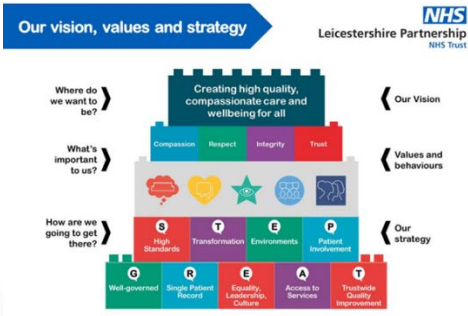


Public Trust Board 26<sup>th</sup> October 2021

People Plan – Quarter 1 & 2 update

This report is being presented to update Trust board members on the progress made against our People Plan for quarter 1 & 2.



Purpose of the Report

The purpose of this report is to raise awareness of the progress that has been made against the planned actions in our People Plan, under the 4 domains of:

- Looking after our people
- Belonging in the NHS
- New ways of working
- Growing for the future

Quarter 1 & 2 update

| Priority                                     | Milestone Achieved  | Quarter 3 Milestones and plans   | Lead person |
|--|---|--|-------------|
| <b>Looking after our people</b>              |   |  |             |
| Ensuring diversity across recruitment panels | Diverse panels and numbers monitored through EDI group.<br><br>Monitoring of diverse panel data reported to EDI Workforce Group 29th September 2021 and every two months thereafter. 63.6% average of panels currently diverse. | Recruitment of 6 month resource to progress EDI + Talent at pace.  | HA          |
| Staff Engagement                             | First quarterly people pulse sent out. Big conversation with trust wide engagement.   | Staff Survey out currently. Communications campaign underway linking Our future our way work and you said we did.  | KB          |
| Staff Recovery & Reset                       | Healthy working days products delivered. Blended working principles agreed.   | Pilot underway for blended working for those previously based in County Hall. Staff Memorial Day scheduled in December for staff to pause, reflect and remember. | KB          |
| Health &                                     | Cathy Ellis in role and engaging workforce.   | Ongoing wellbeing offer.   | KB          |

|   |  |  |                  |
|---|--|--|------------------|
| Wellbeing Offer and NED Champion                                    | Wellbeing Wednesdays very well embedded.   | Trust wide Wellbeing day 13 <sup>th</sup> October LLR System wide wellbeing, QI and leadership planned week in November.   |                  |
| Flexible Working  | Flexible working policy in place and requests monitored.   | Further review following Triple R and transforming working lives work.   | KB               |
| Listening Conversations   | Compassionate Conversations: Understanding BAME communities run monthly.<br>Senior leadership forums.<br>Staff networks.<br>Big conversations.<br>Exec sponsors in place.<br>DON recently compassionate conversations.   | Triple R check ins<br>Staff networks<br>SLF<br>Further planned events to take place and also upon request in Directorates.   | HA/<br>KB/<br>KB |
| Together Against Racism<br><br>TAR                                  | Group communications and intentions distributed.<br>Board and Executive pledges confirmed.<br>First group masterclass to taken place and well received – John Amaechi  | Executive pledges utilised through conversations<br>TAR meetings.<br>Pledges linked to appraisal<br>Exploring options for trust wide appraisal objectives supporting TAR.  | HA               |
| Landmark Scheme   | Participating in national retention scheme to support return of NHS leavers who have stepped forward during Covid to the general workforce.  | National retention scheme workshops to be scheduled.   | DN/<br>KB        |
| <b>Belonging in the NHS</b>   |  |  |                  |
| Staff Support Groups  | Continuing to meet and grow.<br>Co-production of Action Plans.<br>Establishment of women's network.  | Ongoing review of regularity of meetings and promotion of networks.<br>South Asian History Month organised.<br>Black History Month to take place in October.<br>Lets talk about Race NHS people plan national conversations underway.  | HA               |
| WRES/WDES Action plans  | Reviewed plans in line with updated metrics Board sign off.<br>Detailed reports through SWC QAC and board on activity received.<br><br>2nd cohort Reverse Mentoring programme is underway.<br><br>Diverse panels are mandated and regularly promoted.<br>Race Equality training is ongoing. Talent management for BAME staff is being explored.<br>Targeted We Nurture Programme underway with 2nd cohort completed. | 2nd cohort Reverse Mentoring programme is underway.<br>Diverse panels are mandated and regularly promoted.<br>Race Equality training is ongoing.<br>Talent management for BAME staff is being explored.<br><br>WDES a number of objectives have been developed to drive up declaration rates, access to career opportunities, access audits of estates and facilities and awareness raising. | HA               |
| Increase BAME Representative at band 8a+                            | Career conversations<br>Interview skills training<br><br>Model employer Target for 2025 is 23.9% band 8 a and above in senior positions.   | At March 31 the number of BAME staff at bands 8a and above was 13.4% (50). At the end of August this was 14.6% (60). Up by 10.   | HA               |
| Continuing the Our Future Our Way culture, inclusion and leadership | Change champions meeting taken place<br>Collective leadership stories gathered ready for comms campaign.   | You Said We Did campaign/Staff Survey commenced October<br>Review of Change champions commitment taking place.<br>Planning for refreshed SUTG culture objective.   | FM               |

