

Trust Board 29th November 2022

People Plan – November 2022 update

This report is being presented to Trust Board members on the progress made against our People Plan to November 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**

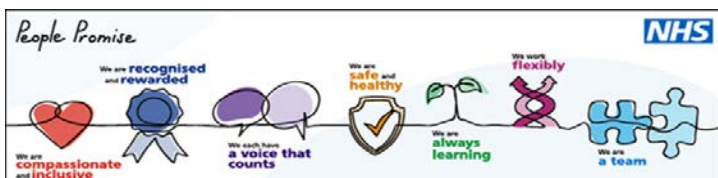
In addition to the updates on the people plan we have incorporated the people promise exemplar programme updates.

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

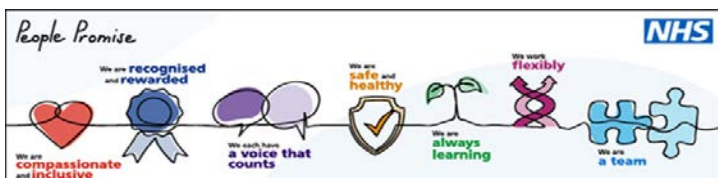
The Trust Wide Workforce, Recruitment and Agency Plan has been developed in conjunction with our people plan and people promise and sets out our ambition and plans to address the significant workforce challenges the Trust faces in particular the vacancy rate and agency use.

November 2022 update

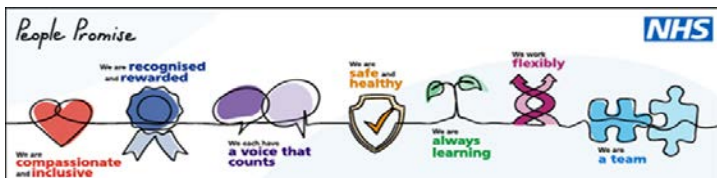
Priority	Milestones Achieved	Future Milestones and plans
Staff Engagement	<p>Board walks and staff team brief now back on track</p> <p>Monthly Team Briefs with CEO and Exec Team, plus local directorate specific ongoing staff engagement sessions planned.</p> <p>Staff survey launched and a feed back into action campaign developed.</p> <p>Freedom to speak up promotion and be kind to colleagues’ session developed</p> <p>Celebrating excellence awards in Oct</p> <p>Increased valued star programme of awards</p>	<p>Staff Survey closes 25th November as at 17th Nov 48% returned.</p> <p>Communications champions are being recruited to improve local staff engagement, and training sessions have begun.</p>



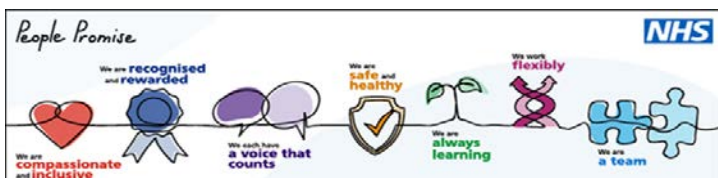
<p>Staff Recovery & Reset</p>	<p>Blended working principles agreed.</p> <p>Blended working now in operation for those who were working from home.</p> <p>Blended working OD development session rolled out for staff and line managers.</p>	<p>Continue blended working roll out</p> <p>Winter plan commenced</p> <p>Planning for industrial action</p> <p>Focus on</p> <ul style="list-style-type: none"> • Workload pressures • Estate's provision • Connectivity (individual and team) • New ways of working • Health and wellbeing • Transformation and quality improvement
<p>Health & Wellbeing Offer</p>	<p>HWB Roadshows took place between July – October. Reached 450 staff and new staff connections Themes in feedback: Recruitment & retention challenges Taking a break & basic needs Menopause support Rewards and recognition / career development Flexible working needs Financial wellbeing support</p> <p>Be Well Midlands Programme concluded and feedback and learning mapped to LPT, and system offer.</p> <p>Wellbeing conversations was in the top 10 health and wellbeing pages viewed on Staff Net. Women's healthy pathway steering group to support development of a women's health and wellbeing pathway.</p> <p>Financial wellbeing offer expanding in collaboration with the cost-of-living task-finish group to support staff and develop a financial wellbeing booklet</p> <p>Occupational health was in the top 10 health and wellbeing pages viewed on Staff Net</p> <p>HWB champions have been attending monthly meetings since May-22 and have an average attendance of 35 members</p>	<p>Continue with monthly plan of health and wellbeing road shows Complete the overview report</p> <p>Self-assessment to be concluded against HWB Framework to identify areas for additional focus – links into People Promise Exemplar Programme</p> <p>Further support through the cost-of-living health and wellbeing group</p> <p>Promotion of the mental health and wellbeing hub</p> <p>5 LPT Menopause advocates being trained to deliver awareness sessions across the trust and system in 2023</p> <p>Vaccination clinics for both Flu and Covid continue to be held across LPT to support staff wellbeing over the winter month</p>



