

Report to:	Public Board of Directors	Agenda item:	11
Date of Meeting:	12 January 2022		

Title of Report:	People and Culture Strategy and Action Plan 2022-27
Status:	For Approval
Board Sponsor:	Dr Claire Radley, Director for People
Author:	Dr Victoria Downing-Burn, Deputy Director for People
Appendices:	Appendix 1: Executive Summary Appendix 2: People and Culture Strategy Appendix 3: People and Culture Action Plan and Metrics Appendix 4: Equality and Health Impact Assessment

1.	<b>Purpose of Report</b>
	<p><b>a. Background</b></p> <p>The purpose of this report is to re-present the new RUH People and Culture Strategy with supporting actions, for the period of 2022-27.</p> <p>This strategy, when approved, will supersede the existing RUH Workforce Strategy 2015-2020, and will provide strategic direction for the Trust in support of its aims, as described in the Trust's <i>Improving Together</i> strategy.</p> <p><b>b. Engagement, review and governance</b></p> <p>Following the presentation of the Strategy to Board of Directors in November 2021, the feedback has been incorporated into this new version.</p> <p>To ensure that the People and Culture strategy remains relevant with the changing national, ICB and RUH context an annual review will be undertaken. The review will consider:</p> <ul style="list-style-type: none"> <li>Does the strategy remain fit for purpose? (internally and externally)</li> <li>Has progress been made against the annual actions set out in the strategy?</li> <li>Are there additional actions required or a review of prioritisation needed?</li> </ul> <p>The RUH People Committee will be the committee responsible for the annual review process of the strategy and will report it's finding to Trust Board of Directors. Review and re-prioritisation of actions will also be undertaken and advised by this committee.</p> <p>Progress on the actions will be overseen by the Strategic Workforce Committee and reported up to People Committee.</p> <p>There is also an on-going reporting requirement on the People Plan actions into the ICB and for regional reporting via the People Board.</p> <p><b>c. Contents</b></p> <p>The <b>Executive Summary</b> can be found in Appendix 1 and the <b>People and Culture Strategy</b> can be found in Appendix 2.</p>

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Details of the **action plans** set out to driver and monitor our progress is set out in Appendix 3. They are projects and programmes of work ranging from discreet one off transformations, to longitudinal behavioural and cultural work.

The **Equality Health Impact Assessment** can be found at Appendix 4.

## 2. Summary of Key Issues for Discussion

To discuss the strategic focus contained with the 4 themes of the strategy, and the underpinning actions, in their ability to bring focus and pace to the achievement of:

***‘Being an outstanding place to work where staff can flourish’***

## 3. Recommendations (Note, Approve, Discuss etc)

Board is asked to:

- a) **Note** the development of a People and Culture Strategy supported by Actions for 2022-27, for the RUH
- b) **Note** the alignment to:
  - The ICS vision and the RUH vision
  - National People Plan
  - The themes from the Draft The Future of NHS Human Resources and Organisational Development
  - The True North priorities and the current in-year Breakthrough objectives
  - Business Assurance Framework
- c) **Note** the expectation for annual review of the actions and prioritisation as the national people agenda matures and **approve** the governance identified here.
- d) **Note** amendments to the Strategy to take account of previous Board feedback, as follows:
  - Simplicity of messaging – milestone document has been refreshed to simplify the language, new document created setting our ‘Our Commitments’ as a summary document for staff.
  - Getting the basics right – referenced in the Foreword and the Executive Summary
  - Visual representation – input from communications team on presentation of Executive Summary.
- e) **Approve the People and Culture Strategy**
- f) **Approve the Action plan**

## 4. Care Quality Commission Outcomes (which apply)

There are 5 CQC domains and this Strategy aligns and supports all of them but specifically the ones in bold below :

- **Safe: you are protected from abuse and avoidable harm, via well trained and supported staff who are subject to robust recruitment processes and are regularly appraised.**

- Effective: your care, treatment and support achieves good outcomes, helps you to maintain quality of life and is based on the best available evidence.
- **Caring: staff involve and treat you with compassion, kindness, dignity and respect, via staff who are immersed in a culture where caring is experienced from colleagues.**
- Responsive: services are organised so that they meet your needs.
- **Well-led: the leadership, management and governance of the organisation make sure it's providing high-quality care that's based around your individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture, via a strategic and operational framework that support careers, development, innovations and restorative and just learning.**

#### **5. Legal / Regulatory Implications (NHS Resolution etc )**

The Strategy will comply with all aspects of current and future employment legislation (to include H&S; Equality; IG; safeguarding etc) (following review) and will also work to embed good practice.

#### **6. Risk (Threats or opportunities link to risk on register etc)**

There are emerging risks from the development of the strategy:

- a) That the achievement of safe staffing remains a national and local challenge and is a strategic risk with the NHS and the RUH (BAF)

#### **7. Resources Implications (Financial / staffing)**

Core resources required to support the delivery of the actions are currently under significant pressure due to a variety of contextual issues including the impacts of CV19 e.g. Recovery programmes; Vaccination programme; absence and isolation; Sulis Hospital, Bath.

Additional resources have been added to the Health and Wellbeing and Inclusion teams in support of the hugely important safety and wellbeing of staff.

Other services under review currently include recruitment and Staffing Solutions.

