

Report to:	Public Board of Directors	Agenda item:	16
Date of Meeting:	6 March 2024		

Title of Report:	RUH People Plan update
Status:	For information
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Appendix:	Appendix 1: Delivering the RUH People Plan - update slides, March 2024

1. Executive Summary of the Report

The RUH Board agreed the RUH People Plan in 2022/23, and it was agreed that the Board would receive regular updates on this significant portfolio of work.

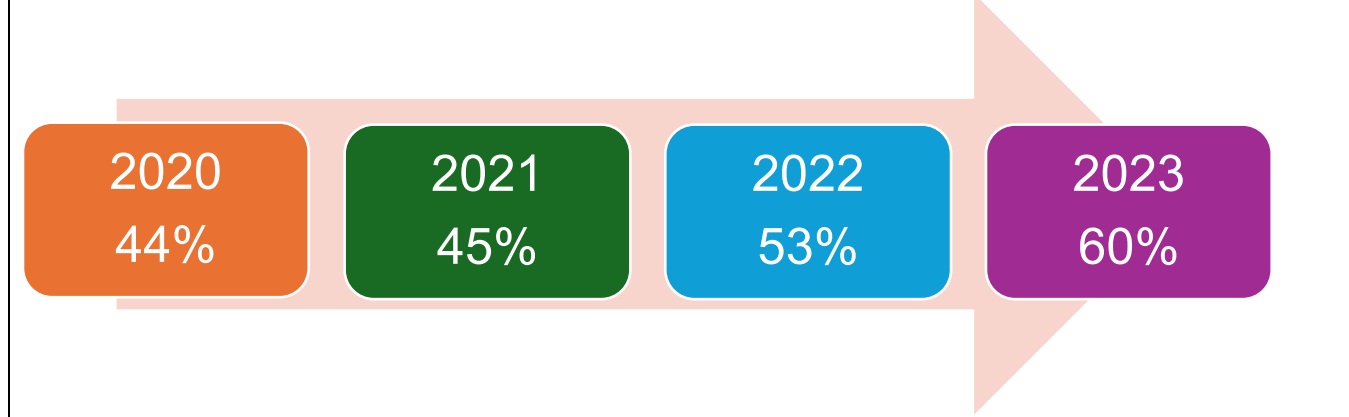
Context

The RUH vision is the ‘You Matter’ strategy, a core element of which is that ‘people are at the heart of everything we do; our strategic aim for the ‘People We Work With’ is:

- Demonstrating our shared values with kindness, civility, and respect.
- Taking care of and investing in teams, training, and facilities to maximise our potential.
- Celebrating our diversity and passion to make a difference.

Our key measure is ‘Percentage of staff recommending the RUH as a place to work’.

To facilitate better data, a key underlying target is improving the response rate to the survey:



The RUH has a target to be in the top 3 nationally for “recommended as a place to work” as there is a direct link between this metric and high patient safety and care quality outcomes. We have seen an improvement to 68% (of the 60% people who responded to the survey) would recommend the RUH as a place to work.

The People Plan is designed as a portfolio of work with eleven programmes as the opportunity to create an environment in which people feel able to recommend the RUH as a place to work requires a balanced approach; no one element, on its own, will improve experience for the RUH workforce.

The slide pack at Appendix 1 provides an overview of:

- The People Plan – with the main elements of Capacity, Capability and Culture.
- Snapshot of key data from the 2023 Staff Survey.
- How the People Directorate has reorientated to deliver the People Plan.
- The eleven programmes of work to underpin delivery.
- Key data items and the People Plan response.
- Progress and next steps.
- Risks and how these are being mitigated and managed.

2. Recommendations (Note and Discuss)

The Board is asked to note progress against the agreed People Plan, the workforce risks being addressed, and how the People Plan addresses workforce risks.

3. Legal / Regulatory Implications

Workforce issues have many legal and regulatory implications; of particular significance are the employment law aspects relating to equality of opportunity.

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)

Workforce risks are captured in the BAF.

5. Resources Implications (Financial / staffing)

Workforce is the biggest cost associated with delivery of services; workforce costs constitute a high proportion of financial turnover. The People Plan is designed to support improvements in productivity, aligned with the RUH Transformation Programme and Improvement Plan, and to demonstrate improvements in efficiency in the RUH workforce.

Delivery of the People Plan requires leadership from across the RUH; this effort is underpinned by the People Directorate. The work to improve how the People Directorate itself functions is well underway, using resources agreed by the Executive Team. Evaluative work will underpin the benefits realisation and return on investment analysis.

