

# NORTH BRISTOL NHS TRUST PEOPLE STRATEGY

*Supporting everyone in NBT to  
feel proud to belong*



2020 – 2025

*(Refreshed March 2024)*

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## PEOPLE STRATEGY FOREWORD

I want to start this foreword by saying thank you. Thank you to you, the people who make NBT the place it is. A place I am proud to work and be alongside so many talented and inspiring people. We are nothing without you and I want you to know how much your contribution matters.

I wrote this strategy during the midst of the Covid-19 pandemic. This was a time that the recognition of the people, our staff, who make the NHS so special had never been more deserved.

Four years into our five-year strategy, we are refreshing it to reflect the progress we have made, and the continued work that is happening to ensure that everyone feels proud to belong here at NBT. We were delighted to hear from our staff survey this year that more than 70% of staff would *recommend NBT as a great place to work* - the highest score in the South West.

Demand and profile for NHS Services continues to grow, and that comes with increased levels of scrutiny and expectations of our services. This puts additional pressure on our dedicated, highly skilled, and caring colleagues.

As NBT Trust moves into a group model alongside University Hospitals Bristol & Weston (UHBW), this is a key time for our People Services to enable and deliver highly skilled and motivated staff in support of our strategic delivery ambitions.

In a post pandemic world, with cost of living challenges, people are more reflective on what is important to them and how they wish to engage in the workplace. We now need to put our people front and forward of everything we do. Our values, our offer, our work/life balance opportunities and our staff wellbeing are all critical enablers. But the key to everything is for us to create kindness in the workplace underpinning our values.

If 2020 taught us anything it was that healthcare faces an ever demanding agenda unlike anything we had seen before, and with that pressure we have seen a range of significant workforce challenges.

It is no good just developing a workforce fit for the future - we need one that is ready to meet today's demands. At the same time we must recognise that we need to support people to develop their career pathways in ways that are flexible, rewarding, and offer continuous development and professional satisfaction.

My promise has always been to have a people agenda that puts NBT at the forefront of innovative approaches, supported by easy to use, compassionate and inclusive people services and ways of working that strongly support each and every one of our personal development, lives and careers.

If we can do this, working together as one team, the energy, compassion, kindness, respect and professionalism we are known for will shine through every day.



**Jacqui Marshall**  
Chief People Officer

# WHO WE ARE

## OUR TRUST



2022/23  
income was  
**£869**  
million



Our hospital  
site covers  
**67 acres**

**10,696**  
staff  
**1,824**  
NBT extra staff



There are  
**19 acres**  
of green  
space  
on-site



We have  
**25**  
robots



In 2022/23  
**£1.7 million**  
was raised for charity



In 2022/23 there were  
**519,858 outpatient  
appointments -  
141,232 new attenders  
and 378,626 follow up**

In 2022/23  
there were  
**135 ED  
arrivals via helicopter**



We did  
**35,454**  
operations



We provide circa  
**1 million**  
meals per  
year

In 2022/23,  
over  
**530**



**trees** planted on site and  
in the local community

We did  
**35,454**  
operations

In 2019/20  
there were  
**97,001 ED arrivals  
70,220 in patients -  
10,933 elective,  
59,287 non-elective**



Current value of research  
grants is  
**£45M**  
In 2022/23 managed over  
**12,000** research participants

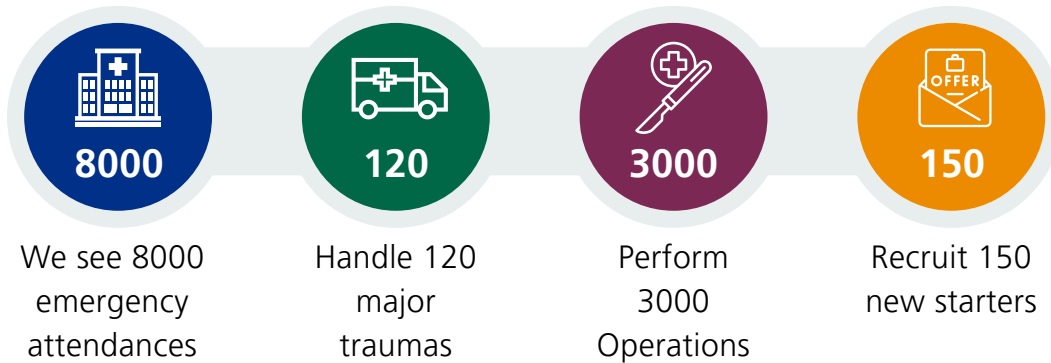


Of our staff:  
**14% walk  
15% bus and  
7% car share**



# NORTH BRISTOL NHS TRUST – THE CONTEXT IN 2024

## EVERY MONTH WE:



## OUR VALUES



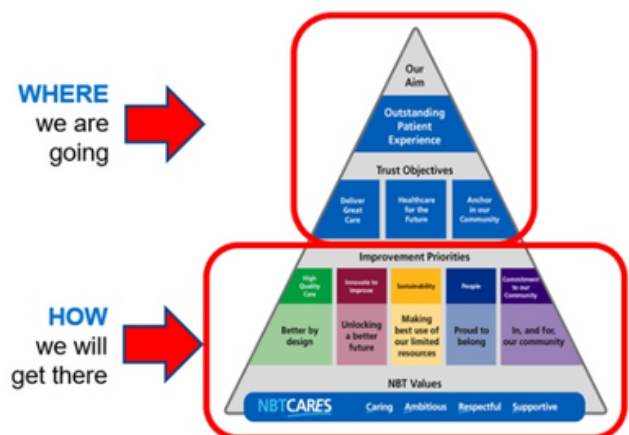
Our values were co-created with staff from across the Trust. Cares stands for **Caring, Ambitious, Respectful and Supportive** – four key values we hope everyone remembers and understands:

- **Caring** – because it underpins everything we do for our patients and the way we care for one another.
- **Ambitious** – because it signals that we always want to improve what we do on behalf of our patients and one another.
- **Respectful** – because every individual has an important role to play.
- **Supportive** – because we’re a team and deliver together.

