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NHS
Leicestershire Partnership
NHS Trust

Trust Board 26th September 2023

People Plan 6 month update

Purpose of the Report

This report is being presented to Trust Board members as the 6 month update on progress of actions set out within the people plan agreed in March 2023

The LPT People Plan aligns with the NHS People plan under the 4 domains of:

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

Analysis of the issue

Our people plan and priority objectives set out within it have been identified in collaboration with our staff.   We have incorporated staff survey feedback into the actions taken and the people promise exemplar programme actions.

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

In addition the Trust Wide Workforce, Recruitment and Agency Plan which is reviewed monthly by the Trust People and Culture committee,   was developed in conjunction with our people plan and people promise. It sets out our ambition and plans to address the significant workforce challenges the Trust faces in particular the vacancy rate and agency use.

Proposal

Trust board are asked to endorse progress made on the LPT people plan.

Decision required – Please indicate:

Briefing – no decision required	x
Discussion – no decision required	
Decision required – detail below	

Governance table

For Board and Board Committees:	Trust Board	
Paper sponsored by:	Sarah Willis	
Paper authored by:	Sarah Willis Director of HR/OD	
Date submitted:	19th September 2023	
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):	Strategic Workforce Committee	
If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:	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	12 months	
STEP up to GREAT strategic alignment*:	High **S**tandards	
	Transformation	
	Environments	
	Patient Involvement	
	Well **G**overned	
	Reaching Out	
	Equality, Leadership, Culture	x
	Access to Services	
	Trust Wide Quality Improvement	
Organisational Risk Register considerations:	List risk number and title of risk	73,74,84,85
Is the decision required consistent with LPT's risk appetite:	n/a	
False and misleading information (FOMI) considerations:	n/a	
Positive confirmation that the content does not risk the safety of patients or the public	yes	
Equality considerations:	n/a	

Our People Plan and Promise 2023 - 2025

Feedback into Action

Equality, Leadership, Culture

Our vision, values and strategy

NHS Leicestershire Partnership NHS Trust

Developed Collaboration with
Staff Survey and quarterly Pulse Survey
Freedom to Speak up feedback
Our Future Our Way – Change Leaders
Listening Sessions
Staff Networks
Health and wellbeing roadshows

Trust-wide strategy Step up to great
Clinical Plan
Financial Plan
LLR System / NHS East Midlands Alliance and our Group
NHS People Promise

Our Future Our Way

Improving culture, leadership, inclusion

Where do we want to be? — Creating high quality, compassionate care and wellbeing for all — **Our Vision**

Compassion | Respect | Integrity | Trust

What's important to us? — **Values and behaviours**

S High Standards | **T** Transformation | **E** Environments | **P** Patient Experience and Involvement

How are we going to get there? — **Our strategy**

G Well-governed | **R** Reaching Out | **E** Equality, Leadership, Culture | **A** Access to Services | **T** Trustwide Quality Improvement

Working with partners — **Our goals**

Great outcomes | Great care | Great place to work | Part of the community

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People Plan - Our Actions

Delivery of the HWB Plan
Continue to support staff with their health and wellbeing

Financial and menopause wellbeing support (co-ordinated by Cost-of-living Group)

Workforce agency reduction plan
Continue to maintain quality and patient safety by developing our workforce and reducing our reliance on agency

Medical Workforce strategy
Develop robust plan to enable growth, development and retention of trainees

Nurturing our volunteers
Continue to grow and nurture our volunteers as a part of our workforce, including training and development opportunities

Recruitment Marketing Plan
Focus on key areas of recruitment, through staff stories, campaigns, events and outreach activities

OD Offer and Line Manager Pathway refresh
Building inclusive, compassionate leadership

Looking after our people

Belonging in the NHS

Growing for the future

New ways of **working** and **delivering care**

LLR Active Bystander programme
Enable change through courageous conversations to address micro-aggressions and micro-incivilities

Together Against Racism – Group ambition
Acknowledge racism and discrimination exists and take action to tackle it together

Talent management and succession planning
To support career aspirations, put in place development opportunities and enable teams to create succession plans

Growing our own/new roles
Focus across system on career development, career progression, new roles for multidisciplinary working to provide the right capacity at the right time to deliver patient care

Deliver EDI Plan
Our data informed WRES and WRES action plans include reverse mentoring, cultural intelligence learning sets, mandatory diverse interview panels, and increasing listening activities.