6. Equality and Diversity

There are significant challenges regarding equality, diversity, and inclusion for all RUH staff – the People Plan seeks to address these challenges by setting out a five-year programme of improvement, underpinned by an Equality Impact Assessment each year, through the Equality Delivery System (EDS) and Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES), Gender Pay Gap analysis and the National Staff Survey.

7. References to previous reports/Next steps

The Board received and agreed the RUH People Plan in 2022/23. The intention is to give regular updates, twice a year.

8. Freedom of Information

Public

9. Sustainability

The behaviour of our workforce can support our approach to environmental sustainability.
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10. Digital

There are significant opportunities for the RUH Workforce to make better use of digital opportunities and this plan is designed to support delivery of the RUH Digital Strategy.
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Examples of this include:

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| <ul style="list-style-type: none">• Digitalising the recruitment process and temporary staffing processes.• Digital support to the whole workforce through the introduction of a 'People Hub'.• The RUH Learning Management system, 'LearnTogether'. |
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Delivering the RUH People Plan

Board Update
6 March 2024



The RUH, where you matter

Background

The RUH Board agreed the new **RUH People Plan** in 2022/23 and agreed to receive regular updates.

Our strategic aims for the 'People We Work With':

- Demonstrating our shared values with kindness, civility and respect.
- Taking care of and investing in teams, training, and facilities to maximise our potential.
- Celebrating our diversity and passion to make a difference.

The RUH, where you matter



The people we work with

Highlights from the NHS National Staff Survey 2023



Royal United Hospitals Bath
NHS Foundation Trust

68%

of colleagues would recommend the RUH as a place to work



65%

of colleagues feel safe to speak up about anything that concerns them in the RUH



78%

of colleagues said that care of patients/service users is the organisation's top priority



60% response rate that's 3647 RUH colleagues

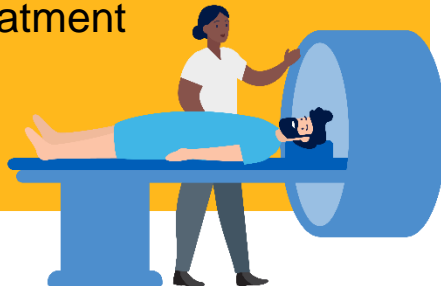
76%

of colleagues are able to make suggestions to improve the work of their team



71%

of colleagues would be happy with standard of care provided by organisation, if a friend/relative needed treatment



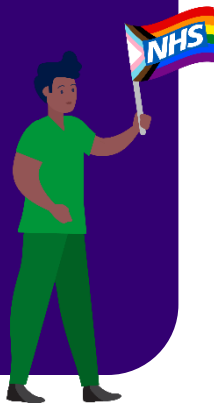
76%

of colleagues think that other colleagues are kind & understanding to one another



Compared to 2022, out of 97 questions:

52 are significantly improved
44 have no significant difference
1 has significantly declined
- Organisation offers me challenging work has declined from 74% to 72%



'Enabling' Actions

Significant progress has been made with 're-orientating' the People Directorate to deliver the People Plan; the People Committee receives a 'Fit for Purpose' update on the People Directorate at each meeting.

The People Directorate continues to move from reactivity to strategic pro-activity and now has **four teams aligned to the People Plan and eleven programmes of work.**

- **Team One – Talent Acquisition and Capacity:** includes driving improvements in Bank Worker usage, Agency usage reduction and rostering improvements.
- **Team Two – Capability:** includes introducing workforce planning, the wellbeing of the RUH workforce and learning and development (including clinical skills).
- **Team Three – Culture:** includes driving improvements in the Staff Survey results, staff experience, leadership development and equality, diversity and inclusion.
- **Team Four – Programmes and Partnership:** includes overall delivery and evaluation of the People Plan Programmes, 'People Basics Matter', 'Restorative, Just and Learning' practices, and introducing the RUH People Hub as a focal point for people queries.

Programme Approach

The People Plan constitutes a portfolio comprising eleven programmes of work, each with a suite of projects, most are showing tangible progress.

Each programme has:

- An overall description “programme on a page” to communicate the vision.
- Project Plans to underpin.
- Key Performance Indicators (KPIs) – which are tracked at Board (through the Integrated Performance Report (IPR), People Committee (through the People Plan Dashboard), Performance Review Meeting (PRM), and at Divisional level (with drill-down to service / team level as required).

