People are central to everything we do and our workforce, including our wider workforce of volunteers, people on work experience and students are our greatest asset. Ensuring that we create the right culture for our people to perform to their best will be a key focus within the Trust.

The passion and commitment of our workforce is central to ensuring we can deliver effective patient focused services, and their ambition and professionalism is integral to achieving our strategic priorities. People working with us can expect compassionate leadership and supportive management to deliver this.

We recognise the importance of ensuring a workforce culture, which reinforces our Positive values, is based on an ethos of partnership, learning and continuous improvement. Our workplace culture will be inclusive and one where people feel able to be themselves. As such we will have a zero tolerance approach towards all forms of inequality, including harassment, discrimination and bullying.

We will continue to ensure our workforce has a voice that is listened to and acted upon and a positive culture where concerns can be raised openly and with confidence. To deliver high quality patient care we recognise our workforce needs to be healthy and well, and we will support our workforce to make healthy lifestyle choices and be ambassadors for good public health.

Within our workforce profile we will create new roles and different ways of working to help shape and deliver new models of care. This means that we need our workforce to work flexibly and develop new skills. This will not only enhance our services but career opportunities.

Ruth Hawkins
Chief Executive
Nottinghamshire Healthcare - Our Vision

Our Vision describes what we want to achieve. We will do this by ensuring our services are delivered in a way that will enable people to be in a better position to take ownership of their own health and care needs.

The Trust is known and recognised for its POSITIVE value base. Our ongoing commitment is to listen and learn from our patients, service users, carers and staff and ensure that we live by our values in a real and meaningful way.

Our Positive values set out a level of expectation about the behaviours we want of our people and what they can expect in return. Within the Trust we expect everyone to work together, in partnership, to create the right culture and environment for people to achieve and contribute the very best they can.

This means we will...

• Have an engaged workforce, whose behaviours reflect our Positive values and that is well led.
• Have a diverse workforce that is reflective of the diverse communities we serve.

Measures of success

• To be in the top 20% of NHS organisations for response rates and engagement scores as indicated by the national staff survey.
• To have improved the diversity of our workforce to better reflect the diverse communities we serve.

To deliver our strategy we have established that people should have a good experience at work throughout their working life. As such we recognise that ensuring fundamental good people practices are paramount. For this Trust this will include; a good recruitment experience and induction, regular supervision, an effective appraisal, supporting people with the right skills to do their jobs and nurturing good working relationships. To sustain this and to deliver our strategic aims of ensuring good workforce engagement and diversity we have developed four people priorities. Through these priorities we will create the right culture and environment for people to do their best for patients, service users and carers.
Our people priorities are:

- Resourcing, Retention and Recognition
- Health, Well-being, Recovery and Resilience
- Equality, Diversity and Inclusion
- Education, Learning and Development and Talent

These people priorities have been identified to support the delivery of the Trust Strategy (2016-2021) and are also in response to the wider operating environment. This includes, but is not limited to; Francis Report (2013), Five Year Forward View (2014), Freedom to Speak Up (2015), Workforce Race Equality Standard (2015/16) and the Lord Carter Review (2016).

The context in which we are operating is changing and challenging and there is a level of ambiguity. An example of this is that the implications for the NHS workforce of the vote to leave the EU are not yet clear. What we do know however is that more broadly, there has always been a need to supplement UK trained staff with people from across the globe. We anticipate that for this Trust, this will continue and we are supportive of this.

The overall challenges around recruitment and retention are something we are particularly mindful of and therefore workforce planning, capacity and capability are integral to all of our people priorities. We also recognise that during the course of the Trust Strategy (2016-2021) the majority of those people working in the Trust will remain with us. Therefore, the development of our existing people, by working in partnership with them, will be a key overarching priority.

In line with our Trust vision we will continue to work in partnership with key stakeholders to ensure that we build good relationships and allow collaboration to ensure that our workforce is able to deliver services in the way in which our patients, carers and service users want. Specifically on workforce matters this will include, working with Health Education England, Education providers, NHS Employers, the Local Workforce Action Board and our Trade Union and Staff Side colleagues. We will also collaborate and work in partnership to support the delivery of our sustainability and transformation plans (STP). All of this will help and shape and influence the workforce agenda both nationally and locally.

