

People and Culture Strategy 2024 to 2027

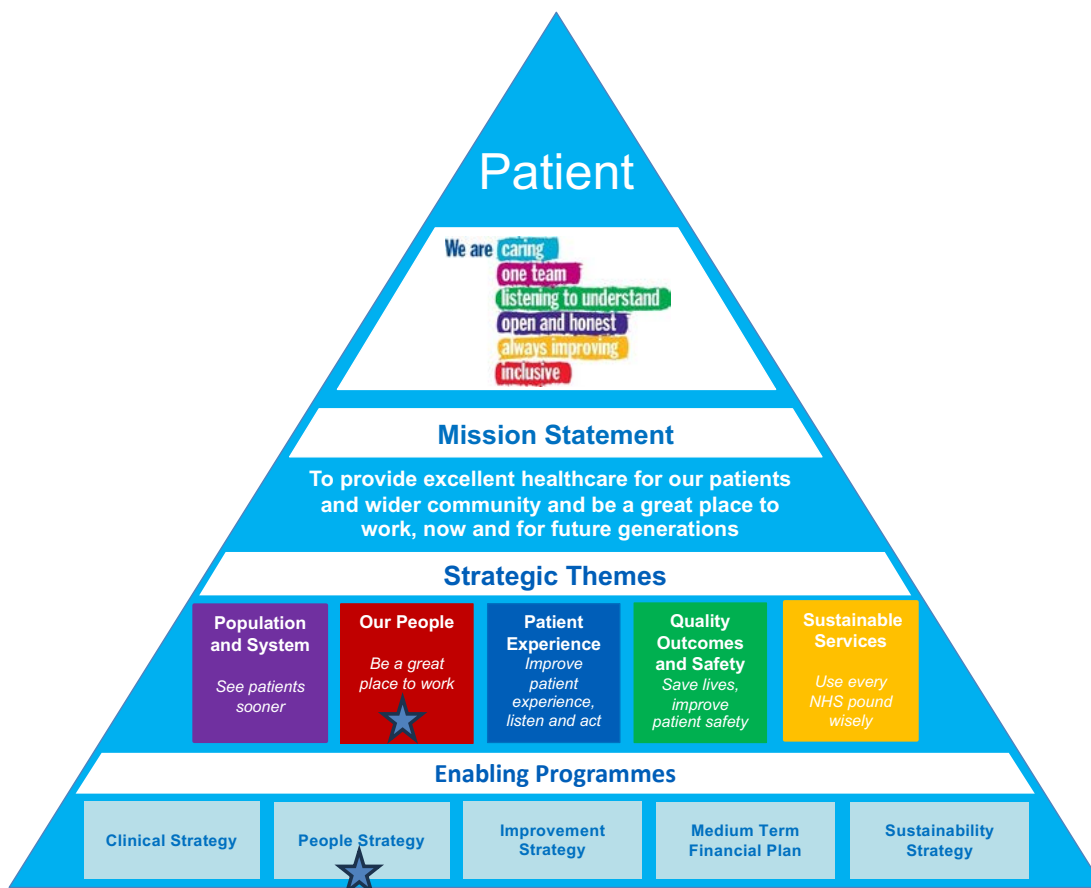


We are **caring** **one team** **listening to understand** **open and honest** **always improving** **inclusive**

1.0 Message to UHD colleagues

Thank you for taking the time to respond to the NHS staff survey and for participating in our recent listening events. Your commitment to putting patients first and making UHD a great place to work shines through in your honest feedback and ideas.

Our True North (see diagram below) sets out the values that we hold dear to our heart and confirms that you “our people” are at the centre of ensuring excellent healthcare for our patients and wider communities.