The next stage is to devise benefit realisation plans and evaluation mechanisms; to track the impact of People Plan delivery.

The Eleven Programmes

People Plan elements– Programme Level

1. People-friendly processes underpinned through digital solutions.
2. Restorative, Just & Learning / civility and kindness.
3. **Culture** – Employee experience and engagement.
4. **Culture** – Employee equality, diversity & inclusion (EDI)
5. **Culture** – Compassionate leaders.
6. **Capability** – Employee health and wellbeing.
7. **Capability** – Employee learning and development.
8. **Capability** – Workforce Planning.
9. **Capacity** – Improvement through collaboration.
10. **Capacity** – Talent acquisition to optimise capacity.
11. **Capacity** – Enhancing temporary staffing and minimising agency usage.

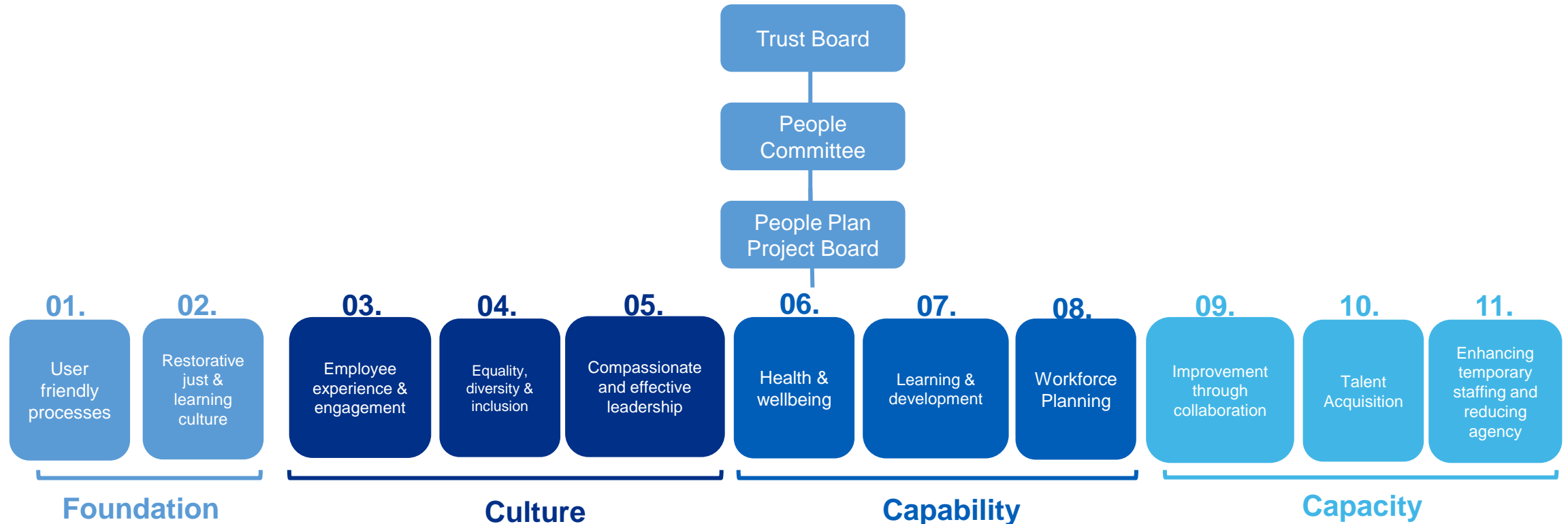
Programme and project management approach to delivering the People Plan – we will be reporting to the People Committee against the *eleven programmes, each comprising a set of projects – with associated KPIs and evaluation.

This approach will be refined and improved in consultation with the People Committee.

**There will be a strong interface with some People Plan Programmes across to the RUH Improvement Programme.*

The people we work with

People Programme Governance



- **December 2023** – First meeting of People Plan Project Board which agreed the terms of reference.
- **January 2024** – Finalisation of briefs for all the eleven programmes of activity within the People Plan.
- **February 2024** – Agree programme briefs at People Plan Project Board and finalise delivery plans for 2024/25.
- **March 2024** – Update from People Plan Project Board to People Committee.