The People Directorate continues to work to be more efficient and productive through transformation programmes and digital systems such as those to support Occupational Health Services and Recruitment.

#### **8. Equality and Diversity**

An Equality and Health Impact Assessment has been undertaken as part of the strategy development. The completed documentation can be found in Appendix 4.

#### **9. Communication**

The Strategy, once approved will be available via the public website and the intranet.

<b>10.</b>	<b>References to previous reports</b>
Draft People Strategy: People Committee - 21 April 2021; Board of Directors - November 2021; Council of Governors – November 2021.	
<b>11.</b>	<b>Freedom of Information</b>
Public	

# RUH People and Culture Strategy 2022 - 2027

Executive Summary

Royal United Hospitals Bath  
NHS  
Nikki Heywood  
Tissue Viability Nurse Specialist

# Our commitments

## Health and Wellbeing

We will improve **staffing levels** so that people can enjoy being at work, and feel safe.

We will ensure that **people feel safe to speak up**, to share new ideas and work in innovative ways. People will feel free of blame and criticism (known as psychological safety).

We will listen to our people and **help them stay well** though Health & Well Being conversations (and Risk Assessments).

We will support people to be well at work and in their lives.

## Inclusion and Belonging

We will create a **Restorative, Just and Learning approach** to employee relations, and support civility in the workplace.

We will listen to all our people and **use what we hear to make improvements**.

We want all people to **have fair experiences of work** regardless of their individual characteristics.

We will recruit a **diverse range of people** to reflect our communities; staff and patients.

We will support our **leaders** to be inclusive.

## Working Differently and Releasing Potential

We will **transform the People function** to meet the needs of the future workforce.

We help **RUH people to fulfil their ambition and potential**, through Talent management.

We will support teams in **using Improving Together** day to day.

We will help our people to work successfully with **new technologies**.

We will **help people** be ready to work differently in new models of care.

We will create **efficient and productive corporate services** in partnership with others.

We will ensure all our staff have **access** to continuing professional development, supportive supervision and protected time for training.

We will make **different ways of working** be safe and attractive.

## Growing for the Future

We will, working with partners, **develop a long-term workforce** plan to meet the health and care needs of our population.

We will create, with partners, a **pipeline of nursing staff and support roles**.

We will **have efficient and successful recruitment** processes.

We will **develop our leaders** and hold them to account in their roles.



# Health and Wellbeing

We will support individuals to be the best that they can be in terms of the whole self, with quality health and wellbeing support for everyone.

## The 5 key areas that we will work on:

- Mental and Emotional Wellbeing
- Spiritual and Cultural Wellbeing
- Financial and Social Wellbeing
- Equality, Diversity and Inclusion
- Physical Health and Wellbeing

We will support people to be role-models for health and wellbeing with a focus on prevention of ill-health.

We will work with other employers in our area to bring H&WB excellence to the employment offer in BaNES, Swindon and Wiltshire.

### What will our patients experience?

“RUH people are happy at work and are able to care for me really well”

“RUH people treat me with compassion and kindness”

### What will our RUH people notice?

“I have more energy”

“I’m confident to share ideas”

“I can take my break regularly”

“I have access to many different types of health and wellbeing support”

“I feel really well supported in ways that matter to me”



Be an outstanding place to work where **staff** can flourish.

# Inclusion and Belonging

We will develop and support a culture that is free of blame and discrimination, by focusing on openness, listening, kindness and civility where people feel safe and that they belong to their team and the NHS.

We are focused on supporting staff to create, support and improve our culture of kindness and compassion within a cultural environment of Restorative Just Culture where individuals are respected, where dignity is for all and where systems and processes are reviewed to ensure that people can flourish.

We will ensure that our staff networks contribute to and influence our strategic direction and decisions, as part of our governance arrangements, to build systemic and systematic change.

Our values 'Everyone Matters' and 'Working Together' underpin the behaviours required to support this theme.

We will share our learning with others and embed lessons that others have learnt: working together for a better and fairer future.

## What will our RUH people notice?

"I feel valued for who I am"  
"My voice is heard"  
"There is great diversity in our leaders and role-models"  
"My Trust really values kindness and expects us to behave with civility"  
"I feel really connected"

## What will our patients experience?

"The people working at the hospital are a team who respect each other, and when I have to be here it feels good"



# Working Differently and Releasing Potential

We will support RUH people to work in a way that enables them to be as productive and satisfied at work as possible, using their skills and knowledge to make a difference, and embedding digital literacy.

We will continue to develop new and transformational roles using our apprenticeships with partners through collaboration around the patient (person)?? We are committed to ensuring that individuals have meaningful careers, with the right development and support.

We aim to embed skills in innovation and incremental improvement methodology into all of our roles.

We will actively plan for the future workforce working in partnership with providers of care and education to build the health and care workforce for the future.

We will provide care in new ways, making sure staff are equipped and working in the right way / place to meet the needs of patients in the best and most effective ways.

## What will our RUH people notice?

“I have a clear career path and the support and development plans to reach my goals”  
“I’m excited about working with partners to support our communities”

## What will our patients experience?

“People come together to help me with my needs”  
“There are lots of different roles but they are all focused on my care which is great”

# Growing for the Future

We recruit to reflect our communities so that we can provide care meaningfully, and develop our workforce to be agile.