This People and Culture Strategy is also aligned to the Trust’s Involvement, Experience and Volunteering Strategy (2015-18) which sets out how the Trust will work in partnership to improve services, culture and lives. A key part of helping this to happen is through the work we do with volunteers. They play a vital and valued role in the organisation, often using their lived experience to support and improve our services. We aim to promote volunteering opportunities, recruit and induct people in a way which makes them feel confident and able to carry out their role effectively, and to support them appropriately in their roles.

We offer learning and training opportunities to volunteers, to aid them in their roles and to also support their personal development, helping them to realise their goals in areas such as education, training, employment, recovery, well-being and social inclusion.

Our people priorities will be delivered in many ways, and a key enabler to these and to the way people work will be technology. It is implicit in our people priorities that maximising the use of technology to improve efficiency and effectiveness wherever possible will be essential. Technology assists with flexibility, particularly in the way people can work and manage their work/life balance. We will also achieve our people priorities by strengthening our leadership and management capacity and capability and through our support services. In particular we will further develop the expertise of our Human Resources, Learning and Development and Equality and Diversity Team.

Our POSITIVE values set out a level of expectation about the behaviours we expect of our people in the Trust and equally what people can expect to find. A key enabler to delivering this strategy will be our culture and leadership programme ‘Developing our people and culture together’. This programme of work will run throughout the lifetime of this strategy and beyond. Developing our people and culture together will be a programme of continuous improvement and sustainability. The programme has three defined phases: discovery, development and deployment. The work will involve us undertaking a culture and leadership review using a respected national methodology. This is to ensure that within our culture and leadership there will be:

- A constant commitment to quality of care
- Effective, efficient, high quality performance
- Support, compassion and inclusion for all patients and staff

Engagement

We will continue to measure staff engagement and utilise this data to prioritise our workforce initiatives to improve productivity and retention levels across the Trust.

The Trust generally ranks well for staff engagement levels in the national staff opinion survey and for staff recommending the Trust as a place to work or receive treatment. Sustaining this position is a key objective for the Trust. For some of our workforce however, there is variation in these results. We will work directly with these members of our workforce to better understand the issues they are raising and address them. We will empower our people to make changes in their own work areas and support them to ensure they have the optimum working environment.

To ensure the right culture and environment for our people, leaders and managers at Nottinghamshire Healthcare will model high standards of behaviours and work with their teams to:

- Facilitate shared agreement about direction, priorities and objectives
- Encourage pride, positivity and identity in the team / organisation
- Ensure effective performance
- Ensure necessary resources are available and used well
- Model support and compassion
- Value diversity and fairness
- Enable learning and innovation
- Help people to grow and lead
- Build cohesive and effective team working
- Build partnerships between teams, departments, and organisations
Our service model clearly describes the need to ensure that we have the right level of clinical expertise available in the appropriate care settings, and that this will vary, dependent upon a person’s need.

Increasingly our workforce will need to work in a more integrated way across specialist, community and primary care boundaries as well as beyond traditional professional roles. There will be a key role for clinical experts but there will also be a requirement for multi-skilled roles as people come together and work in well-managed teams.

This is important, given the working age population projections for Nottinghamshire, the workforce changes required and predicted reduction in workforce supply for traditional roles. We will develop new roles, commission existing ones and increase the numbers in other areas, for example through increased apprenticeships. This will include enhancing our different routes into employment for carers and others, including continuing our work with reservists and the armed forces.

We will work in partnership to strengthen our current approaches towards volunteering, placements and internships. The Trust recognises that unpaid carers are vital partners in the provision of health services and the Trust Carers’ Strategy sets out how we will support involve, and communicate with carers. We recognise that many of our staff have caring responsibilities and as part of our approach toward flexible employment we will work in partnership to support people to balance their work and life and family responsibilities.

Our objective will be to ensure that we have a directly engaged workforce with little reliance on agency staff. To support this we will be efficient with our processes including; maximising the use of e-rostering and other staff and recruitment systems, having an extensive staff bank, being proactive with our recruitment and retention initiatives and streamlining all of our processes internally and externally.

Key initiatives such as ensuring smoke free environments, supporting mental health and promoting the take up of wellbeing and lifestyle changes will continue to have a real focus. We will develop mechanisms to build and support staff resilience, as part of an ongoing theme linked to our wider recovery agenda.

