



Norfolk and Norwich
University Hospitals
NHS Foundation Trust

People & Culture Strategy: Caring Together

OUR PEOPLE PLAN
FOR THE NEXT *five years*



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Caring Together, our People and Culture strategy for the next 5 years

Our People and Culture strategy for the next five years has been developed with and for the more than 11,000 people who work and volunteer in our hospitals and other NNUH services. We all have different backgrounds, lived experiences, needs and expectations, but together we are Team NNUH.

In April 2022 we published our five-year Caring with PRIDE plan, which shows how we will deliver our five commitments that, together, will help us give the best care for every patient. Our new purpose statement “working together, continuously improving for all” underpins our commitment to teamwork, collaboration, inclusivity and quality.

Our People and Culture Strategy - caring with PRIDE, is our plan for delivering our commitment to Team NNUH:

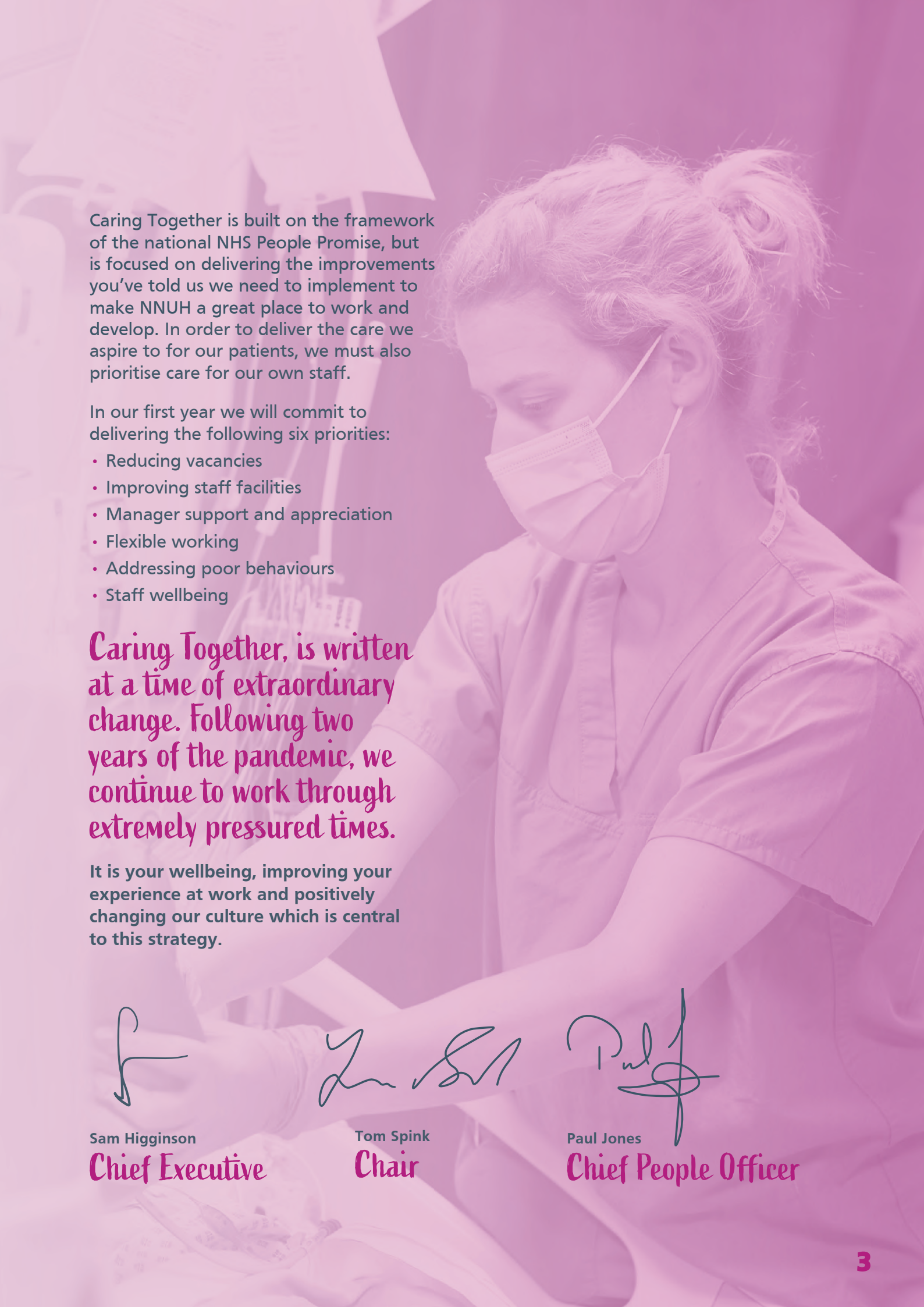
“Together, we will support each other to be the best that we can be, to be valued and proud of our hospital for all.”

We have consulted widely with staff, our diverse networks, unions, hospital management, Trust Board and key stakeholders such as UEA.

Our greatest strength is the dedicated people who work and volunteer here, so we’re focused on a long-term investment in the skills, experience and wellbeing of everyone in Team NNUH. It’s imperative that we have a culture of inclusion, support and respect at the heart of everything we do.

Making NNUH a hospital for all people and a great place to work and learn is about how we invest in, support and value each other every day.

Getting this right means everyone feels part of Team NNUH and knows they are valued. It’s about how we uphold our PRIDE values in our own behaviour how we, as a Trust embrace the NHS People Promise by putting people’s health and wellbeing first and ensuring we all have the skills and confidence to design and deliver the best patient care. We appreciate we need to make real and demonstrable changes to improve the culture and your experience of working here.



Caring Together is built on the framework of the national NHS People Promise, but is focused on delivering the improvements you've told us we need to implement to make NNUH a great place to work and develop. In order to deliver the care we aspire to for our patients, we must also prioritise care for our own staff.

In our first year we will commit to delivering the following six priorities:

- Reducing vacancies
- Improving staff facilities
- Manager support and appreciation
- Flexible working
- Addressing poor behaviours
- Staff wellbeing

Caring Together, is written at a time of extraordinary change. Following two years of the pandemic, we continue to work through extremely pressured times.

It is your wellbeing, improving your experience at work and positively changing our culture which is central to this strategy.



Sam Higginson
Chief Executive



Tom Spink
Chair



Paul Jones
Chief People Officer

Our Values...



SUPPORTIVE
WELCOMING
KIND

People focused

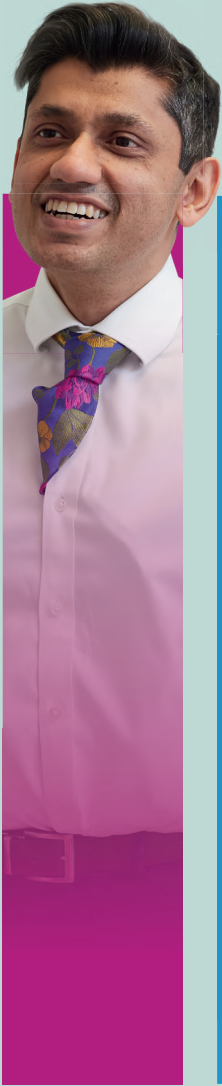
We look after the needs of our patients, carers and colleagues, to provide a safe and caring experience for all.



LISTENING
APPRECIATIVE
PROJECT DIGNITY

Respect

We act with care, compassion and kindness and value others' diverse needs.



