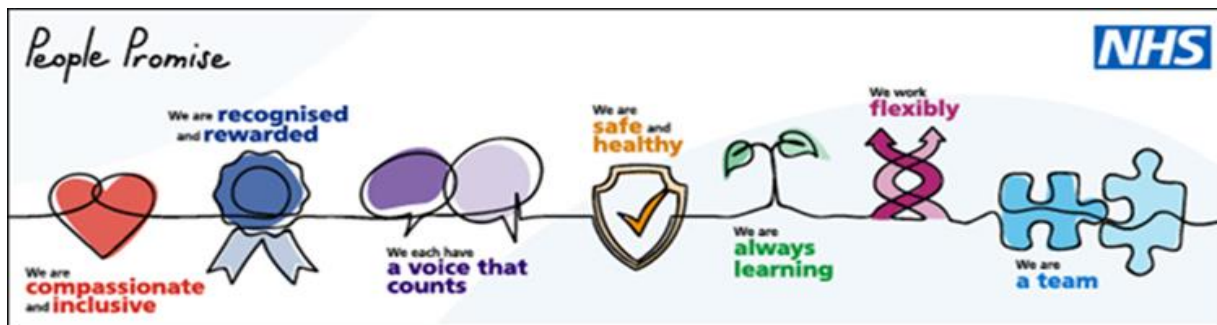


Trust Board 29<sup>th</sup> March 2022

### People Plan – March 2022 update

This report is being presented to Trust Board members on the progress made against our People Plan to March 2022.



### 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

In addition to the updates on the people plan we are pleased to share that LPT have become a People Promise Exemplar site and we are working with NHS England to bring to life the People Promise with a significant focus being on staff retention. We will shortly be interviewing for 2 x People Promise Managers in the LLR ICS and one of those will be sited within LPT. From April, for a 90-day period, we will commence a review of our data and a retention plan will then be developed, outlining the interventions upon which our organisation will focus over the next 12 months. During the subsequent nine months, focus will be on delivery of this plan with support provided to embed this plan within system governance whilst reporting regularly on progress at agreed timescales to NHS England

This report also provides the Health and Wellbeing Guardian Principles update as an attachment.

March 2022 update

Priority	Milestones Achieved	Future Milestones and plans	Lead person
<b>Looking after our people</b>			
Ensuring diversity across recruitment panels	<p>Diverse panels and numbers monitored through EDI group.</p> <p>Monitoring of diverse panel data reported to EDI Workforce Group 24<sup>th</sup> November 2021 and every two months thereafter. 65% average of panels currently diverse.</p>	<p>Ongoing communication of the need to improve diversity on interview panels via staff newsletter and team briefings. Data presented through directorate workforce strategy groups. Plans to recruit more BAME colleagues to centralised pool of panel members in place and will be communicated through newsletter, BAME staff network and WhatsApp Group.</p>	HA
Staff Engagement	<p>Record uptake for People Pulse Survey – over 1000 responses</p> <p>Big conversations continue as part of our Road to recovery, reset and rebuild with trust wide engagement. Directorate specific staff surgeries in FYPC.LD and DMH.</p> <p>Staff Q&amp;A sessions regarding VCOD Listening event for BAME staff network</p> <p>NHS Staff survey 52% response rate, in line with national average.</p>	<p>Staff engagement plan drafted following NHS staff survey results. To be presented at Trust Board.</p> <p>Sustainable staff engagement framework being developed.</p> <p>Communications champions are being recruited to improve local staff engagement, and training sessions have begun.</p> <p>Monthly Team Briefs with Angela and Exec Team, plus local directorate specific ongoing staff engagement sessions planned.</p> <p>Road to Reset engagement plan to support staff over the next few months as Government restrictions decrease.</p>	KBa
Staff Recovery & Reset	<p>Blended working principles agreed. Blended working pilot paused due to COVID.</p> <p>Road to Reset and Rebuild project team of reps across LPT set up to identify immediate actions in response to staff feedback.</p>	<p>Pilot restarted for blended working for those previously based in County Hall plus exec team.</p> <p>The postponed Staff Reflection Day scheduled in December for staff to pause, reflect and remember takes place in March 2022 with the support of chaplaincy service.</p> <p>Key areas identified for action by Road to Reset following staff feedback are:</p> <ul style="list-style-type: none"> <li>• Workload pressures</li> <li>• Estates provision</li> </ul>	KBa

