	109	1.84%	117
Not Stated	3.65%	222	3.39%	216
White	78.72%	4786	77.90%	4967
Total		6080		6376

Ethnicity

In 2024/2025 our number of workforce colleagues from ethnic minority backgrounds has increased from 17.6% in 2023/24 to 18.7% this year.

The ethnicity profile of our workforce is positive compared with the profile of the local community which is 95.4% White (Census 2021).

Disability

We have seen year on year increases in those declaring their disability and this year, we have seen a further increase from 6.56% in 23/24 to 7.31% this year; this is the highest rate of disability declarations we have ever had recorded on ESR.

Disability	2023/24		2024/25	
	%	Heads	%	Heads
No	76.48%	4650	77.73%	4956
Not Declared	16.71%	1016	14.04%	895
Undefined	0.25%	15	0.92%	59
Yes	6.56%	399	7.31%	466
Total		6080		6376

We still have disparity with ESR data and Staff Survey results where 22.3% of colleagues noted they had a disability. However, it is noted that not all colleagues responded to staff survey so when we review the percentage of colleagues who noted they have a disability in their staff survey and our overall headcount, our disability rate is 13.5%. We acknowledge we need to close the gap between staff survey and ESR and also reduce the number of colleagues not declaring (14.9%) and we have a number of ongoing actions in place to support achievement of this including encouraging colleagues to update their information through our orientation day presentation, local induction, development of a new home page for new starters using ESR (prompting them to complete their Equality Monitoring data), periodic reminders in our communications bulletin and through our staff networks. We are hopeful through these actions, we will continue to see increases in our ESR data as we've seen this year.

Workforce Information

The overall age profile for the Trust's workforce continues to be dominated by the 31-40 and 51-60 age groups.

We continue planning for potential retirements within coming years giving particular consideration to the Registered Nurse staff group where Nurses who have special class status can retire from 55 years of age.

We encourage leaders to succession plan within their teams and provide opportunities for development for existing colleagues to plan in advance for those exiting the organisation and promoting 'home-grown' talent progression. The facility for flexi-retirement continues to retain colleague's valuable knowledge, skills and experience within the Trust; allowing staff to retire and return to work. Overall, the age demographics continue to remain static, with a typical distribution across the age ranges.

Staff Age Profile

Age	2023/24		2024/25	
	%	Heads	%	Heads
<=20 Years	0.97%	59	1.07%	68
21-25	6.83%	415	6.74%	430
26-30	12.15%	739	11.36%	724
31-35	14.59%	887	13.99%	892
36-40	13.83%	841	14.34%	914
41-45	10.81%	657	11.39%	726
46-50	10.15%	617	9.71%	619
51-55	11.10%	675	10.56%	673
56-60	11.51%	700	11.56%	737
61-65	6.38%	388	7.39%	471
66-70	1.38%	84	1.54%	98
>=71 Years	0.30%	18	0.38%	24
Total		6080		6376

Medical Staff Age Profile

Age	2023/24		2024/25	
	%	Heads	%	Heads
<=20 Years	0.00%	0	0.00%	0
21-25	8.72%	60	10.50%	75
26-30	18.17%	125	15.42%	115
31-35	15.84%	109	15.82%	118
36-40	15.26%	105	16.09%	120
41-45	12.65%	87	13.94%	104
46-50	10.03%	69	9.12%	68
51-55	6.69%	46	6.57%	49
56-60	6.98%	48	7.37%	55
61-65	3.63%	25	3.62%	27
66-70	1.60%	11	1.47%	11
>=71 Years	0.44%	3	0.54%	4
Total		688		746

Nursing Staff Age Profile

Age	2023/24		2024/25	
	%	Heads	%	Heads
<=20 Years	0.00%	0	0.00%	0
21-25	6.58%	117	6.06%	111
26-30	12.25%	218	11.46%	210
31-35	17.26%	307	17.52%	321
36-40	16.64%	296	17.63%	323
41-45	10.96%	195	11.57%	212
46-50	10.23%	182	10.26%	188
51-55	8.71%	155	8.52%	156
56-60	10.29%	183	10.04%	184
61-65	5.79%	103	5.57%	102
66-70	1.12%	20	1.26%	23
>=71 Years	0.17%	3	0.11%	2
Total		1779		1832

Workforce Information

Gender	2023/24		2024/25	
	%	Heads	%	Heads
Male	20.90%	1,273	21.40%	1,367
Female	79.10%	4,807	78.60%	5,009
Total		6080		6376

Gender

In 2024/25 the female workforce continues to dominate the overall headcount, despite a small decrease with 78.6% of employees being female.