PROFESSIONAL
COMMUNICATE
OPEN

Integrity

We take an honest, open and ethical approach to everything we do.



TEAMWORK
POSITIVE
HELPFUL

Dedication

We work as one team and support each other to maintain the highest professional standards.



SAFE
EFFECTIVE
IMPROVING

Excellence

We continuously learn and improve to achieve the best outcomes for our patients and our hospitals.



Our Vision

**The best care
for every patient**

Our Vision is the future
we are all striving towards

Our Purpose

**Working together,
continuously
improving for all**

Our Purpose is what we do every
day to help us achieve our Vision.

Our Values **PRIDE**

Our Values are how we go
about everything that we do.

Our People Strategy

8 – 13

Our Promises

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Delivering our plan

30 – 45

NNUH People Promise

In the next 12 months, we promise to deliver improvements in the six priority areas you've told us will make the most difference to you.

Reducing vacancies

Improving staff facilities

Manager support and appreciation

Flexible working

Addressing poor behaviours

Staff wellbeing

In addition we're committed to:

- Providing more opportunities to engage and influence decisions through new Staff Council
- Enhanced education and development opportunities
- Easier travel to work and fairer parking permits



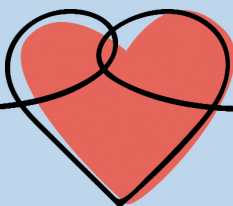
The National Context

The NHS People Plan

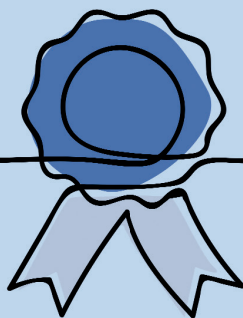


The NHS People Plan aims to have more people, working differently, in a compassionate and inclusive culture across healthcare. It sets out actions to support transformation across the whole NHS, focusing on how we must

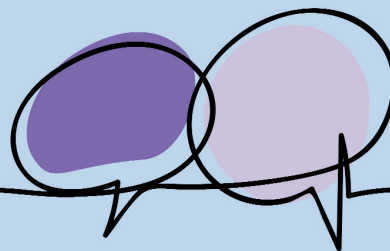
continue to look after each other and foster a culture of inclusion and belonging. This is supported by actions to grow our workforce, train our people and work together differently to deliver excellent patient care.



We are **compassionate** and **inclusive**



We are **recognised** and **rewarded**



We each have **a voice that counts**



We are **safe** and **healthy**

The NHS People Promise

This sets out what NHS staff say would make the greatest difference to their working lives and has seven themes:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

We feel that the NHS People Promise is so fundamental that it forms the core of this People and Culture Strategy. It reflects what you are telling us and gives us the key areas to improve.



Our Local Context

This strategy follows the two-year pandemic, and we're still providing care in the most difficult of circumstances, placing significant strain on the whole of Team NNUH.

There is much to be done, including strengthening our workforce, looking after our health and wellbeing, addressing the long-standing workspace challenges and building on existing work to create a fairer and more inclusive workplace to address racism and discrimination.

We know many colleagues still experience daily frustrations with processes that are still predominantly paper based or digital systems that are difficult to access. We have made considerable investments in rolling out laptops to support hybrid working and will work with you to progressively automate processes or simplify paperwork. We are also committed to further enhancing rest, changing and catering facilities.

Following two years **OF PANDEMIC,**
need to address
BURNOUT AND FATIGUE

Growing
**OPERATIONAL
DEMANDS**

HIGH ACUITY
and **OCCUPANCY**
on the wards

INCREASED
waiting lists for
**ELECTIVE
CARE**

Difficulties in
**DISCHARGING
PATIENTS**

Highest level of
VACANCIES
in three years

&

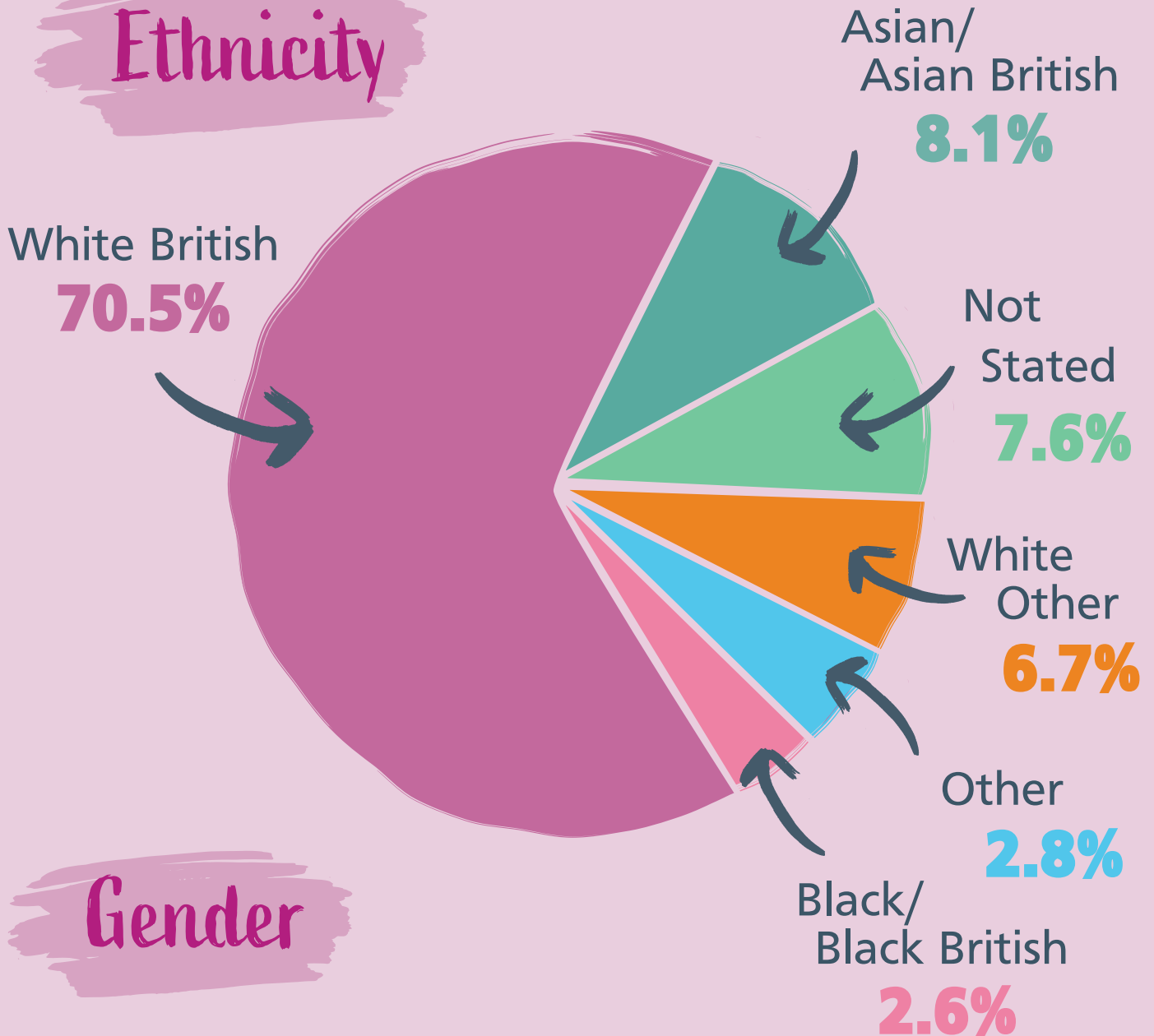
Turnover increases
TO 13%
of workforce

Frustrations with
**PAPER BASED
PROCESSES**
or
**DIFFICULT-TO-ACCESS
DIGITAL SYSTEMS**
creating delays