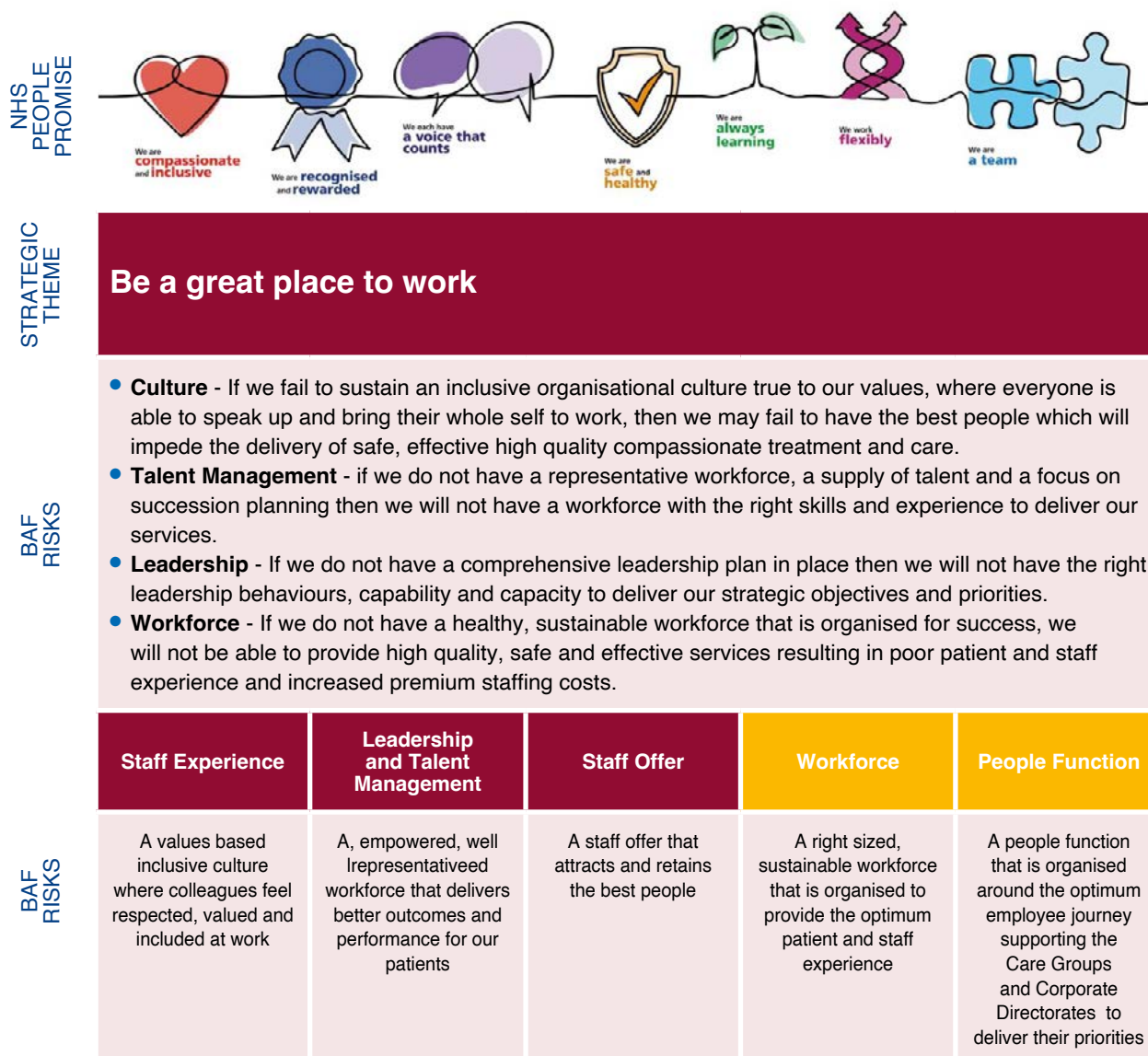
From your feedback we have identified that:

- We are on the right path in creating an inclusive culture true to our values, where everyone is able to speak up and be themselves at work. However, we have further work to do to stop colleagues from being subject to poor behaviours, discrimination and micro-aggressions from patients, the public and each other
- Personal development is important to you and we could be better at succession planning and talent management
- Your health and wellbeing is at the centre of how you perform at work and how you function outside of work. You have told us that we could do better at prevention with more timely access to support
- The culture around flexible working could be improved to better support service demands and your worklife balance
- The support that you get from managers is variable impacting on your experience at work

- The glass ceiling at band 6 is preventing a representative workforce at all levels of the Trust and there is further work to do to unleash the talent that colleagues bring
- Reducing our reliance on the temporary workforce and improving our time to hire will improve the resilience of the team and service that you work in

The People and Culture Strategy has been developed to respond to this feedback with 5 strands of work as set out in the following diagram.

