

Report to:	Public Board of Directors	Agenda item:	17
Date of Meeting:	6 September 2023		

Title of Report:	RUH People Plan update
Status:	For information
Board Sponsor:	Alfredo Thompson, Director for People and Culture
Author:	Jane Dudley, Deputy Director for People and Culture
Appendix:	Delivering the RUH People Plan - update slides, July 2023.

1.	<p>Executive Summary of the Report</p> <p>The RUH Board agreed the RUH People Plan in July 2022, and it was agreed that the Board would receive regular updates on this significant programme of work.</p> <p>The slide pack at Appendix 1 provides an overview of:</p> <ul style="list-style-type: none"> • The People Plan – with the main elements of Capacity, Capability and Culture. • The Programme of work being developed to underpin delivery. • Progress and next steps. • Risks and how these can be mitigated and managed. <p>Context</p> <p>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:</p> <ul style="list-style-type: none"> • Demonstrating our shared values with kindness, civility and respect all day every day. • Taking care of and investing in teams, training, and facilities to maximise our potential. • Celebrating our diversity and passion to make a difference. <p>Our key measure is ‘Percentage of staff recommending the RUH as a place to work’.</p> <p>Feedback from the 2022 Staff Survey indicated people gave broadly ‘above average’ feedback about their experience of working at the RUH; however, our aspiration is to be at, or near, the very best.</p> <p>In 2022 62% of the circa 3000 people who replied to the annual Staff Survey indicated that they would recommend the RUH as a place to work; the intention of the People Plan is to raise that percentage year-on-year, both by increasing the number and diversity of people responding to the survey, and by increasing the proportion of people who feel able to recommend the RUH as a place to work.</p> <p>Whilst it is not yet possible to measure the outcomes of work that has been done since the last update to Board, below please find high level summary of key achievements:</p> <ol style="list-style-type: none"> 1. Vacancy levels – these have increased because of new funding and all 120 international nurses’ recruitment vacancies have been filled. We are expecting the last cohort to arrive in November 2023.
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- 2. **Mandatory training compliance** - The launch of the new digital platform has been well received with 3,838 colleagues accessing the platform. This has led to 8,511 courses completed resulting in a 1.3% increase in compliance.
- 3. **Agency reduction** - focus on stopping the use of Off Framework Agency has led to Estates and Facilities now using 'Framework' only agencies
- 4. **Staff Experience:** We have seen an increase in overall staff engagement score from 6.63 (April 2023) to 6.75 (August 2023). This has been largely due to an increase in staff motivation (6.89 compared to 6.72); Involvement Score (6.75 compared to 6.68) and Advocacy Score (6.62 compared to 6.47).
- 5. **Equality, Diversity and Inclusion:** The launch of our Positive Action Development programme, Routes to Success, has been well received by our Global Majority colleagues. The programme has been designed for anyone from a Global Majority background currently working in band 5/6 role. We funded 18 spaces and received over 53 applicants. This demonstrates the need and desire to develop our People. We have also seen an increase the percentage of staff reporting experiencing discrimination at work from a manager/team leader or colleague (17% compared to 13%). We expect this to increase as we build awareness of discrimination and create a culture where it is safe to raise concerns.

2. Recommendations (Note and Discuss)

The Board is asked to note progress against the agreed People Plan, the risks to delivery, and how these risks are being mitigated and managed.

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 corporate risk register and 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 Transformation Programme, 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 July 2022. The intention is to give regular updates, twice a year.

8. Freedom of Information

The RUH People Plan has elements which are of significant sensitivity, particularly regarding workforce risk, and so this up-date report is made to a private session of the Board.

9. Sustainability

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

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. Examples of this include:

- 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'.

