



The Clatterbridge  
Cancer Centre  
NHS Foundation Trust

A decorative graphic consisting of five thick, curved lines of varying colors (yellow, blue, purple, white, and pink) arranged in a circular pattern around the central text.

OUR PEOPLE  
COMMITMENT

2021  
2026

# BE A GREAT PLACE TO WORK

Attract, develop and retain a highly-skilled, motivated and inclusive workforce to deliver the best care

## OVERVIEW

We recognise that our people are our greatest asset. Their dedication, talent, knowledge and experience are at the heart of everything we do and have a big impact on the care that we provide.

In order to deliver our Five-Year Strategic Plan, we want to attract, retain and develop the brightest and best people locally, nationally and internationally, through our reputation for excellence in patient care, research and education, and our commitment to the health, wellbeing and experience of staff.

Our People Commitment outlines our plans for the next five years to build on our successes so far and to continue to build an inclusive and compassionate culture where all our staff can thrive.

### How we will know if we are successful:

- Top decile national staff survey results
- Performance against key workforce metrics
- Performance in equality and inclusion metrics
- Embedded values and people charter
- High rates of performance appraisal and development reviews
- Achievement of teaching hospital status

## KEY PRIORITIES

We will promote equality, diversity and inclusion for all staff, tackling all forms of discrimination and removing inequality.

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We will enhance leadership skills and capacity across all levels of the Trust.

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We will recruit the brightest and the best people, with an emphasis on the harder-to-recruit groups such as oncologists, specialist nurses and radiologists.

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We will continue to develop new roles and new career pathways that support the sustainable provision of services.

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We will provide a comprehensive reward and recognition package to retain and develop a highly-skilled and flexible workforce.

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We will foster an open, transparent and high-performing culture, where staff feel valued and recognised for their important contribution and feel empowered to raise concerns.

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We will promote and maintain the physical and psychological wellbeing of our workforce so we continue to be an employer of choice.

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Through our excellence and expertise in education and training, we will continue to achieve excellence in patient care, service delivery and cutting-edge research across the region.

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# HOW THE PEOPLE COMMITMENT WAS DEVELOPED

## 1. What people are telling us

Our People Commitment has been shaped and influenced by what our people are telling us.

We encourage all our people to share their views and experiences of working at The Clatterbridge Cancer Centre (CCC) so we can collectively make CCC the best place to work.

We have lots of ways for people to provide feedback, including staff listening events, the quarterly Culture and Engagement Survey, the annual NHS National Staff Survey, our culture and engagement groups, and our staff networks.

We have used this information to inform and shape our commitments to ensure we continue to build successful teams and that CCC continues to be a great place to work.

## 2. National and local context

Our People Commitment reflects national and local workforce priorities.

The national NHS People Promise focuses on how we can support staff, develop our workforce, and work together differently to deliver patient care.

The aim of the People Promise is to inspire and unleash the potential of every person and create a culture that is compassionate and inclusive.



# OUR VALUES

Our values were co-created by our people and form the foundation of our culture, our ethos and how we work every day. They define how we work to deliver the best care to our patients and how we make CCC the best place to work.

Our values are underpinned by our staff charter which articulates our commitments to each other.

WE ARE...  
**KIND**  
**EMPOWERED**  
**RESPONSIBLE**  
**INCLUSIVE**



### We are kind

We care for our patients and pride ourselves on providing the best care.

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We lead by kindness for all – for our patients, their families and our colleagues.

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We recognise achievements and collectively celebrate success.

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### We are empowered

We contribute and make suggestions to improve patient and staff experience.

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We create an environment where colleagues are open, honest and feel empowered to speak up.

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We continuously learn and improve to achieve the best outcomes and to achieve our full potential.

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### We are responsible

We create a supportive working environment where everyone is accountable for their actions.

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We always act with integrity.

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We work as one team and support each other to maintain the highest professional standards.

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### We are inclusive

We celebrate the diversity and difference that everyone brings.

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We treat people fairly without favouritism or discrimination.