Male headcount increased slightly compared to the previous year. Whilst the male demographic of the workforce is considerably lower than the local

Sexual Orientation	2023/24		2024/25	
	%	Heads	%	Heads
Bisexual	1.17%	71	1.16%	74
Gay or Lesbian	1.68%	102	1.74%	111
Heterosexual or Straight	82.40%	5010	83.78%	5342
Not Disclosed	14.59%	887	13.22%	835
Other sexual orientation not listed	0.16%	10	0.20%	14
Total		6080		6376

Sexual Orientation

In 2024/25, 2.90% of colleagues identify as LGBTQ+; this is a slight increase from last year when 2.85% of colleagues identified with the LGBTQ+ community.

This figure is comparable to those identifying as LGBTQ+ in our local community which is 2.56% of our population identify as LGBTQ+ according to the Census 2021.

Project Search

Working in partnership with Vision West Notts college, Nottinghamshire County Council, Medirest and Skanska and Trust departments, the Project Search programme aims to provide a pathway to work for people with learning disabilities and/or neurodiversity conditions through an internship in the learners final academic year which, it is hoped, will lead to employment.

Sherwood has been a host employer for the Project Search programme since 2022 when we welcomed four interns for the first year of the programme. All four interns graduated with a special graduation ceremony at Kings Mill Hospital in June 2023. Two interns secured employment with Medirest and one volunteers weekly at Kings Mill Hospital.

Since the first year, the programme has grown both in the number of interns taking part and the departments where work placements are available; placements are now available in administration, portering, painting and housekeeping and we are always seeking new areas for placements to ensure varied options are available to the young people taking part in the programme.

In September 2023, we welcomed seven new interns to the programme who successfully completed the programme and graduated in June 2024; three gained employment with Medirest. We currently have five interns on the programme; one secured employment in December 2024 and continues to complete the programme alongside their new role.

On 27th March 2025, National Supported Internship Day, our interns had a stand in the KTC to raise awareness of Project Search (see picture). During the event, interns managed to also raise £70 for the Sherwood Forest Hospitals Charity.

This successful project is led for the Trust by our Trust Estates and Facilities department, in particular Jacqueline Wix whose work on the project was acknowledged with a Staff Excellence Award in 2024.

Pictured Right: Jacqueline Wix with her Staff Excellence Award and pictured furthest right: Interns enjoying National Supported Internship Day at Kings Mill Hospital



Our CARE Values

The values an organisation holds are central to how it plans, organises, and delivers service.

Our CARE values are the foundation for the way we work and interact, creating positive behaviours and promoting an open and inclusive culture that embraces diversity within our organisation.

Our CARE values underpin the work of the EDI work programme, and are an effective framework to promote kindness, dignity, respect, embrace diversity and promote culture change.



NHS
Sherwood Forest Hospitals
NHS Foundation Trust

Together We CARE

C **Communicating and Working Together**
We will work as one **compassionate** and **inclusive** team, **involving, informing** and **listening** to colleagues and local communities.

A **Aspiring and Improving**
We will choose to **work** or be **cared** for by **Sherwood** as we focus on **improving** patient care and colleague **wellbeing**.

R **Respectful, Inclusive and Caring**
We will show **kindness** to all, **embrace** diversity and **challenge** inappropriate behaviours.

E **Efficient and Safe**
We will be **consistent** and do the **right thing**, at the **right time, first time**.

Staff Survey 2024

The Trust participates in the National Annual NHS Staff Survey.

The 2024 survey was undertaken between 7th October and 29th November 2024. In 2024 the overall response rate was 63%, with over 3,800 colleagues sharing their voice with us; this was higher than our previous year (62%).

As a Trust we are proud to have ranked 13th highest response rate in our comparator group of Acute and Acute Community Trusts against the People Promise themes. The median response rate for organisations in our group was 49%, demonstrating the exceptional engagement of colleagues at SFH.