Delivering the People Plan

Update briefing for the RUH Board
6th September 2023

Alfredo Thompson,
Director for People and Culture



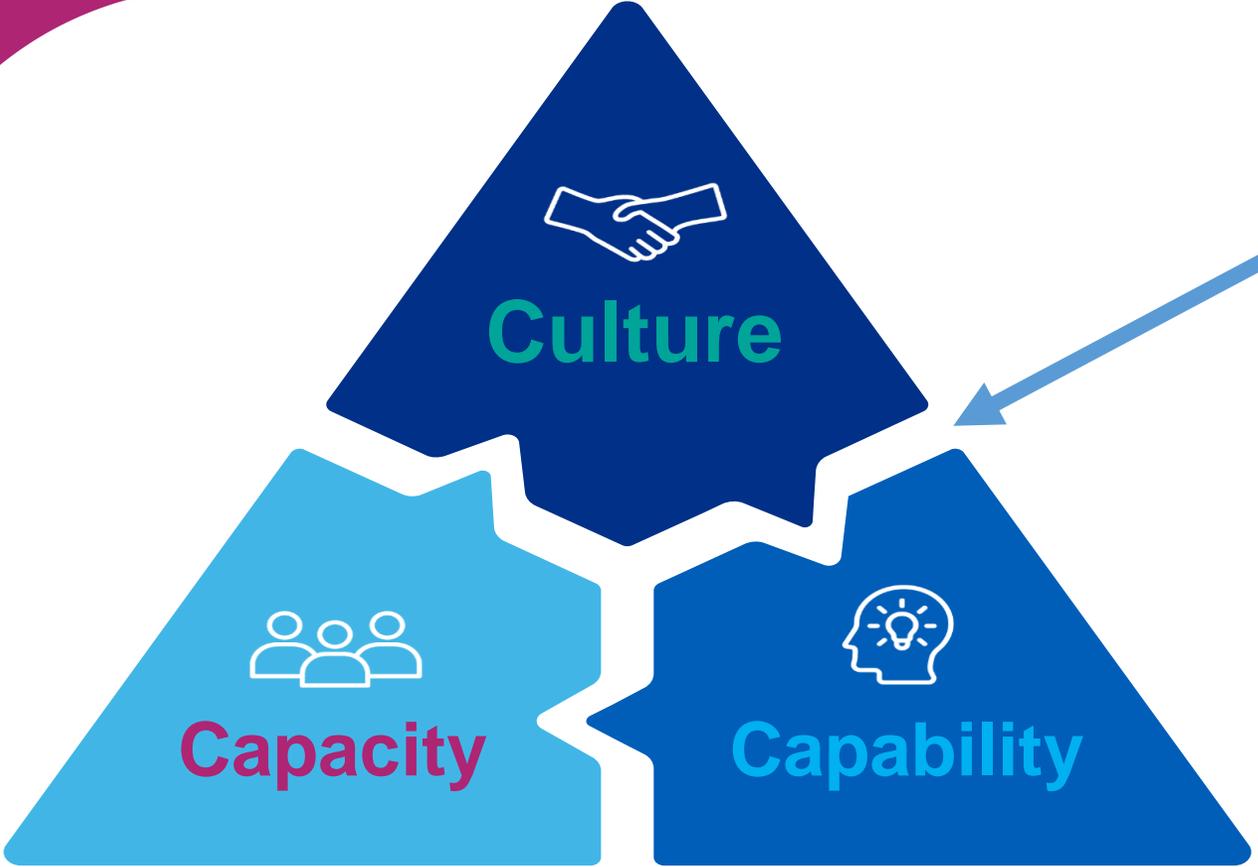
The RUH, where you matter

Background

- The Board agreed the new **RUH People Plan** in July 2022 and agreed to receive regular updates.
- Our strategic aim for the ‘**People We Work With**’:
 - Demonstrating our shared values with kindness, civility and respect all day every day.
 - Taking care of and investing in teams, training, and facilities to maximise our potential.
 - Celebrating our diversity and passion to make a difference.



RUH People Plan



NHS Long Term Workforce Plans

TRAIN: Increasing 'new workforce' through training.

RETAIN: Encouraging people to stay in the NHS.

REFORM: Improving productivity.

The RUH, where you matter

The **people** we work with

Progress with the RUH People Plan

This Board update covers two main elements of progress:

1. 'Enabling' actions.
2. Programme updates.

