

People and Culture Strategy for Berkshire Healthcare

A roadmap to deliver the workforce
ambitions from the Trust Strategy.

2025 - 2028



Introduction

This document outlines our People and Culture strategy for the next three years, building on the achievements and lessons from the previous strategy.

It aligns with our corporate strategy, which sets out our mission, and objectives for improving patient care, working with partners, and how we achieve our vision of making this a great place to get care and give care. The People and Culture strategy aims to address the key workforce challenges that we face and enable us to deliver our strategic objectives. Our People and Culture strategy is underpinned by our commitment to the NHS well-led domains as well as our trust Safety Culture Charter and our Freedom to Speak Up (FTSU) Commitments. It recognises the importance of staff engagement, wellbeing, and innovation. It also supports our responsibilities in our Culture, Inclusion, and Equity framework to embed equity and inclusion in all aspects of workforce management and development.

What do our people want?

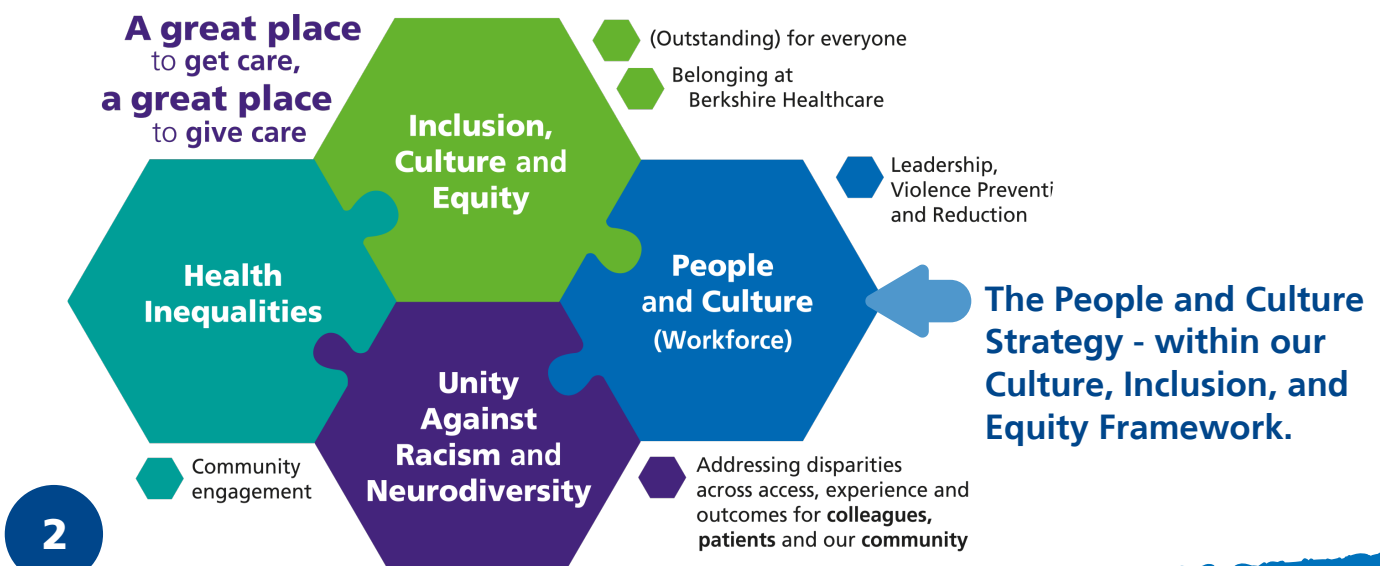
From our staff survey, listening events and wider surveys and discussions, we know that the majority of staff feel the culture here is positive, highlighting the care, compassion and support they receive here. However, concerns about systemic bias and the need for more understanding of issues impacting our diverse workforce remain. Our staff seek inclusive and culturally aware leaders who value their wellbeing, advocate for fair and transparent progression and communicate openly and honestly.

Our values and promise

Our values are embedded into our People & Culture Strategy:



The Culture Framework



We are also committed to making the NHS People Promise a reality in our workplace and ask all our staff to commit to this promise too.

- We are compassionate and inclusive
- We are innovative and strive for excellence
- We each have a voice that counts
- We are respectful and considerate
- We are safe and healthy
- We are always learning
- We are a team



People and Culture Strategy

We have identified four significant workforce risks that we need to address:

- Supply of clinical staff
- High turnover
- Inequality in staff progression
- Staff experience

Areas of focus

We have translated those challenges into four key areas of focus:

- Attract
- Develop
- Retain
- Improve

These focus areas are underpinned by the NHS well-led domains reflecting the NHS workforce priorities of train, retain, and reform, as well as our wider system priorities.

These focus areas are translated into workstreams with specific actions, measures, and outcomes that the relevant oversight groups will monitor and regularly review to ensure we are making progress with our commitments.

We will revisit the workstream priorities every year to ensure we respond to changing and emerging needs. Any new projects proposed to address changing needs will be approved through our normal prioritisation process.

Three key principles also underpin our vision - to be a great place to give care:

1 Looking after our people

We are compassionate and care about our people and want to be a place where colleagues feel supported and physically and psychologically safe.

2 Commitment to inclusion

Our People and Culture strategy aims to fulfil the workforce commitments of our Culture, Inclusion, and Equity framework, and advance the people elements of our anti-racism and neurodiversity action plans.

3 Effective workforce planning

Given the broader workforce pressures in the NHS, it continues to be essential to understand and balance our workforce needs against the workforce supply and funding available. Workforce planning is the process of identifying the people and skills we need now, and in the future to deliver our services. This isn't just about recruiting into workforce gaps, but understanding and planning for our longer-term skill needs and actively reviewing and redesigning how we deliver our services safely and cost effectively.