We know the importance of having a sustainable pipeline of staff for the Trust and the system, with sufficient nursing staff as well as the right number of staff across all disciplines in the health and care workforce.

We will create stability within a capable workforce through forward-thinking recruitment and retention strategies in partnership with others.

As an anchor organisation we will set the standard as an employer of choice working with local education providers to shape the future.

## What will our patients experience?

"The RUH people reflects the people in my community"  
"I always feel safe and cared for"

## What will our RUH people notice?

"There are so many opportunities to work in health and care"  
"It was easy to get appointed to a role in the RUH"  
"My manager is supportive and encourages me to be the best I can be"

**Everyone**  
Matters  
**Working Together**  
Making a Difference



# People and Culture Strategy

2022-2027

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## Foreword

Welcome to our RUH People and Culture Strategy 5 year strategy, 2022-2027.

This Strategy is for our current and our future People. We know that if the RUH is *an outstanding place to work where you can flourish*, our patients will have an outstanding experience too.

We have been listening carefully to you. We know that you want us to get the basics right. We also know that you want help and support to be able to do your job better. And we know that you want to feel safe, cared for and recognised for the work that you do.

This Strategy sets out how we will do this: by looking after you, by creating a culture that enables you to be at your best, by exploring and finding new ways of working, and by growing our workforce to meet the needs of our communities. Most importantly, for our current and future People it is essential that we are the best employer and partner to our community that we can be.

The future is incredibly exciting; we have learned so much about what makes you feel engaged and valued, and we have built this into the heart of our Strategy. In the interests of both you and the care that you deliver, and in accordance with our values – Everyone Matters, Working Together, Making a Difference – we will work together to deliver this.


Dr Claire Radley  
Director for People

# 1 Providing services to the Bath Swindon and Wiltshire population

1.1 The Royal United Hospitals in Bath is a significant employer within Bath and North East Somerset (BaNES) unitary authority; as the major City in the authority it has the greatest population to serve, as well as a significant role to play in supporting and influencing local communities and the economy.

1.2 Operating within the BaNES, Swindon and Wiltshire (BSW) local **Integrated Care System (ICS)** the RUH, with partners, is working to manage increasing demands on health and care services, which are the result of an ageing population and increasing prevalence of complex and long-term conditions.

1.3 It is important to us at the RUH that we continue to serve the needs of the population well, changing how we work to ensure that we can use our resources wisely, as well as providing what is needed, when it is needed in a timely and efficient way. **This means that how we employ, train, develop and retain our people will change in the coming years.**



1.4 We are working with others in health and care to develop an integrated care system in BSW. We want to create an improving 'Place based' offer to our local communities that is both innovative and forward looking. Providing services that are **customer-focused** is a key approach to how we will take our services into the future

1.5 The emerging aims of the ICS are listed below and they provide a clear direction for how we operate both with our partners and as an NHS provider of acute services. **These aims help us shape the RUH People and Culture Strategy,** ensuring that we keep pace with the required developments for the future.



### 1.6 BSW Integrated Care System Aims:

- Provide holistic and flexible care seamlessly as one system with embedded innovation and continual improvement
- Care is preventative, proactive and anticipatory, focuses on wellbeing and addresses health inequalities through the lens of wider determinants of health
- Provide person centred care and empowerment to put the person in control of their health and well-being, and ensuring that each interaction adds value to the person
- Provide care at home or in the community wherever appropriate, coordinated through strong primary care networks and multidisciplinary teams, and supported by sufficient emergency and specialist capacity in hospitals
- Lead with digital and data to support seamless care for our patients and drive more effective decision making
- Support an agile workforce, champion innovative roles and provide opportunities for training, research and development
- Deliver an efficient way of working to ensure financial sustainability of the system and value for money of services.

## 2 RUH Strategy and Values

2.1 The RUH 3 year **Organisation Strategy (2018-2021)** is in the process of being refreshed. However, the 5 themes within the current strategy (shown in the diagram below) were built on the voices of our RUH people, our community, key stakeholders and partners and continue to resonate with our required work.

Diagram 1: RUH Strategy



2.2 The People theme within the Trust's strategy requires the development of an organisation that is '**an outstanding place to work where staff can flourish**'.

2.3 This aim is underpinned by a set of strategic goals, which reflects the National People Plan<sup>1</sup> as well as the People Promise and the emerging themes of Future Human Resources and Organisational Development in the NHS.

2.4 The **RUH values** were developed with RUH people at the heart of the process. Our three values underpin the work that we do every day, and will continue to guide our approach to how we deliver our People and Culture Strategy.

<sup>1</sup> [www.england.nhs.uk/ournhspeople/](http://www.england.nhs.uk/ournhspeople/)



## 3 Our Future Workforce

3.1 The aims of the ICS, the RUH Strategy and the National People Plan requires the **RUH People and Culture Strategy** to support and develop its people in the following areas:

- Engage confidently in collaborative working; creating effective partnerships with organisations and individuals in the community
- Have improvement-methodology knowledge and skills built into all roles
- To create innovative job roles that are supported by training, research and development
- Be role-models for Health and Well-being
- Make every contact count with members of the local population
- To be digitally-minded and digitally-competent individuals to create a digital workforce
- To create and offer agile roles as well as flexible working (where and when people work)

## 4 Our RUH People

4.1 Over the past 12 months we have taken the opportunity to **listen carefully to what is important to our staff**. They have told us about the importance of managing their wellbeing at work, of being able to be flexible when and where they work, and of the need to experience kindness and compassion from colleagues, and to work in an environment where people are civil and focused on openness, support and learning. Our staff have shared with us their wants and hopes. Our People and Culture Strategy is aimed at responding to these issues as well as embedding national and regional priorities in our strategy and plans.