Culture, leadership and inclusion programme
Co-design improvements in our culture – lead by our change leaders and supporting a speaking up and learning culture

Workforce planning
Embed structured workforce planning across the trust to ensure long term capacity and sustainability of workforce

People Promise exemplar
Flexible working and other interventions to improve retention

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The story so far……

Feedback into Action

How have we responded to feedback from LPT colleagues?

https://www.youtube.com/watch?v=0O9YCbWWqe4

Feedback into Action

How have we responded to feedback from staff?

We are compassionate and inclusive

- Continue to embed our leadership behaviours
- Our Future Our Way – improving equality, leadership and culture with support from 80 Change Leaders
- Anti-racism commitment and re-launching our Zero-Tolerance to abuse campaign
- Educational celebrations via Staff Support Networks including South Asian Heritage Month, Pride Month and Black History Month
- EDI priorities - reverse mentoring, cultural intelligence learning, inclusive compassionate leadership quarterly masterclasses

We are recognised and rewarded

- Monthly Valued Star Awards, for teams and individuals
- Annual Celebrating Excellence Awards – with highest amount of nominations this year
- Weekly Top Team Shout Outs in eNews
- Launched the national Daisy Award at LPT for our nursing colleagues
- Long service awards – relaunched in person events following Covid.
- Recommend a Friend £150 for successful job applicants
- WeBenefits and other staff benefits including free LPT parking

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Feedback into Action

Feedback into Action

We work flexibly

- Co-design of new Blended Working Principles
- Updated agile working policy as part of Road to Recovery
- Healthy Working Day guides
- Leading Remote Teams and other development sessions
- Reviewing demand and capacity in teams to reduce pressures
- Bank staff benefits

We are a team
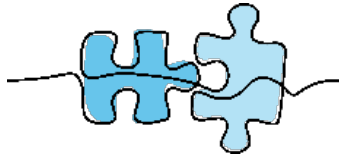
- We are all part of the #WeAreLPT family and teamwork across the Trust and system is a huge part of that
- We encourage regular team meetings to catch up and discuss how your role is making a difference to our overall vision
- Our teams have been involved in regular recruitment marketing activity, focusing on retention and improving staff experience

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Feedback into Action

Feedback into Action

We each have a voice that counts

- Trustwide surveys – quarterly People Pulse Survey and Annual NHS Staff Survey – ensuring we turn feedback into action
- Launched Freedom to Speak Up annual survey
- Monthly team briefs and exec Q&A session
- Monthly directorate engagement sessions
- Staff Support Networks and QI champions

We are safe and healthy

- Extensive staff health and wellbeing offer – enhancing it further to reach staff unable to access it via roadshows, champions, etc.
- Regular updates on Covid safety guidance and risk assessments
- Leadership behaviours include 'taking personal responsibility'
- Freedom to Speak Up Guardian and partners.
- Renovation of staff rooms and HWB activities via Raising Health including the Golden Tickets and NHS Big Tea

We are always learning

- Annual appraisals are in place to support personal development
- Regular 1-2-1s with line managers and informal team meetings encouraged
- WeImproveQ – developing quality improvement skills
- WeNuture talent development program
- Line manager pathway and other development opportunities
- Extensive mandatory and optional training on uLearn.