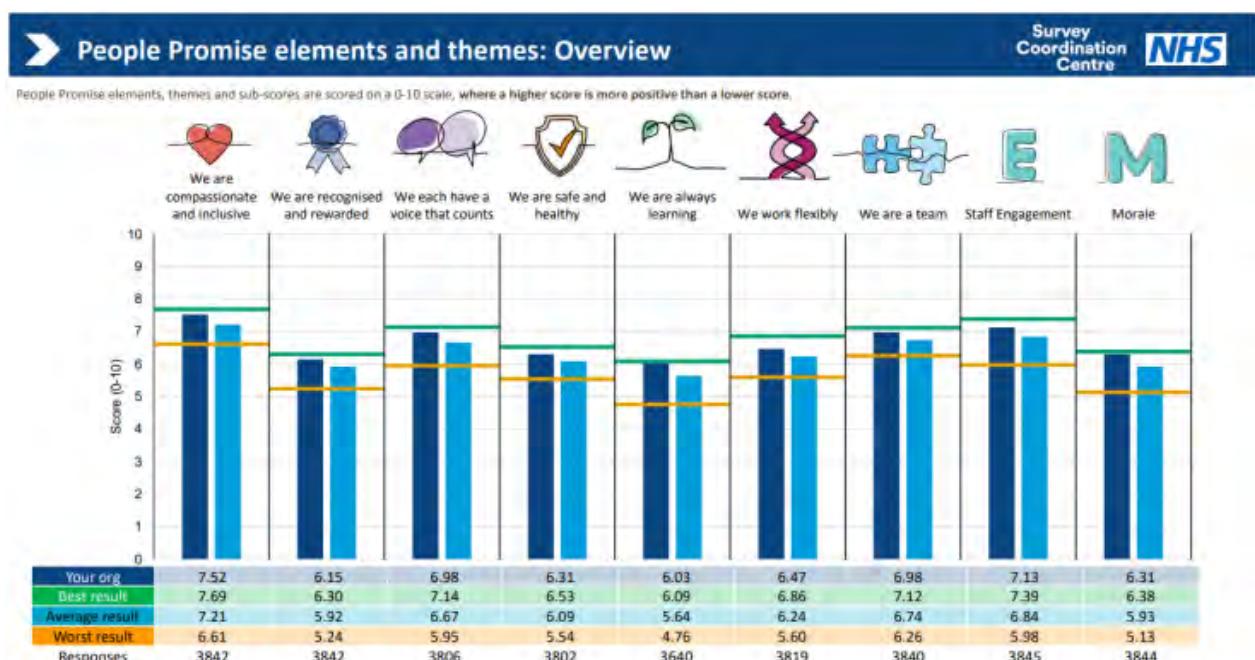
The Trust remains the highest scoring Acute/Acute Community Trust as a recommended place to work at in the East Midlands region for the seventh year running.

2024 reporting was in line with the changes to reporting made in 2021, with the national staff survey findings being aligned to the 7 People Promise themes, in addition to staff engagement and staff morale.

The People Promise covers themes including 'we are compassionate and inclusive' and 'we are safe and healthy'.

The People EDI Team work contribution to Staff Survey results focusses predominately on the compassion and inclusion element.

SFH results against these themes and against the best, worst and average can be seen in the table:



Staff Survey 2024

People Promise Themes	Our score	Best	Average	Difference to average	Regional Position (21 Midlands Acute/Acute Community Trusts)
 We are compassionate and kind	7.52	7.69	7.21	0.31	2 nd
 We are integrated and involved	6.15	6.30	5.92	0.23	3 rd
 We have a clear purpose	6.98	7.14	6.67	0.31	2 nd
 We work well and efficiently	6.31	6.53	6.09	0.22	3 rd
 We are always learning	6.03	6.09	5.64	0.39	2 nd
 We work well with others	6.47	6.86	6.24	0.23	6 th
 We are a team	6.98	7.12	6.74	0.24	2 nd
 Staff engagement	7.13	7.39	6.84	0.29	2 nd
 Morale	6.31	6.38	5.93	0.38	2 nd

The table on the right shows our top 5 and bottom 5 areas and the areas that are most improved from the previous year.

The key findings from the SFH 2024 National Staff Survey are as follows.

- **7/10 colleagues would recommend SFH as a place to work** – 2nd in the Midlands.
- **7/10 agree that if a friend or relative needed treatment they would be happy with the standard of care provided by the organisation** – 3rd in the Midlands.
- **7/10 agree that care of patients is the organisation's top priority** – 3rd in the Midlands

Top 5 above Picker Average	SFH Score	Picker	Difference
If friend/relative needed treatment would be happy with standard of care provided by organisation	73.4%	61.6%	11.9%
Would recommend organisation as place to work	71.0%	59.1%	11.8%
Feel organisation would address any concerns I raised	57.6%	48.0%	9.6%
Have adequate materials, supplies and equipment to do my work	66.1%	56.8%	9.4%
Organisation takes positive action on health and well-being	63.5%	54.9%	8.7%

Top 5 Below Picker Average	SFH Score	Picker	Difference
Don't work any additional paid hours per week for this organisation, over and above contracted hours	58.6%	64.4%	-5.8%
Not experienced physical violence from patients/service users, their relatives or other members of the	81.0%	85.7%	-4.7%
Last experience of physical violence reported	68.8%	71.4%	-2.6%
Not felt pressure from manager to come to work when not feeling well enough	76.5%	78.3%	-1.8%
Not experienced unwanted behaviour of a sexual nature from patients/service users, their relatives or	90.8%	92.1%	-1.4%

Top 5 changes from 2023	2024	2023	Difference
Not experienced physical violence from patients/service users, their relatives or other members of the	81.0%	77.7%	3.3%
Received appraisal in the past 12 months	89.1%	87.5%	1.6%
Not felt pressure from manager to come to work when not feeling well enough	76.5%	74.9%	1.6%
Immediate manager takes a positive interest in my health & well-being	73.8%	72.3%	1.5%
Not experienced harassment, bullying or abuse from patients/service users, their relatives or members	75.3%	74.4%	1.0%

Staff Survey 2024

We share the survey findings with our Staff Network members and seek input from them to support the development of our new Staff Networks Actions for 2025/26.

