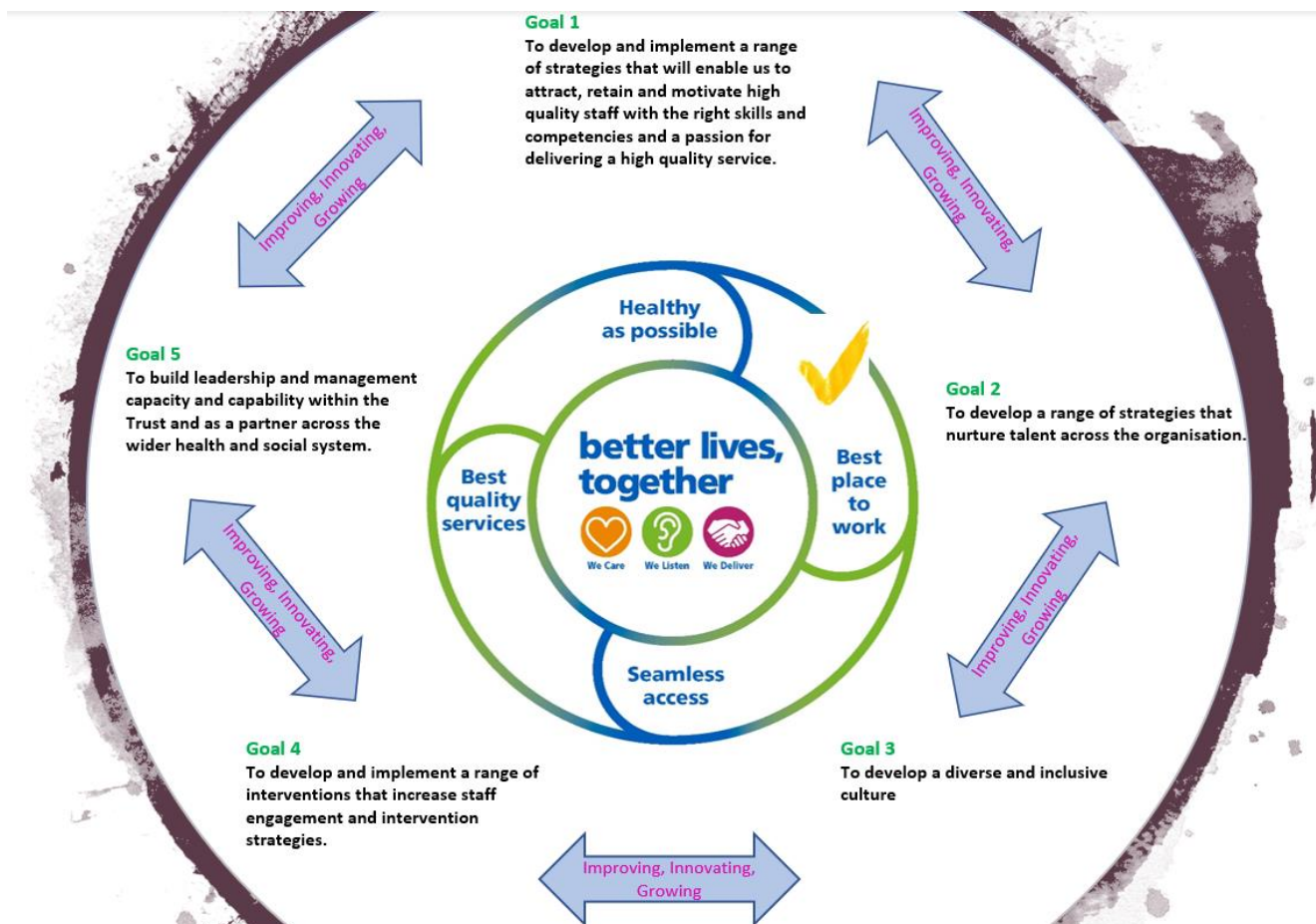


People Development Strategy 2019-2024

Bradford District Care NHS Foundation Trust



- ***The Trust's Vision is to deliver Better Lives Together with an underpinning goal of our strategy being to make the Trust the best place to work through: -***

- Recruiting, retaining and developing high quality staff to mitigate staff shortages and deliver great services
- Developing and implementing strategies that optimise talent across the Trust
- Developing an inclusive and diverse culture
- Building a range of engagement and involvement strategies
- Developing leadership and managerial capacity and capability

Our Strategic Breakthrough Programmes include Talent Management, Work with Innovation Partners including enabling digital working, Retention of Staff, ensuring Equality, Diversity and Inclusion, implementing The Care Trust Way & Growth and Business Development

Goal 1

To develop and implement a range of strategies that will enable us to attract, retain and motivate high quality staff with the right skills and competencies and a passion for delivering a high quality service

How will this be achieved?

- Standardised values-based recruitment and induction
- Recruitment of apprentices across all services /directorates
- Working with partners in the community to attract more local people to work for the Trust
- Using of social media and branding to promote the Trust as a good place to work and develop
- Ensuring staff have access to flexible working & health and wellbeing activities
- Robust induction and on-boarding processes, including preceptorships
- Supportive supervision and meaningful appraisals that support on-going development
- Creative staff engagement and involvement activities including making use of Crowdsourcing technology and Quality Improvement

How will we recognise our progress?