People and Culture Strategic Framework



As we implement the strategy, we will ask you to tell us how it's going. But don't wait if there is something that would make a difference. Small changes at local team level can make a huge difference to how work feels so talk to your colleagues, your line manager and sign up to our Patient First journey.

2.0 Introduction

We are committed to creating a positive staff experience to help everyone thrive at work. We know from speaking to colleagues that there are many things we get right to create a great place to work, we also know that we do not always get everything right for everyone and this must change.

The strategy will create a positive staff experience where the communities we serve will see us as an employer of choice, attracting and retaining the best people.

Our commitment:

1. Our culture will be values based where colleagues feel they belong, they have a voice and feel valued and respected
2. Our workforce will be representative at all levels. Colleagues will be well led and empowered to deliver better outcomes and performance for our patients
3. Our staff offer will attract and retain the best people
4. Our workforce will be sustainable and organised to provide the optimum patient and staff experience
5. Our People and Culture function will be organised around the employee journey and will support teams across the Trust to deliver their priorities

Everyone at UHD plays a part in creating a great place to work. This is our strategy, and we are all responsible for creating a positive working environment. As we move forward with our plans, we will continue to invite colleagues to tell us how we are doing and how it feels working for UHD so that we can adapt and respond. On going communications and engagement with colleagues is vital and we value the contributions and perspectives our staff bring.

3.0 Who we are

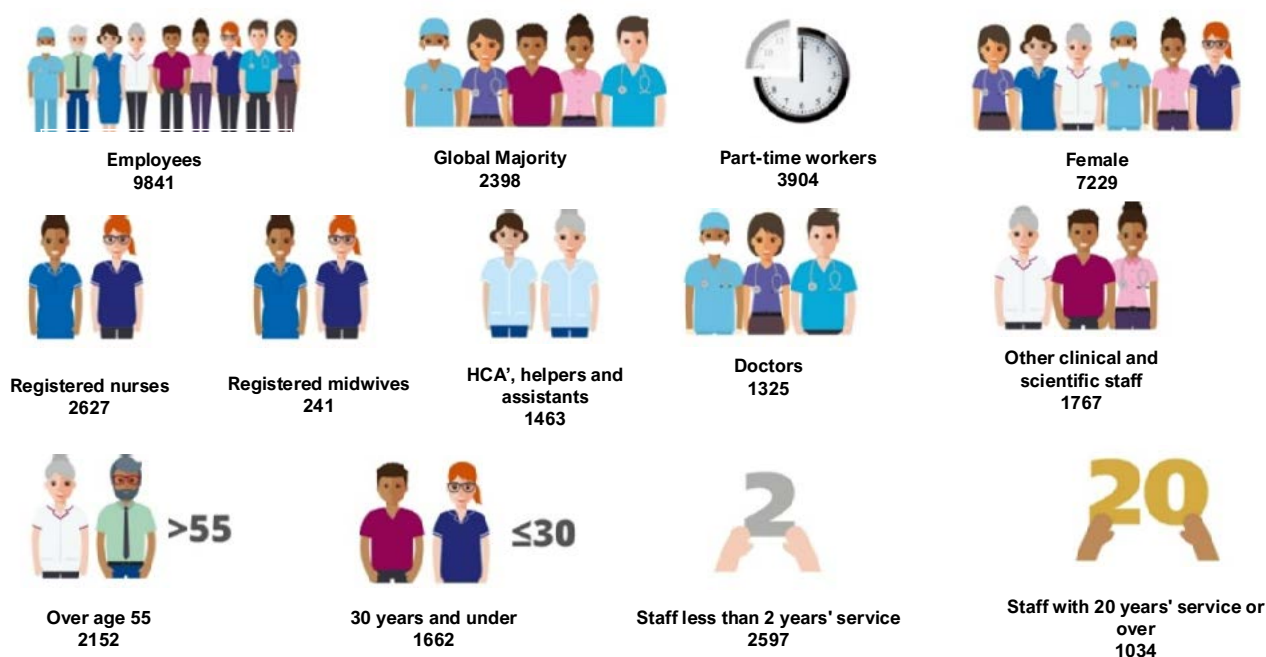
Our trust is comprised of three hospitals; the Royal Bournemouth Hospital, Poole Hospital and Christchurch Hospital, which merged on 1 October 2020, creating a new organisation.