'Enabling' Actions

- Since the last up-date (January 2023) significant progress has been made with 're-orientating' the People Directorate to deliver the People Plan.
- The People Directorate has worked in a reactive way, to-date, most colleagues have been focused on reacting to workforce gaps and problems, rather than taking anticipatory and/or preventative action.
- Changes to the structures are designed to change how the Directorate functions, ensuring that the whole team is improvement-oriented:
- Progress:
 1. The current People Directorate teams received proposals for change in April and were involved in co-designing the new structures and ways of working.
 2. An Outcome Report was issued in May and work is underway to make the changes.
 3. The People Directorate now has **four teams aligned to the People Plan.**

This team leads on overall Programme Management approach and on 'partnering' through Divisional People Partners

Programme 1: User Friendly Processes

Programme 2: Restorative Just & Learning Culture/Civility & Kindness

Restorative Just & Learning Culture/Civility & Kindness

User friendly people processes

Led by Associate Director:
- Matt Foxon (commencing
in September 2023)

- Redesign:
 - Recruitment
 - Induction/On Boarding
 - Appraisals
 - On Line Learning
 - Bank Booking process

- Kindness and Civility week
- Benchmark review of formal employment cases per 1000 employee (4:1000)



Culture
Compassionate,
diverse and
inclusive

Led by Associate Director:
- Ben Padfield

Programme 3: Staff Experience and Engagement

- Launched RUH's Culture and Leadership Programme
- Launched 'Getting Basics Right' programme
- Launched updated 'Behaviours Framework'

Programme 4: Diverse and Inclusive

- Launched EDI Board development sessions
- Launched RUH Positive Action Development Programme
- Re-launch of staff networks each with an Executive SRO

Programme 5: Compassionate leaders

- Launched 'You Matter: Leadership Development Programme' aimed at Divisional Triumvirates and Corporate Deputies

The RUH, where you matter

The people we work with



Led by Associate Director:
- Helen Back

Programme 6: Health & Wellbeing

- Scoping and approval of investment into Burnout reduction programme
- Continued focus on NHS Health Checks
- Robust Financial Support offer
- Better understanding of Occupational Health productivity

Programme 7: Maximising potential

- Launched our new digital Learning Management Platform: Learn Together
- New Leadership Framework for all levels of the organisation
- Refocus on Clinical Skills

Programme 8: Workforce Planning

- Recruited new Workforce Planner
- Agreed to fund 'Calderdale Model' aligned to BSW Workforce Transformation methodology



Capacity
New ways of
working and
delivering
care

Led by Associate Director:
- Eugenie Mellon

**Programme 9-
Maximising collaborative
working across BSW /
BNSSG**

- Collaborative coaching for five Chief People Officers across BSW
- Collaborative scoping exercise for transforming People Services

**Programme 10-
Recruitment, values-based
selection, on-boarding and
a supported first year**

- Digital Talent Acquisition
- Improved Time to Hire measures
- Redesigned Induction and On-Boarding Process

**Programme 11-
Temporary Staffing**

- Reduction of Agency spend collaborative work across BSW
- Redesigning RUH Bank Service
- Joined Locum's Nest National Collaborative Bank

Programme Approach

- Since the last up-date (January 2023) significant progress has been made with developing the 'Programme' approach to deliver the People Plan.
- The eleven programmes of work are defined, and most are showing tangible progress. Each will have:
 - Project Plans to underpin.
 - Key Performance Indicators (KPIs) – tracked at Board (through the Integrated Performance Report (IPR), People Committee (People Committee Dashboard), Performance Review Meeting (PRM), and at Divisional level (with drill-down to service / team level as required).
 - Benefits realisation plans and evaluation mechanisms; to track the impact of People Plan delivery.
- At present, because the Programme Architecture is still being developed most Programmes are showing as **'Amber'** or **'Red'**.

People Plan elements– Programme Level	Programme RAG - July 2023
1. User friendly people processes, including ‘getting the basics right’.	Amber – project plans being prepared. KPIs being confirmed. Benefits realisation required.
2. Restorative, Just & Learning / civility and kindness.	Amber – project plans being prepared. KPIs being confirmed. Benefits realisation required.
3. Culture – Employee experience and engagement.	Amber – project plans being prepared. KPIs being confirmed. Benefits realisation required.
4. Culture – Employee equality, diversity & inclusion (EDI).	Red – project plans developed. KPIs give cause for concern. Benefits realisation required.
5. Culture – Compassionate leaders.	Amber – project plans being prepared. KPIs being confirmed. Benefits realisation required.
6. Capability – Employee health and wellbeing.	Amber – project plans being prepared. KPIs being confirmed. Benefits realisation required.
7. Capability – Employee learning and development.	Amber – project plans being prepared. KPIs being confirmed. Benefits realisation required.
8. Capability – Workforce Planning.	Red. Project plans not yet initiated.
9. Capacity – Improvement through collaboration.	Green. Collaboration underway. Not anticipated to have early impact on RUH KPIs.
10. Capacity – Talent acquisition to optimise capacity.	Amber – project plans being prepared. KPIs being confirmed. Benefits realisation required.
11. Capacity – Enhancing temporary staffing and minimising	Amber – project plans being prepared. KPIs being confirmed. Benefits realisation required.