The 2024 Staff Survey results have been communicated across the Trust through Divisions/Departments. The data has been shared with staff network members at upcoming meetings. Trust areas of focus for 2025 will be:

- Retention - Thinking of Moving and Exit interviews will help the Trust understand what colleagues like and dislike about their jobs and highlight potential areas for improvement.
- Ensuring colleagues have the right equipment they need to do their jobs so they have adequate materials and supplies.
- Celebration and Recognition across the Trust will be reviewed to increase colleagues feeling valued and recognised.
- To ensure CARE Values are at the heart of everything we do.
- Reporting and addressing unsafe clinical practices so that people feel confident that the Trust would address concerns.

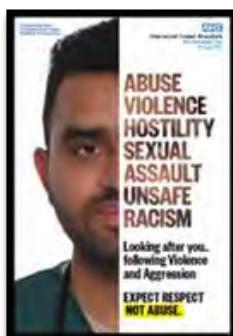
People Promise

Sherwood Forest Hospitals was chosen by NHS England to be a People Promise Exemplar organisation and in April 2024, our People Promise Manager commenced in post. The purpose of the role is to embed workstreams associated with the People Promise themes across the Trust. The EDI team are supporting some of the work that aligns to the EDI work programme and are workstreams under the 'We are Compassionate and Inclusive' theme. Highlights from 2024 include;

Violence and Aggression reduction. Following a review of our 2023 Staff Survey results, a Violence and Aggression improvement plan was developed through the Violence and Aggression working group which is Chaired by the People Promise Manager and membership comprises of key stakeholders from within the Trust. Highlights of achievements to date include;

- Highly visible 'Expect Respect Not Abuse' campaign
- Embedding of CARE values in Leadership training to support a compassionate and kind culture in all teams and further highlight the importance of the CARE values during People Promise roadshows which are supported by the EDI and Organisational Development team
- Provision of support posters, leaflets and cards to ensure colleagues have immediate access to support following an incident

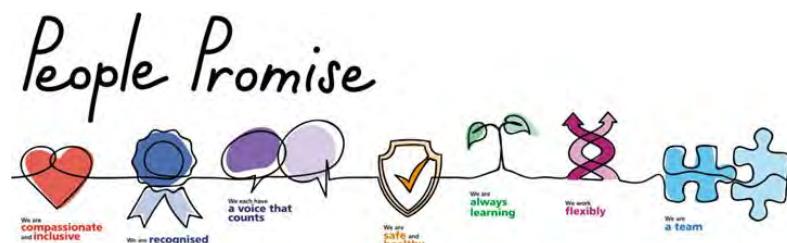
Our 2024 Staff Survey results showed a reduction in the number of staff reporting violence and aggression than in previous years and to continue improvement this year, the improvement plan has been refreshed and has taken into consideration the NHS Violence Prevention Standard which was published in December 2024. Those with lived experience of violence and aggression will be invited to the working group to share their stories (this has been very impactful this year) to support the group in identifying additional challenges colleagues are facing and how we can support. The group will also support a new EDI campaign 'No Hate Here' which launches in 2025 following a review of the Anti-Racism Strategy.



People Promise

Sexual Safety. The Trust's Sexual Safety working group has been meeting since January 2024 following the introduction of the NHS Sexual Safety Charter which the Trust signed in November 2023. The working group agree the priorities and actions needed to uphold our duty to take reasonable steps to prevent sexual harassment under The Worker Protection (Amendment of Equality Act 2010) Act 2023 that came into effect on 26 October 2024. Highlights of the achievements from the group to date include;

- Visual's aligned to our Expect Respect Not Abuse campaign work. The posters and electronic communications are brave in their message around Sexual Safety to make clear our expectations and to deter perpetrators. We have posters in public and staff areas and have communicated widely internally and externally including our social media platforms and local press.
- The development and publishing of a Sexual Safety Policy.
- 25 managers trained in Sexual Safety and noted on the dedicated Intranet page who are able to provide support and signposting to victims of sexual harassment.
- E-learning package developed (with support from Southwestern Ambulance Service) and published on the Sherwood e-learning academy.
- Fact-finding training for managers has been developed to support those responsible for investigating allegations of sexual harassment
- Educational video filmed and published. You can watch our video [here](#).
- Lived experiences shared: A colleague anonymously shared their story of sexual safety being compromised and how speaking up led to others feeling brave enough to do so and there being sanctions for the perpetrator. A Sherwood Stories Schwartz Round was held in February 2025; 'When my sexual safety was compromised'. During the session a colleague bravely shared their story of a time their safety was compromised by a patient. The event was inspiring and impactful with further events in planning for the future.
- Health and Wellbeing leaflet designed and published which focusses specifically on sexual safety support.
- New Promise of Protection conference. This inaugural event will take place on 19th May 2025 and will provide a variety of educational sessions in addition to showcasing the support available to colleagues.