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Improved new starter experience : so far we have…

Promoted and embedded the 90-day toolkit for new starters

- Embedded toolkit into pre-starter u-Learn
- Made more prominent on external facing website
- Bit.ly link added to toolkit to track footfall on Staffnet
- Manager engagement with the toolkit tracked/monitored through new starter surveys and fed into workforce reporting
- Recruitment & Onboarding Officers promoting and embedding as part of their role and promoted in local and trust-wide newsletters
- Toolkit shared for adaptation by LLR system partners
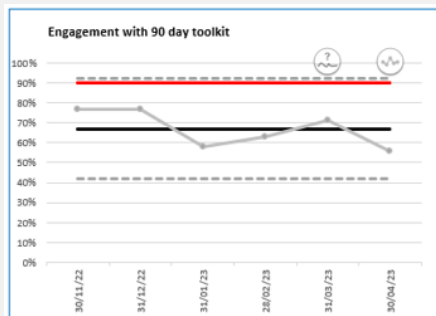
Reviewed new starter surveys

- Aligned surveys across directorates with new questions, organised into themes to easily feed back to directorates and enabling teams
- Surveys now track manager engagement with the toolkit, buddying and access to flexible working opportunities, which will also provide further data for the People Promise Exemplar Programme

DMH				CHS				FYPC LDA		
Were you allocated a buddy/mentor for support within your new role?				Were you allocated a buddy/mentor for support within your new role?				Were you allocated a buddy/mentor for support within your new role?		
Yes	Yes %	No	N/A	Yes	Yes %	No	N/A	Yes	Yes %	No
14	58%	4	6					6	67%	3
11	46%	13						6	75%	2
9	53%	8		6	86%	1		3	50%	3
3	38%	5								

- Worked with workforce information for the survey data to be fed back to directorates through the monthly HR workforce report

In progress:

- Introduction of a digital 'Welcome to the team' card
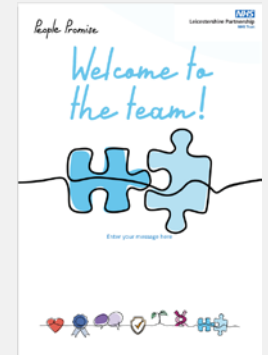
- Year 1 work to improve routes to progression and career development opportunities information will feed into the creation of a talent management framework (year 2 action)
- Buddying: promotion of NHSE HCSW buddying guide; creation of a generic buddying guide

Flexible and Smarter working to make the most of the skills in our teams: so far we have…

Improved our commitment to offering flexible working opportunities

- Reviewed process for recording and monitoring flexible working applications (moving to ESR Supervisor Self Service)

- Produced a manager training guide on recording applications on ESR, ready for inclusion in our improved Flexible Working Policy

- Worked with directorates to create a 'Flexible working at recruitment matrix' laying out the flexible working scenarios a hiring manager might encounter and the directorate stance, to encourage managers to think more flexibly

Improved monitoring and tracking of flexible working data

- Tracking % of roles advertised with flexible working options

% roles advertised with flex
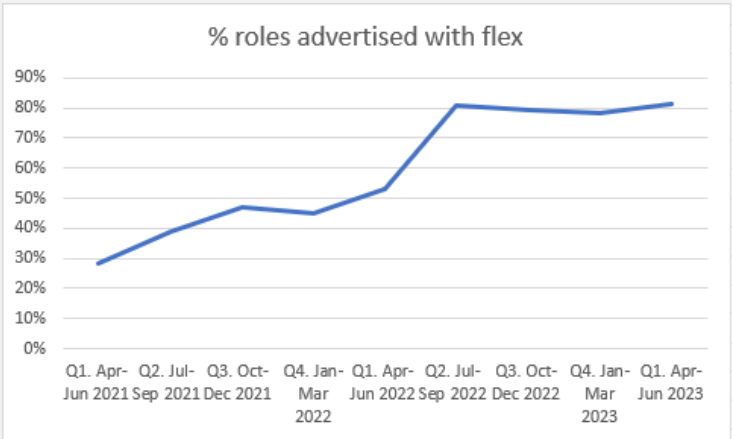
- Access to flexible working opportunities question added to new starter survey to ensure we are delivering on our promise of flexible working from day one of employment

During your recruitment and onboarding journey, were you offered the option of flexible working?

