

Our People Strategy 2026-2031

Creating a Great Place to Work Together
For Better Healthcare



working together | always improving | respectful and kind | making a difference

Our People Strategy

Our People Strategy sets out how we will become a great place to work. The four prioritised themes in Our People Strategy are for everyone in the Trust. It is a commitment to and by every colleague who works at Gloucestershire Health and Care NHS Foundation Trust.

We have listened widely, looked at the evidence and been honest about where we need to improve collectively. Shaped by 27 data sources and more than 9,360 voices and data points.

Our strategy will help us deliver our Trust Five-Year Focus and the NHS 10 Year Plan: Fit for the Future. We know when we feel supported, valued, included and able to grow, we deliver better health and quality care for the people of Gloucestershire.

Our evidence base



9,360+
voices and data points
contributing to the
evidence base for the
People Strategy



This has been done
through direct colleague
engagement, feedback
channels, organisational
metrics, and leadership
validation sessions.



**Direct Colleague
Engagement**

8,652
responses



**Feedback
Channels**

60+
voices



**Organisational
People Data**

360
records



**Leadership &
Stakeholder
Validation**

210
participants
across **7 sessions**

Our People Strategy Themes



**Creating a Great Place to Work Together
For Better Healthcare**

Great Leadership and Culture

Continue to develop compassionate, values-led leadership to shape a culture we are all proud of.

A Workforce Fit for the Future

Build a skilled, flexible workforce that delivers high quality care today and is fit for the future.

A Safe, Inclusive and Healthy Workplace

Create the conditions for every colleague to thrive and do their best work.

Working Differently, Working Together

Improve how we work together across the Trust and with our partners to deliver high quality care.

Our Workforce



Total colleagues:

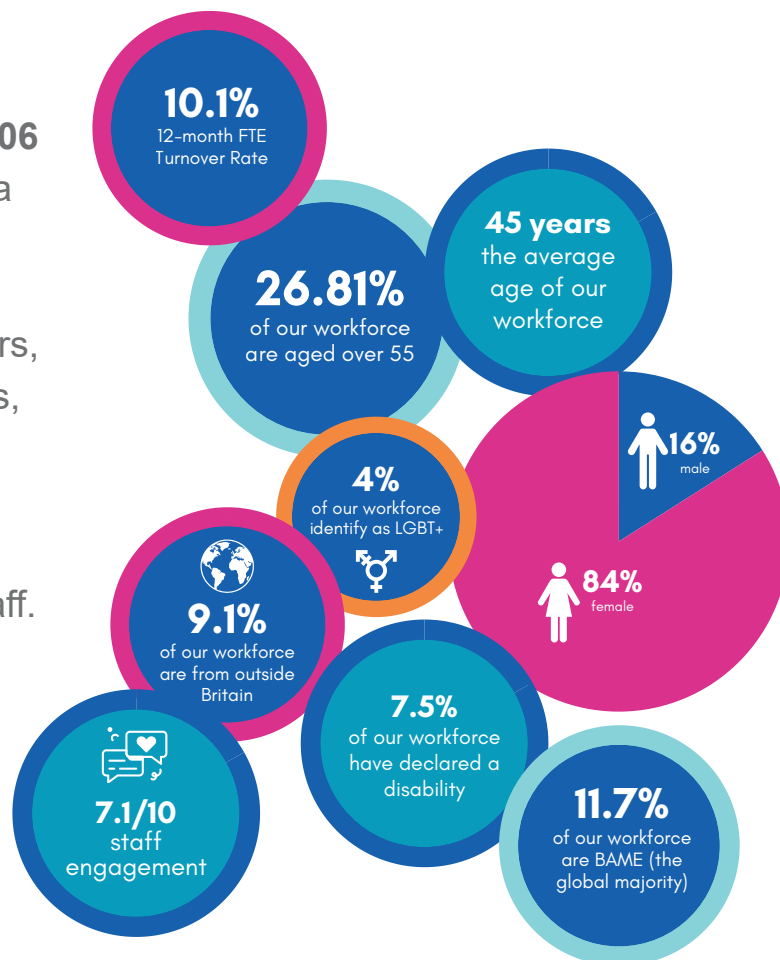
6,306*

4,389.53

Whole Time Equivalent

*This figure is correct as of 31 March 2026 and includes bank colleagues, temporary staff and locums.

We employ **6,306** people across a variety of professions, including doctors, dentists, nurses, Allied Health Professionals, social workers and support staff.



Supported By Our People Directorate



What we do

The People Directorate is committed to helping make our Trust a great place to work for everyone. We want all colleagues to feel informed about the support available and confident about where to go for help. By working together with colleagues across the Trust, we aim to ensure the support we provide reflects people's needs and experiences.



Working alongside services

Our People business partners work closely with services, understanding what is needed and connecting teams to the right support.