<p>WRES/ WDES Action plans</p> <p>Together against racism</p>	<p>WRES and WDES action plans were reviewed 2022 – 2024 plan signed off</p> <p>Group communications and intentions distributed</p> <p>Workforce action plan agreed and shared work and learning in place</p> <p>Board and Executive pledges confirmed (shared with BAME Support Network for feedback). Masterclasses rolling programme in place</p> <p>Zero tolerance campaign launched also a group initiative</p> <p>Reverse Mentoring programme 3 cohort launched</p> <p>All system leader understanding cultural competency</p> <p>LLR System Programmes: Active Bystander to enable change through courageous and benevolent conversations to address micro-aggressions, micro-incivilities, and balance between banter-v-bullying</p> <p>Gender pay gap reviewed</p>	<p>Continue to implement WRES WDES plan</p> <p>Group board to board development session to be delivered.</p> <p>Cultural competency programme</p> <p>Active bystander system programme</p> <p>Inclusive leadership master classes</p>
<p>Diverse panels</p>	<p>Ensuring diversity across recruitment panels Diverse recruitment panel members recruitment</p>	<p>Continue to monitor through EDI and workforce groups</p>
<p>People promise exemplar</p>	<p>Programme launched attended various roundtable exercises with NHSE on Nursing, AHP and Consultant retention</p> <p>Nurse retention driver diagram and plane developed</p> <p>LPT confirmed as a pilot site for consultant retention programme – medical career conversation</p> <p>Board development session on programme delivery</p> <p>Detailed updates provided through SWC</p>	<p>Continue to deliver against the exemplar plan Deliver the medical career conversation work Flexible working Stay conversations Exit interviews</p> <p>Promotion of 5 & 10-year annual leave entitlement</p>
<p>Staff Support Groups</p>	<p>Black History Month sessions delivered</p> <p>BAME staff support network working with Executive Directors on TAR pledges.</p> <p>Freedom to speak up campaign in Oct</p> <p>Review of staff networks took place. Veteran armed forces group and Neurodiversity network added to the networks</p>	<p>Employee voice and staff networks – Networks contacted and connecting with the people promise work</p> <p>FTSUGs participating in the upcoming NGO research project to further understanding of how people's characteristics can be barriers to speaking up and the impact that ethnicity, gender, and</p>



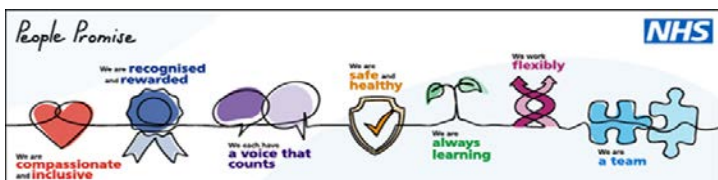
	Reviewed Gender Pay Gap findings	seniority may have. Developing a protected time guidance for staff networks
Increase BAME Representation at band 8a+	Career conversations, in addition to those that take place during appraisals (for example career development sessions being held for Nursing and AHP staff, led by Chief Nurse). Model employer Target for 2025 is 23.9% band 8a and above in senior positions.	As at 1st July 2022, 16.9% of senior managers were from a BAME background.
Continuing the Our Future Our Way culture, inclusion, and leadership programme	Change champions meetings continue to take place monthly. The first 90-day onboarding tool heavily promoted and operational directorates have employed onboarding officers. Change champions supporting the embedding of our Leadership Behaviors for all staff. Change leaders programme launched Restorative, Just and Learning programme sign up commencing Feb 2023 Inclusive Leadership Masterclasses for our Group model	Inclusive Leadership Masterclasses for our Group continue Change leaders programme onboarding launch date 25th November >100 staff Restorative, Just and Learning programme sign up commencing Feb 2023 Engagement to commence in Q4 with executive team on 'what our culture feels like at LPT'
Leadership behaviors	You Said We did comms campaign to promoted leadership behaviors and improvement made. Training compliance reports being shared across Directorates and action plans requested.	Continue to embed the leadership behaviors through our work utilise the change leaders to enforce
Transforming working lives	Group redefined agile working policy and blended working launched.	Group has now disbanded
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 Continuous cycle of planning Set of wellbeing early warning indicators and an approach to monitoring recruitment/workforce growth agreed by system workforce planning team.	Continue with planning meetings linked with system plans. Developing a consultant workforce plan