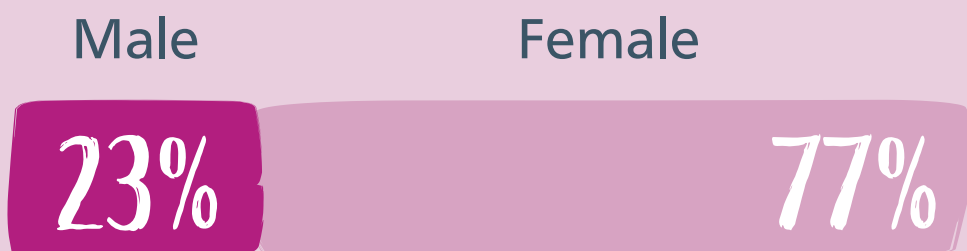
Differential experience
of colleagues with
**RACISM
AND UNFAIR
TREATMENT**

Our Workforce

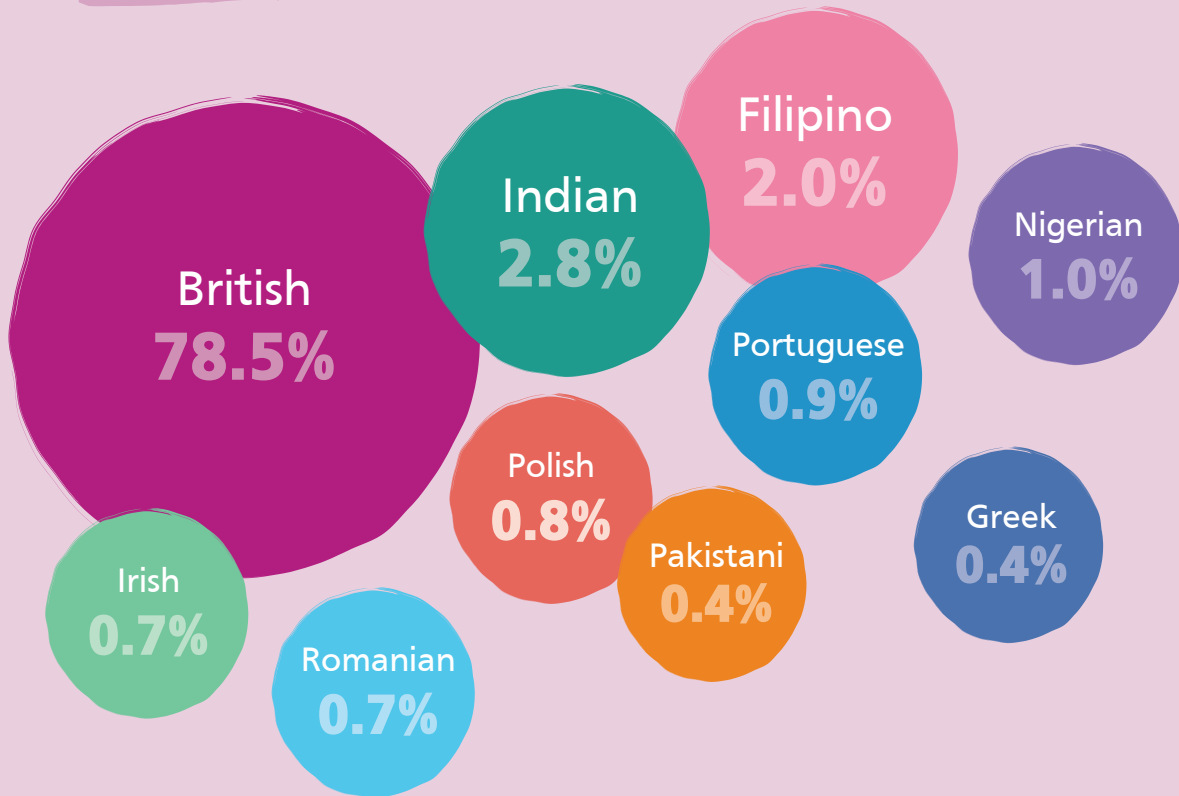
Ethnicity



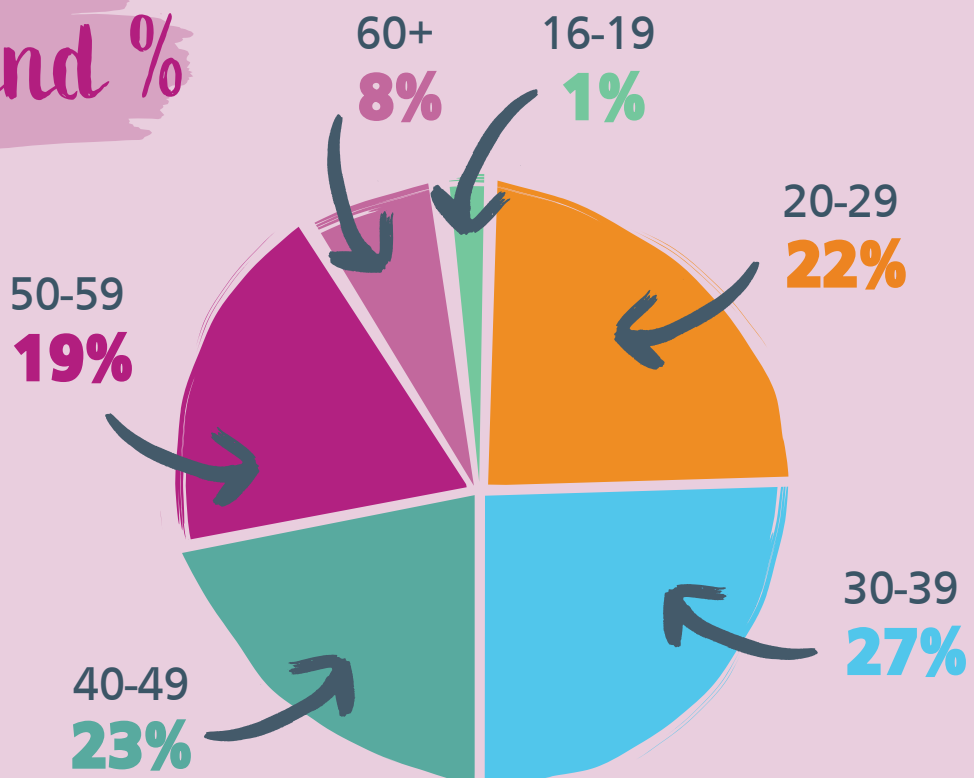
Gender



Top 10 of 99 different nationalities



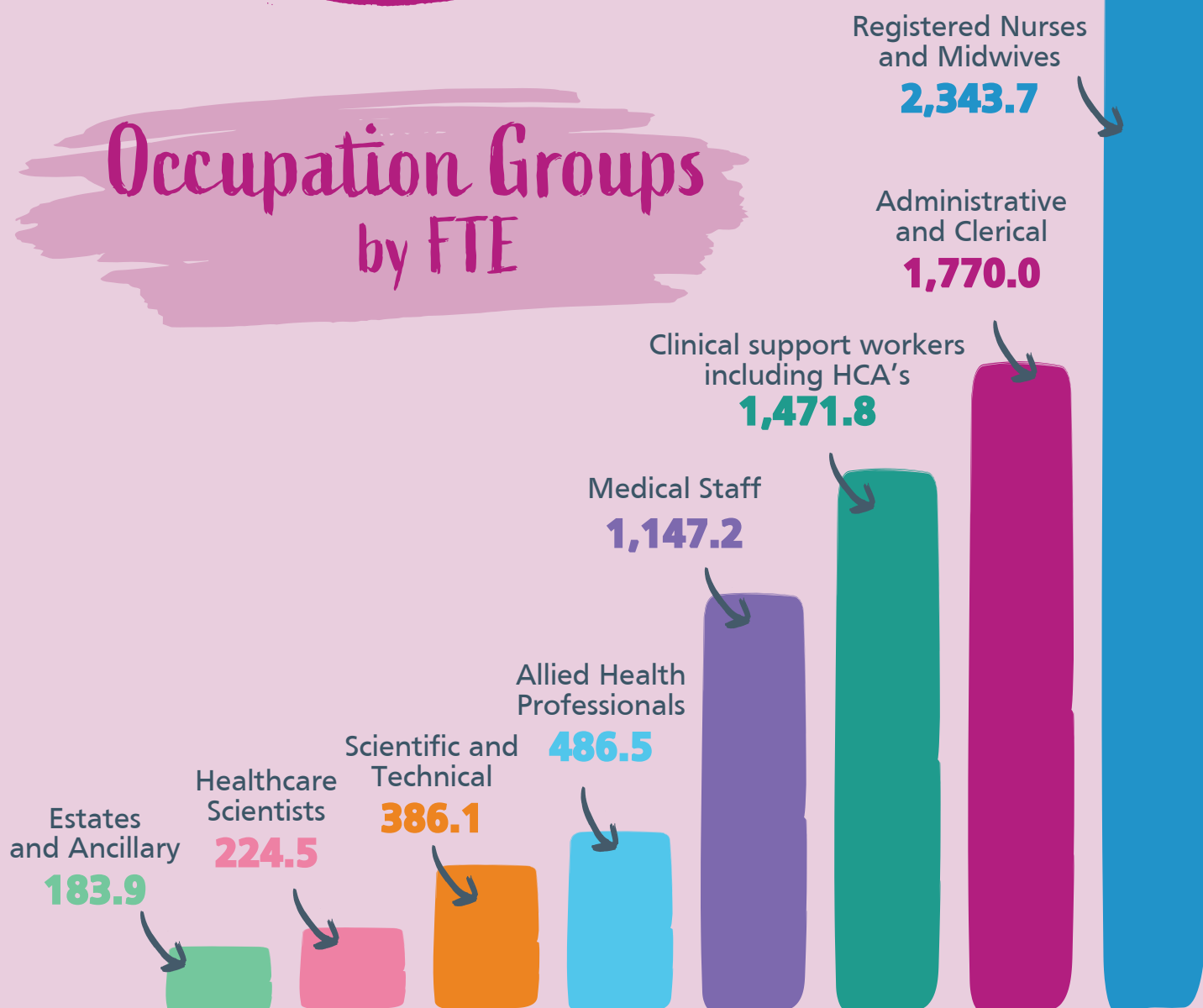
Age Band %



Workforce Split



Occupation Groups by FTE



OUR WORKFORCE IS
11,570

WE ARE A
VERY DIVERSE
WORKPLACE WITH
**99 DIFFERENT
NATIONALITIES**

represented in
our workforce

THE LARGEST
OCCUPATIONS IN
OUR WORKFORCE
IS REPRESENTED BY
**Nurses AND
Midwives**

WOMEN
MAKE UP THE
**LARGEST
PROPORTION**
OF THE WORKPLACE WITH
8,603 STAFF

**AT LEAST
2.2%**
OF OUR
WORKFORCE ARE
LGBT+

2.3% OF OUR
WORKFORCE ARE
RECORDED AS
HAVING A DISABILITY
WITH LONG-TERM
CONDITIONS INCLUDED
THIS RISES TO
**20% IN OUR
ANNUAL SURVEY**

Creating a Digital Roadmap for Workforce



Better management of workforce and reduced reliance on expensive agencies

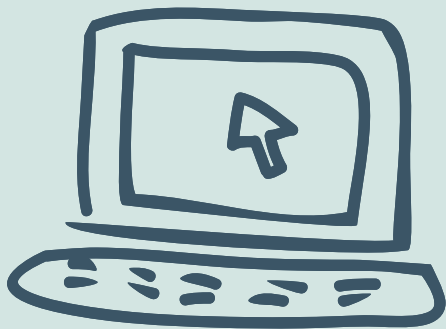
- Staff records full and up to date.
- Publication of unfilled bank shifts, bookings available across Norfolk & Waveney.
- Electronic-rosters, improving payroll accuracy, annual leave planning and safer staffing.
- ER-Case Tracker to better manage grievances and ensure these are addressed in a timely way.
- Introduce Staff Passport, ensuring key information moves with the individual between organisations.



Staff easily access information, primarily through smart phone

- Ability to do basic tasks on the move, like booking shifts, annual leave and viewing your payslip.
- Completion of electronic expense claims on your phone and automatically forwarded to your manager for approval.
- Request an advance of salary to meet unplanned expenses.
- Portal to access benefits and retail discounts to help with cost of living.

We recognise that most people simply want to get on with doing their job, rather than dealing with paperwork or chasing forms which have not been signed or got lost. We will progressively introduce improved digital solutions, many accessible through a smart phone to ease your working life.



Remove paper based workflow to complete tasks more quickly