Within UHD we pride ourselves on the delivery of safe and high quality care. Every single person working within this organisation makes a difference to the quality of care provided.

We have a number of exciting developments due to take place over the next few years, coupled with an ambitious transformation agenda. The Royal Bournemouth Hospital will become the major emergency hospital and Poole Hospital will become the major planned hospital, alongside other services provided for east Dorset. Christchurch Hospital incorporates the Day Hospital which provides rehabilitation for our older population, the Macmillan Unit which provides specialist palliative care, rheumatology, and dermatology.

Our workforce composition in numbers is set out in the infographic below.

WORKFORCE COMPOSITION IN NUMBERS



4.0 Context

Our strategy is underpinned by the NHS People Promise ([NHS England » Our NHS People Promise](#)).

We were pleased to see how we performed against the NHS People Promise in our 2023 staff survey results. When benchmarked with our peer organisations we performed about average in each of the seven elements.

Our strategy will also support the delivery of the NHS long-term workforce plan ([NHS England » NHS Long Term Workforce Plan](#))

Our strategy is aligned to the [One Dorset People Plan](#).

5.0 Our Strategy

Our 3 year strategy sets out our ambition to be a great place to work. We have identified 5 strategic priorities with 19 areas for improvement (programmes of work) which will help us to realise this ambition.

People and Culture Strategy on a page linked to Trust Strategic Themes					
Strategic Theme	Be a great place to work				
Strategic Enabler	People Strategy				
Priority	1 Staff Experience	2 Leadership and Talent Management	3 Staff Offer (Retention)	4 Workforce	5 People Function
Strategic Priorities	A values based inclusive culture where colleagues feel respected, valued and included at work	A representative, empowered, well led workforce that delivers better outcomes and performance for our patients	A staff offer that attracts and retains the best people	A right sized and sustainable workforce that is organised to provide the optimum patient and staff experience	A people function that is organised around the optimum employee journey supporting the Care Groups and Corporate Directorates to deliver their priorities
Programmes of Work	Team UHD (EDI) Plan	Leadership and Management Development Plan	Flexible and Agile Working Plan	Workforce Transformation Plan	Workforce Systems Corporate Project
	Behaviour Charter		Education, Learning and Development Plan (including widening participation and work experience)	Recruitment Plan	Temporary Staffing Model
	Culture Champions and Advocate Network Development	Talent Plan		Temporary Workforce Plan	HR Business Partner Model
	Care Group and Corporate Directorate Staff Experience Plans		Staff Welfare Plan		On Call Review
	Freedom to Speak Up Plan		Staff Health and Wellbeing Plan		
			Transforming Care Together People Ready Plan		
Cross Cutting work	Patient First				
	Values and Behaviour Framework				

The tables below set out the goals for the period 1 October 2024 to 31 December 2027 for each of our five priorities:

Priority 1: Staff Experience

Aim	Goals	Delivered Through
A values based inclusive culture where colleagues feel respected, valued and included at work	To have a representative workforce at all levels of the Trust	Team UHD Plan
	A behaviour charter which reflects our values, providing clear standards of behaviour that we expect from our staff, patients and visitors	Behaviour Charter
	To further embed our values and behaviours across all Trust sites	Culture Champions and Advocate Network
	To improve staff experience	Culture Plans
	To develop a culture of safety where all staff are encouraged to speak up, are listened to and the issues are followed up	Freedom to Speak Up Plan

Priority 2: Leadership and Talent Management

Aim	Goals	Delivery Workstream
An empowered, well led workforce that delivers better outcomes and performance for our patients	To improve the quality and consistency of leadership at all levels of the Trust	Leadership and Management Development Plan
	To recognise and unleash the previous knowledge and experience of all staff	Talent Management Plan

Priority 3: Staff Offer

Aim	Goals	Delivery Workstream
A staff offer that attracts and retains the best people	To be recognised as an employer of choice due to our approach to flexible and agile working	Flexible Working Plan
	Personal development is seen as a core part of our staff offer	Education, Learning and Development Plan
	The welfare needs of our staff are met (rest areas, changing facilities, catering facilities/ food outlets)	Staff Welfare Plan
	Staff health and wellbeing is seen as a top priority	Staff Health and Wellbeing Plan
	Managers have the knowledge, confidence and skills to support staff through change	Transforming Care Together People Ready Plan