Specialist support

Our specialist teams across GHC provide a range of support. This includes; learning and development, professional and practice education, organisational development and inclusion, medical staffing, recruitment, occupational health, wellbeing, workforce information and planning and People Services (formerly HR).

Great Leadership and Culture



Continue to develop compassionate, values-led leadership to shape a culture we are all proud of

Why is this a focus?

Across the information we reviewed, leadership and culture stood out most. Colleagues told us they want leaders who are visible, include them in decisions and help them see the impact of their work. They want to see a stronger culture, clear values and behaviours, they want a voice and better ways to learn and grow together.

Strong leadership based on our values is key to delivering our Five-Year Focus. It will help neighbourhood care work, support us to respond to urgent care needs, build an inclusive culture that fosters research and innovation, helping us to improve how we work with our partners.

The NHS 10 Year Plan calls for accountable leadership, empowered staff and a culture of continuous improvement.

What do we want to do?

We will:

- Grow leaders at every level who live our values and behaviours
- Support leaders to be visible, inclusive and take responsibility for their actions
- Strengthen colleague voice and involvement in decision-making
- Help leaders to connect their teams to why we are all here and the difference we make
- Foster a culture where we learn from experience, repair relationships and keep improving
- Ensure that every colleague plays their part

How are we going to do it?

- Introduce and use the NHS leadership and management framework
- Review and promote the behaviours that bring our values to life
- Build a coaching and mentoring offer that grows skills within the Trust and with our partners
- Embed a Restorative Just Learning Culture across GHC
- Bring people support closer to services through HR and OD business partnering
- Create more effective and regular ways of listening to colleagues to understand experience and increase involvement in decisions
- Embed our values at every stage of a colleague's journey at GHC

“ We need visible and inclusive leadership behaviours ”

A colleague

“ We need more involvement in change and decision making ”

A colleague

“ My immediate team is supportive however the wider culture could be improved ”

A colleague

A Workforce Fit for the Future



Build a skilled, flexible workforce that delivers high quality care today and is fit for the future

Why is this a focus?

We heard from colleagues that workforce skills and capacity are important. They told us they want to grow, develop and reach their full potential, but high workloads, unclear development pathways and gaps in line management support are getting in the way.

A skilled, sustainable and innovative workforce is essential to deliver neighbourhood care, build joined up teams and meet the growing demand on our services. It helps us attract and keep the right people and grow talent from within our communities.

The NHS 10 Year Plan calls for modern training, more apprenticeships, new roles and a stronger focus on attracting and keeping local people.

What do we want to do?

We will:

- Plan and build a modern workforce that is digitally confident and ready for neighbourhood care
- Recruit and keep the right people and grow talent from within our communities
- Invest in our line managers so they have the support and skills to manage well
- Create clear pathways for colleagues to develop and grow their careers
- Support colleagues to understand their roles, make confident decisions and take ownership of their work

How are we going to do it?

- Improve workforce planning and systems so we have the right people in the right place at the right time
- Roll out E-Rostering and e-Job Planning to give colleagues and managers better control of workloads
- Use values-based recruitment so we attract the right people
- Grow talent from the communities we serve as part of our community promise
- Expand apprenticeships and open up careers at GHC to more people
- Create clear talent and clinical career pathways so colleagues can grow and progress
- Provide learning and development opportunities that help every colleague reach their full potential, including line management development

“ Greater level of staffing required ”

A colleague

“ Upskill staff in digital literacy ”

A colleague

“ The Trust needs to review the training and CPD opportunities ”

A colleague

A Safe, Inclusive and Healthy Workplace



Create the conditions for every colleague to thrive and do their best work

Why is this a focus?

Colleagues told us safety, inclusion and wellbeing are key concerns. They want to feel safe, valued and supported but workload pressures and fairness at work are making this harder. They want to see improvements in equity and overall staff experience.

A safe, inclusive and healthy workplace is essential to our Five-Year Focus. We cannot provide inclusive care if our workforce does not feel included. Supporting wellbeing, managing workloads fairly and building a workforce that reflects our communities will help us achieve this.

The NHS 10 Year Plan calls for fair access to careers, healthy workloads and a diverse workforce.

What do we want to do?

We will:

- Advance equity and inclusion through deliberate anti-racism work and challenge discrimination in all areas
- Protect the physical and psychological safety of every colleague and address concerns quickly
- Prioritise the health and wellbeing of every colleague acting early and with care
- Actively manage workloads so every colleague can do their best work
- Ensure every colleague feels valued and recognised for their contribution

How are we going to do it?