- Control of your data, with self service access to update.
- Managers will not need to complete paper forms.
- Integrating Trac Recruitment with Occupational Health, meaning faster clearances for new employees to start work.
- Passport to enable easier moves across the health system.
- More effective appraisal discussions, with a new E-Appraisal System, replacing paper processes.



Maximise time with patients, rather than deal with administration

- Trac Recruitment system interfaced with Teams, will automatically book interviews in diaries for managers and all short-listed candidates.
- Rosters integrated with other clinical and job planning systems to update records.
- Patients can be assured that all safeguarding checks have been completed and are up to date.

The NNUH People Promise

What it means to us

- We are Compassionate & Inclusive
- We are Recognised & Rewarded
- A Voice that Counts
- We are Safe & Healthy
- We are Always Learning
- We Work Flexibly
- We are a Team



We are Compassionate and Inclusive

Our team comprises colleagues from 99 countries, with different backgrounds, religions and beliefs. What binds us together is our compassion for each other and wanting the best for our patients.

We have strong diverse staff networks - NNUH Together (Black, Asian, Minority Ethnic Staff Network), Women's Network, Diverse Ability and LGBT+. Each Division has a Local Equality and Diversity Group and a Trust-wide equality steering group supporting measures to create a more inclusive hospital for all, with alternate meetings considering employment and patient diversity issues. Despite this, we know there are still evident inequalities in our patient and staff experience.

Many colleagues still face harassment and physical aggression from patients and visitors. Working in partnership with Norfolk Constabulary, staff networks and patient representatives, we will launch our "No Excuse for Abuse" campaign which will make clear the criminal consequences of attacks on our staff, with significant fines and prison sentences. We will reinforce our zero tolerance by developing a new "Withdrawal of Care" Protocol for persistent offenders.