Yes	Yes %	No
20	83%	4
16	67%	8
14	82%	3
5	63%	3

In progress:

- Creation of a flexible working dashboard to record and track metrics

	Satisfaction with flexible working opportunities	% of Roles advertised as flexible	Flexible working requests approved	Flexible working requests declined
Starting number	0	28	0	0.0
Current number	0	82	0	0.0
Target number	0	90		0.0
Percentage of target reached		91%		
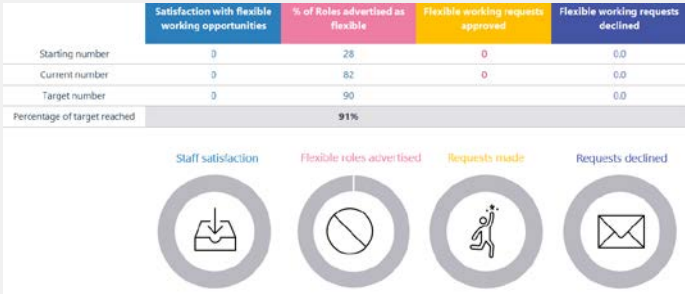
Our people are safe, and supported to be physically and mentally healthy and well: So far we have continued to deliver our health and wellbeing offer and actions set out.

Delivery of the HWB Plan
Continue to support staff with their health and wellbeing

Health and Wellbeing – 2023/24

Health and Wellbeing

All staff

Deliver a communication campaign to raise awareness and engagement of the wellbeing teams offers to support staff physical and mental wellbeing throughout their working lives, inc. induction, recognition, stay conversations, inclusion. And the team will be holding a HWB roadshow in 2023

Focus on back-to-basics resources: HWB in a box, taking breaks and access to rest spaces utilising Raising Health charity funds, where appropriate.

Continue to apply and share *feedback into action workstreams to* raise staff morale and ensure the alignment of the offer to staff needs

Increase compliance of leadership behaviours for all

Leaders and managers

Deliver a health and wellbeing toolkit for managers to easily access the offer and resources to support their own and staff health and wellbeing; to be developed in conjunction with Organisational Development Team

Prioritse time for staff health and wellbeing: conversations and team time out days

Share the different ways of working available in LPT

Promote and develop the HWB champion role to support awareness of the offer and culture change work

Support the recruitment and retention of staff via corporate workstreams and communications

Organisation

Consider Trust-wide health and wellbeing charter to demonstrate the prioritisation of staff wellbeing in LPT

Deliver financial wellbeing package to staff

Develop women's health pathway; to support menopause in the workplace, in collaboration with the women's network Consider Occupational support available.

Support the development of a post-incident staff support pathway

Support the Our Future Our Way Change Leaders culture change programme

Support further collaborations with NHFT

NHS Health and Wellbeing Model (2021)

NHS

Improved exit and stay conversations and use of the data: so far we have…

NHS

Reviewed our Leaver Questionnaire procedure

- Re-designed the Leaver Questionnaire to align with the People Promise and National Staff Survey and moved it to a new platform
- Introduced a 'feedback into action' mechanism at directorate level
- Implemented reporting through HR Workforce reports
- Trust wide comms to promote
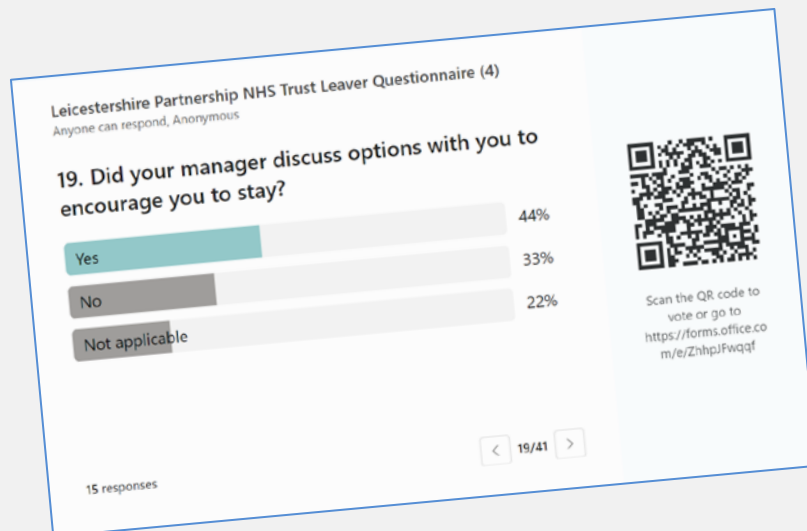
Re-introduced a Trust-wide stay conversation service

