



Update on delivery of annual plan - People Priorities - 2026 – 2027

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20th May 2026

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services in our local communities

Workforce Metrics

For 2026 – 2027 and the current position as of March 2026

Trust wide metric	Current position as at end March 2026	Targets for 2026-27
Appraisal rate	87.82%	92% or above
Overall mandatory training	90.48%	90% or above
Rolling Sickness absence	5.66% (NHS Community Trust Benchmark data – Jan 26 – 6.3%)	5.5% or below
Turnover	8.66% (NHS Community Trust Benchmark data – Jan 26 – 9.6%)	12% or below
Bank spend	Spend £8,458m	-7.5% on 2025-26 outturn (£7,825m)
Agency spend	Spend £2,429m	-30% on 2025-26 outturn (£1,700m)
Stability index	90.48% (NHS Community Trust Benchmark data – Jan 26 – 89%)	87% or above

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Clinical and Care Strategy Priority 2: Valuing our colleagues

We will develop a future-ready workforce which supports neighbourhood working. This will include **extending our advanced practice roles** and strengthening the **data and digital literacy** of our workforce.

We will deliver high-quality, **innovative learning** that strengthens the **development of skills and competencies** across our workforce.

We will create **accessible, flexible career pathways** and training routes that support lifelong learning and progression. This will include supporting work experience and recruitment across the local systems in which we work.

We will **embed a culture of inclusiveness** and make sure that our Trust is a place where our people feel valued and want to work.

We will invest in the **health and well-being** of our workforce and improve the **working environment** and equipment used by our teams.

People priorities – Annual Plan 2026-27 progress update

Activities	Link to Clinical and Care Strategy – Valuing our Colleagues strategic objective	Update on progress May 2026
People promise 1: Compassionate and inclusive		
Embed our new values and ethos into our ways of working and our systems and processes	Embed a culture of inclusiveness	Being embedded into training programmes and people policies as they are being developed/harmonised. Embedded into new Trust induction
Extend Cultural Ambassadors Programme across whole of our new Trust	Embed a culture of inclusiveness	Plan to roll out across whole Trust as people policies harmonised . Additional training being secured with the Royal College of Nursing (Developers of the initiative). Individuals being identified to undertake the training.
Roll out inclusive leadership/leading with cultural intelligence programme	Embed a culture of inclusiveness	Looking to embed into all internal leadership programmes as they are developed. Roll out programme for all leaders being pulled together. Programme of work for 26-28.
Develop workforce inclusion plan	Embed a culture of inclusiveness	Ongoing and supported by newly formed Workforce Diversity and Inclusion and Staff Survey Group (Reports to People Participation and Equality Committee). Co-production also planned with staff networks. Board individual inclusion pledges have been made.
Review and refresh inclusive recruitment processes including rolling out of cultural diversity on all interview panels and sharing of interview questions prior to interview	Embed a culture of inclusiveness	Single systems and processes being pulled together in line with the harmonisation of our recruitment systems. Ongoing activity.

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People priorities – Annual Plan 2026-27 progress update

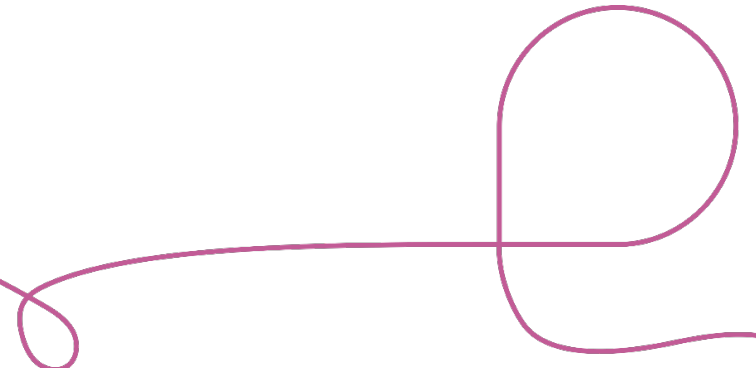
Activities	Link to Clinical and Care Strategy – Valuing our Colleagues strategic objective	Update on progress May 2026
People promise 2: Recognised and rewarded		
Monthly and annual staff awards systems, processes etc in place	Health and wellbeing; improving working environment	New monthly and annual staff awards agreed. Harmonised long service award policy being discussed and approved at May 2026 Staff Partnership Committee. New monthly awards process started. First annual staff awards planned for Spring 2027 and long service award celebrations being planned for November 2026.
Deliver the 10-point plan for resident doctors	Health and wellbeing; improving working environment	Plan in place and being overseen by our newly formed Local Negotiating Committee (LNC).
Harmonise all employment policies and procedures and ways of working in line with values and priorities of the new organisation	Embed a culture of inclusiveness	Harmonisation of people policies commenced. Anticipated to take up to 12 months to complete.
Updating of Nursing job descriptions in line with new national profiles	Accessible and flexible career pathways	Programme in place to oversee Nursing Profiles reviews. Update included in CEO report.