Priority 4: Workforce

Aim	Goals	Delivery Workstream
A right sized and sustainable workforce that is organised to provide the optimum patient and staff experience	A right sized, sustainable workforce	Workforce Transformation Plan
	A recruitment plan that meets the future needs of the Trust	Recruitment Plan
	To reduce our reliance on the temporary workforce	Temporary Workforce Plan

Priority 5: People Function

Aim	Goals	Delivery Workstream
A people function that is organised around the optimum employee journey supporting the Care Groups and Corporate Directorates to deliver their priorities	Workforce IT systems that support the effective deployment of human resources	Workforce Systems Corporate Project
	A cost-effective temporary staffing model that meets the needs of the Trust	Temporary Staffing Model
	A strategic HR Business Partner model that pro-actively supports the Care Groups and Corporate directorates to develop and deliver their people and culture plans and priorities	HR Business Partner Model
	A trust wide On-Call Policy that is equitable and meets the needs of the Trust.	On Call Review

This is an ambitious strategy and will require the alignment of resources within the people and culture directorate to deliver all 19 goals. To help with this we have split the delivery of the strategy into 2 stages.

The first stage of the strategy will be focused on the following 10 outcomes by 31 December 2025

	Priority	Outcome	Key Performance Indicator	Baseline	Target by 31/12/2025
1	Staff Experience	To have a representative workforce	Increase in global majority representation at band 8a and above	6%	9%
2	Staff Experience	To be in the top quartile for the NHS survey results for: We are compassionate and inclusive, civility and respect	Measured through NHS Staff Survey	7.07	7.20
3	Leadership and Talent Management	To Improve the quality and compliance of appraisals	Appraisal compliance rate	72%	90%
4	Leadership and Talent Management	To improve the capability of middle managers (Band 6 and 7)	Percentage of middle managers who have attended leadership development	tbc	50%
5	Staff Offer	Improvement in NHS Staff Survey question “My organisation takes positive action on health and well-being”	Measured through NHS Staff Survey	56%	60%
6	Staff Offer	To have a stable staff turnover rate throughout the Transforming Care Together programme	Staff turnover rate	10.6%	10.6%
7	People Function	The new Bank and Agency model to be in place and operational by 30 June 2025	n/a	n/a	n/a
8	People Function	The new HR Business Partner model to be in place and operational by 1 April 2025	n/a	n/a	n/a
9	People Function	To be better than our peer group average for our time to hire	Average time to hire	68 days	60 days
10	People Function	A harmonised On-call Policy and availability rates are in place by 31 March 2025	n/a	n/a	n/a

