

Vision | Openness | Integrity | Compassion | Excellence



Bolton
NHS Foundation Trust

People Plan

2023-2026

... for a **better** Bolton

Our People Plan: Our promise to you

Dear colleagues

It's our pleasure to introduce our People Plan, our commitment to supporting you, our fantastic staff, to develop and grow in your careers and yourselves.

You tell us that this is a great place to work – and that is all down to you, our people. We are working hard to continue to provide the right conditions and culture for this to stay a fantastic place to be.

This plan outlines how we will get there,

defined by the four pillars we will use as our guiding framework. We will focus our attention on how we attract the best people, support them to develop as leaders in their field of expertise, provide the right environment so that they want to stay and grow their careers in Bolton, all whilst shaping an inclusive culture that allows everyone to bring their full and true selves to work every day.

It's really important to us that this isn't just words on a page. We will all play a part in making sure that the plans in these pages happen. We will continue to



work with our colleagues across the Bolton locality to make sure that Bolton remains the place to be, guided by our Board of Directors every step of the way.

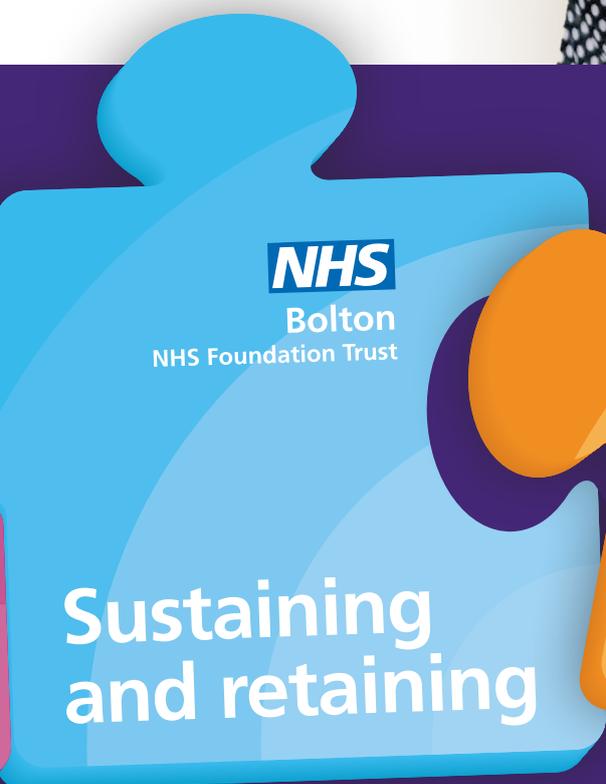
I hope you see something in this plan for you. It is truly an honour to work alongside each and every one of you, every day.

Fiona Noden

Chief Executive and Place Based Lead for Bolton

James Mawrey

Deputy Chief Executive and Chief People Officer



NHS

Bolton

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**Sustaining
and retaining**



NHS

Bolton

NHS Foundation Trust

Including

The best people will want to join the Bolton team, because they know that working here is more than just a job.



We will get there by:

- Local jobs for local people, wherever possible.
- Developing new ways of attracting diverse talent to Bolton.
- Working with the education sector in Bolton to put career paths in place that welcome a steady pipeline of new talent into the organisation.
- Welcoming new members into the Bolton team by providing everything they need to do their jobs effectively.
- Offering competitive packages that enable people to have a happy life.
- Recognising our achievements and building on our reputation by consistently doing the right thing for our people.

Our people will be encouraged to grow and feel inspired to be the best they can be.



We will get there by:

- Planning our workforce for the future.
- Ensuring all our people have personalised development plans that outline their career paths of choice.
- Creating a talent management framework and measuring how many staff are promoted as a result.
- Investing in our people by developing leadership programmes for line managers at all levels.
- Create a multi-disciplinary skills model that ensures alignment and focus across personal, professional and clinical education.

Bolton NHS Foundation Trust VOICE Behaviours

Vision

Be Positive

We have strong plans and make decisions with Bolton's communities

Openness

Be Inclusive

We communicate clearly and encourage feedback

People will have long and happy careers in Bolton, and will not want to work anywhere else.



