

## Appendix 2

UHB have commissioned the Value Circle (TVC) to undertake an independent review of the culture of the organisation.

The terms of reference include:

- Listening and engagement with staff across UHB to review culture defined by UHB as: “how it feels to work at UHB and how we get things done around here: an opportunity for colleagues to share their views, both negative and positive, of the values and behaviours they experience at work and their ideas on what must be addressed and how things can be improved”.
- Cross-sectional analysis across three tiers (individuals, the team, and the organisation) providing an understanding of how culture is developing and experienced in the organisation. This will include analysis of subcultures and reflect the multiple services and sites across which you operate.
- Analysis of what staff at all levels are thinking, feeling, saying, seeing and doing, and how that is shaping the culture experienced.
- Analysis of systems, practices, processes, and organisational development and how they are shaping the culture experienced. Following a review of the above areas, overall focus will be placed on providing a summary and recommendations for the Board.

To understand the culture of UHB tvc are seeking to hear from as many people of possible through using a wide variety of channels. These include:

- an all-staff confidential online survey
- an anonymous online comments box
- multiple listening groups, drop-in sessions and walkabouts across all sites through the day and night-time.
- one to one interviews

This fieldwork will be further informed by a review of documentation from UHB including Staff survey results, WRES and WDES reports, Board reports, policies and procedures and external reports on the Trust.

The discovery phase of the cultural review is progressing well with around 4000 staff from a wide variety of backgrounds sharing their experiences through the different channels available.