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We collaborate and engage with each other, our partners and our communities.

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# OUR COMMITMENTS

## EQUALITY, DIVERSITY AND INCLUSION

Equality, Diversity and Inclusion is a golden thread that runs through everything that we do. We recognise the importance of ensuring our workforce is representative of our local population and celebrating diversity. Every one of us has a role to play in this.

Our Five-Year Strategic Plan outlines our commitment to creating an open, diverse and inclusive culture where everyone is treated with respect and dignity and our people are recognised and valued for the contributions they make.

We believe that by continuing to champion a culture of equality, diversity and inclusion, we will:

- **positively impact on the experience of our staff;**
- **nurture an environment where staff feel able to speak up and raise concerns; and**
- **ultimately improve the services we deliver to our patients.**

We are committed to promoting equality, diversity and inclusion and tackling all forms of discrimination and bullying to create an open and inclusive environment for all.



# 1. LOOKING AFTER OUR PEOPLE

**Our ambition** is to create an environment where people are supported and empowered to lead healthy lives and make informed choices that support their wellbeing and enable people to perform at their best.

## How will we do this?

Develop a revised health and wellbeing support that champions the physical, mental, and financial wellbeing of everyone at CCC.

Harness a culture of kindness, civility and respect.

Support the working lives of our staff through the achievement of the Workplace Wellbeing Charter.

Champion a working environment that encourages all staff to 'speak up' and shape learning.

Continue to promote and support flexible ways of working.

Ensure every person has supportive wellbeing conversations.

# 2. DEVELOPING OUR PEOPLE

**Our ambition** is to develop compassionate and inclusive leaders and a culture of learning where our staff can grow and reach their full potential.

## How will we do this?

Develop a programme for identifying and nurturing talent which provides opportunities for development, celebrates success and supports individual aspirations.

Embed a framework of coaching and mentoring.

Develop and embed training and development pathways across all levels and professions.

Provide learning opportunities through apprenticeships in partnership with education providers.

Develop effective leadership and management training for all leaders.



# 3. WORKFORCE FOR THE FUTURE

**Our ambition** is to create a flexible and adaptive workforce, embed new opportunities across all staff groups and attract and retain the brightest and the best people.

## How will we do this?

Continue to develop new roles and career pathways that support sustainable services for the future.

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Continue to develop extended and advanced practice roles to support new ways of providing care.

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Develop workforce plans for all services that are fully integrated with clinical strategies and financial plans.

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Grow our relationships with local communities, schools and colleges to explore how we engage with health workers of the future.

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Refresh our recruitment opportunities to raise our profile as an employer of choice.

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Support the development of the clinical divisions and leadership roles.

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# 4. OUR DIGITAL WORKFORCE

**Our ambition** is to embed digital workforce solutions and technology to support our people to become digitally enabled and connected.

## How will we do this?

Use digital solutions and technology to enhance our recruitment process, enabling us to attract the brightest and best people.

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Embed e-rostering and e-job planning to support flexible and agile ways of working.

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Provide training and development on technology and systems, supporting all our people to become digitally enabled.

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Embed digital solutions that will enable our people to work to their full potential through the automation of systems and processes.

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## 5. VALUING OUR PEOPLE

**Our ambition** is to champion a culture where everyone has a voice that counts and feels welcome, supported and understood.

### How will we do this?

Embed our refreshed values.

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Celebrate diversity and promote an environment of openness and inclusion, free from discrimination or bullying.

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Develop a workforce that is truly representative of the population we support.

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Create opportunities for our people to share their bright ideas, make changes and inform new ways of working.

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Ensure all staff have a voice that counts by growing our Culture and Engagement groups and Staff Networks.

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## CONCLUSION

Our people are the heart of CCC. We value and appreciate them which is why one of our 5 strategic priorities is to Be a Great Place to Work. This People Commitment sets out how we will recruit, support, develop and reward them over the next five years.

For more information, contact

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 The Clatterbridge Cancer Centre NHS Foundation Trust

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