- Conversations are taking place and early evidence suggests that they are successful in retaining staff
- Question added to Leaver Questionnaire to monitor awareness of the service, to help understand when it is fully embedded
- Trust wide comms to promote
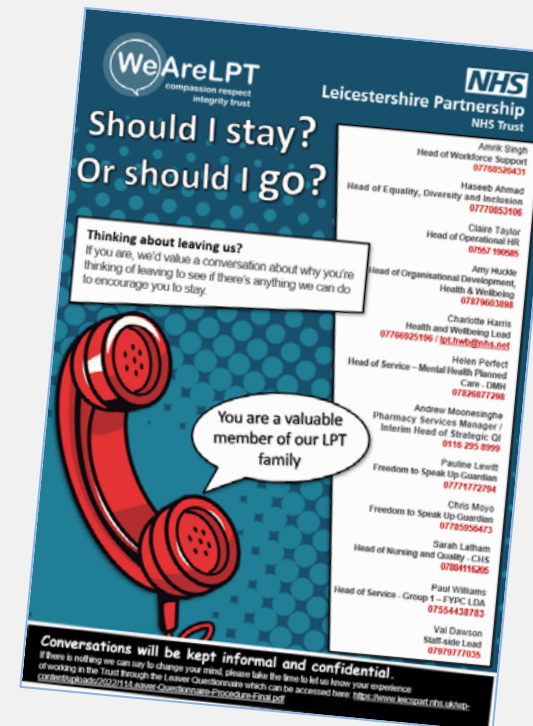
People Promise exemplar
Flexible working and other interventions to improve retention

People Promise

Recognise and reward our NHS people: so far we have…

Begun to benchmark LPT against comparator Trusts
(in progress)

Used national staff survey data to identify the highest scoring teams for 'we are recognised and rewarded'

- Team lead names collected
- Templates created to collect information on what leaders do to recognise and reward their teams
- Learning will be shared across the Trust as a future action for year two

Career progression and talent management; so far we have…

Reviewed Career Pathways

- New or refreshed career pathway information for AHPs; Nursing & HCSW/HCAs; Admin & clerical; Pharmacy; Psychology & Psychological Therapy; Patient Experience/Lived Experience; & Volunteers
- Review/refresh/design of pathways across professions to feed into talent management framework (in development)

Growing our own/new roles
Focus across system on career development, career progression, new roles for multidisciplinary working to provide the right capacity at the right time to deliver patient care

Learning & Development

Equality, Diversity & Inclusion

- **Disability Equality Learning Sets:** We have developed Disability Equality Learning Sets to develop managers and colleagues when thinking positively about different abilities.
- **Transgender Awareness sessions:** our popular Transgender Awareness sessions are continuing in October and November.

Deliver EDI Plan
Our data informed WRES and WRES action plans include reverse mentoring, cultural intelligence learning sets, mandatory diverse interview panels, and increasing listening activities.

Taking Action for Equality
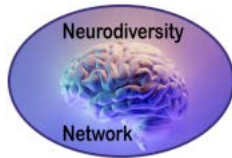
- **Reasonable Adjustments Task & Finish Group:** A group has been established to look at the reasonable adjustments and Access to Work process, to make improvements based on feedback received from our staff networks.

- **Zero Tolerance Project Group:** building on feedback as a result of staff listening events, this group will take action to promote reporting of abuse, and ensure all staff know what support is available for them.

- **Patient Protected Characteristics:** we are about to pilot a simple form for patients to complete to tell us their protected characteristics, in the hope this will improve reporting rates.