We will get there by:

- Looking after the health and wellbeing of our workforce.
- Embracing flexible working so that people don't have to choose between their personal and professional lives.
- Monitoring progress and continuing to really listen to feedback about the thing that mean the most to our people.
- Encouraging people to speak up when something isn't quite right.
- Recognising and rewarding the efforts of our staff.
- Simplifying HR systems and processes to make life easier for our staff.

Making Bolton a place where we all feel we belong.



We will get there by:

- Embedding equality, diversity and inclusion best practices into everything we do.
- Building a workforce that represents the communities we serve, at all levels.
- Create a multi-disciplinary skills model that ensures alignment and focus across personal, professional and clinical education
- Enhancing the process for our people to declare protected characteristics, so we have a better understanding of everyone across our organisation.
- Ensuring all our people have the tools, equipment and access to work that they require to be their best selves at Bolton.
- Be at the forefront of the diversity agenda and continue to celebrate this across Bolton.

Integrity

Be Honest

We are fair, show respect and empathy

Compassion

Be Kind

We have a caring person-centred approach

Excellence

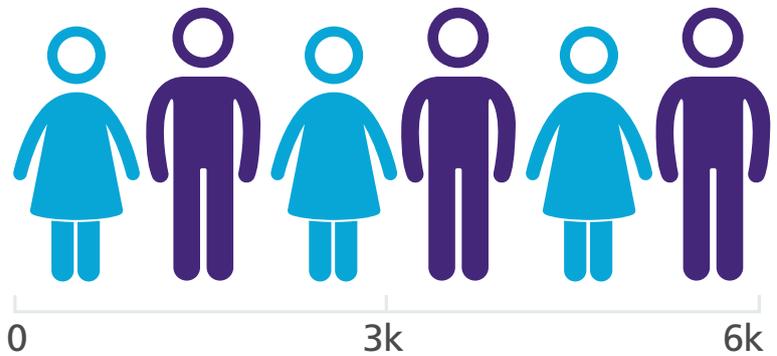
Be Bold

We prioritise quality, safety and continuous improvement

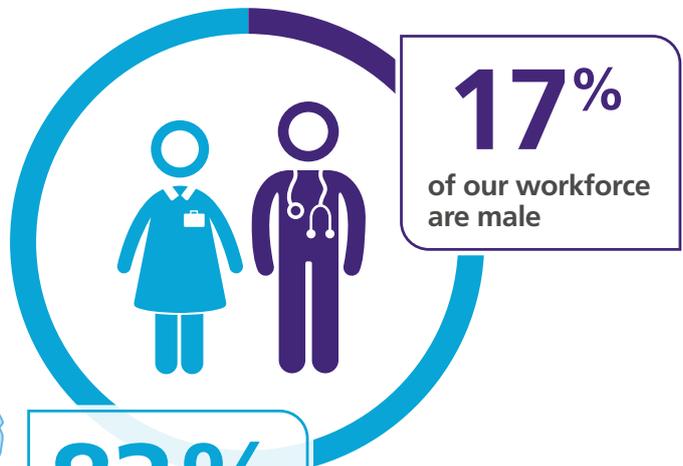
Our current workforce

Total workforce circa

6000



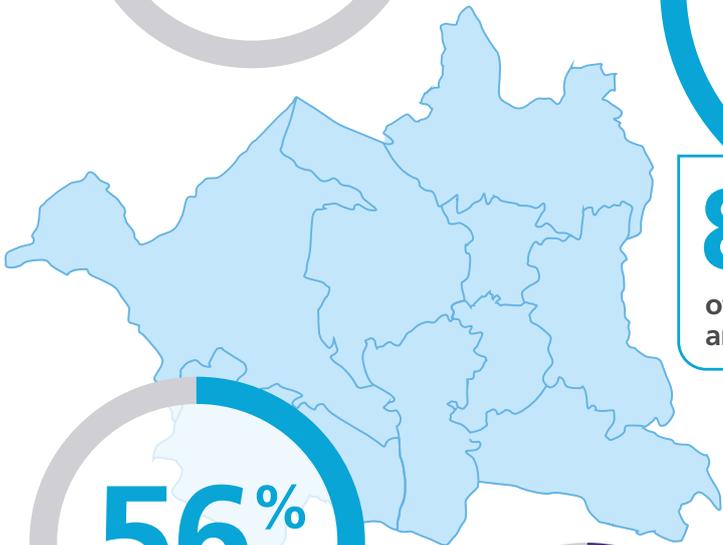
of our total workforce are BAME



17%
of our workforce are male



83%
of our workforce are female



of our workforce live in Bolton



of our workforce declared a disability and/or health condition

Workforce age range

Age range	Percentage
20	0.42%
21-30	18.69%
31-40	25%
41-50	22.9%
51-60	24.77%
61-70	7.82%
71	0.39%

Data correct as of March 2023

Attracting

The best people will want to join the Bolton team, because they know that working here is more than just a job.



We will get there by:

- Recognising our achievements and building on our reputation by winning external awards.
- Working with the education sector in Bolton to put career paths in place that welcome a steady pipeline of new talent into the organisation.
- Developing new ways of attracting diverse talent to Bolton.
- Welcoming new members into the Bolton team by providing everything they need to do their jobs effectively and timely.
- Offering competitive packages that enable people to have a happy life.
- Promoting the important role our volunteers play in our organisation.
- Developing roles as a Bolton locality and in partnership with others, not with an organisational boundary.
- Develop a platform and framework for our alumni to keep connected to the Bolton community.
- Achieving our Armed Forces silver re-accreditation, with a clear plan to achieve Gold and refresh our Armed Forces Covenant.
- Local jobs for local people, wherever possible.
- Continue to welcome colleagues as part of our international recruitment activity, where appropriate.

We will know we have got there by:

- Recruitment data.
- Vacancy rates.
- Bank and agency usage data.