Human Resource Activity

Training and Development

The Training, Education and Development Department at Sherwood Forest Hospitals NHS Foundation Trust have a strong regional reputation for the quality of its education and training provision. The department is extremely proud of the role it plays in developing our current and future workforces to provide high quality and safe patient care.

2024-2025 Training Activity – Gender Profile

Course Title	Male		Female		Total Gender
	Number	%	Number	%	Number
Customer Relations	285	30%	677	70%	962
Health & Safety	1388	28%	3607	72%	4995
Induction	376	24%	1214	76%	1590
Informatics	0	0%	0	0%	0
Medical Equipment	2419	13%	16010	87%	18429
Occupational Knowledge & Skills	4750	15%	26186	85%	30936
Personal Development	255	15%	1488	85%	1743
Resuscitation	859	30%	2046	70%	2905
Risk Management	4767	26%	13252	74%	18019

2024-2025 Training Activity – Ethnicity Profile

Course Title	White		Other Ethnic Background		Not Stated		Total Ethnicity
	Number	%	Number	%	Number	%	Number
Customer Relations	739	77%	183	19%	40	4%	962
Health & Safety	3907	78%	918	18%	170	4%	4995
Induction	1022	64%	510	32%	58	4%	1590
Informatics	0	0	0	0	0	0	0
Medical Equipment	12672	69%	5426	29%	331	2%	18429
Occupational Knowledge & Skills	22161	72%	8000	26%	775	2%	30936
Personal Development	1383	79%	329	19%	31	2%	1743
Resuscitation	1780	61%	979	34%	146	5	2905
Risk Management	12797	71%	4463	25%	759	4%	18019

Human Resource Activity

Equality, Diversity, and Inclusion (EDI) Training

Diversity and Inclusion training is mandatory for all staff at the Trust. The training is completed on-line and is a requirement for all staff every three years. During 2024/2025, a total of 5139 staff undertook diversity and equality training across the Trust compared to 5085 in 2023/2024.

Orientation

Equality, Diversity and Inclusion continues to be included within the People Directorate Presentation for the Trust's orientation day for all new staff members and in the volunteer induction programme. The EDI Team continue to attend Trust orientation to provide a short presentation about our Staff Networks.

Leadership Development

Our Leadership Development Programme launched in 2024 and comprises of Leadership Fundamentals Training Day for all new managers (internal or external appointments) and programmes for aspiring and existing leaders; Emerging and New Leaders and Established Leaders. EDI is an important session within each of these courses and equip leaders to embrace diversity, lead with care and compassion, and build inclusive teams.

Feedback from delegate's has been positive and comments relating the the EDI sessions specifically include;

- 'The inclusive team's session was the most impactful [session of the day] for me.'
- 'Building inclusive teams was good to think further about how I could be more inclusive in my team'.
- 'It was very informative and did make me question behaviour and comments I've heard'.
- 'The EDI [session] I found very thought provoking, and would definitely like to get the team in, they can definitely do some good for us!'
- 'I feel our team is already very inclusive but have taken some ideas away from the session to improve on this'.
- 'Building inclusive teams and understanding about sense of belonging was interesting'.
- 'Loved the privilege exercise on EDI'.
- '[The EDI session] was the most emotionally impactful'.

Human Resource Activity

Allyship in Sherwood

During 2024, we offered monthly Allyship in Sherwood training sessions and since launching the training as part of our Anti-Racism Strategy in 2022, we have delivered this non-mandatory session to over 140 colleagues.

Feedback from delegates

- 100% would recommend the training to their colleagues
- 100% said the training provided learning that was needed in their role
- 93% found the training beneficial
- 79% identified things they would do differently in their work area to support belonging in their team



We are committed to supporting more colleagues with their journey of allyship in 2025-26 and are exploring ways we can deliver the training whilst minimising impact on service delivery as continued demand for our services remains high.

Human Resource Policies, Procedures and Practice

During 2024/2025, fourteen Human Resource policies were developed/reviewed and implemented within the Trust following approval and ratification by the appropriate forum. Whilst operational Human Resources policies are not specifically related to EDI, we ensure a compassionate and person-centred approach to ensure equitable treatment of all colleagues and are represented on the Joint Staff Partnership Forum who collectively support policy development and ensure policies are equitable.