Developing compassionate leaders is critical to achieving the workplace and culture we aspire to create.

We recognise the importance of investing in our leaders and managers and have created our Licenced to Lead programme which all managers will undertake over the next 2-5 years.

This is supported by our Connected Leaders course which develops multi-professional leadership teams together, breaking down barriers and creating stronger working relationships.



Year 1

- Agree a Staff Leadership Charter making the expectations and behaviours of leaders clear
- Launch “No Excuse for Abuse” campaign
- Implement a “Withdrawal of Care” Protocol
- Launch of a Kindness and Respect Campaign
- Introduce our Equality, Diversity & Inclusion Strategy

Year 2

- Accountability for promoting inclusion embedded in every role description, service plans and performance reporting
- Publish our first annual Race Pay Gap Audit
- Interview balanced in respect of gender and ethnicity for all senior roles at Bands 8a and above

Year 3

- Each of our diverse staff networks is owned and chaired by staff

Year 4-5

- Every serving manager to have completed the Licenced to Lead Programme
- Measurable improvement in diversity of leadership

We are Recognised and Rewarded

Everyone who works for us is important to how we deliver high quality care to our patients.

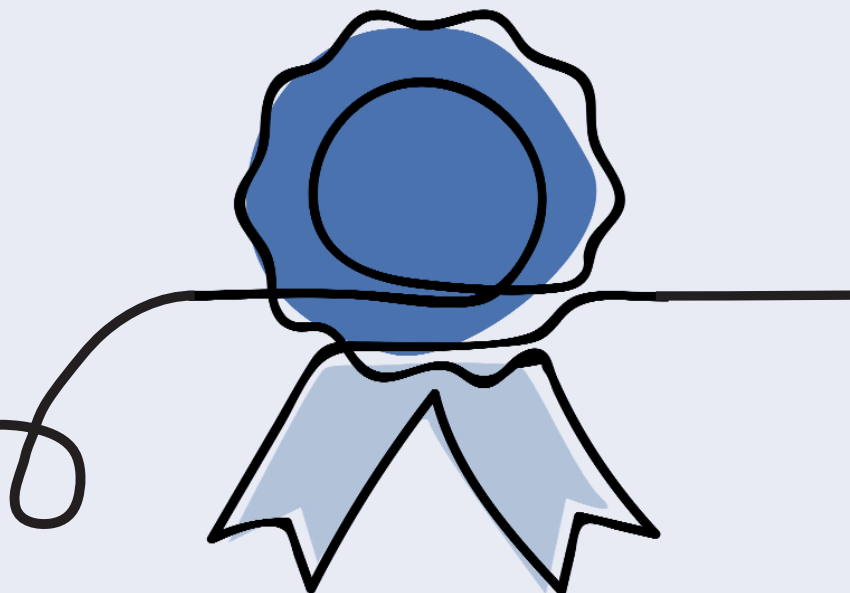
As this strategy is written, we face the most significant increase in cost of living for more than a generation. This is triggered by pressures arising from the pandemic, increases in the cost of energy and the global economic effects resulting from Russia's invasion of Ukraine. In addition, the Government have determined to increase National Insurance contributions from April 2022, and contributions to pension from October 2022. Whilst much of this will be outside of the Trust's direct power to influence, we will be doing all we can to support people over this period and ensure pay and recognition arrangements are as fair as they can be.

We will launch a Staff Benefits Portal, which will promote a range of national and local retail discount schemes available to everyone. Recognising that people can have difficulty meeting costs, we have established a Salary Advance mechanism (Wagestream), that's available via smartphone. This allows you to request an advance of your salary, rather than wait till pay day, approval is automatic through pre-existing rules based on our pay policy, with money paid into your bank account instantly.

We will also promote our flagship staff benefits, lease car scheme, cycle to work and discounted home electronics and electrical goods (everything from fridges, to mobile phones and personal computers). With payment taken from your salary before tax, this can be the cheapest way of buying products, with pricing more competitive than commercial equivalents.

These schemes also support out Environmental Sustainability goals, with electric vehicles, e-bikes and e-scooters available.

Through our Gender Pay Gap Audit, we will undertake focused work to improve the representation of female staff in our Consultant Clinical Excellence Awards, a recognition scheme for consultant colleagues. This currently is the biggest cause of gender pay gap in our rewards arrangements.



Year 1

- Promote Staff Recognition and Rewards Framework
- Publish our Financial Wellbeing Guidance and support events for staff to assist with cost of living
- Staff Benefits Portal launched, providing easy access to a full range of discounts and financial advice
- Improve accuracy and timeliness of pay following roll out of e-rostering, integration with payroll

Year 2

- Annual Staff Awards, monthly PRIDE and divisional recognition schemes better integrated and promoted
- Publish our first Race Pay Gap Audit
- Renew our Alternate Reward Policy, for another year to assist colleagues caught with a pensions tax liability

Year 3

- Continue to expand the range of benefits and retail discounts you tell us
- Clinical Excellence Awards have improved gender balance in the awards made each year

Year 4-5

- Colleagues consistently reporting improved recognition and regular appreciation

A Voice that Counts

With a workforce of over 11,000 people, we are one of the largest employers in the East of England. Yet each one of us is unique and has a voice, which we want to ensure is heard.

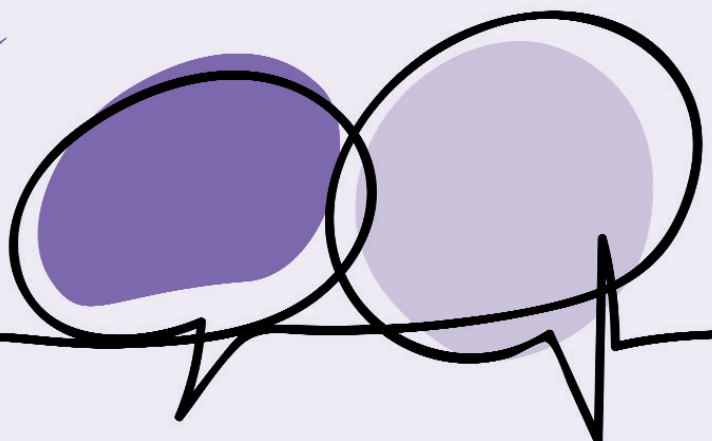
Ensuring that concerns are raised is important to us. This is why we introduced our Freedom to Speak Up Lead, Speak Up Champions and a confidential reporting service where you can raise concerns anonymously. We have introduced Staff Stories to the Board, on a rotating basis with Patient Stories. This recognises that staff experience is inseparable from improving the experience of patients receiving care. To support this we will expand our team of Speak Up Champions to ensure more diverse representation from each Division and occupational group.

To provide more accessible routes for raising concerns, we will appoint additional Staff Champions from diverse backgrounds and different occupations, in each Division and location of the Trust.

This will help ensure you will always have someone to champion a concern you have. Building on our weekly “Connected” and themed “Open Conversations”, we will put in place regular visits from senior leaders to all wards and sites across our Trust, regularly engaging with colleagues.