Programme highlights and exception reports.

People Plan Programmes

Programmes Highlights and Exception Reports

1. User friendly people processes, including 'getting the basics right'.

What is going well:

- We are making better use of technology to streamline and improve processes and are developing plans for further digitalisation, whilst recognising the need for a 'human voice' to resolve some issues.
- We have defined the 'basics' including hydration, food, access to rest spaces, access to changing facilities, access to exercise facilities and we are making progress on all of these, in collaboration with the Strategy and Estates and Facilities Directorates.

What needs to be improved:

- The pace of change for the 'basics'; we need to have all the fundamental things that make the RUH a good place to work, in place for everyone, as soon as we can.

2. Restorative, Just & Learning / civility and kindness.

What is going well:

- We have promoted kindness and civility and have another 'civility week' coming up soon.
- Our Restorative, Just and Learning work is well underway; the team use the R,J & L approach and paperwork for new HR Case Work and are refining it as new challenges arise.

What needs to be improved:

- Our R,J & L policies are not quite fully developed – work is underway. We have had many very serious challenges to address during 2023.
- We need processes to evaluate the impact of R, J & L.

Programme highlights and exception reports.

People Plan Programmes	Programmes Highlights and Exception Reports
<p>3. Culture – Employee experience and engagement.</p>	<p>What is going well:</p> <ul style="list-style-type: none">• People have been engaged in the work to refresh the RUH ‘Values and Behaviours’ Framework and the values and behaviours have been highlighted by the Executive Team. We have identified new resources. <p>What needs to be improved:</p> <ul style="list-style-type: none">• Our quarterly ‘Making a Difference’ surveys show stable but disappointing feedback regarding what proportion of staff say that they would recommend the RUH as a place to work. It is necessary to view the Making a Difference Survey results with caution as the quarterly survey receives a poor level of response. 61% of those who responded to the 2022 Staff Survey agreed that they would recommend the RUH; work is required to improve this percentage.
<p>4. Culture – Employee equality, diversity & inclusion (EDI).</p>	<p>What is going well:</p> <ul style="list-style-type: none">• We are delivering training to improve EDI awareness and are communicating our intent to improve. <p>What needs to be improved:</p> <ul style="list-style-type: none">• Our networks are not yet sufficiently well developed to ensure that the diverse voices, of the whole RUH workforce, are heard. We have some particularly worrying ‘hotspots’ of discrimination.
<p>5. Culture – Compassionate leaders.</p>	<p>What is going well:</p> <ul style="list-style-type: none">• Work is underway with ‘cohort zero’ (reports to the Executive Team) and we are preparing to form a ‘Culture Team’, drawn from across the RUH. <p>What needs to be improved:</p> <ul style="list-style-type: none">• Even some senior leaders (cohort zero) articulate a diminished view of the importance of leadership

Programme highlights and exception reports.

People Plan Programmes	Programmes Highlights and Exception Reports
<p>6. Capability – Employee health and wellbeing.</p>	<p>What is going well:</p> <ul style="list-style-type: none">• We are focusing on employee burnout (as a response to the Staff Survey) and how to prevent burnout and support colleagues who are struggling. This is also to improve sickness rates. <p>What needs to be improved:</p> <ul style="list-style-type: none">• Our ‘Dignity at Work’ Programme requires a higher profile / wider support to achieve improvements in how we report and tackle violence towards staff.
<p>7. Capability – Employee learning and development.</p>	<p>What is going well:</p> <ul style="list-style-type: none">• The ‘LearnTogether’ platform has been launched and is working well. <p>What needs to be improved:</p> <ul style="list-style-type: none">• Our clinical skills training requires significant enhancement to manage risk. We anticipate collaborating across the Acute Hospitals Alliance (AHA).
<p>8. Capability – Workforce Planning.</p>	<p>What is going well:</p> <ul style="list-style-type: none">• We submitted a quantitative workforce plan for 2023/24 <p>What needs to be improved:</p> <ul style="list-style-type: none">• Our Divisions and Directorates have little meaningful engagement in strategic Workforce Planning at present. Our workforce reports significant concerns about whether there are ‘enough people to do the job’ in many teams at the RUH, despite comparatively low levels of vacancies.