During 24/25 we updated our Carers Guidance, Dyslexia guidance (which is now Dyslexia and Dyscalculia guidance) and our Reasonable Adjustments guidance which now includes a process flow chart for procuring equipment and arranging estates work to support line managers in the prompt provision of equipment and/or changes to facilities.

In addition to guidance updates we also published our new Neurodiversity guidance which was co-produced with colleagues who have lived experience of neurodiversity.

Our Staff Network members have supported our guidance reviews and development; by engaging with those with lived experience we are able to ensure that our guidance offers the right support for those who need it.

Human Resource Activity

Workforce Recruitment

The Trust operates fair recruitment practices to ensure equal access to employment opportunities for all. We continue our commitment as a 'Disability Confident Employer' and use this marque on our recruitment material to show we encourage applications from disabled people.

The scheme helps employers:

- draw from the widest possible pool of talent
- secure high quality staff who are skilled, loyal and hard working
- improve employee morale and commitment by demonstrating that we treat all employees fairly

Our anonymous applicant tracking system specifically highlights to appointing managers when an applicant has declared a disability to ensure we do not miss the opportunity to offer an interviews if the applicant meets the minimum selection criteria. We also make reasonable adjustments throughout the recruitment and selection process to support disabled job applicants and employees.

Examples of reasonable adjustments we have made in the last year include:

- The provision of interview questions in advance and extended time slots for the interview to support neurodiverse candidates
- Permitting a candidate with learning disabilities to bring a companion with them to the interview for support

The Trust supports employees with a disability in a number of ways and takes steps to meet needs and achieve equal outcomes, even if this requires 'positive action'. For example, designating disabled parking bays close to entrances, adjusting application processes, purchasing any required additional equipment. In addition, our WAND (Disability) staff network provides support to those colleagues with a disability or long term condition. Any employee who has or acquires a disability or long-term condition during the course of their employment is supported by occupational health assessments, reasonable adjustments to their duties and if necessary supporting their search for suitable alternative employment, with the aim of valuing and redeploying employees to retain their knowledge, skills and experience in the Trust.

Human Resource Activity

International Recruitment

We positively embrace diversity and believe that a diverse workforce, which shares its knowledge and experience, facilitates the provision of high quality patient care. We actively recruit employees from outside the local area to strengthen diversity.

Between 1st April 2024 and 31st March 2025, the Trust recruited one international Nurse and 25 international doctors. In addition, we issued 33 certificates of sponsorship to overseas nationals.

We have also provided 29 certificates of sponsorship for doctors wishing to stay in the UK but move to the local area and 44 for doctors wishing to extend their employment with SFH.

Our SAS Six Approach was developed to provide support for our Specialist, Associate Specialist and Speciality doctors and locally employed doctors, many of whom are international medical graduates. This approach ensures support to our Doctors and includes but isn't limited to; educational supervision and equity of access to professional development opportunities. More information can be found on the Trust website [here](#).



Above: Colleagues gather at the Flag Art Wall at Kings Mill Hospital to celebrate NHS International Workers Day in March

Charters

Mindful Employer

The Trust is a signatory to the Mindful Employer Charter which is a demonstration of our commitment to supporting our colleagues who may suffer from mental ill-health. By signing the Charter, we are able to use the Mindful Employer logo on our website and in literature which promotes the Trust as a safe place to work and we also have access to a members only library of helpful resources.

The Charter requires us to:

- provide non-judgemental and proactive support to staff with experience of mental ill-health.
- avoid making assumptions about a person with a mental health condition and their ability to work.
- be positive and enabling toward all employees and applicants with a mental health condition.
- support line managers in managing mental health in the workplace.
- ensure the fair recruitment of staff in accordance with the Equality Act (2010).
- make it clear that people who have experience of mental ill-health will not be discriminated against.



Disability Confident Employer Accreditation

The Trust maintains its Disability Confident Employer accreditation.

The Disability Confident scheme aims to help organisations successfully employ and retain disabled people and shows applicants and employees who inform us they have a disability that we are committed to being an inclusive employer.

We are committed to working towards the level 3 accreditation of Disability Confident Leader and will work together with the Nottingham and Nottinghamshire ICS in achieving this as an individual Trust but through sharing good practice where this has already been achieved.