	Mental health workforce plan delivered	
New roles development	Workforce and agency reduction plan agreed signed off at executive and board level Workgroup supply and grow our own group established	Continue to plan and track new roles and grow our own plans
Grow our own Talent	FYPCLD (Pilot) Senior Leader Programme launched with first session taking place on 10 November LPT staff undertaking the Developing Diverse Leaders programme (BAME staff bands 5 – 7 nurses, midwives, AHPs) Support of the NHS England Developing aspiring ethnic minority nursing and midwifery leaders (DAL) continues (BAME staff bands 6 – 8a nurses' midwives, AHPs) Group roles in place and senior posts advertised across both trusts	Talent mapping for all exec director direct reports refresh due to changes in personnel Engagement to commence in 2 with executive team on 'what our talent looks like at LPT' Line manager pathway under review with a revised format launching Q1 2023
Bank staff engagement plan	Student bank in place offers healthcare students a supportive training route into employment as a bank support worker with interviews every month . Regular bank staff recruitment cohorts Bank staff incentives agreed	Increasing bank recruitment through the plan Developing a bank staff engagement plan Review of RRP
International recruitment	Recruitment continues and LPT identified as an exemplar in pastoral support	Progress with 5 years strategy for international nursing recruitment.
Growing our own Creating career pathways HCSW TO ZERO	Ambitions set out in the workforce and agency reduction plan Maths and English support for existing non-registered staff to enable future career development rolled out LPT's nursing career pathway in place to describe career opportunities available Trust-wide Apprenticeship group established to coordinate and grow the use of apprenticeships to develop our staff. Expanding work experience offer – LLR portal for all school to access. Launched healthcare talent for care programme programme available to all existing HCAs – Alliance programme of work	Using quality improvement to inform our approach Currently recruiting a clinical lead for HCAs to lead on development of HCAs already in post and to further develop the 'New to Healthcare' training programme Volunteer to Career pathway being explored by LPT

Assurance approval

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



Governance table

<p>For Board and Board Committees: Paper sponsored by:</p>	<p>Trust Board</p>	
<p>Paper authored by:</p>	<p>Sarah Willis, Director of HR & OD</p>	
<p>Date submitted:</p>	<p>Sarah Willis Director of HR & OD</p>	
<p>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): If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e., assured/ partially assured / not assured: 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</p>	<p>17th November 2022</p>	
<p>STEP up to GREAT strategic alignment*:</p>	<p>Strategic Executive Board</p>	
<p></p>	<p>Progress reports will be provided 6 monthly.</p>	
<p>Organisational Risk Register considerations:</p>	<p>High Standards</p>	
<p>Is the decision required consistent with LPT’s risk appetite:</p>	<p>Transformation</p>	
<p>False and misleading information (FOMI) considerations:</p>	<p>Environments</p>	
<p>Positive confirmation that the content does not risk the safety of patients or the public</p>	<p>Patient Involvement</p>	
<p>Equality considerations:</p>	<p>Well Governed</p>	
	<p>Reaching Out</p>	
	<p>Equality, Leadership, Culture</p>	<p>X</p>
	<p>Access to Services</p>	
	<p>Trust Wide Quality Improvement</p>	
<p>Is the decision required consistent with LPT’s risk appetite:</p>	<p>List risk number and title of risk</p>	<p>61 73 74 84</p>
<p>False and misleading information (FOMI) considerations:</p>	<p>n/a</p>	
<p>Positive confirmation that the content does not risk the safety of patients or the public</p>	<p>no</p>	
<p>Equality considerations:</p>	<p>No Risk</p>	
	<p>Included</p>	