- E-Rostering key performance indicators.
- External recognition via HR and NHS Awards.
- Increase in International Recruitment numbers and Apprenticeships.
- Data on Bolton returners (i.e. those who come back to us).

Developing and leading

Our people will be encouraged to grow and feel inspired to be the best they can be.

We will get there by:

- Ensuring all our people have personalised development plans that outline their growth and careers paths of choice and align to our 'For a Better Bolton' appraisal model.
- Creating a multi-disciplinary skills model that ensures alignment and focus across personal, professional and clinical education.
- Developing and embed our Career Frameworks across the organisation, including showcasing the role that clinical and professional development play in this.
- Investing in our people by developing leadership programmes that are flexible with consistent themes across all levels of the organisation and locality.
- Creating a talent management framework that supports succession planning, with an 'internal first' mentality for senior and leadership roles across Bolton locality.
- Enhancing the planning of our workforce for the future, including skills changes.
- Establishing and developing rotational development programme across the locality, to support our people in operating as one team across the Bolton system.
- Maintaining and improving the quality and compliance levels of appraisal, mandatory training and statutory training.

We will know we have got there by:

- Equal opportunities for career progression question results within NHS staff survey.
- Workforce and skills profile and forecasting available.
- Continue to achieve and sustain appraisal rate of 85%.
- An achieved mandatory training rate of 92%.
- An achieved statutory training rate of 95%.
- Leadership and development data – including short / long term benefits realised as a result of L&D intervention.



Sustaining and retaining

People will have long and happy careers in Bolton, and will not want to work anywhere else.



We will get there by:

- Simplifying people / HR systems and processes to make life easier for our people.
- Looking after the health and wellbeing of our people across the organisation through an enhanced corporate offer and personalised packages.
- Embracing flexible working so that people don't have to choose between their personal and professional lives.
- Monitoring progress and continuing to really listen to feedback about the things that mean the most to our people – and act in a timely and effective manner.
- Encouraging people to speak up when something isn't quite right.
- Recognising and rewarding the efforts and commitment of all our people.
- Our people are advocates and champions for good health and wellbeing, supporting our focus on health inequalities.
- Our leaders will continue to be visible across the organisation and locality.
- Continuing to enhance our pro-active Occupational Health offering, such as weight management, smoking cessation, mindfulness and resilience programmes.
- Ensuring consultant job plans match service demand and support 24/7 delivery. Extend the use of job plans to other staff who manage caseloads, for example AHPs and nurse consultants.