Balanced scorecard

People Plan Balanced Scorecard – data items / KPIs for each programme

People friendly processes

- Communications
- Hydration / Nutrition
- Getting pay right
- Workforce accommodation
- Space for rest breaks
- Reasonable adjustments
- Childcare
- Gym / exercise

Restorative, Just and Learning

- Numbers of cases
- Time to resolve
- Case-related equality data

Culture – Employee Experience

- Staff Survey – ‘Recommending RUH as a place to work’.
- Quarterly ‘Pulse’ data.
- Appraisal data.

Culture – EDI

- Demographics
- WRES and WDES
- Promotion / progression data.

Culture – Leadership

- Number of managers/span of control
- New manager induction and managerial training
- Succession plans

Capability – Wellbeing

- Sickness data
- Number of employees with healthchecks
- Vaccinations

Capability – Learning and development

- Mandatory training
- Skills training
- Clinical skills and CPD.

Capability – workforce planning

- Workforce numbers and cost
- Apprenticeships
- Starters and leavers

Capacity – Collaboration

- Joint projects underway (BSW / AHA)
- Reservist Model
- Shared policies

Capacity - Talent Acquisition

- Vacancy levels
- Time to hire
- Retention in first year

Capacity – Temporary staffing

- Bank Worker usage
- Agency Worker usage
- Rostering data

Linkages to transformation and improvement plans

Transformation

Programme Five – Leadership – our leadership development plans include equipping leaders and managers with transformation skills (building on the ‘Improving Together’ programme).

Programme Eight – Workforce Planning – our workforce planning programme includes training in the Calderdale methodology, to enable service and team-led (‘bottom-up’) workforce planning.

Improvement

Programme Five – Leadership - our leadership development plans include familiarising our leaders and managers with their responsibilities regarding budget management and their support to Improvement Plan schemes (in partnership with Finance colleagues).

Programme Eight – Workforce Planning - our workforce planning programme includes a linkage to the ‘whole-time equivalent’ WTE reductions being required of us by the challenging financial environment.

Programme Eleven – Temporary Workforce - our temporary workforce projects include work to minimise the usage of ‘Bank’ workers and agency usage.

How the People Plan addresses workforce risk

We have reviewed the workforce risks in the Board Assurance Framework and are documenting the management / mitigating plans and sources of assurance –so that the linkages between the BAF and People Plan delivery are strengthened.

Risk 2.1: Failure to reduce levels and incidences of discrimination against staff, especially relating to race, religion, gender, sexuality and/or, disability, could inhibit some staff from gaining a sense of ownership and commitment to the RUH and result in dissonance with the You Matter Strategy, which could adversely affect recruitment, retention, and engagement.

Risk 2.2: Failure to carry out multi-professional workforce planning could drive up pay costs and place the RUH at a disadvantage in challenging labour market conditions, particularly regarding registered nursing skills and an over-reliance on the international labour market, and an over-reliance on Bank and Agency Workers, which also increases pay bill. This risk is heightened if there is a failure to ensure strong linkages across from the People Plan to the Transformation Programme, particularly regarding workforce planning and links to the NHS Long Term Workforce Plan. The risk could adversely impact efforts to improve performance and achieve financial sustainability and could adversely affect organisational reputation and employee engagement.

Risk 2.3: Failure to develop an open, transparent and 'safe' culture (including safety from violence) could inhibit some staff, particularly disabled staff and those facing detriment from racism, those who are in lower paid roles, and those who work unsociable hours, from feeling able to raise concerns relating to patient care, staff safety and wellbeing. This risk could adversely affect patient outcomes, staff welfare, the RUH reputation, and sustainability.

Risk 2.4: Failure to provide effective management and leadership development, and succession planning, could lead to inconsistencies in the way we lead people and drive improvement and productivity. This risk could result in an adverse culture and/or to making cultural improvements unsustainable, which could lead to poor Staff Survey results, higher staff turnover and which could adversely affect patient care and outcomes, staff health and wellbeing, and workforce productivity and cost.

Summary - RUH People Plan



Restorative Just & Learning / Civility & Kindness

People-friendly processes

The RUH, where you matter

The People Plan provides a coherent, achievable and measurable framework within which we can deliver a great place to work – **that people at the RUH feel able to recommend.**

Crucially, research and evidence shows that people who are thriving in their workplace deliver better care.

Whilst the timeframe for this programme of work spans several years – good progress is being made.

The RUH People Plan is entirely compatible with, and will support the RUH to respond to, the NHS Long Term Workforce Plan and 24/25 Operational Plan.

The Board and People Committee receive regular updates on KPIs and trends. The framework to evaluate impact and benefit is being developed.

The **people** we work with