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Activities	Link to Clinical and Care Strategy – Valuing our Colleagues strategic objective	Update on progress May 2026
People promise 3: Voice that counts		
Agree single Freedom to Speak Up approach	Embed a culture of inclusiveness	National framework already in place. Looking to harmonise Freedom to Speak Up policy in first quarter of 26-27. New Freedom to Speak Up Guardian appointed and due to start shortly. Freedom to Speak Up annual report for 25-26 being presented at the May Trust Board meeting.
Continue to support our Staff Networks to thrive	Health and wellbeing; improve working environment	Staff networks aligned and in place. Trust wide celebration taking place for National Staff Networks day on 13 May 2026. Slide attached to confirm these.

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Activities	Link to Clinical and Care Strategy – Valuing our Colleagues strategic objective	Update on progress May 2026
People promise 4: Safe & Healthy		
New Occupational Health Provider in place for some localities	Health and wellbeing; improve working environment	Training for managers in place and human resources leads supporting in the interim whilst the new service is rolled out.
Review and refresh Health and Wellbeing offer, including delivering actions identified within our workforce violence prevention and reduction plan.	Health and wellbeing; improve working environment	Ongoing. Health and Wellbeing Festival being run from mid June 2026 for 3 weeks Trust wide.



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People priorities – Annual Plan 2026-27 progress update



East of England
Community Health and Care
NHS Trust

Activities	Link to Clinical and Care Strategy – Valuing our Colleagues strategic objective	Update on progress May 2026
People promise 5: Always Learning		
Agree suite of mandatory training in with national review	Development of skills and competencies	Plan in place to review and in line with national review of statutory and mandatory training .
Agree delivery mechanisms for mandatory training provision, this is likely to be different for different services i.e.: inpatient v community	Development of skills and competencies	as above
Undertake annual training needs analysis and develop a plan for agreeing competency profiles for all clinical and support to clinical roles	Innovate learning; extending roles; data and digital literacy	Training Needs Analysis launched in February 2026, Q1 and Q2 provision reviewed and agreed based on need. Currently moving intermediate care wards to new competency passports. Review of specialist ward competencies to complete by end of November. Next stage will be other specialist teams competencies. Alongside this local competency process review for community nursing & therapy in Luton Adults to harmonise with Norfolk Adults Community Nursing and Therapy framework.
Agree new leadership learning and development offer	Embed a culture of inclusiveness; health and wellbeing; improve working environment	Work ongoing to review the best of previous programmes, service needs and to deliver during 2026. Looking to develop new programmes for ward managers; sisters/charge nurses; and different levels of leadership development. Bitesize; master classes and programme offers.
Design and implement new Apprenticeship Model	Extending roles; innovative learning; development of skills and competencies; accessible and flexible career pathways	High level apprenticeship pathway mapped. Reviewing backfill arrangements for Norfolk Adults, linked to short/medium workforce plan. Plan to align new model with recommendations from NHS Long Term Workforce Plan (due to be published by July). Recommendations to be pulled together by September for roll out from 2027.

People priorities – Annual Plan 2026-27 progress update



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Activities	Link to Clinical and Care Strategy – Valuing our Colleagues strategic objective	Update on progress May 2026
People promise 6: Working Flexibly		
Integrate Health Roster, Electronic Staff Record (ESR) and TRAC (recruitment system) systems into one	Improve working environment; health and wellbeing; accessible and flexible career pathways	Integration & interdependency plans developed. Autumn slot booked for integration of Electronic Staff Record and recruitment systems. Looking to integrate health roster systems February 2027.
Develop and embed Strategic Workforce Planning Model	Accessible and flexible career pathways; extending roles; development of skills and competencies	Reviewed former models in each Trust, meeting with other Community NHS Trusts to learn from national best practice. Test case in Norfolk Adults; developing a series of strategic workforce recommendations for Community Nursing and Therapy services for the next 3-5 years as they transition to a Neighbourhood model of care.
Agree People Digital and Data Priorities and develop plan for roll out	Data and digital literacy; development of skills and competencies	Draft digital capabilities framework developed, to be reviewed by task and finish group (May 26). Plan for how they are used and what support is in place to achieve competence to be agreed via the group.