We will know we have got there by:

- Remaining in the top 20% of NHS organisations for staff engagement scores (as measured by NHS staff survey).
- An achieved sickness rates of under 4.2%
- An achieved turnover rate of 8-10%
- Succession planning in place for key roles across the organisation
- Exit interview data
- Freedom to Speak Up and raising concerns data
- Well Led CQC Inspection feedback

Including

Making Bolton a place where we all feel we belong.

We will get there by:

- Building a workforce that represents the communities we serve, at all levels.
- Empowering our staff networks to have a voice that counts and drive activity that has the greatest impact for them.
- Enhancing the process for our people to declare protected characteristics, so we have a better understanding of everyone across our organisation.
- Ensuring all our people have the tools, equipment and access to work that they require to be their best selves at Bolton.
- Be at the forefront of the diversity agenda and continue to celebrate this across Bolton.
- Embedding equality, diversity and inclusion best practices into everything we do.
- Developing and enhancing our recruitment processes to ensure we are attracting diverse talent to the organisation and removing any barriers.
- Enhancing our learning and development opportunities for people in under-represented groups.
- Providing support for our people in dealing with challenging others, re-affirming our zero-tolerance policy to bullying, harassment and discrimination.

We will know we have got there by:

- We have a workforce which reflects the population that we serve – specifically ensuring that the organisation is as diverse as the population we serve (as measured by the Workforce Race Equality Standard) and Workforce Disability Equality Standard.
- Declaration rates for Disability & Health Conditions.
- Reporting of bullying and harassment in the national staff survey.
- Organisational development – including short / long term benefits realised as a result of OD and EDI intervention.
- Completion of Equality Impact Assessments.





Attracting - Roadmap dates

What we will deliver	Dates	Level
Recognising our achievements and building on our reputation by winning external awards.	December 2026	Trust-wide
Working with the education sector in Bolton to put career paths in place that welcome a steady pipeline of new talent into the organisation.	September 2024	Divisional-level
Developing new ways of attracting diverse talent to Bolton.	February 2024	Targeted-level
Welcoming new members into the Bolton team by providing everything they need to do their jobs effectively and timely.	October 2023	Trust-wide
Offering competitive packages that enable people to have a happy life.	January 2025	Trust-wide
Promote the important role our volunteers play in our organisation.	October 2023	Divisional-level
Develop roles as a Bolton locality and in partnership with others, not with an organisational boundary.	November 2024	Locality
Develop a platform and framework for our alumni to keep connected to the Bolton community.	March 2024	Trust-wide
Achieve our Armed Forces covenant and enhance our support to Veterans.	September 2023	Targeted-level
Local jobs for local people, wherever possible.	December 2026	Locality
Continue to welcome colleagues as part of our international recruitment activity, where appropriate.	Ongoing	Targeted-level

Developing & Leading - Roadmap dates

What we will deliver	Dates	Level
Ensuring all our people have personalised development plans that outline their growth and careers paths of choice and align to our 'For a Better Bolton' appraisal model.	October 2024	Trust-wide
Create a multi-disciplinary skills model that ensures alignment and focus across personal, professional and clinical education.	January 2025	Divisional-level
Develop and embed our Career Frameworks across the organisation, including showcasing the role that clinical and professional development play in this.	July 2023	Divisional-level
Investing in our people by developing leadership programmes that are flexible with consistent themes across all levels of the organisation and locality.	September 2023	Targeted-level
Creating a talent management framework that supports succession planning, with an 'internal first' mentality for senior and leadership roles across Bolton locality.	January 2024	Trust-wide
Enhance the planning of our workforce for the future, including skills changes. Create an 'aspirational Non-Executive Director' programme for Bolton, to continue in our journey of having a diverse Board of Directors that represents our community.	November 2024	Targeted-level
Establish and develop rotational development programme across the locality, to support our people in operating as one team across the Bolton system.	March 2024	Locality
Maintain and improve the quality and compliance levels of appraisal, mandatory training and statutory training.	Ongoing	Trust-wide