Charters

Age Positive

The Department for Work and Pensions has withdrawn the Age Positive initiative however, we remain committed to providing inclusive workplaces for older people through the following:

- Offering flexible working, flexible retirement and apprenticeships
- Providing training through the recruitment and selection training
- Not stating number of years' experience on our job adverts or person specifications
- Not specifying qualifications as selection criteria where they are not essential for the job so as not to exclude older candidates who might have the right skills and experience but didn't have the opportunity to take the qualifications specified
- Not asking for date of birth in our main application, only in an equality monitoring section
- Comprehensive Menopause Support

Carer Friendly Employer (Nottinghamshire Carers)



We have retained the Carer Friendly Employer accreditation from Nottinghamshire Carers which we first achieved 2022. We have retained our accreditation through the on-going programme of work for our unpaid carers which includes our Carers Staff Network, Carers Leave Guidance, Carers Champions, the Carers Passport for colleagues and our commitment to raising awareness of unpaid carers through our EDI Engagement Calendar.

The on-going accreditation enables the Trust to provide support to its unpaid carers at work through the provision of solutions for a better work/life balance which ultimately ensures that the talents and experience of those who are carers is retained.

Chaplaincy and pastoral support for our people

Spiritual and Pastoral Care support is available to staff as well as patients and their families.

During 2024 we continued to provide input into the orientation day for new staff. This has enabled us to ensure that staff are aware of the support and facilities available to them through spiritual and pastoral care provision. We also began to provide regular input into the healthcare student inductions. In addition we provided training for staff in relation to spiritual and pastoral care for ED healthcare assistants, EOL champions and volunteers and wellbeing champions.

Staff continue to use the Faith Centre / spaces across the different hospital sites as a space for prayer / quiet reflection / breaks. Prayer spaces are available on every site and are well used. Following on from the provision of a private prayer room at MCH, we now plan to change the chapel office at Newark into a prayer room. All SFH hospital sites will then have both faith / quiet spaces available to all and separate prayer spaces for colleagues who pray regularly throughout the day. Financial constraints have meant that we have been unable to develop ablution facilities at Newark and Mansfield Community Hospitals but we will continue to explore ways to provide these in the future.

The Team have continued to meet with staff whenever our support is requested as well as seek to be visible and available across all sites to enable informal contacts. We have continued to support any staff who have approached us / been referred in need of foodbank provision, to access this. In 2024 we had 1532 staff contacts with an additional 106 specifically related to staff wellbeing.

We have continued to provide bereavement support to staff, especially in the face of the loss of work colleagues, impacting on whole teams and services as well as across the Trust. There have sadly been a number of memorial services for staff members throughout the year.

In addition to Chaplaincy support, specialist pastoral support is provided to clinical colleagues through our Practice Development Matron team and Professional Nursing Advocates.



Faith Calendar and Faith And Belief Staff Network

Faith Calendar and Events

The Faith Calendar has now been in operation for just over two years. This is a calendar of some of the most important festivals and celebrations for the major faiths. These dates are then featured in The Bulletin throughout the year along with a short summary of what the festivals are and how they are commonly celebrated. In the past year we have facilitated celebrations for staff including pancakes at the start of Lent (Shrove Tuesday) and celebrations of Eid and Diwali. We continue to seek to expand these to ensure wider representation of staff faith and beliefs.

Faith and Belief Staff Network

This year saw the start of the Faith and Belief Staff Network. This was launched with the aim of:

- providing a space for staff to connect in relation to their faith and beliefs
- raise awareness of different faiths and beliefs
- support staff feeling that they belong in the organisation
- support with any work issues relating specifically to faith and belief
- increase representation of the range of staff faith and beliefs in the celebrations held in the Faith Centre



Pictured furthest left: Colleagues enjoying Ramadan and left: Colleagues celebrating Diwali.

EDI Work Programme Update

During the last year, the Trust has continued work to deliver on the Sherwood EDI Improvement Plan following the publishing of the NHS EDI Improvement Plan in June 2023. The three-year plan set out 6 High Impact Actions to address the prejudice and discrimination – direct and indirect – that exist through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

The Improvement plan supports our continued efforts to ensure that Sherwood is an inclusive place to work. In January 2025 we were required to complete a self-evaluation for NHSE (Midlands) of our progress against the Six High Impact Actions by providing a summary of our work to date and in March we received a Trust Assurance Report from NHSE (Midlands) which provided feedback on our self-assessment.

Summary of NHSE (Midlands) Assurance Report

The top successes reported to us are as follows:

- We have made good or excellent progress against all High Impact Actions
- We evidenced an excellent approach to talent management and recruitment with strong community involvement
- The evidence of our formal approach to anti-racism and our zero-tolerance approach

There are four organisations in the Nottingham and Nottinghamshire Integrated Care System who were required to complete the self-assessment; we are the joint top performer for our progress against the Six High Impact Actions. NHSE (Midlands) also provided benchmarking against all Trust's in the Midlands. Out of 52, 40 self-assessment submissions were made. The Trust is comfortably in the Top 20 Trusts across all actions and is second in the Midlands for High Impact Action 2; overhaul recruitment processes and embed talent management.