- Deliver a clear equality, diversity and inclusion programme including anti-racism programme, education offers and Staff Network support
- Introduce a Recognition approach so every colleague feels valued for the difference they make
- Strengthen our Occupational Health service with a simple digital way for colleagues to access support quickly
- Put in place Violence Prevention and Reduction Standards to protect the physical safety of every colleague
- Build a colleague wellbeing offer, including colleague treatment services, so everyone can access the right support
- Use inclusive recruitment and positive action to open up volunteering, work experience and apprenticeship opportunities

“ Appreciate the focus on wellbeing ”

A colleague

“ It can be difficult to speak up because you do not want to stand out or be seen as being different ”

A colleague

“ I feel there could be greater access to mental health support for staff ”

A colleague

Working Differently, Working Together



Improve how we work together across the Trust and with our partners to deliver high quality care

Why is this a focus?

Improving how we work together came through as a strong theme. Colleagues told us that the way we work across teams, how we share information and communicate has a direct impact on their experience and the care they deliver. They want to see improvements in collaborative working, clearer communication, stronger team working, improved systems, processes and working environments.

Working differently and working together is fundamental to our Five-Year Focus. Joined-up neighbourhood care, integrated teams and stronger partnerships with our communities all depend on it. We also know that building the skills to work effectively with external partners is essential.

The NHS 10 Year Plan calls for integrated working and stronger collaboration across the system.

What do we want to do?

We will:

- Make sure every colleague receives clear and honest communication
- Improve our working environments and resources available to our people
- Build strong and connected teams that work well across our services
- Develop the skills our colleagues need to work well with partners and our communities
- Simplify our systems and processes and embrace new ways of working to free up time for care

How are we going to do it?

- Simplify People Services processes and introduce self-service tools so colleagues can get support quickly
- Provide a team development offer that supports teams to work well together
- Build the skills needed to work across the system through leadership development
- Improve communication with colleagues through a clear listening approach, acting on feedback
- Strengthen partnerships with higher education through our community promise work
- Work with our Digital teams to build digital confidence, improve user experience and provide tools that free up time for care
- Work with our Estates and Facilities teams to improve working environments, with a focus on colleague experience and accessibility

“ Staff want honest, transparent communication ”

A colleague

“ Clearer communication to those at the ground level ”

A colleague

“ I would like to spend more time finding out what other teams do - we work in silos ”

A colleague

How will we measure our progress?



The 2026 Cultural Maturity Assessment measures how deeply our values, leadership behaviours and ways of working are embedded across the Trust. Scores are based on inductive thematic analysis of 27 data sources and 9,360+ voices.

- ✓ Leadership and Culture is the **concern raised most** across 23/27 data sources out of all 4 themes
- ✓ Workforce Capacity - **highest sub-theme** at 21/27 sources
- ✓ All four focus areas sit between **Levels 1.8-2.5** on the maturity scale

High sub-theme frequency - area of unmet need not strength

Metrics

- NHS Staff Survey, Pulse Survey
- WRES/WDES Data
- Freedom to Speak Up themes
- Key People metrics e.g. ER cases, exit data
- Risk and Issue Register
- Quality Performance Metrics
- Wellbeing Metrics
- Additional qualitative data

Cultural Maturity Assessment: Focus area scores



Maturity Scale

- 5 - Embedded / Exemplary**
Self-sustaining; behaviours consistently modelled
- 4 - Embedding / Generative**
Measurably embedded; proactively developed
- 3 - Developing / Proactive**
Active programmes; monitored & improving
- 2 - Aware / Compliance**
Acknowledged; some action but inconsistent
- 1 - Absent / Reactive**
Not yet addressed; reactive only

Our Five-Year Focus: our strategic plan for better community health and care services across Gloucestershire

Our values **working together** | **always improving** | **respectful and kind** | **making a difference**

WHY WE ARE HERE

Our purpose

Helping you live your best life by delivering great healthcare.

Our goals

Better Health

Work together to improve the health of all people in Gloucestershire.



High Quality Care

Inclusive and timely access, great experiences, and better outcomes.



Great Place to Work

Be the place where people enjoy working, learning and building a career.



Sustainable Services

Great value services for healthier people, stronger communities, and a greener world.



WHAT WE WILL DO

Our focus areas



Connecting services in neighbourhoods

Working together for better local health



Children and young people

Helping children thrive and build resilience for a healthier future



Community urgent care

Helping people manage urgent healthcare needs and stay well



Inclusive healthcare

Reducing the gap of access, experience and outcomes



Partnerships with purpose

Deepening our partnerships to deliver great healthcare

HOW WE WILL DO IT...

Our way of working – with you, for you

We will design, deliver and improve all our services, guided by what matters most...

- Getting the **basics** right: safe, accessible, effective, and timely
- Working **with people**, not just for them
- **Joining up** healthcare across services
- Helping people **stay well** and in control
- Making the most of everyone's **skills and experience**
- Making good **use of resources**
- Using **technology and new ideas**
- Making healthcare as **local** as possible

Helping us deliver

Our enabling strategies – Quality, People, Estates, Digital and Research help us deliver safe, effective, and efficient health and care services