In ensuring your voice is heard through the annual National Staff Survey, we will connect improvement actions to the feedback you have given us. We will also establish a Staff Council to share decision-making on prioritising and actioning improvements to staff experience, ensuring representation from each of our staff networks, every profession and Division in the Trust. In sharing decision-making we will also look to extend this to key policy areas and challenges we face as an organisation, involve you more in decisions which affect you at work.

We will also work with trade union partners to facilitate confidence in escalating concerns to leadership on matters which affect your work here.



Year 1

- Establish a Staff Council to support shared decision-making
- Staff Experience Dashboard created
- Publish a Freedom to Speak Up Strategy
- Launch Speak Up course for all staff as part of our essential training requirements

Year 2

- Publish an updated Speak Up Policy, based on national and local learning
- Recruit additional Speak Up Champions across all Divisions and sites
- Trust Board to have completed development workshop with Freedom to Speak Up National Guardians Office

Year 3

- Staff experience measures report improvement year-on-year

Year 4-5

- See improvements in number of concerns openly reported
- Colleagues no longer report fear of detriment

We are Safe and Healthy

During the pandemic we have tried to keep everyone in our workforce safe and secure. This is a commitment that we will continue to support the physical and psychological health of everyone in our workforce.

We have a well-regarded range of health and wellbeing initiatives, and peer support groups for Long-Covid, menopause and long-term absence cases. We will update and promote our active programme of wellbeing initiatives including mindfulness, yoga, meditation and walking groups. However we also want to ensure we address the causes of ill health and support resilience, working with Divisional risk leads to conduct risk audits to minimise sources of stress and potential sources of accidents at work.

Recognising the changing patterns of work, we have an improved Lone Working Policy, with specific safeguards for those at risk of domestic abuse and a new personal alarm with 24/7 access to a police call centre.

In addressing the causes of ill health, we will invest in new and improved facilities for staff.

This will include healthier choices in the cafeteria, better access to catering and fit-for-purpose rest areas to support you in taking a break.

Working with a commercial partner, we aspire to have a dedicated Wellness Centre, providing a range of recreational activities, including swimming, gym, café and treatment rooms. This would be available to all staff and those of our partners on the Norwich Research Park.



Year 1

- Investment in improved and staff facilities and travel to work options
- In conjunction with the Staff Council develop and launch a Health & Wellbeing Framework
- Develop a new Menopause Policy
- Plan for the annual Staff Flu and Covid Vaccination Booster campaign
- Introduction of "wellbeing conversation" across our workforce

Year 2

- Everyone will have had a wellbeing discussion with their manager
- All parts of our service have access to physical and psychological support services

Year 3

- In conjunction with partners develop a comprehensive Health & Wellbeing Service across all staff in Norfolk & Waveney

Year 4-5

- Explore working with a commercial partner to establish a dedicated Wellness Centre for staff and families using the Norwich Research Park

We are Always Learning

As a teaching hospital, our commitment to continuous learning and training the next generation of healthcare workers is incredibly important, so we need to be at the forefront of providing cutting-edge education, teaching and training facilities for our staff and those on clinical placements.

Our Apprenticeship programme is one of the largest in Norfolk, helping us recruit into a number of entry roles and clinical occupations. We commit to continuing to expand our successful apprenticeship programmes in the future.

More than 91% of apprentices go on to employment or further education as a result of the development experience we provide.

Other entry routes include the Kick Start programme, Project Search and support for those leaving the forces such as our Step into Health scheme. Through our Apprenticeship Levy, we also run our MBA Programme, with "Senior Leaders Programme" with Norwich Business School.

We will add to all of this by establishing a multi-professional Student Experience Committee, with representatives from our nursing, therapy, medical and apprenticeship colleagues on training placements to enable us to respond to student feedback proactively. Together with staff, we've also designed a new (Personal Development appraisal system Review) that enables a better structured discussion with your manager, including a conversation on your development needs.

As part of our commitment to invest in staff facilities, we will open a new Staff Training Centre, fully equipped to support multi-media learning. We will invest in an expanded range of learning and development opportunities for our workforce.



Year 1

- Launch new appraisal model
- Publish multi professional education strategy
- Open new Staff Training Centre with multi-media learning
- Student Experience & Education Committee

Year 2

- Under our new strategy ensure improved investment in education and training
- Expand the range of learning and development opportunities

Year 3

- Protected time to support research, teaching and education
- E-appraisal in place, to support development discussions
- Achieve accreditation for our major training programme, to provide academic credit for participants

Year 4-5

- Have established a group education and training function across Norfolk & Waveney with shared access to programmes

We work Flexibly

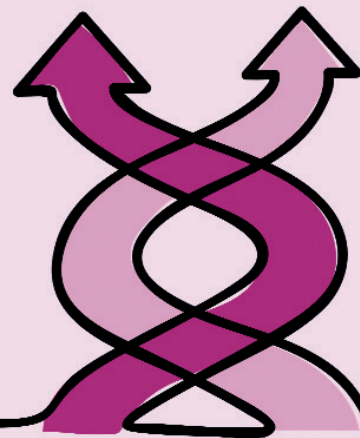
During the pandemic, we introduced many new approaches to working flexibly, including a rapid expansion of hybrid working, enabling colleagues to undertake many duties remotely.

We will implement a new flexible working policy, which considers the full range of flexible working which will be available to existing staff and new staff. Managers will be supported in the implementation of this through training. We will also consider forms of shared decision-making on flexible/hybrid working requests, to respond to staff feedback on fairness across wards and departments.

In addition to our on-site nursery, Busy Bees, and offer of childcare vouchers, we will explore more ways to support staff with caring responsibilities, including those caring for adult family members.

We're also working on a fairer parking policy, using electronic rostering data to ensure that charges reflecting working hours.

Through use of smart digital systems, we will be able to determine on any day, if a parking space or hot desk is available and enable staff to book them.



Year 1

- Implement updated Flexible Working Policy
- Introduce shared decision-making on flexible or home working requests
- New Car Parking Policy introduced with fairer access and charging options

Year 2

- Everyone will have had a health & wellbeing conversation with their manager as part of the Personal Development Review
- Digital systems support smart parking solutions
- Establish a Carers Network to provide a voice for staff with caring responsibilities

Year 3

- The proportion of colleagues who work flexible or hybrid working patterns will increase

Year 4-5

- All staff will have access to an expanded range of flexible working opportunities

We are a Team

Every role and every individual is important - we are one team.

As a result of increased turnover following the pandemic, increased investment in the agreed level of staffing for each ward (establishments) and new service developments, we have our highest vacancy level in three years, so recruiting up to establishment is a top priority. We will attract people through well-designed roles and good orientation.

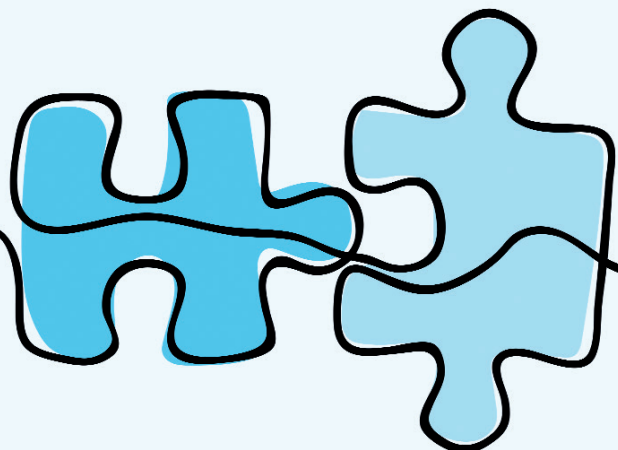
We will review our package of recruitment incentives to ensure they remain competitive and expand our recruitment channels.