4.2 The **vision** for the People and Culture Strategy at the RUH, Bath is '*To be an outstanding place to work where staff can flourish*', and directly supports the Trust

Strategy and vision '*To provide the highest quality of care, delivered by an outstanding team who all live by our values*'.

4.3 Our Organisation Development approach called '**Improving Together**' underpins the approach to delivering our strategies and encourages innovation, change and transformation in all that we do.

4.4 Our People and Culture Strategy builds on the existing strengths of the Trust, by placing our **people at the centre of improving the patient experience** through creating sustainability in all that we do.

4.5 Underpinning the People and Culture Strategy are the **Trust values** which provide a framework to the cultural and behavioural approach in our organisation: Making a Difference; Everyone Matters and Working Together are embedded throughout our strategy and our actions and will provide the golden thread.

4.6 Reflecting the National direction for the NHS people agenda, the strategy has **four key themes** which provide strategic direction and intention for the forthcoming months and years. The approach will support our current workforce - particularly as we work through the lasting effects of the pandemic - as well as securing the right people in the right jobs working at the ICS level in order to be an excellent partner while delivering the best care available to our communities.

4.7 To deliver 21st century care we will need to **transform our workforce** and we will not do this alone, but in collaboration with partners across the health and care sector as well as with volunteers, charities and other key partners such as carers. As a large employer and key organisation we take our role in influencing employment and careers seriously and we will continue to contribute to our 'place'.





## 5 The RUH People and Culture Strategic Themes and Commitments

The following 4 themes form the structure of our strategy and provide the performance framework that is regularly reported through People Committee.

### 5.1 Theme 1: Health and Wellbeing

We will support individuals to be the best that they can be in terms of the whole self, with quality health and wellbeing support for everyone.

Our Health and Wellbeing Strategy encompasses five areas of health and wellbeing focused on the vision *'to provide a working environment in which was care for our staff and know that in doing this, they are supported to provide outstanding care for our patients, each other, and their environment. This will be achieved by supporting staff to assess and take responsibility for their own health and wellbeing and providing prevention, intervention and rehabilitation services'*.

The five areas provide a blended approach to supporting the whole self: Mental and Emotional Wellbeing; Spiritual and Cultural Wellbeing; Financial and Social Wellbeing; Equality, Diversity and Inclusion; and Physical Health and Wellbeing.

We will work with other employers in BSW and in neighbouring ICS areas to bring H&WB excellence to the employment offer, making BSW a great place to work and live. We will support people to be role-models for health and well-being as a key employer in BaNES.

## Our commitments

### 'Health and Well-being'

- We will improve staffing levels so that people can enjoy being at work, and feel safe.
- We will ensure that people feel safe to speak up, to share new ideas and work in innovative ways. People will feel free of blame and criticism (known as *psychological safety*)
- We will listen to our people and help them stay well through Health & Well Being conversations (and Risk Assessments)
- We will support people to be well at work and in their lives.



## 5.2 Theme 2: Inclusion and Belonging

We will develop and support a culture that is free of blame and discrimination; focusing on openness, listening, kindness and civility where people feel safe and that they belong to their team and the NHS.

We are focused on supporting staff to create, support and improve our culture of kindness and compassion within a cultural environment of Just and Learning where individuals are respected, where dignity is for all and where systems and processes



are reviewed to ensure that people can flourish. We will ensure that our staff networks contribute and influence our strategic direction and decisions, as part of our governance arrangements, to build systemic and systematic change. Our values 'Everyone Matters' and 'Working Together' underpin the behaviours required to support this theme.

We will share our learning with others and embed lessons that others have learnt: working together for a better and fairer future.

## **Our Commitments**

### **'Inclusion and Belonging'**

- We will create a Restorative, Just and Learning approach to employee relations, and support civility in the workplace
- We will listen to all our people and use what we hear to make improvements
- We want all people to have fair experiences of work regardless of their individual characteristics.
- We will recruit a diverse range of people to reflect our communities; staff and patients.
- We will support our leaders to be inclusive

## 5 Theme 3: Working differently & Releasing Potential

We will support staff to work in a way that enables them to be as productive and satisfied at work as possible, using their skills and knowledge to make a difference, and embedding digital literacy. We will continue to develop new and transformational roles using our apprenticeships with partners through collaboration.

We are committed to ensuring that individuals have meaningful careers, with the right development and support.

We aim to embed skills in innovation and incremental improvement methodology into all of our roles.

We will actively plan for the future workforce working in partnership with providers of care and education to build the health and care workforce for the future.



## Our Commitments

### **‘Working Differently and Releasing Potential’**

- We will transform the People function to meet the needs of the future workforce.
- We help RUH people to fulfil their ambition and potential, through Talent management.
- We will support teams in using Improving Together day to day
- We will help our people to work successfully with new technologies
- We will help people be ready to work differently in new models of care
- We will create efficient and productive corporate services in partnership with others
- We will ensure all our staff have access to continuing professional development, supportive supervision and protected time for training.
- We will make different ways of working be safe and attractive.