- **Group Together against racism** joint workshop and master classes

Together Against Racism – Group ambition
Acknowledge racism and discrimination exists and take action to tackle it together

Equality, Diversity & Inclusion
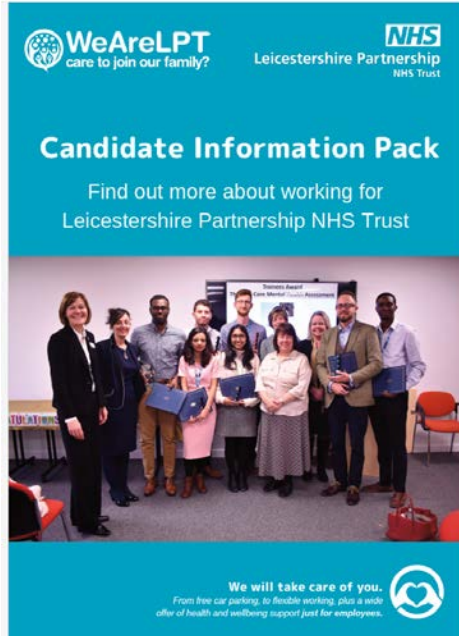
System Working

NHS
Leicester, Leicestershire and Rutland

- **Inclusive Decision Making Framework:** we have worked with the ICB to create a new and improved Equality Impact Assessment template and toolkit. Resources are on StaffNet. We are running training sessions (dates in eNews) and a recording will also be made available.

- **Equality Delivery System:** we have been gathering evidence for our EDS submission to demonstrate how we are meeting the key competencies across the 3 domains (commissioned services across LLR, health and wellbeing, and inclusive leadership). In November, a stakeholder engagement event will be held to score ourselves against the criteria, ready for the national submission.

iNTERPRETER NETWORK

British Sign Language training: we have launched BSL training for 40 colleagues across LLR health and social care. Each cohort will attend 10x 2hr sessions to build up their basic BSL skills.

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Medical Workforce Plan

Medical Workforce strategy
Develop robust plan to enable growth, development and retention of trainees

Monitoring of the Trust Wide Workforce, Recruitment and Agency Plan

The **Trust Wide Workforce, Recruitment and Agency Plan** is owned by the executive team as a unitary board and has been approved through the Executive Team meeting. The 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.

Agency reduction workstream

Recruitment and retention workstream

Growth and development workstream

Appendix: Medical Workforce Plan

Sustainable recruitment pipeline

Embed use of new roles and skill mixing

Increase number of HCAs on bank

Long term

Improve RN retention

Reduce agency spend

Stop off-framework agency use

Short term

Reduce number of vacant posts

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Continue to maintain quality and patient safety by developing our workforce and reducing our reliance on agency

Outcomes and measures of success

- **Staff Survey improved**
- **Turnover decreasing**
- **More retire and returns**
- **Increase in flexible working**
- **Recruitment campaigns are attracting**
- **Increased recruitment**
- **Increased numbers of staff in new roles**
- **Staff tell us they value the health and wellbeing offer**
- **Valued stars, celebrating excellence nominations have grown**
- ……………………………There is still more to do

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Our Future Our Way priorities

We want LPT to be a great place for you to work and deliver care. We are putting your feedback into action to improve these areas with you.

Priority one: Career Development
Staff want continual and supportive professional development, opportunities to use their skills, and clear career progression pathways to encourage retention and a welcoming onboarding experience for new starters.

Priority two: Psychological Safety
Colleagues want a culture where there is a shared understanding of what it is to be psychologically safe, where everyone can be a leader and speak up about ideas or concerns without fear, and where human factors are considered as part of the work we do.

Priority three: Managing Expectations
Staff told us they want a culture where patients, service users, and staff are more informed. They said they want to see clear transparent information about care, pathways, and wait times communicated between service users and services, even if there are no updates, to help manage expectations and to ensure individuals receive personalised care by services working together. They also said they want clearer guidance and expectations on workload priorities and delivery against strategic organisational goals.