Our new Trust strategy was launched in February 2023, and Patient First is the approach we are adopting to implement this strategy.

The fundamental principles of the Putting Patient First approach is to have a clear strategy that is easy to understand at all levels of NBT and that we focus on a small number of critical priorities, develop our leaders to know, run and improve their business and become a Trust where everybody contributes to delivering improvements for our patients. The Patient First approach is about what we do and how we do it and for it to be a success we need everyone to join us on the journey.

## OUR STRATEGY





## **BNSSG Integrated Care System (ICS)**

As well as bringing a range of partner organisations together to help people stay happy, healthy and well for longer; Integrated Care Systems are designed to ensure that health and care services join up around individual needs – breaking down the boundaries between physical health, mental health and social care services.

We are part of the ICS that serves the areas of Bristol, North Somerset and South Gloucestershire. It is comprised of 10 partner organisations, including the three Local Authorities in our area, the two NHS Trusts, the new Integrated Care Board and community and General Practice providers. It is also known as the Healthier Together Partnership.



## **Acute Provider Collaborative Working**

The Acute Provider Collaborative (APC) builds on the long and successful history of collaboration between NBT and UHBW. This is focused on delivering better, more equitable outcomes for patients, delivering efficiency and innovation and ensuring the very best opportunities for staff.

## **Joint Clinical Strategy**

A key focus of the APC has been developing a Joint Clinical Strategy (JCS). Our JCS sets a clear direction for our work together. It outlines our clinical vision for services that are seamless, high quality and equitable.

Our JCS sets out a fully joined-up approach between us and UHBW that will unlock significant benefits for our patients, our people and our communities. The JCS builds on and complements the strategies and visions of both organisations - it doesn't replace them.

Both NBT and UHBW have committed to formally create the right environment which allows deeper collaboration to flourish and enable delivery of our Joint Clinical Strategy.

## **A Hospital Group model**

To enable us to deliver our Joint Clinical Strategy, at the end of 2023 both Trusts confirmed that we will form a Hospital Group. It is our strategic intent to form a Hospital Group within the next two years to help remove barriers that can sometimes get in the way of providing seamless patient care between our organisations. NHS Trusts nationwide are working together at scale to benefit their populations. This is a fundamental shift in the way the health and care system is organised, moving from an emphasis on organisational autonomy and competition to collaboration and partnership working.



# THE NHS PEOPLE PROMISE

Our People Strategy puts our teams at the centre of all we do at NBT.



## OUR NHS PEOPLE PROMISE

As part of a 1.3M strong NHS workforce, we achieve the extraordinary every day. That is why we sign up to the NHS People Promise. This strategy not only underpins the NHS People Plan, but charts our journey, ambition and passion to provide high quality compassionate patient care. We will achieve this by striving to be an employer where everyone feels proud to belong.

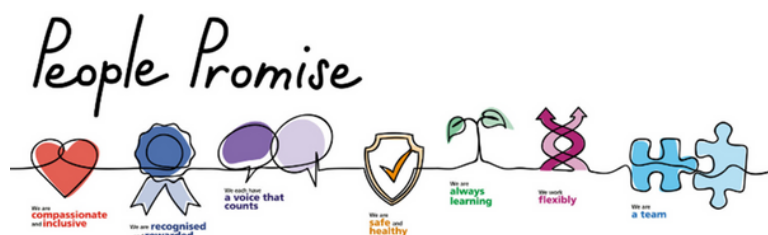
We believe that our staff deserve the best and to meet our ambitions and manage existing and new demands we face we have set ourselves demanding objectives to create an inclusive, just and open culture across NBT and our ICS, maximising the privilege of being an anchor in our community.

These commitments will tangibly be demonstrated by achievement of the following, through year on year clearly defined and published measurement targets:

- Sustained improved retention and a reduction in our substantive vacancies
- Improvements in the health and well-being of our staff
- Increases in the satisfaction and motivation of our staff
- Reduction in the imbalance in career progression that currently exists within the Trust, as reported in our WRES and other mechanisms.

We recognise that it is essential we develop compassionate and engaging leaders who are committed to making NBT an agile, inclusive and forward-looking employer. We have the ambition to build a flexible workforce that respects established professional skill sets and education yet is innovative and modern, to deliver our agenda and address the gaps we face in our traditional supply routes.

This is what you have told us you want and we will do all we can to make this happen.



# THE FUTURE OF HR & OD IN THE NHS

There are 16,000 members of the people profession across the NHS and the 'Future of HR & OD in the NHS' report was co-created by NHS staff and their representatives, leaders and members of the people profession. The report sets out the vision for "how the people profession will continue to maximise our collective contribution to the NHS and meet the needs of staff, patients and local communities over the coming decade and beyond – building a brighter future for all."

*The future of NHS human resources and organisational development report outlines a vision and actions that support the delivery of the four pillars of the NHS People Plan and embeds the seven elements of the NHS People Promise. The future of NHS human resources and organisational development vision for 2030 has eight themes as outlined below.*

## NHS PEOPLE PLAN



## NHS PEOPLE PROMISE



## THE FUTURE OF HR & OD



“People professionals – those who lead on all aspects of the people agenda – play a huge part in making the NHS the vibrant, resourceful organisation it is today, and will continue to influence how it will develop in the future.”