## 5.4 Theme 4: Growing for the future

We recruit to reflect our communities, and develop our workforce to be agile. We know the importance of having a sustainable pipeline of staff for the Trust and the system, with sufficient nursing staff as well as the right number of staff across all disciplines in the health and care workforce.

We will work to create new roles to ensure that the needs of the population are met and that we are able to attract and retain a wide range of individuals who can bring uniqueness to our services.

We will create stability within a capable workforce through forward-thinking recruitment and retention strategies in partnership with others.

As a key organisation in the community we will set the standard as an employer of choice working with local education providers to shape the future.

### **Our commitments 'Growing for the Future'**

- We will, working with partners, develop a long-term workforce plan to meet the health and care needs of our population
- We will create, with partners, a pipeline of nursing staff and support roles
- We will have efficient and successful recruitment processes.
- We will develop our leaders and hold them to account in

## 6 Conclusions

We aspire to provide the very best care for those people in our communities who need it, and we know that this is achieved by having the best people, operating at the top of their knowledge and skill levels, in the right place. Our people need to feel valued and supported in their health and wellbeing throughout their lives.

We aspire to be *an outstanding employer where staff can flourish*. We know that this requires us to get the basics rights consistently so that we can support staff to build on their competencies, stretch themselves and have meaningful careers. Our People and Culture Strategy will be reviewed with key groups in our organisation on a regular basis, and across BSW to ensure that it remains fit to meet the needs of our people, and our clinical aspirations.

# RUH People and Culture Strategy 2022-27

## Action Plan and Metrics





# Health & Wellbeing

Key aims	Year 1: 2022-23 STRENGTHEN	Year 2: 2023-24 BUILD	Years 3-5 2024-27 CONSOLIDATE	
We will <b>improve staffing levels</b> so that people can enjoy being at work, and feel safe.	Reduce vacancies through permanent and temporary staff (staffing levels – watch measure). Improved bank : agency ratio fill for all shifts. International recruitment at scale (with ICS) Review annual leave uptake. Monitor improvements in absence rates (breakthrough) Improvements to staff facilities / rest areas. Improvements in Staff Survey data. Support ICS wide initiatives e.g. return to practice	International recruitment for all areas.  Reduction in vacancies as per trajectory (ward based nursing; cleaning; HCA)  Reduction in turnover in top vacancy areas (improving stability by 30%)	Stabilisation of turnover and vacancy levels	Turnover in top areas reduced to c10% (nursing; cleaning).  'Energy' score top quartile (MaD survey)
We will ensure that people <b>feel safe to speak up</b> , to share new ideas and work in innovative ways. People feel free of blame and criticism.  (Psychological safety)	Freedom to speak up training for all. Build coaching capacity (Leadership) Roll out Improving Together to all (inc. the People Directorate). Improving FTSUp Index score Imp Together Leadership behaviour training.	Refresh of Imp Together training Build further coaching capacity (Leadership) Annual improvement in Staff Survey reporting: - experience of violence and aggression in the workplace - engagement score (innovation and improvements to upper quartile)	Staff Survey: Safety Culture; Safe environment above average.	RUH is in the top quartile in staff survey Safety Culture and environment; FTSUp Index Score top quartile
We will listen to our people and help them stay well though <b>H&amp;WB conversations</b>	To support all staff to have an annual H&WB conversation and a Risk Assessment review annually	To support all staff to have an annual H&WB conversation and a Risk Assessment review 95% achieved	95% sustained	95% sustained
We will support people to be <b>well at work</b> and in their lives.	Review EAP service offer (impacted by Covid, demand/acuity, RUH H&WB strategy & People Plan promises) Q3 Grow practitioner power via ICS Health & Wellbeing Network collaboration & peer sharing. Q4 Establish Long-Covid support network Q3	Review the 'prevention' and 'self-care' offer to RUH people. Whole-self wellbeing @ point of induction Q2 Develop screening & intervention pathways for MSK problems & stress/anxiety/depression Q1	Review long-term conditions support for RUH people  Staff retention score (c90%)	Staff Survey H&WB 'Best' score.

