











People Priorities – 25/26

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Group Trust Board
Meeting – 19 November
2025

Current Workforce Targets and Performance as at September 2025

(compared against March 2025)

NCHC People Performance	Target	Position as at end September 2025	CCS People Performance	Target	Position as at end September 2025
Rolling sickness absence	<4.9%	5.82% 	Rolling sickness absence	<=4.5%	5.33% 
Appraisal Rates	>90%	87.30% 	Appraisal rates	>=92%	90.03% 
Overall mandatory training	>90%	93.45% 	Overall mandatory training	>=90%	95% 
Rolling turnover	12% +/- 4%	8.79% 	Rolling turnover	-	10.64% 
Recommend as a place to work (staff survey 2024)	-	73.98%	Recommend as a place to work (staff survey 2024)	-	76%
Recommend as a place to receive treatment (staff survey)	-	77.2%	Recommend as a place to receive treatment (staff survey 2024)	-	84%

UPDATE ON NCHC 25/26 PEOPLE PRIORITIES

Attracting and developing brilliant and fulfilled teams

We will deliver this by:



Looking after our people

Improve attendance performance within operational areas.

Review and improve disciplinary and grievance processes with trade union colleagues.

Working with operational leaders, focus on improving the people promise scores for inpatient staff

Focus continues, looking into the causes of absence, with emphasis now on organisational and environmental issues to support wellness

Review of disciplinary and grievance polices with trade union colleagues has been completed.

2025 NHS Staff survey currently out with staff

Ensuring everyone feels they belong

Working as a group to Implement appropriate processes and actions to reduce the experience and impact of violence and aggression and sexual misconduct within the workplace.

Work on going with CCS to promote sexual safety in the workplace

Encouraging personal growth

Create onboarding induction and education plan for inpatient Health Care Support Workers (HCSWs).

Deliver outcomes of national re-banding review for nursing staff.

Implement recommendations of national StatMand training review locally.

Work on onboarding completed within the organisation to ensure all new starters have first day access to IT equipment, Uniform, induction and training. Work to focus on HCSWs not commenced yet.

Board updated on national banding review – September. Project board established. Initial plan outlined. Invitations to working group sent.

StatMand training review ongoing.

Enabling new ways of working

Create a digitally confident workforce.

Roll out manager self service to all managers on completion of pilot phase.

Self assesment designed and approved. Currently purchasing software to deliver. Will be trialled in NCH&C for 3 months then rolled out across both organisations.

ESR Manager self service roll out complete.

CCS Priorities – update on progress in delivering year 3 implementation plan

Highly engaged workforce	Diversity and inclusion for all	Retaining our people	Maximising our recruitment and supply opportunities	Supporting people's health and wellbeing
<ul style="list-style-type: none"> Trust wide engagement on future vision, values and clinical and care strategy priorities Continuing to improve the effectiveness of e-rostering 2025 national staff survey currently taking place Rolling out best practice with NCHC colleagues in relation to retention exemplar programme Open space sessions held with cultural diversity leads and 6 month programme agreed 	<ul style="list-style-type: none"> Rolling out interview questions being shared prior to interview Delivering year 3 anti-racism plan Promoting culturally diverse career conversations Re-confirmed Group Board anti-racism pledge Board members making and/or refreshing their inclusion pledges Internal facilitator trained in cultural competency and intelligence 	<ul style="list-style-type: none"> Continued focus on bank and agency usage Focused on maximising our clinical placement capacity Nearing full use of apprenticeship levy Digital skills survey completed in MSK service, feedback used to inform roll out in NCHC with new recruits Rolled out speaking up processes for students and trainees (Purple Flag process) Launched 3 new cohorts for Chrysalis internal leadership programme, across the group, (78 participants) 	<ul style="list-style-type: none"> Addressing supply issues with Dental Nurses Reviewing utilisation and impact of Advanced Clinical Practitioners within Urgent Community Response services Additional recruitment in Mental Health Support teams in line with expansion of the service across localities Embedding Clinical Associate Psychology training pathway within adults neuro rehab team Robotic Process Automation opportunities mapped within recruitment processes 	<ul style="list-style-type: none"> Continue to build confidence and capability in our leaders to better manage complex sickness absence. Baby loss resources now available. Ongoing review of health and wellbeing offer Celebrated our Mental Health First Aiders

Shared People Priorities – update on progress

- Deliver **year one** of our **Organisational Development Plan – on track.**
- Improve our **people's digital skills and capabilities** through the re launch of the Digital Skills Assessment tool, embedding and expanding the resources in **Digital Essentials Toolkit - ongoing**
- Implement actions aimed at **reducing sickness absence – big focus for both Trusts.**
- Develop **shared partnership working** with our staff side colleagues – **future working arrangements being agreed.**
- **Celebrate** national days together – **in place.**
- Roll out of best practice from **Retention Exemplar programme** across the Group – **ongoing.**
- Share **Workforce Equality Diversity and Inclusion initiatives across the group – agreed priority areas.**
- Embed the **national speaking up process (purple flag)** to highlight high risk learner concerns – **in place in CCS, rolling out in NCHC next.**
- Agree action to **meet the sexual misconduct in the workplace legislation**, particularly in relation to staff knowledge/ training – **plans being pulled together.**
- Agree **people priorities 26/27** to underpin our clinical and care strategy – **drafted.**
- Developed **people implementation plan** for creating our single organisation in April 2026 – **day 1 actions agreed.**