

Harrogate Integrated Facilities our People and Culture Strategy Plan 2024-25



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1. Introduction and Welcome from HIF

At HIF we pride ourselves on providing excellent enabling services to Harrogate and District NHS Foundation Trust as well as other Health Care providers and external clients by making a real difference for the patients, service users and colleagues.

1.1 Our Ambition

To provide the highest level of service and make HIF an employer of choice which is also one of the best places to work.

Our people plan sets out our areas of priority and focus to strive towards this ambition and is in line with our KITE values of **Kindness, Integrity, Teamwork and Equality**.



1.2 Our People Plan

Strong Leadership,
leading with
compassion and
empathy

Staff Health and
Wellbeing

Staff Engagement

Career Plans,
Development and
Succession
Planning

INCLUSIVITY

Flexible Agile
Working

Collaborative
Working

Training and
Development
Apprenticeships

New Technology

1.3 Our KITE Values

We value kindness, integrity, teamwork and equality

We demonstrate this through our everyday behaviours with colleagues, patients and families

	I will...	I won't...
Kindness		
Compassion	treat people as valued individuals, protect their dignity and privacy with compassion	belittle or dismiss others, be rude, uncivil, or use an abrupt tone of voice, undermine or bully others
Understanding	take the time to understand others' concerns, with empathy, putting myself in their shoes	fail to consider other people's perspectives, be dismissive of others' feelings, stories or journeys
Appreciative	notice what others do to make a difference and say 'thanks' so they feel valued	ignore it when people do great things or 'take the credit' for other people's achievements

Integrity

Professional	display personal and professional integrity, set and deliver high standards, be responsible for my attitude: calm, patient, reassuring	accept low standards, 'walk past' issues when I see them, come across as 'too busy' or often be late
Honest	be open and honest when communicating with others, build trusting relationships	make no effort to share information, withhold information others need, or leave them 'in the dark'
Positive	welcome change, bring an optimistic, 'can do' attitude, and smile rather than not	focus on the problem rather than the solution, moan, be negative or complain without acting

Teamwork

Helpful	be attentive to other people's needs and feelings, willing to offer help, do what I say I will	not help when I see someone in need, make people feel 'a burden', have a 'not my patient / job' attitude
Listen	listen with curiosity, involve and consult other people and help others to take responsibility	dismiss others' views or ideas without giving them a chance to explain, talk over people as if they aren't there, ignore valid concerns, dictate, interrupt, lecture people or argue rather than discuss
Communicate	communicate clearly and regularly, adjusting communication so others can understand	use language or jargon people don't understand, make no effort to communicate or give mixed messages

Equality

Respect	treat people equally, embrace diversity and difference, be impartial and open-minded	judge, make assumptions or be intolerant of other people's views, choices or other differences
Inclusive	be approachable and welcoming, involve people and adjust to different people's needs	dismiss differing views, blame, isolate or exclude people, 'go it alone', work in 'silos', gossip
Fair	act fairly towards everyone, and make it safe and easy for people to speak up, as well as being open to giving and receiving feedback myself as a chance to learn	criticise people for mistakes, stay silent when needing to speak up, be closed to feedback about myself

We understand that if colleagues come to work feeling valued, looked after and supported both physically and mentally, productivity and quality improves for service users, patients and colleagues.

2. Strategic context and objectives

In its sixth year of trading HIF continues to modernise and grow its service provision, internal and external client base and digital strategy in addition to engaging and developing our people to meet our strategic objectives.

Developing a culture where our people feel engaged, valued, are skilled and resilient to work in a demanding environment, able to adopt new ways of working, including embracing the use of new technology is paramount to our success.



3. MAKING HIF AN EMPLOYER OF CHOICE

Our People and Culture Strategy Plan follows the themes of both the wider NHS and HDFT People Plan

We will continue to build strong teams with excellent leadership and promote equality and diversity so everyone is valued, recognised and able to contribute to our future success.

We will offer opportunities to all to develop and grow their careers within the Company through training, education, apprenticeships and succession planning.

We aim to recruit, retain and develop colleagues so that together we can provide the high quality services expected of us to all of our customers and clients.

We will focus on continuous quality improvement with clear key performance indicators and objectives, which are aligned to our strategy and mission.



4. LOOKING AFTER OUR PEOPLE

As an employer of choice, an environment of Health and Wellbeing is created and will be continually supported.

We will continue to develop an engaging environment which encourages feedback through a number of mechanisms and demonstrates colleagues are valued.

All aspects of health and wellbeing will have a strong focus to ensure colleagues are supported and enabled to maintain a positive work life balance.

We will continue to develop employment practices and policies to support employees throughout their working life.

We will display our KITE values through our actions, leading with compassion, empathy and inclusivity.



5. BELONGING

Teams will have excellent leadership, where everyone is valued and recognised; where we are proud to work

We will be an inclusive and supportive employer, where we will champion inclusivity, listen and seek out views different from our own. We will encourage our colleagues to participate in partnership staff networks, and engage in development and implementation of team charters. We will work in collaboration, break down silos, trust and support each other to work in a positive environment.

We will ensure our induction and career progression is open to all to improve retention of staff. Building our future today, we will succeed tomorrow and in the long term focusing on new opportunities and sustainable interests will grow our company.