# Inclusion & Belonging



Key aims	Year 1: 2022-23 STRENGTHEN	Year 2: 2023-24 BUILD	Years 3-5 2024-27 CONSOLIDATE	
We will create a <b>Restorative, Just and Learning</b> approach to employee relations, and support <b>civility</b> in the workplace	Working group; organisational wide approach built into policies and documents.  Embed just and learning training for all  A3 and emerging work programme on civility and compassion.	Provide training and coaching in 'productive conversations'. 25% Increase in productive conversations. Reduction in the number of grievances and disciplinary formal processes by 50%  Annual 0.1 increase in Staff Survey score Morale	FTSU Training for all (Q1 - 2024)	Best score in Staff Survey for Morale  Upper quartile score in Staff survey for E,D&I
We will <b>listen to all our people</b> and use what we hear to make improvements	Growth of networks and clear governance for influence to RUH strategy and plans (staff; governors; TUs)  Improve the response rates to all engagement surveys.	Growth of networks and clear governance for influence to RUH strategy and plans.  Improving staff engagement score.	Audit of network influence & actions	Top quartile for engagement in the NHS Staff Survey
We want all people to have <b>fair experiences of work</b> regardless of their individual characteristics.	Promote and grow the RUH Staff Networks seeking collaborations within the Trust and across the ICS  Expand Reciprocal Mentoring to encompass a minimum 5 protected groups	Recruitment to diverse Freedom to Speak Up champions.  Just & Learning training to reduce differentials in disciplinary processes and action	Improving indicators on 'Safe Environment' ie bullying and harassment from colleagues and patients; top quartile	Upper quartile score in Staff survey for E,D&I  No significant statistical difference between the 9 groups and comparators and in all areas e.g. pay; appointments; leadership roles promotions; disciplinary.
We will <b>recruit a diverse range of people</b> to reflect our communities; staff and patients.	Development and roll out of Values Based Recruitment (VBR) approach  Work across the ICS on a shared approach to VBR for consistency.  Recruitment and Selection training (see growing for the future).	Annual training on recruitment in line with national changes, RUH strategy and values.  Improve the diversity in leadership roles across all 9 groups; achieve Model Employer standards (ethnic background)  Drop-in clinics re recruitment good practice.		
We will support our <b>leaders to be inclusive</b>	Promote and grow the RUH Staff Networks seeking collaborations within the Trust and across the ICS  Coaching for inclusion with leaders  Expand Reciprocal Mentoring to encompass a minimum 5 protected groups	Coaching for inclusion with leaders	Model Employer targets met	Model Employer targets exceeded

# Working Differently & Releasing Potential

Key aims	Year 1: 2022-23 STRENGTHEN	Year 2: 2023-24 BUILD	Years 3-5 2024-27 CONSOLIDATE		
We will <b>transform the People function</b> to meet the needs of the future workforce.	.Socialise the NHSEI Future of the People Profession .Work with the ICS on developing strategic workforce planning capability. Q3/4 .Explore apprenticeship opportunities for all People services staff and promote in RUH and ICS.	.Undertake a capability & capacity review of RUH People Q1 .All people services staff to have a CPD plan. Q2 .Adopt apprenticeships for all staff without a professional qualification in people services	Monitor process against Regional People Board metrics.  50% of People function engaged in professional programme.		
We help RUH people to fulfil their ambition and potential, through <b>Talent management</b> .	.Develop a framework for Talent and Careers conversations to support RUH and ICS vision (portfolio approach). To include how to use the skills and aptitude that individuals bring and embed into job roles.	.Protected time for training, support for students and trainees .Talent conversations targeting 9 characteristics for inclusion and leadership development.	.Audit internal promotion by 9 characteristics. .25% of people have a career & talent conversation	20% leadership positions filled internally	
We will support teams in using <b>Improving Together day to day</b>	Develop leadership training and build capability. Facilitate Go Engage Team development sessions	Develop leadership training and build capability. Facilitate Go Engage Team development sessions			
We will help our people to work successfully with <b>new technologies</b>	Development partnerships with local education providers to create digital bravery, and literacy.	Monitor impact of development and training outcomes.	Improving staff survey results: Morale (4c; 6b), and Intention to leave 19a-c		
We will help people be ready to work differently in <b>new models of care</b>	OD work on agile thinking Explore apprenticeship possibilities in H&SCare	Working with ICS to create new roles (including apprenticeships) to support ICS vision (04.23)	Improving staff survey results: Morale (4c; 6b), and Quality of Care (7a-c)		
We will create <b>efficient and productive corporate services</b> in partnership with others	Engagement in Acute Care Alliance to build collaborative relationships	Review of services ICS partners (Acute Care Alliance & others) for high quality efficient services.	Improve productivity & release efficiencies across ICS – Model Hospital metrics		
We will ensure all our staff have access to <b>continuing professional development, supportive supervision and protected time</b> for training.	Integrate education and training releasing the time of educators and supervisor.  Create an effective learning environment for students Full and effective use of CPD funds	Benchmark with ICS use of CPD funds and embed lessons.	Turnover; staff Survey data		
We will make different ways of working be safe and attractive.	Establish an Agile Working Steering Group Undertake survey(s) Embed flexible working opportunities in all new posts (2021)	Work across ICS to create BSW ‘other working environments’ for greater flexibility Embed flexible working opportunities in all posts Monitor absence data (MSK; stress) Corporate Services.	All corporate areas operate in agile conditions across BSW	Staff survey	different ways of working safe and attractive.