Programme highlights and exception reports.

People Plan Programmes	Programmes Highlights and Exception Reports
<p>9. Capacity – Improvement through collaboration.</p>	<p>What is going well:</p> <ul style="list-style-type: none">• We are collaborating about people policy development, international recruitment and have agreed a range of further topics to be explored. <p>What needs to be improved:</p> <ul style="list-style-type: none">• Partnership working requires significant capacity and the People Directorate team are focused within the RUH at present; there is a need to plan for resource into collaboration.
<p>10. Capacity – Talent acquisition to optimise capacity.</p>	<p>What is going well:</p> <ul style="list-style-type: none">• We are designing ‘end-to-end’ roles for talent acquisition, such that our team supports people through from attraction to the RUH to the culmination of a successful first year at the RUH. Some talent acquisition (recruitment) KPIs have improved. <p>What needs to be improved:</p> <ul style="list-style-type: none">• We are yet to see sustainable improvements in all KPIs; some need more work, particularly in partnership with recruiting managers.
<p>11. Capacity – Enhancing temporary staffing and minimising agency usage.</p>	<p>What is going well:</p> <ul style="list-style-type: none">• Greater collaboration between the People Directorate teams for substantive and temporary staff. <p>What needs to be improved:</p> <ul style="list-style-type: none">• Use of off-framework agency is a particular concern; both cost and quality of service.• The Staffing Solutions team have been overstretched and under-resourced.

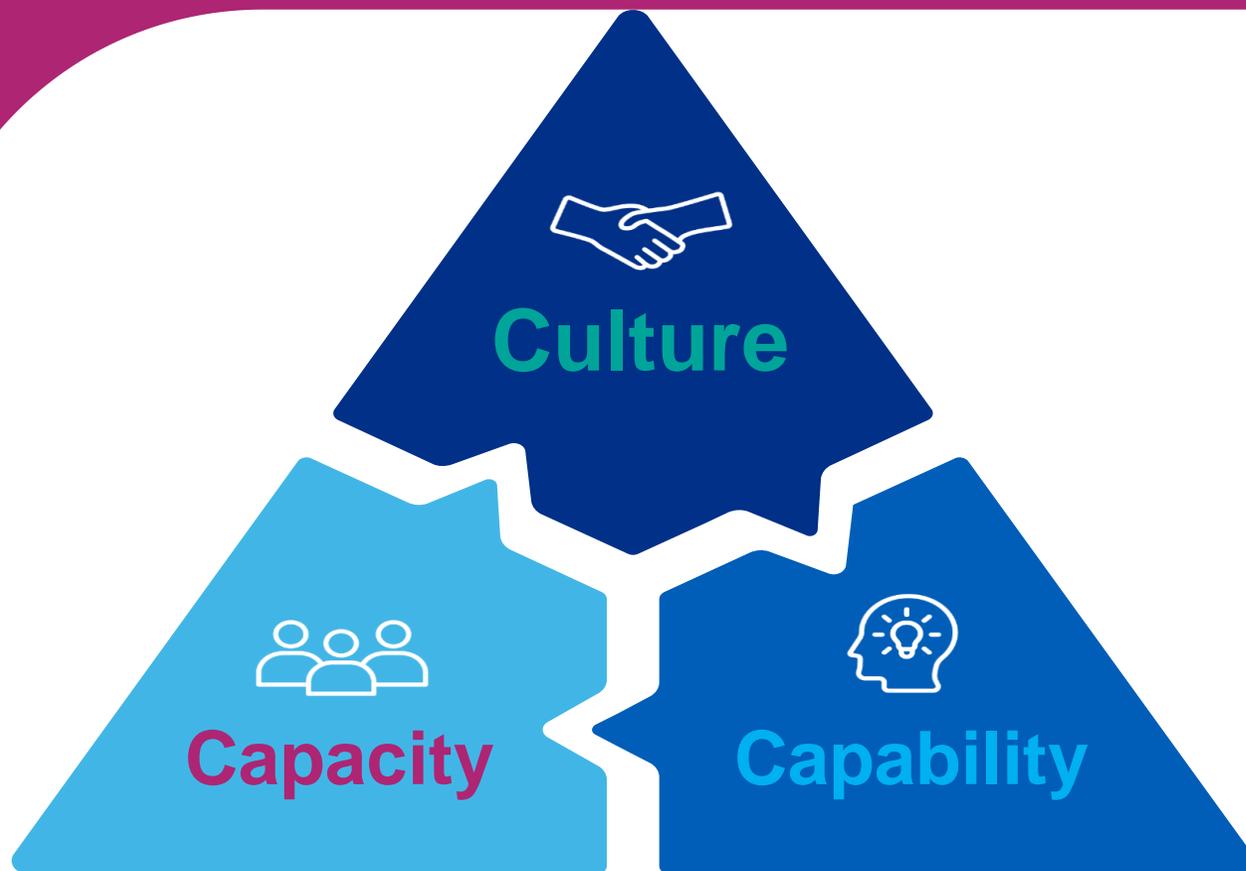
Recruitment KPIs: example of the successes and challenges.