		<ul style="list-style-type: none"> <li>• Connectivity (individual and team)</li> <li>• New ways of working</li> <li>• Health and wellbeing</li> <li>• Transformation and quality improvement</li> </ul>	
Health & Wellbeing Offer	<p>Delivery of specific health and wellbeing action plan linked to surge and supporting staff including development of golden ticket. Monitored through ICC.</p> <p>Regular updates of HWB pages on Staffnet to ensure that all national and local offers are shared with staff</p>	<p>New HWB lead to take up role on 1 April 2022.</p> <p>Self assessment to be undertaken against HWB Framework to identify areas for additional focus – links in to People Promise Exemplar Programme.</p> <p>Be Well Midlands Programme to be launched. LPT staff to be encouraged to participate.</p>	
Flexible Working	Flexible working policy in place and requests monitored.	<p>Participating in national People Promise Exemplar programme, part of which will involve a review of flexible working practices.</p> <p>Flexible Working Policy being reviewed in light of NHSE/I best practice guidance.</p>	KBu
Listening Conversations	<p>Compassionate Conversations: Understanding BAME communities run monthly.</p> <p>Senior leadership forums.</p> <p>Staff networks.</p> <p>Big conversations.</p> <p>Exec sponsors in place.</p> <p>DON recently compassionate conversations.</p> <p>BAME staff listening event re VCOD</p> <p>Step up to Great refreshed strategy Big Conversation</p>	<p>Road to Reset check ins and specific sessions on focus areas</p> <p>Staff networks</p> <p>SLF</p> <p>Further planned events to take place and also upon request in Directorates.</p> <p>Inclusive leadership masterclasses with NHFT</p>	HA/ KBu/ KBa
Together Against Racism  TAR	<p>Group communications and intentions distributed.</p> <p>Board and Executive pledges confirmed (shared with BAME Support Network for feedback).</p> <p>First group masterclass taken place and well received – John Amaechi.</p> <p>Follow up session also delivered in January 2022.</p> <p>More masterclasses planned, including Cultural Intelligence 12<sup>th</sup> July.</p>	<p>Executive pledges utilised through conversations and ongoing dialogue with BAME staff support network.</p> <p>TAR meetings.</p> <p>Pledges linked to appraisal</p> <p>Proposal for EDI appraisal objectives for all staff approved at 4<sup>th</sup> March SEB meeting that will support TAR priorities</p> <p>Review of Zero Tolerance campaign being planned with a specific focus on approach to addressing racism by patients and service users. Exploration of the language of Race and how to raise awareness amongst colleagues on</p>	HA

		the correct use of language underway. Further masterclasses planned for 2022.	
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. The retention scheme has morphed in to the People Promise Exemplar Programme that will kick off during Q4.	DN/K Bu
<b>Belonging in the NHS</b>			
Staff Support Groups	<p>Black History Month sessions delivered</p> <p>BAME staff support network working with Executive Directors on TAR pledges.</p> <p>Three Disability History Month sessions delivered.</p> <p>LGBTQ+ History Month joint LPT and NHFT session run in February</p> <p>International Women's Day sessions successfully delivered during week commencing 7<sup>th</sup> March</p> <p>Review of staff networks underway</p> <p>Reviewed Gender Pay Gap findings</p>	<p>BAME staff support network to continue working with Executive Directors to develop TAR pledges and establish process for setting up one to one support on the latter (buddy/ ambassador support).</p> <p>MAPLE staff support network to continue working with EDI Team to develop disability equality training with lived experience.</p> <p>Women's network to identify plans following International Women's Day discussions</p> <p>EDI Coordinator in post from 2<sup>nd</sup> February who is reviewing parity of support currently afforded to each support network and provide recommendations for any further support/ resource required across support networks.</p>	HA
WRES/WDES Action plans	<p>WRES and WDES action plans were reviewed following analysis of 2021 data.</p> <p>2nd cohort Reverse Mentoring programme is completed and third cohort launched.</p> <p>Diverse panel requirements are actively promoted and proportion of panels that are diverse are going up on a monthly basis.</p> <p>Race Equality and Cultural Intelligence Sets training are ongoing, however attendance numbers have been low throughout 2021, as a result of ongoing pressures.</p> <p>A resource to support talent management and succession planning for BAME staff specifically is being explored.</p> <p>Targeted We Nurture Programme underway with 2nd cohort completed.</p>	<p>3<sup>rd</sup> cohort of reverse mentoring programme has been launched. Application deadline 15<sup>th</sup> April 2022.</p> <p>Diverse panel requirement will continue to be communicated and steps taken to increase the number of central pool of BAME recruiters is ongoing.</p> <p>Race Equality and Cultural Intelligence Learning Set will be reviewed and sessions to be organised for post April 2022. Two sessions remain to be delivered in quarter four. System Wide Cultural competency initiative currently being developed that will support delivery of leadership level learning and development in this area.</p> <p>WDES a number of objectives have been developed to drive up declaration rates, access to career opportunities, access audits of estates and facilities and</p>	HA