# HOW ARE WE DOING?

Welcome

# WORK DELIVERED SO FAR

We've been working hard to continue to ensure that everyone at NBT feels proud to belong. We are delighted that in 2023 more than 70% of staff would recommend NBT as a great place to work. Here are some of the great examples of what we have been doing between 2020-2024.

- The development of our 'Valuing You' inclusivity approach underpins our aim for staff to feel valued and respected in their roles
- We have a comprehensive and multi award-winning wellbeing programme in place, including access to a 24/7 employee assistance programme, dedicated physiotherapy and psychology support for our staff, and staff health checks on site. The programme is continuously being developed and improved
- Our wider offer to staff includes onsite childcare services, a comprehensive travel to work scheme, a salary sacrifice scheme, the opportunity to buy additional leave, onsite facilities for staff including catering, hospital art and sustainability programmes
- We have taken an active approach to engagement and retention, leading to a sustained improvement in staff turnover.
- We have invested in our workforce systems and have a comprehensive workforce data set, and we are implementing e-Rostering and e-Job Planning for all.
- Our Healthcare Excellence in Leadership & Management programme supports our service line management framework, aids our people in devolved decision-making, and empowers our frontline staff to lead.
- Our talent acquisition approach leads to a tailored, candidate focused approach and is delivering a significantly reducing vacancy position.
- Our apprenticeship programmes are well-planned and effective, and we consistently exceed the public sector targets. Learners develop new skills and produce high-quality work, increasing their confidence and impact in the workplace
- We have embedded a restorative Just Culture approach into the way we manage issues, and we have launched a Zero Acceptance policy and 'we do not accept campaign' to address discrimination, racism, bullying, harassment, violence, aggression and abuse.



**NBT Hero –  
Robert Brown, Pharmacist**

Robert was nominated because he has continually provided amazing leadership to his team, including during the pandemic. His nomination reads: "Through it all Robert has been a welcome source of encouragement, steady communication, and calm leadership".



**NBT Hero  
Omar Bah, Team Leader, Facilities**

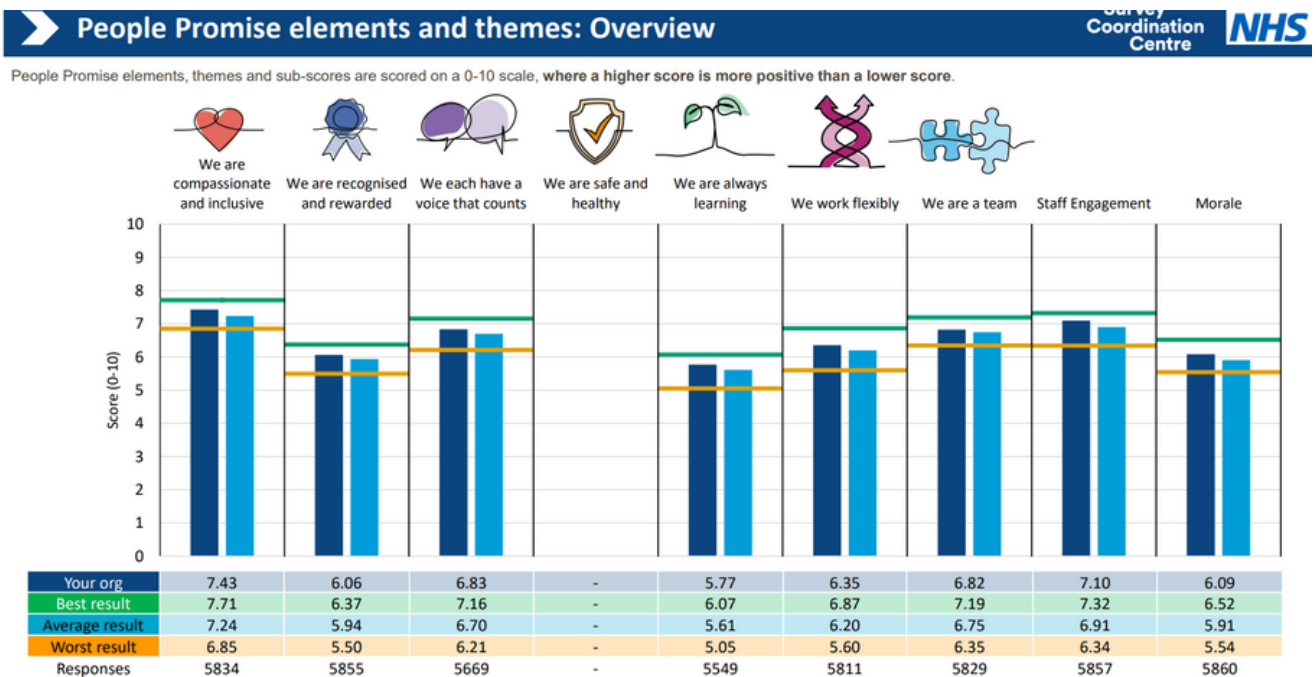
Omar is a Team Leader in Facilities. He was nominated as an NBT Hero for "his ongoing support and commitment he has shown over the years in supporting the domestic staff on their mandatory training courses".