And we will also focus on retaining people already working with us through a range of initiatives and by changing exit discussions, to become retention conversations focused on what we can do to keep you.

We have improved our succession and talent management process and will identify key roles in which we can better develop and prepare future leaders.

For Bank staff, we are working on a "New Deal", giving the opportunity for a structured development discussion and paid training, as well as being considered for our recognition schemes and participation in our annual Staff Survey.

We want to ensure that work pressures do not impact on relationships between individuals and within teams, so we will create an Organisational Development Plan that supports working relationships and new ways of working. We will reform our Dignity at Work Policy to address bullying and poor behaviours, which will include training staff in each Division to become workplace mediators.



Year 1

- Co-produce with staff an Organisational Development Plan, to create the right culture across our hospitals
- Implement our Succession and Talent Management process
- Recruitment to establishment, with best-in-class hiring times
- Launch “New Deal” for Bank workers
- Targeted improvement action in teams to address bullying
- Anyone training with us will have the opportunity to work with us

Year 2

- Everyone will have had a career conversation with their manager
- Organisational Development Plan agreed
- All leavers have a retention conversation

Year 3

- Each Division will have a rotational scheme in place or similar to provide enhanced development opportunities across specialties

Year 4-5

- Consistently report a reduction of incidence of bullying & harassment
- Colleagues consistently report improved team and inter-team working

Our People
& Culture Strategy:
**Caring
Together**

Our detailed plans
to deliver the
NNUH People Promise.



Together, we will develop services so
that everyone has the best experience
of care and treatment

We
will...

Because...

The key things
we will do
to measure progress

**Strengthen
our team**

**By effectively addressing
gaps in our workforce we
will better support each
other to give the care
that we want.**

**Publish our workforce
development plan, including a
Leadership Charter, in year one
and deliver against this for the
remaining life of the strategy.**

**Support and
value each other**

**By meaningfully changing
our culture, everyone will
be heard and contribute
to a better workplace
for all.**

**Engage, co-produce, and
deliver an Organisational
Development Plan.**

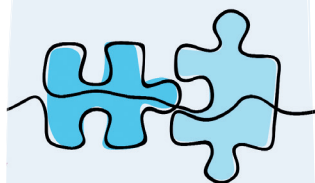
**Develop and deliver a strategy
to embed a culture of "Speak
Up, Listen Up, Follow Up" as
business as usual.**

People Promise Theme

Timescale (Yrs)

1 2 3 4 5

What will be different in the future



We are
a team



We will recruit to establishment and achieve and maintain a 5% staff vacancy rate for key clinical roles.

We will reduce Team NNUH turnover to 10% per annum and aspire to get to 5%.

Interview Guarantee for anyone training with us, to have opportunity to work with us.



We each have
a voice that counts



We will have a great culture that empowers people with confidence and the skills to deliver the best patient care.



90% of staff will undertake Speak Up mandatory training.



We will invest in and increase the number and diversity of people in our Speak Up team.



We will update and publish our Freedom to Speak Up policy.



There will be a measurable increase in the number of concerns openly reported by Team NNUH and a reduction in people reporting fear of consequences of raising concerns.

We will...

Support and value each other

Because...

by meaningfully changing our culture, everyone will be heard and contribute to a better workplace for all.

The key things we will do to measure progress

Publish and deliver our People and Culture Strategy to include improvements to experience of all our staff.

Establish a Staff Council.

Co-produced a Team NNUH experience dashboard.

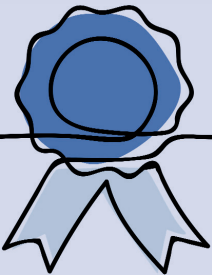
We will update, develop and promote our Staff Recognition and Rewards framework, including introducing a New Deal for Bank workers.

People Promise Theme

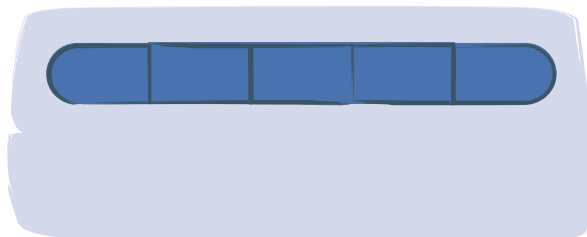
Timescale (Yrs)

1 2 3 4 5

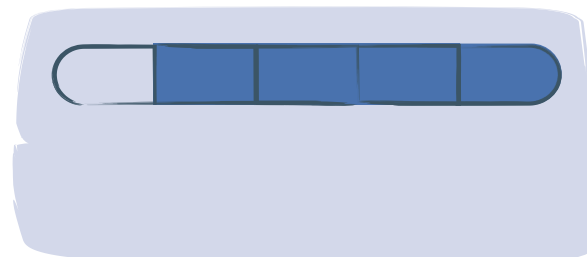
What will be different in the future



We are **recognised** and **rewarded**



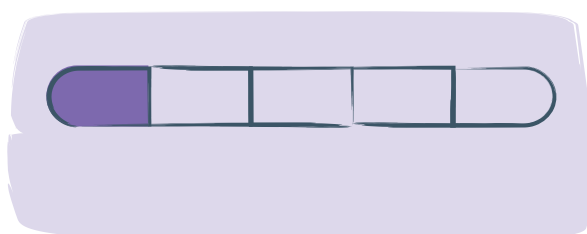
Through the NHS Staff Survey Team NNUH will report year on year improvements across all domains.



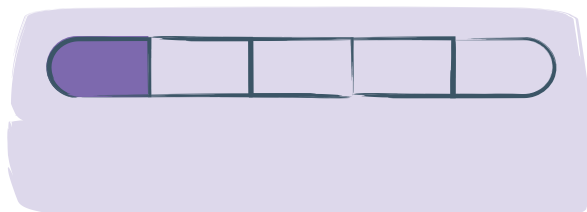
Supported through a refreshed Dignity at Work Framework, we will see a 5% year-on-year reduction in reported instances of bullying and harassment.



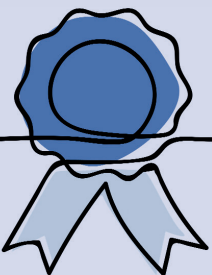
We each have **a voice that counts**



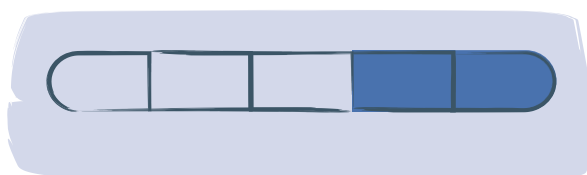
Our staff council will be the coordinating voice for our Team NNUH that improves participation and ensures we deliver on our plans.



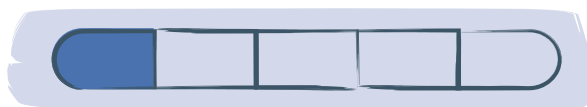
We will effectively track staff experience and develop associated actions to continuously improve this.



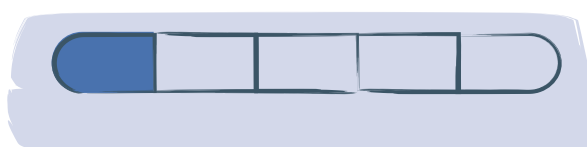
We are **recognised** and **rewarded**



There will be measurable increases in the Team NNUH reporting feelings of appreciation.