Priority four: Commitment to prioritise health and wellbeing
Colleagues want a culture where health and wellbeing is prioritised for all. This includes: working in safe and clean environments, being empowered to access support, a culture where conversations about health and wellbeing are commonplace, and colleagues' time and work capacity is respected and supported by healthy work boundaries/habits/practices.

Feedback
Giving and receiving feedback (positive and constructive) from service users and staff at all levels should be accessible to help staff understand their impact, and to learn, share and celebrate success.

Leadership
LPTs leadership behaviours and Trust values are important and should be demonstrated by staff at all levels.

Culture, leadership and inclusion programme
Co-design improvements in our culture – lead by our change leaders and supporting a speaking up and learning culture

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Priority three: Managing Expectations

You told us:

Colleagues want a culture where patients, service users, and staff are more informed. They said they want to see clear transparent information about care, pathways, and wait times communicated between service users and services, even if there are no updates, to help manage expectations and to ensure individuals receive personalised care by services working together. They also said they want clearer guidance and expectations on workload priorities and delivery against strategic organisational goals.

To support this priority in the short term, we will:

- Create 'A day in the life' features to showcase the variety of roles across the Trust
- Continue to create clear transparent patient information

Visit the Our Future Our Way StaffNet page to keep up to date on the full action plan to deliver on your priorities.

Priority two: Psychological Safety

You told us:

Colleagues want a culture where there is a shared understanding of what it is to be psychologically safe, where everyone can be a leader and speak up about ideas or concerns without fear, and where human factors are considered as part of the work we do.

To support this priority in the short term, we will:

- Commit to demonstrating positive leadership behaviours
- Support people to have healthy conversations, for example educating colleagues on the best ways to have respectful adult-to-adult discussions and using inclusive language
- Ensure colleagues are having quality conversations at appraisals and supervision meetings

Visit the Our Future Our Way StaffNet page to keep up to date on the full action plan to deliver on your priorities.

Priority four: Commitment to prioritise health and wellbeing

You told us:

Colleagues want a culture where health and wellbeing is prioritised for all. This includes working in safe and clean environments, being empowered to access support – Where conversations about health and wellbeing are commonplace and time and work capacity are respected by healthy work boundaries/habits/practices.

To support this priority in the short term, we will:

- Support and enabling teams take time outs to give colleagues the opportunity to connect with one another
- Ensure LPT's senior leaders visit sites and drop into team meetings to listen to the issues teams are facing and celebrating the excellent work being carried out by colleagues
- Bring in team wellbeing meetings as standard
- Update colleagues on improvements being carried out by the estates and facilities team

Visit the Our Future Our Way StaffNet page to keep up to date on the full action plan to deliver on your priorities.

Priority one: Career Development

You told us:

Staff want continual and supportive professional development, opportunities to use their skills, and clear career progression pathways to encourage retention and a welcoming onboarding experience for new starters.

To support this priority in the short term, we will:

- Put on career roadshows
- Highlight personal development opportunities, such as mentoring schemes
- Ensure managers welcome new colleagues using the first 100 days toolkit and provide a clear induction, including expectations of the service
- Provide shadowing opportunities for all colleagues
- Collaborate with colleagues working our talent management plan (focusing on growing our own)

Visit the Our Future Our Way StaffNet page to keep up to date on the full action plan to deliver on your priorities.

Golden threads: Feedback and Leadership Behaviours

You told us:

Giving and receiving feedback (positive and constructive) from service users and staff at all levels should be accessible to help staff understand their impact, and to learn, share and celebrate success.
and
LPTs leadership behaviours and Trust values are important and should be demonstrated by staff across the Trust at all levels.

To support our golden threads in the short term, we will:

- Making patient feedback accessible so it can be regularly shared during our team meetings
- Celebrating complimentary feedback and successes more
- Relaunching 'It Starts With Me' and our leadership behaviours
- Reviewing our line manager training pathways to make sure they incorporate our Trust values and leadership behaviours

Visit the Our Future Our Way StaffNet page to keep up to date on the full action plan to deliver on your priorities.

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Our change leaders – Our future our way