# 2024 - WHERE ARE WE NOW?

Over the last 4 years, we have increased our overall staff numbers, began to really transform how we attract and recruit new joiners but most importantly worked on our offer to staff and focus on what makes them happy and high performing and want to stay with us. In the 2023 NHS Staff Survey we were rated above average for all areas of the NHS People Promise.

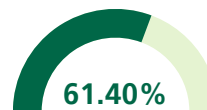
## How we Perform

(Results from the 2023 NHS Staff Attitude Survey)



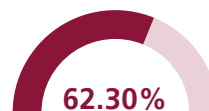
### Positives

Q24b There are opportunities for me to develop my career in this organisation. (Agree/Strongly agree)

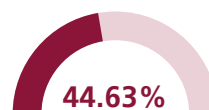


### Areas for Improvement

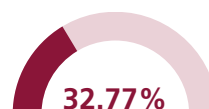
Q9b My immediate manager gives me clear feedback on my work. (Agree/Strongly agree)



Q12e How often, if at all, do you feel worn out at the end of your working day/shift. (Often/Always)



Q23d It (Appraisal) left me feeling that my work is valued by my organisation (Yes definitely)

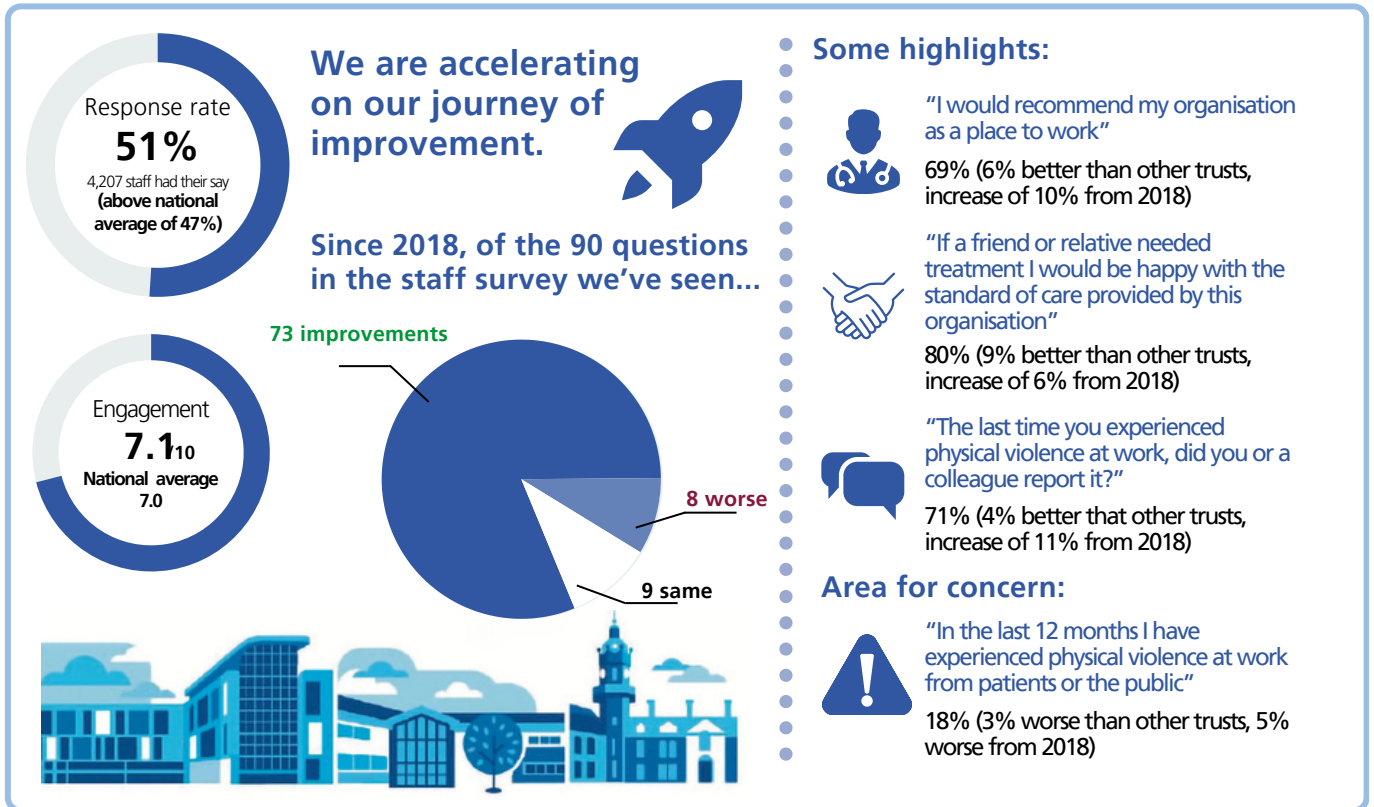




We can see the positive difference we have made to staff experience at NBT over the past 4 years:

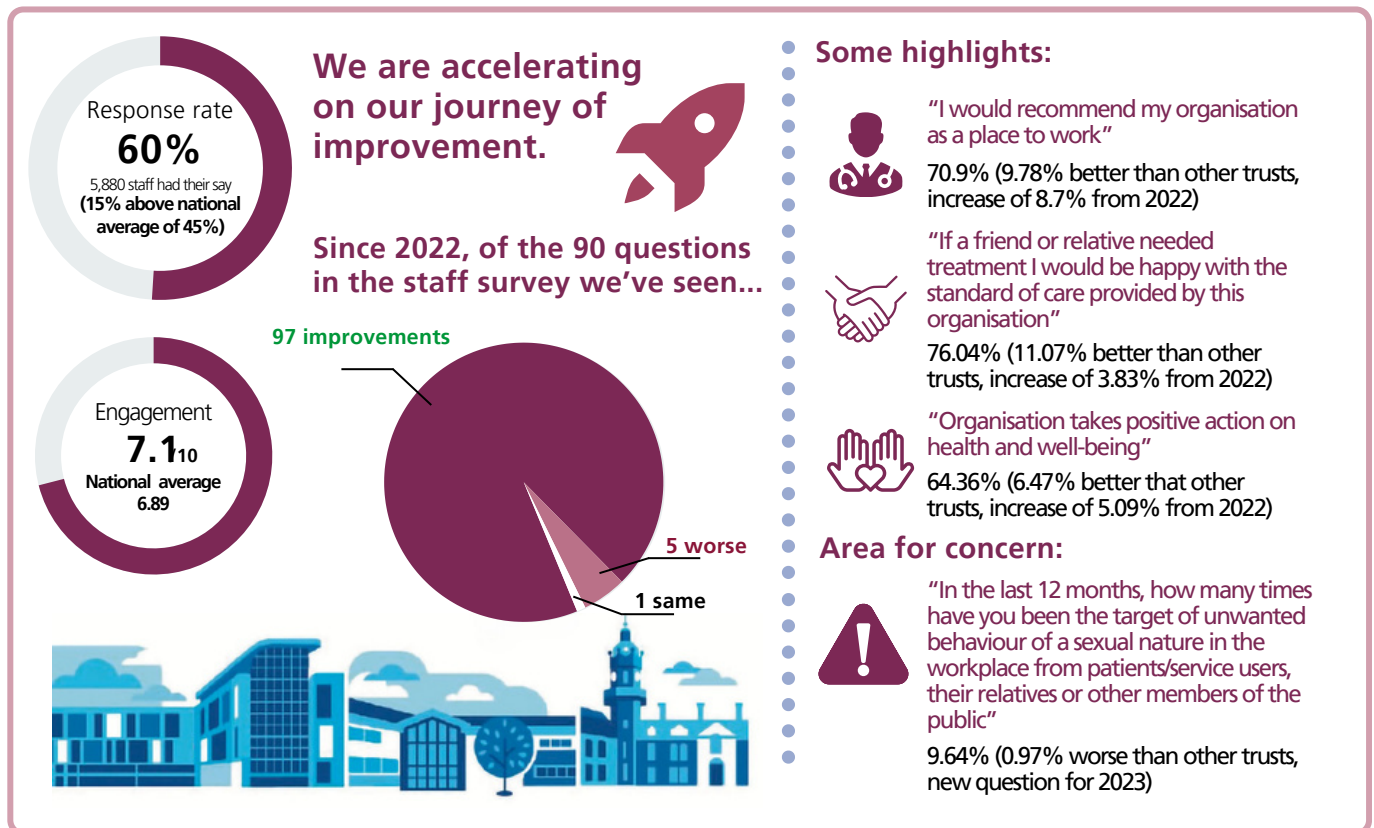
# STAFF SURVEY RESULTS 2019

Key Findings - Trust-wide Our headlines from the NHS Staff Survey when this strategy was created:









# STAFF SURVEY RESULTS 2023

Key Findings - Trust-wide Our headlines from the NHS Staff Survey in 2023:



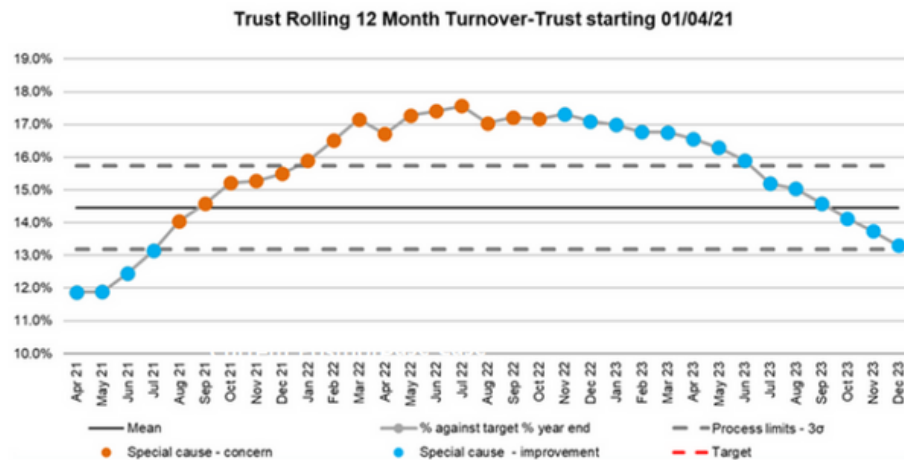
# 2024 - WHERE ARE WE NOW?

Our workforce metrics indicate reduced vacancy levels and staff turnover, as well as increased bank fill rates, vacancy rates and mandatory training compliance:

<b>VACANCY RATE</b> <b>4.8% (JAN 2024)</b> 	<b>BANK FILL RATE</b> <b>70% (JAN 2024)</b> 
<b>APPRAISAL COMPLETION RATES:</b> <b>83% (JAN 2024)</b> 	<b>STAFF TURNOVER</b> <b>13.1% (JAN 2024)</b> 
<b>DISPARITY RATIO (B.A.M.E)</b> 22/23 <b>1.70</b> 	<b>MANDATED TRAINING COMPLIANCE: 90%</b> <b>(JAN 2024)</b> 

Graph 1

We are pleased to see that our staff turnover has been reducing every month since November 2022.