Stage	Trac Code	KPI	KPI Owner	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	KPI Average
Trust vacancy rate %			Workforce Information	6.5%	5.0%	5.7%	4.50%	3.70%	2.70%	2.50%	2.10%	1.90%	5.70%	TBC	
Trust vacancy rate WTE			Workforce Information	347.27	267.23	307.26	245.4	198.9	145.4	136.2	114.3	102.8	319.7	TBC	
Number of live recruitment campaigns			Recruitment & Medical Staffing Teams	61	220	269	212	200	182	173	213	252	204	264	
Time to approve	T1A	3 days	Divisions	1	4.8	4.2	4.1	3.8	5.8	3.8	5.1	5.8	6.9	5.3	4.6
Time to advertise	T1B	2 days	Recruitment & Medical Staffing Teams	0.1	1.5	3.3	1.1	0.9	1.7	2.5	3.3	2.3	2.8	1.6	1.9
Time to shortlist	T4	3 days	Manager	1.9	4	6.4	7.4	7.2	10.4	7.7	7.1	9.9	9.7	8.3	7.3
Time to invite to interview	T5	2 days	Recruitment & Medical Staffing Teams	0.2	0.7	0.8	0.3	0.5	1.4	0.7	0.4	0.3	0.2	0.4	0.5
Time to update interview outcomes	T5B	1 day	Manager	0.5	1.5	2.3	2.7	3.1	3.2	3.4	3.4	3.8	3.2	3.8	2.8
Time to issue offer	T6	2 days	Recruitment & Medical Staffing Teams	1.5	4	7.4	6.4	10.3	5.6	5.1	2.3	4.3	4.8	2.8	5.0
Time to accept offer	T6A	2 days	Candidate	1.2	1.6	1.9	2.6	3.7	3	3.9	3.5	1.8	2.6	3.6	2.7
Time to complete pre-employment checks <i>*excludes M&D staff</i>	T11	20 days	Recruitment Team		14.6	21.3	27.3	26.3	22.9	21.6	19.7	23.6	26	26	22.3
Time to complete starter paperwork <i>*excludes M&D staff</i>	TSDR1	5 days	Candidate	1.2	3.2	2.6	2.7	4.4	3.4	5.3	4.3	2.7	5.8	5.8	3.3

Successes: we got down to 1.9% vacancies at the end of 2022/23 – however, the figure has risen because of new posts added. ‘Time to invite to interview’ has been consistently good.

Challenges: ‘Time to approve’ is affected by concerns about deficit. ‘Time to update interview outcomes’ is a managerial task, which requires further work. ‘Time to issue offer’ sits with the recruitment team and requires further work.

Summary - RUH People Plan



Restorative Just & Learning / Civility & Kindness

User friendly people 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.

The Board, People Committee, Divisions and Teams will receive regular up-dates on KPIs and trends.

The **people** we work with