		awareness raising . Action plans to be aligned to system wide priorities.	
Increase BAME Representation at band 8a+	Career conversations, in addition to those that take place during appraisals (for example career development sessions being held for Nursing and AHP staff, led by Chief Nurse). LPT has a delegate on the Regional Aspiring BAME Nursing and Midwifery Programme (2021 intake). Interview skills training  Model employer Target for 2025 is 23.9% band 8a 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 February 2022 the figure was 14.7%.	HA
Continuing the Our Future Our Way culture, inclusion and leadership programme	Change champions meetings continue to take place on a monthly basis. The first 90-day onboarding toolkit for new starters and managers has been rolled out and also shared with NHFT colleagues. Change champions supporting the embedding of our Leadership Behaviours for all staff.	Review of OFOW taking place along with Change Champions role and that of other champions across the Trust – all to align with SUTG Culture objective. Inclusive Leadership Masterclasses for our Group model taking place and being plan for the next 12 months – 7 <sup>th</sup> April with Michael West on Compassionate Leadership.	FM
Leadership behaviours	You Said We Did comms campaign to promoted leadership behaviours and improvement made. Training compliance reports being shared across Directorates and action plans requested.	OD plan in place to support further staff to complete behaviours training – Divisional approach with support from change champions to gain 85% compliance across the Trust by Summer 2022.	FM
Together against racism	Please refer above to previous Together Against Racism section	Please refer above to previous Together Against Racism section	HA
<b>New ways of working</b>			
Transforming working lives	Meetings have been paused due to COVID. Implementation of blended working pilot paused.	Implementation of blended working County Hall pilot has begun to inform roll out at future sites.	SM
Workforce planning	Agreed a joint approach to planning across activity, finance and workforce ensuring alignment. Quarterly planning review meetings with services to review progress against current plan and upcoming developments for future plan. Continuous cycle of planning. Set of wellbeing early warning indicators and an approach to monitoring recruitment/workforce	First set of planning review meetings held with directorates more to follow. Consider the remit of Strategic workforce committee to become more future and planning focused.	NW

	growth agreed by system workforce planning team.		
New roles development	<p>Appointment of a Practice Development Practitioner for MH Transformation Programme to support the development and embedding of new roles within the programme.</p> <p>Grow our own is the programme of support for the development of our existing workforce to meet our future knowledge and skills requirements, particularly focusing on two categories:</p> <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 N/AO D/EW
Grow our own	<p>Exec talent development session taken place in November – learning lessons and next steps discussed.</p> <p>Talent conversations and succession plans undertaken for all those who report into an Exec Director.</p>	Talent mapping for all exec director direct reports to have been completed by Spring 2022, along with succession pipelines to be established.	FM/A OD
Nurse associate centralisation	<p>36 appointed 2 Cohorts due to complete March &amp; June 2022.</p> <p>2 Cohorts due to complete March &amp; June 2023.</p>	Continue with cohorts.	AOD
<b>Growing for the future</b>			
Enhancing recruitment project	<p>Recruitment deep dive on activity through SWC</p> <p>Programme of recruitment in place.</p>	Review progress through SWC.	DN
Growing our own	<p>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.</p> <p>Intense 5 day core Health Care Assistant (HCA) clinical skills training programme. Six courses delivered to date with a total of 60 places available.</p> <p>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.</p> <p>Of those numbers; 24 HCAs have been appointed to community hospital wards,</p>	Continue to recruit and train.	AOD

	one to FYPC&LD Services and one to Mental Health Services.		
Talent management and succession planning	Exec talent development session taken place in November – learning lessons and next steps discussed. Talent conversations and succession plans undertaken for all those who report into an Exec Director. Career progression tools put onto Staffnet for all staff to use.	My Career Talk to be planned with existing staff to share their career journey to support talent and retention. Jobs from NHFT+LPT to be advertised across the group.	FM
International recruitment	Recruitment in progress and 30 candidates appointed and doing well. Long term strategy agreed,	Progress with 5 years strategy for international nursing recruitment.	DN/A D
HCA Vacancy Reduction	Introduced new to health / care training course for staff who were new to the sector to widen recruitment pool	Trust wide programme to in development moving to zero vacancies and over recruitment. Programme managed through transformation committee.	DN/A OD

### Assurance approval

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

## Governance table

<b>For Board and Board Committees: Paper sponsored by:</b>	Trust Board 29.3.22	
<b>Paper authored by:</b>	Sarah Willis, Director of HR & OD	
<b>Date submitted:</b>	Fiona McNamee, Head of Organisational Development	
<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>	21/03/22	
<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>	Strategic Executive Board	
<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	
	Reaching Out	
	Equality, Leadership, Culture	X
	Access to Services	
	Trust Wide Quality Improvement	
<b>Organisational Risk Register considerations:</b>	List risk number and title of risk	60 61 73 74
<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	