Division	Rolling 12 Month Turnover	
	Jan-23	Jan-24
339 Anaesthesia, Surgery, Critical & Renal Division	15.6%	11.3%
339 Core Clinical Services Division	17.3%	11.8%
339 Corporates	25.6%	17.6%
339 Facilities Division	13.7%	11.0%
339 Medicine Division	18.1%	16.4%
339 Neurosciences & Musculoskeletal Division	15.7%	11.9%
339 Women & Childrens Division	15.1%	11.6%
<b>Grand Total</b>	<b>17.4%</b>	<b>13.1%</b>



We set a target of 16.5% staff turnover by the end of 2023/24 and we are now exceeding this in the majority of our Divisions/ Services





# OUR STRATEGIC PEOPLE PRIORITIES

# OUR STRATEGIC PEOPLE PRIORITIES

We have **six key areas of focus** as part of our People Strategy, and these underpin the Trust's Putting Patients First Strategy and our Clinical Strategy, with the overall aim of providing outstanding patient experience.



PUTTING  
PATIENTS FIRST  
TRUST STRATEGY

CLINICAL STRATEGY

ACUTE PROVIDER COLLABORATIVE

LONG TERM WORKFORCE PLAN

EQUALITY, DIVERSITY & INCLUSION PLAN

COMMITMENT TO OUR COMMUNITY

LONG TERM RETENTION PLAN

ENHANCING PEOPLE SERVICES



Each of these priorities are underpinned by a detailed plan, with key targets and deliverables.

STRATEGIC PRIORITIES

OUR CULTURE AND NBT CARES VALUES

Our plans are monitored through our People Oversight Group with assurance provided to our Board through our People & EDI Committee.





# ACUTE PROVIDER COLLABORATIVE

The NHS Long-Term Workforce Plan published in June 2023 sets out plans to grow apprenticeships to 22% of the workforce, an increase of Nursing Associates by 110%, 64% more people in education and training, 100% more newly qualified Medical and Dental staff and 80% more newly qualified Nurses and midwives. In addition, there is an ambition to recruit 8.6% of staff from the wider labour market, growth of our domestic recruitment pipeline, as well as developing and growing new roles.



Underpinning all of this is ensuring that we can provide an attractive, modern, seamless, and efficient recruitment and employment offer. We know that Bristol is a highly desirable place to live and work, but the Southwest has the third highest house prices and the third lowest salaries in the country, and in Bristol the lowest house prices are ten times higher than the annual earnings of lower income households.

With a collective workforce of more than 24,000 staff, we are committed to working across UHBW and NBT to tackle these challenges together, working in collaboration to attract staff, ensuring that we truly make Bristol a great place to work, and that

we offer opportunities for people to grow and develop their careers across the breadth of our health and care system. We know that working together will enable us to improve quality, efficiency, resilience and offer greater opportunities for the growth and development of our collective workforce, contributing to outstanding patient care.

Our aim is to create a 'centre of excellence and recruitment expertise' across our two Trusts. We believe that in doing so, we will enable opportunities for people to flourish and develop, and for them to have fulfilled roles and meaningful careers with us now and in the future.

Within NBT we have an ambition that everyone feels proud to belong, and in UHBW we strive to be the best place to work. We intend to bring together these ambitions as part of a shared vision. We will create a joint recruitment centre of expertise, a shared international recruitment offer, and a collaborative bank between our Trust's by the end of March 2025. We are excited about the opportunity to work together and are committed to making this a success for the benefit of our teams, staff, and patients.





# LONG TERM WORKFORCE PLAN

The overall aim of our Long-Term Workforce Plan to ensure we have the right people with the right skills at the right time and at the right cost.

- It will also help us to align with the national and regional context and direction of travel.
- We have developed a new workforce modelling approach for NBT to underpin our thinking which is guided by the principles, best practice and methodology that underpins the national NHS Long-Term Workforce Plan.
- This will help us to move from retrospective data to workforce data literacy to ensure we plan for the right workforce against activity for the future and mitigate supply shortages.
- We have already put the groundwork in to support this plan (for example our move to e-rostering and engagement with divisions through our in-year workforce planning process)
- We now aim to move to this strategic plan for our future workforce supply to address our workforce gap.

Strategic interventions

**Interventions to Close the Gap**  
We have determined a set of interventions that we will take to address our workforce challenges – these align with the priorities of the national Long-Term Workforce Plan

Through engagement, we have described a set of interventions that will either increase workforce supply or decrease demand:

- ENHANCE RECRUITMENT
- GROW APPRENTICESHIPS
- INCREASE RETENTION
- TRANSFORM TEAMS
- IMPLEMENT NEW & EXTENDED ROLES
- INCREASE PRODUCTIVITY

NHS North Bristol NHS Trust

NBT CARES

## Our Aims:

- We will put together our workforce supply and demand projections together for the first time to make calculated forecasts about the size and shape of our workforce over the next 5 years.
- We will give a combined and complete picture of our whole workforce position across the whole organisation in one place.
- This will enable us to profile the recruitment requirement by year, factoring in commitments such as the Elective Care Centre, and determining the ongoing need for international recruitment in the short to medium term.
- We will shine a light on areas where we need to focus our attention to improve data quality.
- This will provide a longer-term view of challenges and opportunities, enabling us to be on the front-foot through a more proactive, forward-thinking and systematic approach to workforce planning.
- We will put ourselves in a position to more easily make intelligent, data-driven decisions about what we should do to address our workforce challenges, future proof our workforce and mitigate risks to our Trust operations.
- We will provide a tool to prioritise and define our action plans each year. This will be an iterative process.