Our alternative reward policy will be renewed.



We will launch a staff benefits portal and help support people with cost of living.

We will...

Prioritise our
hospital for all

Because...

by actively being a
diverse organisation with
an inclusive culture our
hospitals will be a better
place for everyone to
work and visit.

The key things we will do to measure progress

Publish a hospital Equality,
Diversity and Inclusion strategy
in the first 6 months and deliver
the associated action plan
across the rest of the strategy.

We will run a series of "No
Excuse for Abuse" campaigns.

People Promise Theme

Timescale (Yrs)

1 2 3 4 5

What will be different in the future



We are **compassionate** and **inclusive**



See a measurable increase in the diversity of our management and leadership roles.



Reduce the % of BAME staff reporting instances of bullying to at least equal with overall Trust reported instances.



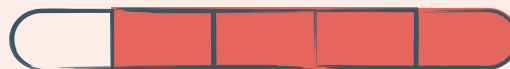
Achieve a measurable reduction in the gender pay gap at all levels in our organisation.



Undertake a race pay gap review and begin to deliver an associated action plan.



Measurably improved Workforce Disability Equality Standard (WDES)/ Workforce Race Equality Standard (WRES) outcomes.



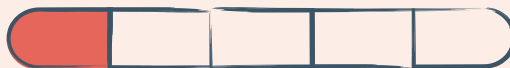
Introduction of balanced interview panels in place for all roles at band 8a and above.



There will be accountability for inclusion embedded at every level.



We are **compassionate** and **inclusive**



We will support Team NNUH with a "Withdrawal of Care" protocol.

We will...

Put our health and wellbeing first

Because...

by doing this we will be best placed to cope with our daily challenges and quick to support colleagues when they are not OK.

The key things we will do to measure progress

Enhance staff psychological training and support services.

Launch our Hospital Health and Wellbeing framework.

People Promise Theme

Timescale (Yrs)

1 2 3 4 5

What will be different in the future



We are
safe and
healthy



All staff will be able to access wellbeing services 24/7 and 365 days of the year.



Every member of staff will have a structured health and wellbeing conversation as part of their appraisal process.



Ensure all staff have access to evidence-based psychological support to improve resilience and wellbeing.



We are
safe and
healthy



Measurable improvement in reported wellbeing indicators, all staff have a wellbeing conversation with their line manager.



We will report a sustainable rate of sickness and absence at 3.8%.

We will...

Develop our talent and leadership

Because...

By giving everyone an equal chance to reach their full potential through flexible learning opportunities we will have the best Team giving the best care.

The key things we will do to measure progress

Publish, deliver and report on a talent and leadership development programme including a Leadership Charter.

Launch a new staff appraisal system.

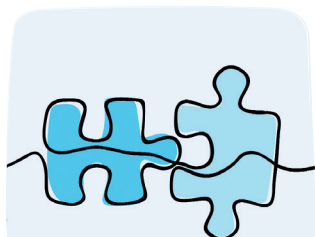
Establish an integrated Education and Training Directorate that will increase the range of training and access to mentors for staff.

People Promise Theme

Timescale (Yrs)

1 2 3 4 5

What will be different in the future



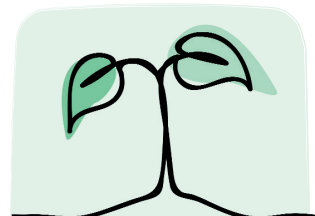
We are
a team



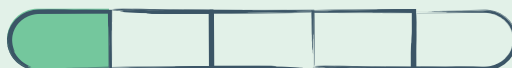
All line managers will be supported through a structured training programme to support them in their role (Licence to Lead).



Everyone will have a structured career development conversation with their line manager.



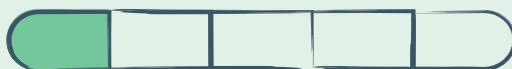
We are
always learning



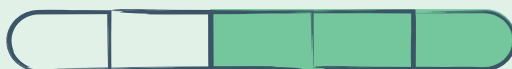
We will have commissioned a multi-media Staff Training Centre.



A measurable improvement in staff reporting on learning and development opportunities.



We will have introduced rotational training schemes.



We will seek accreditation and academic credit for our major learning programmes.

We will...

Support flexible working

Because...

by supporting us all to work flexibly, we can have a healthy work and home life balance.

The key things we will do to measure progress

Deliver a policy of modernised and supported hybrid and flexible working options.

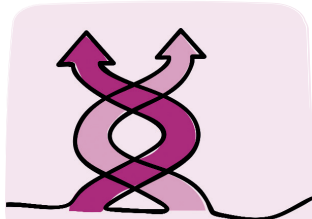
Produce a new Travel to Work policy in 2022, including site access review and deliver plans for fairer access to park on site.

People Promise Theme

Timescale (Yrs)

1 2 3 4 5

What will be different in the future



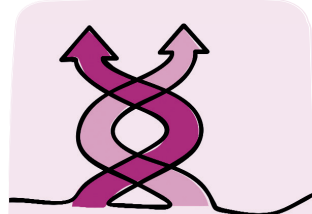
We work
flexibly



A measurable increase in the number of people who are working flexibly or agile work options across the organisation.



Shared decision-making on flexible/home working requests.



We work
flexibly



A new car parking permit policy introduced.



Fairer car park charging arrangements and smart access.



Digital systems in place that support smarter parking solutions.

We will...

Improve our workplace

Because...

By making important changes to our facilities we will have a more positive experience at work.

The key things we will do to measure progress

Deliver a structured programme of functional space improvements.

Explore establishing a dedicated Wellness Centre on the Norwich Research Park for Team NNUH and their families.

Provide excellent education and teaching

By developing our education environment, teaching and learning at our hospitals will be the most rewarding experience for everyone.

Co-design and deliver a multi-professional Education & Training Strategy for Medical, Nursing, Midwifery, Allied Health Professionals, and Skills Academy trainees.

Launch and embed the Student Experience & Engagement Committee.

People Promise Theme

Timescale (Yrs)

1 2 3 4 5

What will be different in the future



We are **safe** and **healthy**



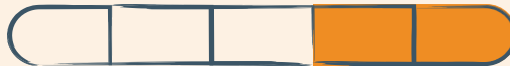
Increased funding for workplace improvements.

Staff will report better access to changing facilities and rest areas.

Deliver further development of our outside spaces for staff.



We are **safe** and **healthy**



Ongoing development and innovation to support health and wellbeing of Team NNUH.



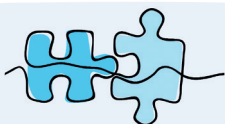
We are **always learning**



Increased range of development opportunities for our workforce to meet the needs of our population.



In line with our multi professional education strategy, ensure improved investment in learning opportunities for all our workforce.



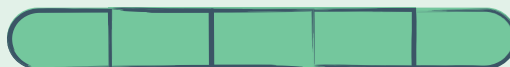
We are **a team**



Anyone who trains at our hospital will be given the opportunity to work with us.



We are **always learning**



There will be a year-on-year increase in reported positive experiences of all our students and trainees.

If you would like this People & Culture
Strategy, Caring Together in an
alternative format, please email:
communications@nnuh.nhs.uk

