Appendix 2

2021/22 Staff Survey – NICE Corporate Action Plan

This action plan intends to address our main priorities that have emerged from the staff survey at an organisational level. In addition, local action planning will take place based on individual directorates’ results.

* What we will do: These are new actions that will be taken forward in response to the staff survey results.
* We have started: These are actions that are already planned or have recently commenced that will address some of the identified concerns.
* We will continue: This is longstanding/ongoing activity that will further help to support improvement.

# Key Priority Area – Work-life Balance, Wellbeing, and Workload

Work-life balance, wellbeing, and workload is the biggest area of concern identified within the staff survey results and will receive priority attention from the Executive Team.

In response to feedback that colleagues are feeling pressured to work long hours and regularly feel stressed due to work demands:

## What we will do

### Preventative Measures:

* Formally and clearly communicate our business objectives and areas that have been deprioritised.
* Regularly review workloads and capacity and re-prioritise, as appropriate. Senior leaders/managers to ensure that decisions are clearly communicated at all levels and colleagues’ performance objectives reviewed/revised, where appropriate.
* Provide clear messaging from senior leaders of the importance of not working when you feel unwell, to help tackle presenteeism.
* Take steps to empower colleagues to come forward with ideas on how their work is done and, where possible, have control over the pace of their work.
* Conduct regular ‘temperature checks’ to understand the impact of preventative and supportive measures in place and enable a swift response to feedback.

### Supportive Measures:

* Build and raise managers’ awareness of the root causes of workplace stress and their role in the management of colleagues’ wellbeing and creating a healthy workplace environment. Upskill managers to spot the early signs of stress.
* Through blogs and articles, work to normalise mental health and encourage colleagues, including senior leaders, to share their mental health experiences.
* Run sessions for colleagues on dealing with pressure / managing personal resilience.

## We have started

### Preventative Measures:

* Commissioning consultancy support on the future of work, to inform and shape the future model for NICE, harnessing technology, workspace planning and people management, to find the right balance of home and office working and avoid colleague burn-out.
* Discussing hybrid working arrangements with team members, to achieve an effective balance between working from home and in the office and to help to meet workload demands and support colleague wellbeing.
* Reviewing and adapting governance arrangements to provide clearer direction, better organised meetings, and schemes of delegation, to reduce duplication of effort and enable better time management and more efficient ways of working.
* Recruiting a workforce planning business partner to critically analyse the resources across teams and assess capacity gaps.
* Undertaking a review of vacant posts across NICE and bringing in additional resource where there are any gaps, to address capacity issues and help with workload demands.
* Revising and enhancing the recruitment process and service, to increase collaboration with hiring managers and speed up the time to advert, to address capacity gaps.
* Exploring opportunities to expand graduate recruitment across NICE and continue to ‘grow our own’, to further build capacity.

### Supportive Measures:

* Planning the All-Staff Event proposed for Autumn 2021 – ‘Refuel’ theme.

## We will continue

### Preventative Measures:

* Via our HR Business Partners, supporting senior leaders and facilitating discussions with directorates and teams, to help them make improvements to workload and demands.
* Reviewing processes across the organisation and automating/simplifying, where possible.

### Supportive Measures:

* Regularly promoting our Employee Assistance Programme and Mental Health First Aider support network.
* Holding regular Healthy Work Weeks and sharing resources, support materials, tools and hints and tips.

# Further Improvement Area – Career Framework / Opportunities for Career Development

In response to feedback on career frameworks and opportunities for career development and promotion at NICE:

## What we will do

* Highlight that circa 50% of appointments are internal – raise awareness of this statistic and have a monthly spotlight focusing on colleagues’ career journeys in NICE.
* Start to explore career pathways for different staff groups across NICE.
* Implement our second phase of our new talent management and succession planning approach ahead of the 2022/23 appraisal season and ensure our process is fully aligned to our equality, diversity, and inclusion strategy.