# EQUALITY, DIVERSITY & INCLUSION (EDI) PLAN

NHS England developed an EDI Improvement Plan for the NHS in June 2023. This outlines where NHS organisations can make the greatest difference by focusing on 6 key areas (known as ‘High Impact Actions’).

Here at NBT we have reviewed these actions alongside our existing programmes of work and against where our own EDI data tells us that we need to improve. This has led us to develop **4 priority areas**, and these form our EDI Plan.



*“Our Equality, Diversity and Inclusion (EDI) Plan sets out our priorities over the next 3 years and includes some very clear actions that we will take in 2023/24. We aim to refresh these actions each year to check that we are truly making a difference.*”

12-point Plan - Our Immediate Actions			
Ensuring EDI ownership & accountability	Eliminating discrimination, harassment, bullying & violence	Embedding diverse & fair recruitment	Closing the pay gap
TRUST WIDE ACTIONS			
1 Launch new EDI governance structure by 31st Dec 23	4 Launch a zero-acceptance campaign and approach to discrimination, harassment, bullying and abuse by 31st January 24	7 Launch Positive Action campaign by 30th November 23. New recruitment policy embedding Fairer Recruitment principles launched by 31st March 24.	10 Review and commence implementing actions from the 'Mend the Gap' review for medical workforce, by 31st January 24
LEADERSHIP LEVEL ACTIONS			
2 Agree one smart EDI objective for all Board members and senior leaders by 31st March 24	5 EMT & SLG 'Senior Leader Champions' identified and assigned to tackle each theme identified by the Triangulation Group by 31st March 24	8 All posts Band 8a/above advertised as 'positive action' from 1st December 23; diverse interview panels in place for all Band 8a/above posts by 31st March 24	11 Complete NHSE gender pay gap self-assessment by 31st December and publish pay gap action plans for gender and ethnicity by 31st March 24
DIVISIONAL / SERVICE ACTIONS			
3 Each Division/Service to identify at least one area of improvement in EDI based on their data by 31st March 24	6 Individual 'Speaking Up' campaigns launched for every Division by 31st March 24, focusing on bystander to upstander	9 Track divisional/service improvement in disparity ratio and hires from deprived communities via new EDI governance structure by 31st January 24	12 Run divisional campaigns to increase staff network involvement, supporting the release of staff, by 31st March 24

We know that change will not happen overnight, but our ambition over the next few years is to ensure that everyone starts to take ownership and accountability for EDI, that we take steps forward towards the elimination of discrimination, harassment, bullying & violence, that we embed diverse & fair recruitment practice and take actions that close the pay gap that currently exists.



**NBT HERO**

### NBT Hero – Jayne Davies, Dementia Specialist Nurse

Jayne is a Dementia Specialist Nurse. Jayne was nominated as an NBT Hero for ensuring “patients and their families receive all the support and guidance they need”.



**NBT HERO**

### NBT Hero – Chinedu Nkole, Stroke Consultant

Chinedu is a Stroke Consultant. Chinedu was nominated for an NBT Hero award for showing “outstanding care and communication to all members of the team, patients and their relatives, despite the enormous amount of pressure the medical team are under”.





# COMMITMENT TO OUR COMMUNITY

***As one of the largest employers here in Bristol, we want to ensure that we have a truly diverse workforce that is representative of our local communities because we know that this enables us to deliver our aim of outstanding patient experience.***

We aim to tackle this as a key improvement priority. Our commitment is to increase employment opportunities for those who live locally, with a focus on ethnically diverse groups and in particular areas which are impacted by socio-economic disadvantage and experiencing inequalities. We know this will help increase the diversity of our workforce and provide valuable employment opportunities to help people with increased financial stability, encouraging them to develop and thrive.

We have set ourselves some clear objectives to increase the number of people we recruit from the most socio-economically challenged areas in and around Bristol, and we'll be taking positive and proactive action within our local communities to make sure we achieve this. We also aim to address the disparity that exists when people apply for jobs from Black, Asian, and other minority groups, as sadly we know from data across the country that people from these groups are less likely to be shortlisted or appointed, and this is simply not right. We want to address this here at NBT and understand more about what we need to do to tackle this issue and reduce the disparity that exists.

We want people to feel proud to belong in NBT and are striving to make a real difference in and for our local communities, enabling an outstanding staff and patient experience for all. We have set ourselves some clear actions under the following themes:

## COMMUNITY EMPLOYMENT THEMES

We have identified **9 key themes** that we will focus on as part of our plan. These themes are based on feedback from our community partners, and views on the areas that will enable us to make the greatest difference.

- C** Career Pathways 
- O** Outreach 
- M** Marketing 
- M** Mentoring 
- U** Understanding 
- N** Networking 
- I** Inclusion 
- T** Training & Support 
- Y** Young People 

## DISPARITY RATIO

We have identified **9 key themes** to help reduce our disparity ratio across the Trust. These actions aim to support our divisions and services within the Trust to focus on this at a local level, and we will work to target specific areas where disparity exists.

- D** Diverse Interview Panels 
- I** Interview Feedback 
- S** Selection Techniques 
- P** Policy Review 
- A** Alternative Interview Techniques 
- R** Review of our Recruitment Processes 
- I** Information & Guidance 
- T** Training 
- Y** Yielding Results 



Our target is to employ **38.5%** of our workforce from the most socio-economically challenged local communities by the end of March 2025.



Our target is to reduce our B.A.ME disparity ratio from 1.70 in 2022/23 to **1.25** by the end of March 2025.