6. OUR HIF DEPARTMENTAL CHARTERS

Our colleagues will design, update and agree their team charters enabling a positive working environment for all.

The image displays a collage of five team charters from Harrogate Integrated Facilities (HIF) and teamHDFT. Each charter is designed with a consistent branding and includes specific goals and values for that team.

- Estates Charter:** Focuses on communication, support, delivery, and continuous improvement. Key points include: Approach all that we do positively; Support each other daily as One Team; Deliver and receive feedback constructively; Constantly strive to make a difference; Carry out a value-based approach and respect each other and individual.
- Domestic Charter:** Aims to ensure a high quality and professional service. Key points include: Communicate effectively between all colleagues and the Trust; Constant approach to all tasks and professions; Carry out our tasks with appropriate humour and trust one another; Hold ourselves to a high quality of delivered standard.
- HIF Catering Team Charter:** Passionate about producing a high quality food. Key points include: Respect (Be positive, approachable and considerate); Communication and Acknowledgement (Listen to and understand one another); Training and Requirements (All colleagues can access E-learning); Flexible Approach (Work flexibly and help others); Legislation, Compliance, Working Standards and Teamwork (One Team, One Vision, One Approach).
- Sterile Services Charter:** Focuses on teamwork, communication, training, and respect. Key points include: Use a One Team Approach; Share information, roles and responsibilities; Maintain open and honest dialogue; Provide feedback in a clear, concise and constructive manner; Ensure we learn the complete decontamination journey; Ensure we complete the required competency and training standards; Ensure all specification procedures are clear and understood.
- Portering Charter:** Focuses on communication, training, accountability, and respect. Key points include: Communicate in line with our values; Information to be shared clearly and accurately; Provide feedback in a clear, concise and constructive manner; Be positive, approachable and considerate; Challenge yourself and others to be respectful; To actively praise one another and share recognition with colleagues across #teamHDFT; Continuously uphold and exceed our standards; Challenge yourself and each other in a professional and courteous manner; Hold ourselves accountable to constantly deliver a high quality service.

7. GROWING FOR THE FUTURE

Development, education and training for all.

We will develop career pathways, offer development opportunities, enabling colleagues to grow their skills and experience to progress within the Company and #teamHDFT.

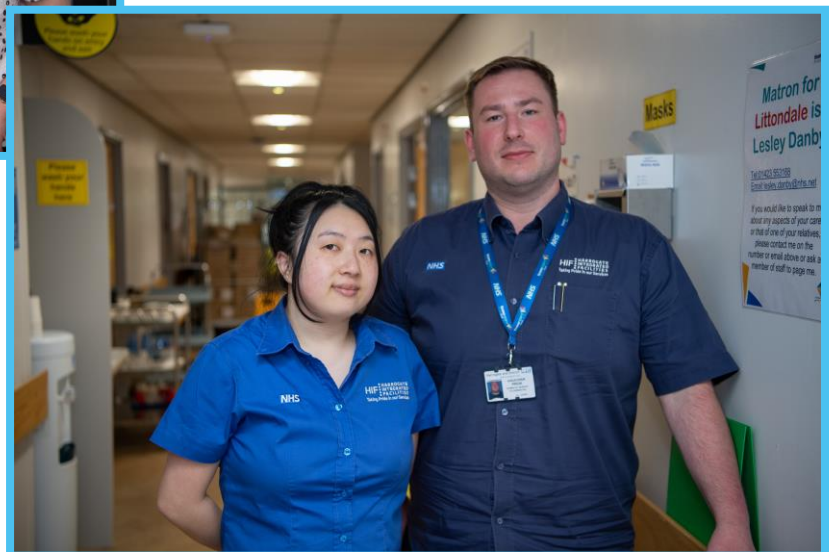
Apprenticeships and training programmes will be developed and offered to existing and new colleagues across all disciplines. We will form partnerships with local colleges and training providers to grow and develop our workforce.

We will review and develop roles which allow colleagues to learn, experience and develop across all parts of the company.

We will develop our managers, team leaders and supervisors to lead our employees whilst demonstrating our values and meeting our strategic objectives.

Succession planning with competencies and skill matrices will be developed across the organisation for individuals to identify their career path and stages of progression.

We will be dynamic, move at pace, be decisive, make clear choices and take bold actions to ensure we have a workforce for the future.



8. NEW WAYS OF WORKING

People with the same values, employed in the correct role with the relevant skills or training to obtain the relevant skills.

We will plan and design our workforce creatively to meet the demands of the Company, ensuring skilled staff are in the right roles. Increasing rotation across disciplines, facilitating quality improvements and organisational change methodology.

We will recruit colleagues by building a strong employer brand, living to our values, and having a timely recruitment process, using digital platforms including social media.

We will continue to develop our ERostering Time and Attendance system to ensure correct staffing levels can be allocated and managed with maximum efficiency.

We will adopt an IT Strategy which will develop and enhance our service provision, provide data and metrics to improve our workforce planning and efficiencies.

9. SUMMARY

We will all learn and develop together as individuals, as Teams, as Departments and as an improving High Quality Service Provider.

Our people, at all levels, are at the heart of all we do. Our future together is exciting and we are glad you are part of it.





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