# Growing For The Future

Key aims	Year 1: 2022-23 STRENGTHEN	Year 2: 2023-24 BUILD	Years 3-5 2024-27 CONSOLIDATE	
We will, working with partners, develop a <b>long-term workforce plan</b> to meet the health and care needs of our population	Work with the ICS on developing strategic workforce planning capability. Q3/4  Encourage and support returners to the workplace Maximise apprenticeship levy in ICS.	.Build capability at ICS level .Engage in ICS People Function, and HEE for performance measures. .Embed performance measures into People Dashboard . Maximise apprenticeship levy in ICS.	Reduction in agency spend: nursing to 4% in RUH (Model Hospital)	Improve nurse retention by 2% (reduce turnover & improve stability to 90%).
We will create, with partners, a <b>pipeline of nursing staff and support roles</b>	.Maximise return to practice opportunities. .Review Bank and Agency opportunities (commercial partners etc). .ICS collaboration International recruitment. .Allocate Rota efficiencies maximised. Agree tolerances for KPIs	.Improve the pipeline of nurses to secure increased supply annually (7-8%) .Work with ICS and education providers on new roles to meet strategy and care needs for local populations. .Allocate Rota efficiencies maximised. .Meet Allocate KPIs	Maintain Allocate KPIs.  Year-on-year reduction in sunsetting of apprenticeship levy.	No sunsetting of apprenticeship levy.
We will have <b>efficient and successful recruitment processes</b> .	Implement TRAC for improved candidate experience.  Review roles in NHS to be 'good work' for all.  Inclusive Recruitment and selection training for all appointing managers - recruiting to reflect our communities across all characteristics e.g. neuro diversity; ethnicity; sexual orientation	Develop an RUH Employer Value Proposition & Work with the ICS to create a BSW brand identity  Careers passport for all.  Review TRAC KPI across all recruitment areas (e.g. time to hire; interview to offer; offer acceptance)	High stability of new recruits (c.90% across all).  Improved KPI performance by 30%	Maintained stability of new recruits (c.90% across all).  Improved KPI performance by 35%
We will <b>develop our leaders and hold them to account</b> in their roles	Develop / adopt leadership competency framework Working with the national framework build a leadership development programme including coaching. Shape and contribute to BSW Academy offer – leadership, education, innovation, improvement, inclusion.	Embed and promote leadership competency framework Monitor leadership development programme update including coaching numbers .	Reducing people KPIs (grievances; disciplinaries). Improvements in numbers of appraisals; talent conversations; H&W & Risk assessments) Staff Survey 8g upper quartile.	



# Equality and Health Inequalities Impact Assessment

## People and Culture Strategy 2022-27

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# Equality and Health Inequalities Impact Assessment

## People and Culture Strategy 2022-27

1.	Name of Document	People and Culture Strategy 2022-27 (and Action Plan)
2.	Name of Division and title of lead member of staff.	Lead: Dr Claire Radley, People Directorate.
3.	Objectives of strategy	The aim of the People and Culture Strategy at the RUH, Bath is <i>'To be an outstanding place to work where staff can flourish'</i> , and directly supports the Trust Strategy and vision <i>'To provide the highest quality of care, delivered by an outstanding team who all live by our values'</i> .
4.	<p>Evidence and background information considered. For example</p> <ul style="list-style-type: none"> <li>• population data</li> <li>• staff and service users data, as applicable</li> <li>• needs assessment</li> <li>• engagement and involvement findings</li> <li>• research</li> <li>• good practice guidelines</li> <li>• participant knowledge</li> <li>• list of stakeholders and how stakeholders have engaged in the development stages</li> <li>• comments from those involved in the designing and development stages</li> </ul> <p>Population demographics for our workforce and local population, (B&amp;NES, Somerset and Wiltshire) are available through the following <a href="#">link</a>:</p>	<ul style="list-style-type: none"> <li>• Review of RUH people data (also seen in the internal KPIs) using our Improving Together methodology (A3)</li> <li>• staff surveys (Making a Difference, NHS National Survey, Agile working survey)</li> <li>• Workforce data trends inc. SOF/well-led; WRES; WDES; Model Hospital</li> <li>• Engagement from RUH people including staffside colleagues via topic based discussions (e.g. H&amp;WB interventions; agile working) in formal meetings. Internal meetings included: Staff engagement group; New Hospitals Programme – now Shaping a Healthier Future; H&amp;WBeing Steering Group; Leaders Forums; Strategic Workforce Committee; Partnership Forum; Governors meetings; Management Board; Staff Networks.</li> <li>• Informal engagement sessions such as RUH Leaders Forums</li> <li>• External stakeholders and influencers: GWH; SFT; WH&amp;C; BSW CCG; AWP; BaNES and Wilts Local Authorities via engagement with the ICS people agenda at OPDG; including the sub groups and the System Capability Group; NHSEI; NHS Employers.</li> </ul>
5.	<p>Who will be affected by the strategy</p> <p>I.e. does the policy/service change apply to staff, all patients, only certain patient groups, visitors etc.</p>	<p>All of the current and future staff at the RUH and any other staff groups who are included in the RUH family who agree that this strategy will apply to them e.g. Sulis Hospital Bath.</p> <p>The strategic principles also apply to students, volunteers and anyone visiting our site who can respectfully expect to be treated by staff who are living by the Trust values.</p>

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## How will the People and Culture strategy impact on our RUH people?