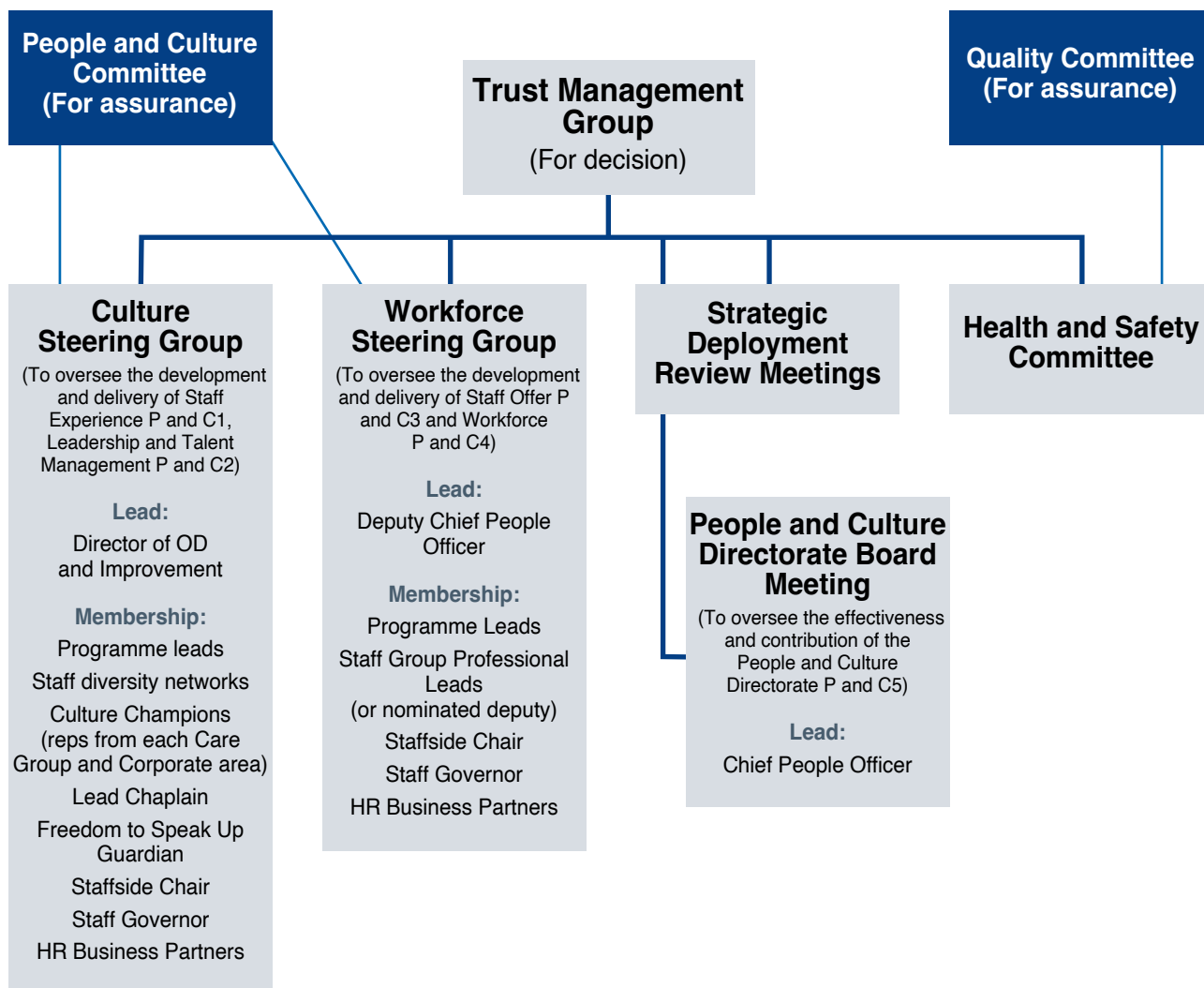
The second stage of the strategy will be focused on the following 9 outcomes by 31 December 2027

	Priority	Outcome	Key Performance Indicator	Baseline	Target by 31/12/2025
1	Staff Experience	To have culture plans in place at specialty and corporate directorate level which are regularly reviewed through Care Group/ Corporate Service Board meetings	Number of culture plans	tbc	100%
2	Staff Experience	To be in the top quartile for the NHS staff survey question “if I spoke up about something that concerned me, I am confident my organisation would address my concern	Measured through staff survey	50.6%	56%
3	Staff Experience	To recruit at least 50% of our workforce as culture advocates	Number of culture advocates (as percentage of total workforce)	<10%	>50%
4	Staff Offer	To achieve Timewise accreditation for our culture and approach to flexible working		n/a	n/a
5	Staff Offer	Staff welfare is seen as a top priority for the Trust	Measured through staff survey	n/a	n/a
6	Staff Offer	Every member of staff has a personal development offer (including mandatory training, essential to role training, continued professional development and personal development)	Percentage of staff with a personal development offer	tbc	100%
7	People Function	To reduce our vacancy rate	Staff vacancy rate	8.6%	<5%
8	People Function	To reduce our reliance on the temporary workforce	Bank and agency WTE as percentage of total WTE	11%	5%
9	People Function	3 year workforce plans are in place for all service and corporate areas	Number of approved workforce plans in place	tbc	100%

6.0 Governance structure

The delivery of our strategy will be overseen through the following governance structure.

Proposed Governance Structure



Regular progress reports will be provided to the Trust Management Group and People and Culture Committee.

7.0 Summary

This is an ambitious strategy that puts our people at the centre of ensuring excellent healthcare for our patients and wider community. UHD is already making strides in being a great place to work and this strategy will ensure we are an employer of choice into the future.