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Activities	Link to Clinical and Care Strategy – Valuing our Colleagues strategic objective	Update on progress May 2026
People promise 7: We are a team		
Trust wide objectives cascade process in place and completed	Embed a culture of inclusiveness	Objectives being cascaded throughout the Trust within teams and updates being added to ESR. 33% submitted as at 11 May 2026.
Design and implement new Trust wide induction	-	Completed and in place April 2026 and ongoing
Design and embed single Job Evaluation processes	-	Currently being pulled together and update in CEO report.
Single Medical Staffing team and support to be delivered inhouse	-	In House team in place since April 2026, training/upskilling ongoing.
Develop single team approach for all people functions	-	Delivery against year 1 plan underway, regularly reviewed at People Leads meeting. Links to integration of our workforce systems.
Identify improvement actions to support the delivery of our Workforce Race and Workforce Disability Equality Standards	Embed a culture of inclusiveness; Health and wellbeing; Improving the working environment	WRES and WDES reports currently being completed and actions identified (in addition to those already in EEC staff survey action plan). Updates will be provided to People Participation and Equalities Committee in July 2026.

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Trust wide staff survey improvement actions from 2025 survey results

Objective	Proposed Actions
<p>To review annual appraisal and personal development planning discussions to ensure it supports staff to do both their current role and have access to learning and development (Always Learning)</p>	<p>Update policy, process and guidance</p> <p>Update and promote appraiser and appraisee training</p>
<p>To reduce the number of incidents related to bullying and harassment of our staff from amongst our culturally diverse staff and promote inclusive leadership (Workforce Race Equality Standards and Compassionate and Inclusive Leadership)</p>	<p>Encourage open, respectful dialogue about race, inclusion and behaviour</p> <p>Support staff to raise concerns without fear of being labelled or marginalised</p> <p>Support managers to create inclusive teams - encourage regular check-ins and open discussions around team culture</p> <p>Empower managers to have the confidence to challenge behaviours early, including micro-aggressions, stereotyping and exclusionary practices, before they escalate.</p>
<p>To reduce incidents of incidents related to bullying and harassment of our disabled staff or staff living with a long term condition (Workforce Disability Equality Standards)</p>	<p>Update training content to include ableism, non-visible disability and long-term conditions and managing disability-related issues and preventing harassment</p> <p>Introduce bystander intervention training so staff feel confident to challenge inappropriate behaviour safely</p> <p>Refresh and publish clear, accessible reporting pathways (human resources team, freedom to speak up, line managers, staff networks etc)</p> <p>Co-design interventions with our Diverse abilities and supporting health staff network</p>

Trust wide staff survey improvement actions from 2025 survey results

Objective	Proposed Actions
<p>To increase opportunities for culturally diverse staff to feel confident to apply for promotions/career progression</p> <p>(Workforce Race Equality Standards/Always Learning/Recognised and Rewarded)</p>	<p>Offer workshops/focused support on promotion applications, interviews and leadership expectations for culturally diverse staff</p> <p>Re-establish and promote a mentoring/coaching programme pairing culturally diverse staff with trained mentors (including senior leaders)</p> <p>Offer targeted career progression meetings</p>
<p>To support staff to have healthier, more sustainable working days so they finish work feeling less worn out</p> <p>To reduce levels of work related fatigue</p> <p>(Safe and Healthy)</p>	<p>Review shift patterns to minimise excessive consecutive shifts, long hours, and insufficient rest between shifts</p> <p>Involve staff in rota planning wherever possible to improve ownership and sustainability</p> <p>Focus on identifying staff rest areas in all bases</p>

Staff Networks

- Diverse Abilities and Supporting Health Community
- Armed Forces Community
- Pride+ Community
- Race and Celebrating Culture Community
- Menopause Café
- Working Carers' Community

If you would like to find out more or join a community

 [Staff networks | EEC intranet](#)

 eec.staffdiversityforum@nhs.net





Any Questions?

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