|                                |  |   |                      |
|--------------------------------|--|---|----------------------|
| programme                      |  | The first 90 day onboarding programme for new starters and managers roll out to be implemented.   |                      |
| Leadership behaviours          | Staff contacted and encouraged to take part in the training.<br>Divisional engagement to support training compliance and embedding.  | You Said We Did comms campaign to promote leadership behaviours<br>Training compliance reports being shared.<br>Planning taking place to promote alignment of behaviours in line with refreshed SUTG culture objective. | FM                   |
| Together against racism        | Group communications and intentions distributed.<br>Plans on page and ambitions identified.<br><br>Board / Executive pledges developed, John Amaechi session held, TAR meeting held on 27th September to continue work in this area. Good progress being made.   | Using the Pledges in conversations with staff and networks.<br>Appraisal conversations.   | HA                   |
| <b>New ways of working</b>     |  |   |                      |
| Transforming working lives     | Triple R programme underway BIG<br>Conversations and theming complete.<br>Actions identified through the programme.  | Implementation of blended working.  | SM                   |
| Workforce planning             | Agreed a joint approach to planning across activity, finance and workforce ensuring alignment.<br>Quarterly planning review meetings with services to review progress against current plan and upcoming developments for future plan.<br>Continuous cycle of planning.<br>Set of wellbeing early warning indicators and an approach to monitoring recruitment/workforce growth agreed by system workforce planning team.   | First set of planning review meetings held with directorates more to follow.<br>Consider the remit of Strategic workforce committee to become more future and planning focused.   | NW                   |
| New roles development          | Appointment of a Practice Development Practitioner for MH Transformation Programme to support the development and embedding of new roles within the programme.<br><br>Grow our own is the programme of support for the development of our existing workforce.<br>to meet our future knowledge and skills requirements, particularly focusing on two categories: <ul style="list-style-type: none"> <li>• Roles that impact on the establishment.</li> <li>• Roles that need specific (predetermined) education.</li> </ul> | Progress the roles identified in the 6 months staffing review that went to board.   | NW/D<br>N/AO<br>D/EW |
| Grow our own                   | We Nurture BAME cohorts.<br>Group model Talent joint objectives.<br>Exec Talent pilot re-energised.  | Exec Talent development session planned for October/ November.<br>Further capacity funded to support Talent + EDI agenda priorities.  | FM/A<br>OD           |
| Nurse associate centralisation | 36 appointed 2 Cohorts due to complete March & June 2022.<br>2 Cohorts due to complete March & June 2023.  | Continue with cohorts.  | AOD                  |
| <b>Growing for the future</b>  |  |   |                      |
| Enhancing recruitment          | Recruitment deep dive on activity through SWC  | Review progress through SWC.  | DN                   |