Sustaining & Retaining - Roadmap dates

What we will deliver	Dates	Level
Simplifying people / HR systems and processes to make life easier for our people.	March 2025	Targeted-level
Looking after the health and wellbeing of our people across the organisation through an enhanced corporate offer and personalised packages.	October 2023	Trust-wide
Embracing flexible working so that people don't have to choose between their personal and professional lives.	Ongoing	Divisional-level
Monitoring progress and continuing to really listen to feedback about the things that mean the most to our people – and act in a timely and effective manner.	Ongoing	Divisional-level
Encouraging people to speak up when something isn't quite right.	Ongoing	Trust-wide
Recognising and rewarding the efforts and commitment of all our people.	Ongoing	Trust-wide
Our people are advocates and champions for good health and wellbeing, supporting our focus on health inequalities.	April 2024	Trust-wide
Our leaders will continue to be visible across the organisation and locality.	Ongoing	Locality
Continue to enhance our pro-active Occupational Health offering, such as weight management, smoking cessation, mindfulness and resilience programmes.	August 2024	Targeted-level
Ensure consultant job plans match service demand and support 24/7 delivery. Extend the use of job plans to other staff who manage caseloads, for example AHPs and nurse consultants.	September 2024	Targeted-level

Including - Roadmap dates

What we will deliver	Dates	Level
Building a workforce that represents the communities we serve, at all levels.	December 2025	Trust-wide
Empowering our staff networks to have a voice that counts and drive activity that has the greatest impact for them.	Ongoing	Trust-wide
Enhance the process for our people to declare protected characteristics, so we have a better understanding of everyone across our organisation.	September 2023	Targeted-level
Ensure all our people have the tools, equipment and access to work that they require to be their best selves at Bolton.	February 2024	Divisional-level
Be at the forefront of the diversity agenda and continue to celebrate this across Bolton.	Ongoing	Locality
Embed equality, diversity and inclusion best practices into everything we do.	Ongoing	Trust-wide
Develop and enhance our recruitment processes to ensure we are attracting diverse talent to the organisation and removing any barriers.	July 2023	Trust-wide
Enhance our learning and development opportunities for people in under-represented groups.	July 2023	Targeted-level
Provide support for our people in dealing with challenging others, re-affirming our zero-tolerance policy to bullying, harassment and discrimination.	Ongoing	Divisional-level

High-Level Strategic Targets

- To continue to remain in the top 20% of NHS organisations for staff engagement scores (as measured by NHS staff survey).
- To have a workforce which reflects the population that we serve – specifically ensuring that the organisation is as diverse as the population we serve (as measured by the Workforce Race Equality Standard & Workforce Disability Equality Standard).
- An achieved sickness rates of under 4.2%.
- An achieved turnover rate of 8-10%.
- Continue to achieve and sustain appraisal rate of 85%.
- An achieved mandatory training rate of 92%.
- An achieved statutory training rate of 95%.
- Reduction in agency spend as per the Trust's forecast.
- Overall Trust Vacancy rate lower than 5% by 2024, and lower by 4% by 2025.

Delivery of the People Plan and the above targets will be monitored via the People Committee, with an annual progress report presented to Trust Board.

Risks

It is important to note that there are workforce risks that could pose a risk to the delivery of business outcomes and outputs. These key workforce risks are included in the Trust's risk register and to avoid duplication are not included within this plan. The programmes and activities within this plan will aim to mitigate these risks as much as possible.

Concluding comments

People always come first at Bolton and we all have a part to play.

This is not just a strategy or work programme for the People & Organisational Development directorate – it requires real commitment and input from the whole organisation, particularly those in a leadership position.

Our People Plan demonstrates our determination and commitment to our colleagues to ensure we continue to provide the best possible care to the people, families and community we serve.



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NHS

Bolton

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