Workstreams

Workstream 1: Attract

Goal

We will attract a diverse and talented workforce that can meet the current and future needs of the Trust and the diverse population we serve by developing comprehensive workforce plans and tailored and inclusive talent attraction strategies.

To achieve this, we will:

- Develop and implement a comprehensive workforce plan to understand our current and future workforce needs
- Understand our hotspots where targeted actions are needed to expand and diversify our available workforce
- Grow and diversify our workforce using a model that includes international candidates, students, apprentices, local recruitment and temporary staff
- Develop tailored talent attraction strategies that maximise digital and social media platforms and showcase our values, culture, and opportunities to a broad range of candidates
- Strengthen our employer brand and reputation by engaging with external communities and networks
- Simplify our systems and processes to reduce bureaucracy and waste, and improve the experience for our candidates and recruiting managers
- Update our recruitment and selection processes to address inequalities of experiences, promoting fair, equitable and inclusive practices, ensuring proportionate and equitable representation of diverse staff across bands and roles

Workstream 2: Develop

Goal

We will support the growth and development of our staff so that we have a workforce with the skills, confidence, knowledge and competencies to deliver professional excellence and high-quality care in their roles. We will develop staff who can promote our culture and values and learn from and share good practice. We will support the continuous professional development and career aspirations of our staff.

To achieve this, we will:

- Grow our staff by investing in apprenticeships, preceptorships, mentoring, coaching, and leadership programmes
- Support our staff to access training and development opportunities by developing a robust training plan ahead of each financial year to meet the needs of our patients and our workforce, and to maximise the equity of access to training
- Encourage curiosity, and facilitate sharing of evidence-based best practice, learning, and innovation across the organisation and with external partners
- Develop and implement a talent management approach that identifies and nurtures the potential of our diverse workforce and provides pathways for equitable and fair career progression
- Ensure learning and development activities align with our values, objectives, and standards, and are evaluated for impact, quality and value for money

Workstream 3: Retain

Goal

We will sustain a positive and supportive working culture that values staff wellbeing and inclusion and fosters a culture where people want to work and stay. We will address disparities in career progression and offer fair and equitable career pathways that support all our staff to progress in their careers with us. We will listen to our staff and always respect their voice in the organisation.

To achieve this, we will:

- Implement and monitor staff retention and address the factors that contribute to turnover, such as workload, violence and abuse, stress and career opportunities
- Develop and nurture managers who inspire their teams and quickly recognise and rectify ineffective management practices
- Ensure that staff wellbeing and recognition offers are compassionate, inclusive and affordable and recognise, support and value the diversity and contribution of our staff
- Actively address disparities in career progression by creating transparent career pathways that support all our staff to progress in their careers with us
- Encourage our staff to speak up and be heard by ensuring staff have a voice and influence in the Trust through our equality networks and other forums

- Strengthen the staff performance and appraisal process and ensure that staff receive regular feedback, career conversations and development plans
- Enhance and expand opportunities for staff to participate in research and innovation throughout the Trust to maintain their motivation and engagement in their roles

Workstream 4: Improve

Goal

We will promote a culture of continuous learning and improvement and encourage research and innovation in the way that we work and how we deliver patient care. We will enhance our people services by developing new ways of working that enhance productivity, efficiency, and flexibility to release staff capacity to focus on value adding activities and improve patient care.

To achieve this, we will:

- Review and redesign the people processes and ensure that they are purposeful, responsive, and inclusive
- Utilise and optimise the technology and digital solutions that enable and improve the communication and delivery of people processes and services
- Work together with staff and stakeholders on workforce changes, and provide support, training, and guidance on the transition and implementation
- Ensure that any changes align with our vision, values, and objectives, and that they are monitored and evaluated for equity, effectiveness and outcomes
- Harness research and best practice to inform new ways of working and innovation

Measures of success

Three measures will be the main indicators of success for our strategy, with the option of including more essential measures if needed.

- **Turnover** – target of 10% turnover
- **Engagement** – to maintain or improve our staff engagement scores at 7.5 or above
- **Race Disparity Ratio** – The probability of ethnically diverse colleagues progressing up the organisation compared to white colleagues is reduced to one which indicates equity with white colleagues

Individual workstreams will continue to develop their own action plans and measures of success.

Conclusion

Our People and Culture strategy for Berkshire Healthcare 2024-2027 provides a clear and coherent framework for developing and managing our workforce.

It aligns with our corporate strategy and the NHS workforce priorities, and supports the delivery of the Culture, Inclusion, and Equity framework as well as our Freedom to Speak Up and Safety Culture strategies. It is based on four key areas of focus: attract, develop, retain, and improve, which are underpinned by specific actions, measures, and outcomes. The strategy also emphasises the importance of staff engagement, planning, wellbeing, and innovation, and the need to embed equity and inclusion in all aspects of people management and development.

The success of the plan depends on the involvement and commitment of all staff, managers, and leaders, as well as collaboration and partnership with external stakeholders, communities and networks. The Strategic People Group will support the delivery of this strategy and its workstreams.

The People and Culture strategy will be reviewed again in three years' time (2027) to reflect the changing needs and expectations of the population, the Trust, and the workforce.

As part of our Culture Inclusion and Equity framework, we will also monitor closely the Workforce Race Equality and Disability scores (WRES and WDES) and those from our staff survey to ensure continued improvements in our staff experience. Any negative trends in these scores will be addressed in actions under our People and Culture strategy.

Together, we will continue to make Berkshire Healthcare...



**A great place to
get care, a great
place to give care**



We will be polite and kind and we expect you to treat our staff in the same way. We will take action against anyone who is verbally, racially, physically or sexually abusive, including stopping access to our services.