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Update on people priorities for 2026 – 2027

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Delivering great health and care services in our local communities

Workforce Metrics

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

Trust wide metric	Current position as at end September 2026	Targets for 2026-27
Appraisal rate	90%	92% or above
Overall mandatory training	96%	90% or above
Rolling Sickness absence	6% (NHS Community Trust Benchmark data – April 26 – 5.4%)	5.5% or below
Turnover	8.4% (NHS Community Trust Benchmark data – May 26 – 12.6%)	12% or below
Stability index	91% (NHS Community Trust Benchmark data – June 26 – 89.5%)	87% or above

Clinical and Care Strategy Priority 2: Valuing our colleagues

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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.

Focus on Equality, Diversity and Inclusion – metrics March 2026

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- Trust wide ethnicity data – 80% white; 13% BAME; 7% unknown (2025 – 82.5% white; 12% BAME; 5.5% unknown)
- Trust footprint ethnicity data – 2021 Census – 86% white; 14% BAME
- Gender data – 88% female; 12% male
- Disability data – 12.5% yes; 73.5% no; 14% unknown
- Age ranges - <29 – 13%; 30-39 – 25%; 40-49 – 26%; 50-59 – 25%; 60 plus – 11%

Workforce Diversity and Inclusion Improvement Plan – 2026 -27 – approved People Participation and Equalities Committee July 2026

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Area of Focus	Outcomes
Improve the likelihood of appointment from shortlisting for underrepresented communities	Reduce relative likelihood of white staff being appointed from shortlisting compared to BAME staff by March 2028. (Compared to position as of March 2026)
Reduce harm caused by employee relations processes and reduce inequalities	Improve the percentage of staff who think that the people they work with are polite and treat each other with respect to 82% by 2026 NHS Staff Survey and 84% by the 2027 NHS Staff Survey (NCHC 80% CCS 83% - 2025 survey)
Create a compassionate, psychologically safe workplace	Improve percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work to 85% in 2026 NHS Staff Survey and 88% in 2027 NHS Staff Survey Improve disclosure of ethnicity on our Electronic Staff Record (ESR) to 95% by March 2028 Improve disclosure of long term health conditions on ESR to 90% by March 2028 Increase the percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it to 62% in 2026 NHS Staff Survey and 64% in the 2027 NHS Staff Survey (2025 survey NCHC 60% and CCS 62%) Improve the percentage of staff who think that the organisation respects individual differences to 81% by 2026 NHS Staff Survey and 83% by 2027 NHS Staff Survey (2025 survey NCHC 79% CCS 82%)

Workforce Diversity and Inclusion Improvement Plan – 2026 -27 – approved People Participation and Equalities Committee July 2026

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Area of Focus	Outcomes
Support career development and promotion for all staff	Reduce the disparity the percentage of staff believing that the organisation provides equal opportunities for career progression and promotion (2026 survey baseline – % reduction to be agreed – March 2028) Track "time in band" by protected characteristics and reduce any identified inequalities

Key Frameworks / Drivers						
Equality Delivery System 2022 (Goals 2 & 3)	Anti-Racism Plan (Workforce & Inclusive Leadership)	Workforce Race Equality Standard	Workforce Disability Equality Standard	NHS Staff Survey	Pay Gap Reporting - Gender, Disability and Ethnicity	Lord Mann Recommendations

NHS Staff Standards

- Nationally mandated framework to improve staff experience and reduce variation in employment practice across NHS organisations
- The standards align to the NHS People Promise and will form part of the NHS Oversight Framework



Staff Networks

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

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

Staff networks | EEC intranet

eec.staffdiversityforum@nhs.net



Supporting health and wellbeing

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- Targeted communications and support to managers - long term sickness/short term sickness
- Support and coaching for managers to help manage sickness absence
- Employment law updates and case studies on relevant topics, latest focused on neurodiversity and reasonable adjustments and how to best support staff to be and stay in work
- Options to have case conferences with occupational health providers for particularly complex cases; confidential counselling services available for all
- Return to work meetings recorded on health roster and prompts for managers to have these when a member of staff returns from sickness absence
- 120 health and wellbeing champions
- 120 mental health advisors
- Looking to harmonise sickness policy – to condense and make easier for managers and staff to navigate through. New bite size training, including scenario and videos
- Rapid access to MSK services

Supporting health and wellbeing

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Resources on our intranet including:

- Looking after ourselves, each other and understanding burnout
- Wellbeing self-assessment action plan
- Creating and maintaining a positive work life balance presentation
- Wellbeing discussion slides
- Stress management toolkit and guide

- Variety of guides available for managers/leaders and HR leads in relation to managing sickness absence and well being

- Commissioning training for leads on working with neurodivergent colleagues

- Dedicated role/s focused on health and wellbeing, retention and inclusion

Priorities for next 6 months:

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- **Deliver 2026-27** people implementation plan actions and **agree 2027-28** people plan
- Targeted actions to support **cultural alignment** of our new organisation and **building of relationships** across teams focused on **working well** together as **one team** and understanding other roles/services
- **Support Norfolk Adult Services** with their immediate OD plan priorities and bolstering our **internal senior OD** capacity to support all services
- Continue to **establish single support service** teams, systems and processes
- Focused actions/support to **manage and reduce sickness** absence and **improve wellbeing** across our teams
- Winter wellbeing newsletter December 2026 ideas to boost wellbeing in the winter months, covering physical, mental, financial and social health. Will include a health and wellbeing advent calendar with 24 ways to improve health
- Mini wellbeing festival 12-14 January 2027 – focused on looking after your wellbeing in the winter months
- Establish the foundations for a more **future-ready workforce** by increasing awareness, **confidence** and engagement in **digital, data and AI**-enabled ways of working.
- Launch 27/28 **training needs analysis** to inform training and education commissioning
- Launch **aspiring** leaders; **first time** leaders and **leadership masterclasses** and **bitesize people skills** training – establish 27/28 programme
- Continue **Strategic workforce planning c**onversations with services/teams to design and deliver workforce plans aligned to service plans
- Analyse **2026 staff survey** results and agree improvement actions
- Continue to work in **partnership** with our staff side colleagues with a focus on **balancing people** and **processes** and developing an **inclusive** workplace







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Any Questions?

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