# LONG TERM RETENTION PLAN

***We are pleased that staff turnover in NBT has been improving month-on-month since November 2022, and that more people are choosing to stay with us. However, we still have work to do to ensure that this improvement continues.***

We know that maintaining a healthy recruitment pipeline of staff is critical, but it is equally as important for us to continue to focus on improving retention and embedding a culture where people truly do feel proud to belong here. As part of our Trust Strategy, the creation of a Long-Term Retention Plan is one of our 'Putting Patients First' strategic priorities, and we have worked with colleagues from across the Trust to develop a plan that has some targeted actions that matter to people the most, so that we can track and measure our progress against this. In 2022 2,900 substantive staff left NBT, and in 2023 this reduced to 1810. In December 2022 we had a workforce gap of 798.75 wte, and in December 2023 this reduced to 558.11 wte. In 2022, our Leaver's Insight Report found the most common reasons people left us was work-life balance, pay and reward, progression and continuing professional development (CPD), relocation and health and wellbeing. Our exit data shows that reasons for leaving vary by professional group and job role and are influenced by factors such as an individual's age and life events.

Our Long Term Retention Plan aims to build on our 1-year Retention Plan for 2023/24 and the seven elements of the NHS People Promise and Plan. We are focusing on 4 key strategic priorities:

1. Ensure a good work life balance
2. Build a culture of kindness and belonging
3. Supporting our managers and leaders
4. Supporting career development and progression



**We have set ourselves a turnover target of 10.2% by 2028.** Our plan details the key interventions which will be undertaken each year, which will have impact Trust-wide or at staff group or service level. We have incorporated the key retention actions which our Divisions have committed to undertaking or supporting, accepting that some other divisionally led retention work will form part of their 'business as usual'.

### NBT RETENTION PRIORITIES

From analysis of our workforce data and following engagement with leaders across NBT, we have identified **4 retention priority areas**. These have been mapped to the NHS People Promises and our CARES values:

1

#### ENSURE A GOOD WORK LIFE BALANCE

Supportive

We are safe and healthy

We work flexibly

2

#### BUILD A CULTURE OF KINDNESS AND BELONGING

Caring

We are compassionate and inclusive

We are a team

3

#### SUPPORTING OUR MANAGERS AND LEADERS

Respectful

We are safe and healthy

We are always learning

4

#### SUPPORTING CAREER DEVELOPMENT AND PROGRESSION

Ambitious

We are recognised and rewarded

We are always learning



# ENHANCING PEOPLE SERVICES

*Whether is it ensuring we attract the highest quality candidates, embedding equality, diversity and inclusion, providing seamless candidate experience and induction, offering outstanding HR advice, staff wellbeing & support, and first class learning & career development opportunities, our People Team is crucial in ensuring that people can truly feel proud to belong here at NBT. In 2020 we set ourselves an objective to provide 'Better People Support' to staff and managers at NBT.*

Our aim is to create a seamless service that is easy for NBT staff and managers to access and navigate. We will provide the following services:



### Workforce Planning, Data & Systems

*'Single source of expertise for all workforce systems & data, providing planning oversight, and insightful analysis to inform decisions relating to workforce.'*



### People Advice

*'Shaping HR policy, providing expert end-to-end operational HR advice and guidance to line managers and signposting for staff.'*



### Workforce Programmes

*'Agile resource deployed to deliver key strategic workforce priorities for the Trust.'*



### Strategic People Business Partnering

*'Developing and delivering a portfolio of strategic business solutions to deliver the Trust's strategy and workforce plans'*



### Resourcing

*'Delivering the full-spectrum of resourcing transformation as part of the Acute Provider Collaborative'*



### Strategic Medical Workforce

*'Developing and delivering a portfolio of strategic medical workforce development solutions, and a centre of excellence for Junior Doctor rotations'*



### Learning & Development

*"Driving a culture of learning, research, education and organisation development to support provision of outstanding patient care"*



### Staff Experience, Wellbeing & EDI

*"Centring inclusion, staff experience, wellbeing and engagement as a means of developing organisational culture"*

## Our Team Commitment:

We will embed a 'one team' approach with a seamless service and joined up communication between our teams, customers and system partners, continually seeking ways to learn and develop ourselves and others.

- We are caring and customer focused in everything we do
- We are ambitious, innovative and high performing
- We are positive, inclusive and respectful
- We are visible, supportive and accessible

## Our Team objectives:

- Supporting & developing the people profession
- Leading improvement change and innovation
- Embedding digitally enabled solutions
- Prioritising the health and wellbeing of all our people
- Ensuring inclusion and belonging for all
- Creating a great employee experience
- Harnessing the talents of all our people
- Enabling new ways of working and planning for the future



## SUMMARY



This document outlines our promise to our staff here at NBT. When this strategy was created in 2020, we recognised that the impact of Covid-19 would be with us for some time and we did not know what this will mean for how we work in the future. We set out a foundation for how we intended to put our staff at the heart of all we do, and 4 years later we can start to see the positive results of our actions. We still have some way to go, but we are incredibly proud of everything we have achieved and will continue to invest in our staff to ensure that everyone in NBT feels proud to belong.

***A message to our staff: You are what makes NBT what it is and our commitment to you is clear.***

We want you to work in an environment where you feel supported, where you know that we value your health and well-being and that we want you to be the best that you can be. We will not tolerate discrimination, racism, bullying, harassment, violence, aggression and abuse. We will support you in your career development with us and want your voice to be heard and for you to have a clear say in everything we do. We have achieved so much and will continue to achieve great things and strive to ensure that everyone in NBT feels proud to belong.