How will the strategy impact on:-	<p>Commenting on and assessing the Equality and Health Inequalities provisions.</p> <p><i>For each protected characteristic describe how equality and health inequalities considerations have impacted on the content of the strategy/ policy/ plan/ procedure/ service</i></p>
Inclusion and Belonging	<p>The People and Culture Strategy is aimed at reducing all differences in the lived experiences of our staff, and particularly where those differences are due to a protected characteristic(s).</p> <p>The Strategy and milestone activities are aimed at reducing and eliminating inequities through a range of interventions as well as cultural work that is aimed at influencing behaviours and attitudes in the workplace.</p> <p>The Strategic Theme Inclusion and Belonging is only one area that describes 'what' the Trust will work on to make improvements across the 9 characteristics. In certain areas there are specific reporting requirements (such as ethnicity; disability and gender) that require a particular organisational response. However, the strategy is clear that tackling discrimination; differentiated experiences and opportunities is a central theme. We have committed to monitor and report on progress through the Strategic Workforce Committee; People Committee and to Board of Directors where required.</p> <p>The impact of becoming an employer where everyone has equality of opportunity provides the best opportunity to be a provider of excellent care that best represents the needs of the community and individuals in it.</p>
<p>6.1 Age</p> <p>For most purposes, the main categories are:</p> <ul style="list-style-type: none"> <li>• under 18;</li> <li>• between 18 and 65; and</li> <li>• over 65</li> </ul>	<p>There are 5 key areas of the strategy influenced by age:</p> <ul style="list-style-type: none"> <li>• A need for career conversations for all</li> <li>• CPD plans and development for all</li> <li>• Risk Assessments (particularly 50 years+)</li> <li>• Requirements of the gender pay gap reporting where workers who have more opportunity to progress are able to earn larger incomes (specifically medical staffing and awards)</li> <li>• Flexible and agile working</li> </ul>
6.2 Persons with a disability as defined in the Equality Act 2010	<p>The requirements of Workforce Disability Equity Standards will be met by the strategic aims and plans. However, the strategy goes beyond these requirements in terms of the Trusts commitment to developing wider ranging job roles and opportunities to support individuals such as those with neurodiversity.</p>

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How will the strategy impact on:-	<p>Commenting on and assessing the Equality and Health Inequalities provisions.</p> <p><i>For each protected characteristic describe how equality and health inequalities considerations have impacted on the content of the strategy/ policy/ plan/ procedure/ service</i></p>
	The Equal Abilities Network (for staff with disabilities or long-term health conditions), and the group for staff with Long Covid will be a key resource in educating and influencing the plans.
6.3 People of different genders:	<p>The requirements of the Gender Pay Gap reporting will be met by the strategic aims and plans.</p> <p>Again the strategy goes beyond these requirements in terms of the Trusts commitment to developing wider ranging job roles and opportunities to support individuals with differing personal and family needs.</p>
6.4 People who are married or who have a civil partner.	The strategy does not differentiate based on marital or any other status of relationship (cohabiting; civil partnership; divorced).
6.5 Women who are expecting a baby, who are on a break from work after having a baby, or who are breastfeeding.	<p>The strategy commits to ensuring that staff experience a wide range of work life benefits free from discrimination. Including but not limited to:</p> <ul style="list-style-type: none"> <li>• career conversations for all, at midpoint or any other point during their careers</li> <li>• CPD plans and development for all</li> <li>• Risk Assessments &amp; Health and Wellbeing conversations</li> <li>• Requirements of the gender pay gap reporting where workers who have more opportunity to progress and do not take career breaks to have children are able to earn larger incomes (specifically medical staffing and awards)</li> <li>• Flexible and agile working</li> </ul> <p>Although this characteristic is not a 'woman-only' issue the Woman's Network will be a key source of guidance and experience to educate the progress of the plans.</p>
6.6 People of a different race, nationality, colour, culture or ethnic origin including non-English speakers, gypsies/travellers, migrant workers	<p>The requirements of the Workforce Race Equality Standard reporting will be met by the strategic aims and plans.</p> <p>The Model Employer requirements will be met and exceeded.</p> <p>There is no specific reference to non-English speakers, gypsies/travellers, migrant workers in the strategy. The strategy does not differentiate based</p>

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How will the strategy impact on:-	<p>Commenting on and assessing the Equality and Health Inequalities provisions.</p> <p><i>For each protected characteristic describe how equality and health inequalities considerations have impacted on the content of the strategy/ policy/ plan/ procedure/ service</i></p>
	<p>on these characteristics, but through the Staff Networks we will review the success of this aim.</p> <p>The Fusion Network (celebrating staff from all cultures, promoting diversity) will be a critical source of lived experienced for individual identifying with this characteristic.</p>
6.7 People with a religion or belief or with no religion or belief.	<p>The strategy does not differentiate based on religion or belief of with no religion or belief.</p> <p>The Fusion Network (celebrating staff from all cultures, promoting diversity) will be a critical source of lived experienced for individual identifying with this characteristic.</p>
6.8 People who are attracted to other people of:	<p>The strategy does not differentiate based on sexual orientation or identity. We will listen to feedback from the LGBT+ and Allies Network to assess the success and progress of the strategy and activities.</p>
6.9 Consider any other groups and risk factors relevant to this strategy.	<p>There is an emerging group(s) of staff who have been impacted by covid19 in different ways. Long Covid19 and mental health illness are long term issues that we need to provide different interventions for. The Strategy focuses on reviewing and redefining OHS and EAP services as part of the work to support these individuals.</p>
7.0 Please summarise the <b>potential positive and/or negative impacts of the strategy</b>	<p>There are some areas identified through the EHIA process that required further work. Specifically the engagement of the RUH (and Sulis) staff networks and other groups that identify with protected characteristics in order to check in, monitor and refine the work programmes.</p>

#### Action Plan for Mitigation / Improvement and Implementation

	Action	Lead	Timescale
<b>8.1</b> What are the key actions identified as a result of completing the EHIA?	To engage the Staff Networks in the themes and aims of the strategy. To review the strategy in light of any feedback gained.	CR & HB	Up to 1 November 2021. And then on a 6 monthly basis

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