- Optimum use of the apprenticeship levy & increase in number of apprenticeships
- Improved retention rates
- Improved staff satisfaction rates
- Reduction in the use of agency staff
- Increased numbers of staff seeking to retire and return
- Increased staff reporting satisfaction with supervision and meaningful appraisals
- Increase in new roles and skill mix across services
- Increased organisational capacity and capability

Goal 2

To develop a range of strategies that nurture talent across the organisation

How will this be achieved?

- Developing within each care group/directorate a talent map/succession plan
- Ensuring all managers are effective talent spotters
- Ensuring there are a range of opportunities for staff to learn, grow and develop throughout their career within the Trust
- Supporting the development of a culture that rewards & recognises performance
- Ensuring staff receive high quality appraisal conversations
- Use of skill mixing and the development of new roles to support career development and service needs

How will we recognise our progress?

- Increase in the numbers of staff promoted internally
- Improved staff satisfaction rates
- Improved retention rates
- Talent conversations embedded within appraisal processes
- Increased staff survey score on quality appraisals
- Increased ability to recruit to internal senior roles
- Increased diversity in senior roles
- Clear talent /succession plan for senior leadership team

Goal 3

To develop a diverse and inclusive culture

How will this be achieved?

- Actively promote and support the staff networks
- Increasing the number of teams who take part in the Sharing Perspectives programme to support teams to recognise and embrace difference
- Increasing the number of BAME/care leavers/service users working for the Trust
- Ensuring staff are confident and competent in discussing diversity and inclusive cultures within the organisation
- Implementing the Workforce Race Equality Standard, Workforce Disability Equality Standard and Equality, Diversity and Inclusion Workforce Strategy
- Delivering a programme of inclusion initiatives that ensure staff throughout the Trust can define and contribute to building and maintaining inclusive cultures
- Developing and maintaining support mechanisms that enable staff throughout the organisation to effectively address culture and behaviour that is not inclusive

How will we recognise our progress?

- Staff from under-represented groups actively leading or involved in change management activities
- Improved staff satisfaction rates from under-represented groups
- Evidence of career progression/promotion of under-representative groups into more senior roles within the Trust
- Increase in the percentage of apprentices from diverse communities/backgrounds
- Increase in the representation of BAME staff within the Trust (35%)
- Increase in number of staff sharing their disability within ESR
- Increase in the positive response from staff to the questions about feeling confident to report discrimination and that the incident would be handled effectively
- Reduction in the gap between BAME and White staff responses to the WRES metric staff survey question

Goal 4

To develop and implement a range of interventions that increase staff engagement and involvement strategies

How will this be achieved?

- The development of a Crowdsourcing strategy to ensure there are regular and engaging campaigns
- Developing corporate and local response/s to the feedback from the NHS Staff Survey
- Developing iCare as a listening channel for staff engagement
- Implementation of Quality Improvement methodology

How will we recognise our progress?

- Increase in staff satisfaction scores
- Improved staff survey scores in relation to quality appraisal conversations
- Ensuring that there is a clear line of sight between individual/manager & trust objectives
- Increase in the number of iCare projects supported
- Improved retention rates
- Improved staff family and friends test scores

Goal 5

To build leadership and management capacity and capability within the Trust and as a partner across the wider health and social care system

How will this be achieved?

- Developing and nurturing strong, values driven, adaptive leaders and managers able to confidently lead, motivate and manage, through provision of a wide range of blended leadership and management development opportunities and support for every career stage
- Learning and development opportunities are aligned to the 'Care Trust Way', talent management, succession planning strategies and preparing the workforce to embrace digital ambitions
- Engaging with staff across all levels to contribute to the shaping of the leadership and management offer so it evolves and is current
- Work with partner organisations to develop a system leadership approach across the Bradford District and wider systems
- Ensuring access to 1-1 coaching and mentoring opportunities
- Ensuring alignment with the nationally developed leadership competencies emerging through the NHS People Strategy

How will we recognise our progress?

- Increased leadership and management capacity and capability and a strong talent pipeline
- Leaders and managers demonstrate excellent leadership and management skills and behaviours
- Leaders and managers consistently utilising trust Quality Improvement methodologies and Think On approach to problem solving and service development
- Improved staff satisfaction responses in well-led and staff survey

Monitoring and Assurance

The success of the People Development Strategy will be monitored through:

1. Updates as part of the Integrated Board Performance dashboard,
2. Regular updates to the Workforce Transformation Steering group and the Finance, Business and Investment Committee,
3. Quarterly figures to the Quality and Safety Committee,
4. The annual staff survey results,
5. The results from the WRES and WDES,
6. Feedback from staff via Crowd sourcing Campaigns,
7. Feedback from staff networks, the FTSU guardians and other staff champions

In addition, the strategy will be reviewed and refreshed on an annual basis to ensure that it remains current and fit for purpose.