We have already made pledges to support smoking cessation, mental health at work and raising awareness around domestic violence, under the Department of Health responsibility deals. We will continue to support these along with the objectives of the five year forward view for Workforce Health and Wellbeing and NICE guidance.

In partnership we will continue to link with both national and local health and wellbeing initiatives, internal and external provision, to ensure that the offer for our people is as good as possible. This is supported by our internal network of wellbeing champions, who proactively engage with this priority to support their teams and our wider workforce in raising wellbeing awareness.
Within the Trust we have a Single Equality Scheme (2016-2019) which sets out our Equality, Diversity and Inclusion Strategy. It demonstrates how we meet the requirements of the Equality Act 2010 and the NHS EDSS (Equality Delivery System2), and also ensures we meet the requirements of the NHS contract and our commissioners. We have an established governance structure within the Trust to support and monitor the deployment of equality and diversity initiatives, in line with our strategic priority, which is the responsibility of all our people.

During 2016 we were acknowledged as a Star Performer in the Stonewall Workplace Equality index. We are proud of this achievement as a demonstration of our ongoing commitment towards creating an inclusive workplace and we aim to build on this success, to strengthen our overall approach towards equality, Diversity and Inclusion. High level actions associated with this include:

- Fulfilling our role as a Stonewall Star Performer, which involves mentoring other organisations and sharing good practice particularly as part of a Nottinghamshire Stonewall collaborative
- Delivering the British Sign Language (BSL) Charter Action Plan
- Acting on those priorities we have identified under the Workforce Race Equality Standard (WRES). We have heard directly from our BME workforce that their experience at work is not as good as it could be and we are working directly with these members of our workforce, as an absolute priority, to understand their concerns and address them
- A self-evaluation against the Workforce Disability Equality Standard (WDES) to identify areas of good practice and those for improvement
- A gender pay gap review
- A working longer review

Our diversity champions and community of interests are really proactive in supporting our people and services to make positive changes and we value their expertise and input.

The people working with us today will, in the main, be the people that work with us to deliver the Trust’s strategy (2016-2021). Therefore changes in models, different ways of working and strengthening our value base will be applicable to the current people working with us as well as new people joining us. We will offer the right opportunities to help people develop new skills and maximise their potential to deliver services that our patients, service users and their carers want. Nurturing talent within the Trust and across the health and care system, combined with a robust approach to succession planning, will be a priority to ensure we maintain the right capabilities and leadership for our people.

We remain committed to offering the best affordable learning and development opportunities. We will develop new skills, maintain high standards of clinical and technical expertise and support desirable careers in challenging but rewarding fields of work. Our commitment to the clinical support workforce remains in place with the delivery of the National Care Certificate, and apprenticeships will provide further opportunities for clinical and non-clinical members of our workforce to access training and development. As part of our approach towards continuous improvement we will increase the quality improvement capability of our Trust and we will offer training in these skills across the organisation. The Trust Board of Directors recognises that effective compassionate management and leadership are critical to ensuring the desired workplace culture is achieved and that our people feel well led and supported. To achieve this there will be continued investment in leadership and management development. This will include training and development for middle managers to ensure that this complex and demanding role is well supported and guided by the organisation. This people strategy has identified that Nottinghamshire Healthcare will be proactive in addressing the anticipated future workforce requirements. We acknowledge that to sustain services and to support our existing workforce we must enter into a new era of employing support and associate roles and extend existing skill sets. This will mean developing roles in partnership to include: Nursing Associates, Physician Associates, Peer Support Workers, Non-Medical Responsible Clinicians, Advanced Clinical Practitioners, Non-Medical Prescribers, Non-Social Worker Approved Mental Health Practitioners, Associate Practitioners and Nurse Therapists. We will also partner education establishments to increase the number of student placement opportunities across clinical and non-clinical areas.

The Trust will support the education, learning and development of our people. We will offer effective learning opportunities and interventions that are supported using technology as well as traditional training methods. We will support Nottinghamshire Healthcare’s organisational development approach through leadership development, team support and consultation and talent management in partnership with the East Midlands Leadership Academy (EMLA) and Implementing Recovery Through Organisational Change (ImROC). These partner organisations will, along with the Institute of Mental Health (IMH), offer our workforce a nationally recognised set of opportunities pertinent to roles and careers.