|   |  |  |            |
|---|--|--|------------|
| project                                   | Programme of recruitment in place.   |  |            |
| Growing our own                           | Funding to accelerate recruitment, on-boarding and ongoing support for new. HCSWs without prior health or social care experience, in order to significantly reduce established vacancies as close to zero as operationally possible by March 2021. Intense 5 day core Health Care Assistant (HCA) clinical skills training programme. Six courses delivered to date with a total of 60 places available. 28 delegates have attended: 8 delegates new to health care, 14 joining with some prior care experience, 4 existing LPT HCAs and 2 Bank staff. Of those numbers; 24 HCAs have been appointed to community hospital wards, one to FYPC&LD Services and one to Mental Health Services. | Continue to recruit and train.   | AOD        |
| Talent management and succession planning | Joint group objectives agreed. Exec Talent pilot re-energised  | Exec Talent development session planned for October / November. Further capacity funded to support Talent + EDI agenda priorities. Exploring system wide opportunities for leadership talent management progress through the system people board. Progress the group talent programme of work. | FM         |
| International recruitment                 | Recruitment in progress and 30 candidates appointed in principle.  | Recruitment checks and activity Support and pastoral care for the workforce. System working to progress.   | DN/A<br>D  |
| HCA Vacancy Reduction                     | Introduced new to health / care training course for staff who were new to the sector to widen recruitment pool   | Continue with the programme of work  | DN/A<br>OD |

## Assurance approval

Board members asked to note progress against actions outlined in the people plan.



## Governance table

|  |   |                |
|--|---|----------------|
| <b>For Board and Board Committees:</b>   | Public Trust board 26 <sup>th</sup> October 2021  |                |
| <b>Paper sponsored by:</b>   | Sarah Willis, Director of HR & OD                 |                |
| <b>Paper authored by:</b>  | Fiona McNamee, Head of Organisational Development |                |
| <b>Date submitted:</b>   | 14/10/21  |                |
| <b>State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):</b> | SEB<br>SWC  |                |
| <b>If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:</b>                                     |   |                |
| <b>State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning</b>   | Progress reports will be provided 6 monthly.      |                |
| <b>STEP up to GREAT strategic alignment*:</b>  | High Standards                                    |                |
|  | Transformation                                    |                |
|  | Environments                                      |                |
|  | Patient Involvement                               |                |
|  | Well Governed                                     |                |
|  | Single Patient Record                             |                |
|  | Equality, Leadership, Culture                     | X              |
|  | Access to Services                                |                |
|  | Trust Wide Quality Improvement                    |                |
| <b>Organisational Risk Register considerations:</b>  | List risk number and title of risk                | 24, 25, 26, 27 |
| <b>Is the decision required consistent with LPT's risk appetite:</b>   | n/a   |                |
| <b>False and misleading information (FOMI) considerations:</b>   | no  |                |
| <b>Positive confirmation that the content does not risk the safety of patients or the public</b>   | No Risk   |                |
| <b>Equality considerations:</b>  | Included  |                |