## We have started

* Identifying the skills needed to deliver our 5-year Strategy and developing and implementing a comprehensive learning and development curriculum.

## We will continue

* Regularly promoting our re-launched Skills Marketplace and opportunities to host and take-up short-term development opportunities.
* Highlighting our broad and existing learning and development offer, including apprenticeships and our coaching and mentoring provision.
* Identifying internal and external secondment opportunities.

# Further Improvement Area – Communications

In response to feedback that many colleagues do not feel that their views and ideas are listened to:

## What we will do

* Work with the staff survey leads forum and hold focus groups to get underneath the directorate results and inform local action planning.
* Develop a more robust exit interview process, to capture valuable feedback and trend data from our leavers, to inform our policies, processes, and practices.

## We will continue

* Holding listening events providing opportunities for colleagues to share their views and ideas.
* Conducting the Q&A slot within the monthly all-staff meetings
* Regularly promoting our staff suggestion scheme and providing feedback on ideas received and implemented.

# Further Improvement Area – Equal Opportunities and Dignity at Work

In response to feedback regarding equal opportunities and dignity at work (and linking in with values and behaviour work):

## What we will do

* Design and commission a new development offer for all staff to support the creation of a positive Speaking up/Listening Up work culture, where staff feel able to contribute new ideas in the interests of innovation, as well as raise concerns and flag issues.
* Develop and implement a reverse mentoring scheme, to provide opportunities for mentors and mentees to learn from each other.
* Use the opportunity provided by the new remit and Terms of Reference of the NICE Equality and Diversity Group to ensure all the equal opportunities and dignity at work activity is subject to regular discussion, scrutiny, and review.

## We have started

* Developing an EDI organisational strategy.
* Launching and raising awareness of our new Dignity at Work policy and reiterating messaging re our strive for a culture of respect and our position of zero tolerance. Supporting this work through a mediation skills training offer for managers.
* Holding listening sessions, to understand barriers to reporting incidents of bullying and/or harassment or abuse and discrimination. Exploring reasons underpinning poor perceptions re NICE taking effective action if staff are bullied and/or harassed or abused.
* Using the above listening sessions to develop a new offer to support all staff in understanding, identifying, and responding to, and reporting bullying and harassment.
* Launching and establishing a new approach to Staff Networks, to include the creation of networks for black, Asian and minority ethnic staff, a disability group, and a network for LGBTQ+ colleagues

## We will continue

* Developing and promoting the Freedom to Speak Up Guardian scheme, drawing on the feedback from listening activity and ensuring this links in with wider work around dignity at work and bullying and harassment.
* Progressing, developing, and monitoring the programme of activity detailed in our Equality, Diversity, and Inclusion (EDI) Action plan for Year 1 (2021-22), which includes a review/refresh of our mandatory EDI e-learning module.

# Further Improvement Area - Strategy, Values and Behaviour

In response to feedback on the levels of understanding of our Strategy, demonstrating commitment to our values and behaviours, and feeling valued and recognised:

## What we will do

* Work together with the Communications and the Executive Teams on a plan to improve the visibility of senior leadership.
* Gather feedback on and undertake a review of our My Contribution process following this year’s appraisal cycle. Run appraisal workshops for managers and colleagues ahead of the 2022/23 cycle to embed the learning.
* Publish regular communications and case studies, highlighting and celebrating where our values and behaviours are being brought to life.

## We have started

* Working with senior leaders and communications’ colleagues to identify ways to increase the understanding of our new 5-year strategy.
* Holding senior leaders and managers to account to demonstrate and role-model our values and behaviours, through leadership and management development, performance objectives, 360 feedback and positive/constructive challenge.
* Embedding our values and behaviours into all core ‘people’ activity, including induction, appraisal, learning and development and recruitment.

## We will continue

* Promoting our NICE Values and Behaviours staff recognition scheme and encourage the use of Values ecards.
* Having a monthly spotlight on individual teams to recognise and celebrate their work and achievements.
* Running people manager workshops to support values conversations within teams.