We have three actions for the final year of the plan which will form part of the focus of our work programme during 2025/26;

- Provide progress update on the implementation of our Talent Management Plan.
- Analyse data to understand pay gaps for protected characteristics not already analysed.
- Address workforce health inequalities.

Achievement of these actions will be reported through the People Wellbeing and Belonging sub-cabinet.

EDI Work Programme Update

Other highlights from our work during 2024/25 include:

- Our EDI Support Officer was awarded 'Best Newcomer to the People Directorate' at the annual directorate team brief in December
- We have reviewed our Anti-Racism Strategy from 2022 and as a result of this review will be launching a new 'No Hate Here' campaign in July
- Launched Inclusive Recruitment Champions and have recruited six champions from our Ethnic Minority network to support diversity on recruitment panels for senior appointments. We are planning to recruit more champions during 2025/26.
- Our Chair and Executive Directors signed a new Staff Network Pledge in May 2024 outlining the importance of networks and highlighting their support for colleagues to be members and have the time to attend network activities; they are keen that we're able to hear the voices of colleagues as much as possible through the networks. Each of our networks has an Executive Sponsor and they attend meetings when possible. Executive team members have attended events in the Trust including but not limited to PRIDE, REACH OUT! and International Women's Day.



Above: Staff Network Chairs, Co-Chairs and members proudly show off the new Staff Networks Pledge



Above: Colleagues are all smiles following another successful REACH OUT! event

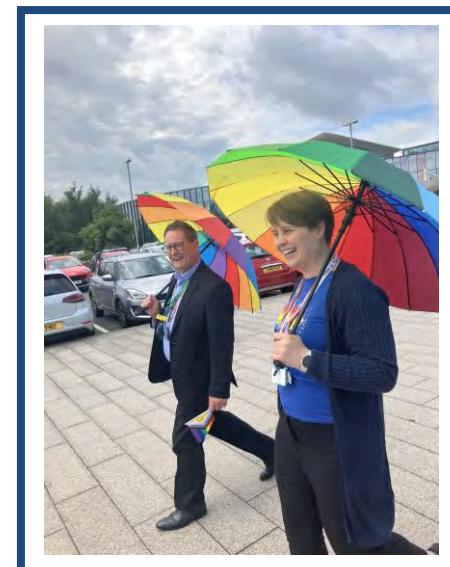
EDI Work Programme Update

More highlights from our work during 2024/25 include:

- EDI sessions have been designed and delivered as part of the new Leadership Development Programme (Fundamentals, Emerging, and Established).
- For the second year running, the Trust had a stand at Nottinghamshire PRIDE where we were able to engage with thousands of local citizens; colleagues showcased Sherwood as a place to work and receive care. We also celebrated with two local SFH Marches at KMH and Newark Hospital.
- New Neurodiversity Guidance and Carers Guidance has been created following feedback through the WAND Staff Network and Carers Staff Network.
- Our annual REACH OUT! event took place in September during National Inclusion Week and was very well received by those in attendance. The event was supported by various colleagues from across the Trust who joined on the day to discuss and promote their areas of work and the support available to colleagues; for the third year running, feedback from colleagues in attendance was very positive.
- We've extended the organisation's EDI training offer by creating a package of EDI training that has been added to the E-Academy, this includes, hearing loss awareness training, neurodiversity training, carers awareness training, and disability awareness training.
- The EDI team have delivered several face-to-face EDI training



Above: Colleagues at Newark pictured after marching with PRIDE round Newark Hospital and below: Acting CEO and LGBTQ+ Staff Network Executive Sponsor Dave Selwyn enjoys the celebrations at Kings Mill Hospital



Looking Forward

The focus for our EDI work in the upcoming 12-months will be the achievement of the actions contained within the final year of our EDI Improvement Plan and delivery of our Gender Pay Gap Report, Workforce Race Equality Standard and Workforce Disability Equality Standard action plans.

Another key area of focus this year will be updating our EDI Policy and Guidance and the launch of our No Hate Here approach across the Trust.

We will continue to support to our Staff Networks and deliver awareness raising events to ensure that our diversity and inclusion work remains visible in the organisation and we will review our staff survey data by protected characteristics to inform further actions that will support Sherwood to be an even better place to work.

We are currently reviewing our plans for colleague engagement with the EDI agenda and will be looking at ways we can interact more within wards and departments to ensure colleagues can be educated and supported within their own work environments.

Our areas of focus for 2025/26 will support the successful delivery of our objectives in the People Strategy for Belonging in Sherwood and the NHS.

Contact us

If you would like this information in an alternative format, for example large print or easy read, or if you need help with communicating with us, for example because you use British Sign Language, please let us know.

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Follow us on X (Twitter)

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