## The NHS workforce Health & Wellbeing Guardian 9 principles

| <u>The 9 Principles</u>   | <u>LPT current actions</u>  | <u>Actions in development</u>  |
|---|---|--|
| <p><b>1. The health and wellbeing of NHS people will not be compromised by the work they do</b></p>                         | <ul style="list-style-type: none"> <li>• Appraisals currently have a section on HWB within it and health and wellbeing conversations are promoted as integral to the appraisal process.</li> <li>• Staffnet includes HWB resources and signposting to support managers to facilitate a wellbeing conversation and staff to prepare for one. Half hour sessions available for leaders and managers on MS teams to provide additional support.</li> <li>• From April 2021 launch of staff wellbeing BIG conversations led by Deputy CEO as part of our road to recovery (Reflect, Reset, Rebuild). Actions in place for blended working.</li> </ul> | <ul style="list-style-type: none"> <li>• Autumn HWB Festival in October 2021</li> <li>• Programme of staff engagement sessions to be planned on an ongoing basis.</li> </ul> |
| <p><b>2. The board and guardian will check the wellbeing of any staff member exposed to distressing clinical events</b></p> | <ul style="list-style-type: none"> <li>• Immediate support is offered locally and psychological support offered as a follow up.</li> <li>• Following an SI there is a learning event held (Learning lessons exchange group)</li> <li>• Reflection event, reflection gardens and benches planned for November 2021</li> </ul>  | <ul style="list-style-type: none"> <li>• Policy development for debrief of staff to support local arrangements (Louise Evans leading on this)</li> </ul>                     |
| <p><b>3. All new NHS staff will receive a wellbeing induction.</b></p>  | <ul style="list-style-type: none"> <li>• HWB is included in our current induction.</li> <li>• HWB lead delivers HWB presentation to all new staff recruited.</li> </ul>   |  |
| <p><b>4. The NHS people will have ready access to self-referral and confidential occupational health services.</b></p>      | <ul style="list-style-type: none"> <li>• Occupational health services, Amica, the Wellbeing Hub and our self-referral to MSK services are all regularly promoted in both our weekly and monthly HWB communications and in the Trust newsletter.</li> <li>• LLR MHWB Hub is available to all NHS and social care staff</li> </ul>  |  |
| <p><b>5. Death by suicide of any NHS people will be independently examined</b></p>  | <ul style="list-style-type: none"> <li>• The Suicide prevention lead for the Trust has shared resources which are now included and discussed in the HWB presentation. These are also shared through the monthly newsletter and on social media.</li> <li>• Suicide prevention section within HWB page on staffnet.</li> <li>• Commitment that suicide of any NHS staff member whilst in employment would be independently reviewed.</li> </ul>  |  |

|  |  |   |
|--|--|---|
| <p><b>6. The NHS will ensure a supportive, safe environment to promote psychological and physical wellbeing</b></p>                                    | <ul style="list-style-type: none"> <li>• LPT has a HWB calendar with a HWB topic each month to support psychological and physical wellbeing. This is also shared through our HWB Champions and HWB communications.</li> <li>• The HWB Guardian writes a message to all LPT staff which is shared via our weekly “Wellbeing Wednesday” email. This regularly features staff stories on wellbeing activities.</li> <li>• Wellbeing Wednesday lunchtime activity sessions include: Yoga, Pilates, Tai Chi and Zumba.</li> <li>• HWB has a dedicated, regularly updated page on staffnet.</li> <li>• Regular posts are made to support HWB on social media.</li> <li>• IPC practices embedded and audited across LPT</li> <li>• Input from Health and Safety Team to ensure safe environments.</li> <li>• In 2021/22 our charity Raising Health is using £106,000 of covid grants from NHS Charities Together to bring staff rooms up to a consistent standard across the trust so staff have time away from the wards to relax in a comfortable space.</li> </ul> |   |
| <p><b>7. The NHS will protect the cultural and spiritual needs of its people, ensuring appropriate support is in place for overseas NHS people</b></p> | <ul style="list-style-type: none"> <li>• Promotion and celebration of religious festivals takes place.</li> <li>• Regular promotion and signposting to our staff support networks.</li> <li>• Signposts to culturally diverse resources eg- Liberate Meditation app, multi-faith prayer rooms</li> <li>• BAME coaching available through NHSE/I and promoted via HWB comms</li> <li>• Chaplaincy service are available and visible to staff</li> </ul>   | <ul style="list-style-type: none"> <li>• Consider needs of overseas staff as we start their induction into LPT</li> </ul> |
| <p><b>8. Necessary adjustments for the nine groups under the Equality Act 2010 will be made</b></p>  | <ul style="list-style-type: none"> <li>• Regular promotion and signposting of HWB to our staff support networks for BAME, LGBTQ+, Carers, Young voices, MAPLE (Mental &amp; Physical Life Experience), Womens</li> <li>• Exec sponsorship of each group - HWB Guardian has joined in network sessions.</li> <li>• Reasonable adjustments made to retain staff in employment.</li> </ul>  |   |
| <p><b>9. The wellbeing guardian will suitably challenge the board</b></p>  | <ul style="list-style-type: none"> <li>• The HWB Guardian will use the People Plan and 9 principles to hold the Board to account on delivery of agreed actions and provide assurance at the Board.</li> </ul>  |   |