Our objective for our people is for Nottinghamshire Healthcare to be a great place to work. We acknowledge the hard work and contribution that people working in the organisation do to support this, and in line with our vision we work in partnership to improve lives and the quality of care. This strategy sets out, how, through our people we aim to continue to sustain this vision now and into the future.
Delivering Our People and Culture Strategy

This summarises some of the key areas of work and milestones we will focus on to deliver the People and Culture Strategy for Nottinghamshire Healthcare.

### 2021/22
- Developing our people and culture together - programme review.
- Review our people and culture strategy
- Forward plan

### 2020/21
- (much of the first two years continues)
- Developing our people and culture together programme to be deployed and embedded
- Embed approaches to staff voice and service improvement
- Develop carers at work strategy
- Strengthen different routes into employment
- Continuous review of culture and leadership

### 2019/20
- Developing our people and culture together programme. Discovery, Design and Delivery phases initiated

### 2018/19
- Developing our people and culture together programme.
- Overview

<table>
<thead>
<tr>
<th>Year</th>
<th>Key Areas of Work</th>
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<tbody>
<tr>
<td>2021/22</td>
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<tr>
<td>2018/19</td>
<td>Developing our people and culture together programme. Overview</td>
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<td>2017/18</td>
<td>E Rostering roll out Flexible Working policies developed and deployed Expansion of workforce bank Workforce Race Equality Standard (WRES) action plan implementation BME staff development opportunities progressed Middle Manager Development embedded Workforce planning Review approach to workforce metrics and workforce analytics developed Changing workforce models and new roles and implemented Gender pay gap analysis Succession planning Overseas recruitment explored Zero tolerance bullying and harassment campaign Stonewall Star Performer mentoring and regional collaboration Leadership and Organisational Development Strategy developed Enabling Staff voice – speak up in confidence systems and approaches rolled out Staff survey review and implementation of responses Values based recruitment approaches developed Different routes to employment explored for volunteers carers and other groups Support Services Collaboration Workforce recovery and resilience initiatives and training developed and implemented Enhanced apprentice programme Job planning review Fast track physiotherapy for staff Trans workforce best practice guide Collaboration with Education providers expanded and partnerships strengthened British Sign Language Charter implementation plan Workforce psychological support reviewed Review and implement the strategic Equality and Diversity action plan, further embedding the EOS2 Work and student placements expanded Organisation change supported Workforce Disability Equality Standard (WDES) action plan developed and deployed Staff wellbeing – smoking cessation, be active promoted Review occupational health contract Nurse Associates recruited STP workforce collaboration Support reservists, veterans and their families Develop and deploy ‘POSITIVE’ values based workplace charter Non Medical RC and Physicians Associates programmes developed and deployed Expanded nurse preceptorship programme Career pathways developed Peer workers programme reviewed No force first deployed Evaluate the experience of work for new starters and expand approach to exit interviews Further develop internal HR/People and Culture Expertise and service Key Performance Indicators Leadership values and behaviours embedded Strengthen supervision Refocus induction programme Training Needs Analysis undertaken Continue Streamlining Support Services to maximise efficiencies Team working ethos developed and supported Technological solutions for training developed and implemented Quality improvement skills developed and deployed for all our staff Allied health professionals apprenticeship employment and development programme Develop diversity and wellbeing champions networks Talent management approaches created Review recognition and reward schemes Redesign appraisals process Strengthen partnerships ImROC, EMLA, HEE, NHS Employers, trade union colleagues, education providers Use Technology as a key enabler</td>
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Nottinghamshire Healthcare
People and Culture Strategy

A Great Place to Work

Our POSITIVE values

People
- Involvement
- Trust
- Value
- Excellence

- Safety
- Openness

An engaged workforce, whose behaviours reflect our positive values and that is well led

A diverse workforce that is reflective of the diverse communities that we serve

Strategic Objectives

- Health, wellbeing, recovery and resilience
- Education, learning and development and talent management
- Equality, diversity and inclusion
- Resourcing, retention and recognition

Delivered in partnership through our people priorities

People, Culture, Inclusivity, Compassion, Quality and continuous improvement = organisational effectiveness

Developing our people and culture together