

# Annual Report Summary 2024/25



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# Our performance report

## Welcome from our chief executive and chair

We are pleased to introduce this year's Annual Report for Leicestershire Partnership NHS Trust (LPT). We are proud of our staff and the way they have continued to step up to great towards our Trust's vision:

**“Creating high quality, compassionate care and wellbeing for all.”**

We have continued to work closely with our system partners across Leicester, Leicestershire and Rutland, our Group and our region over the last year to address the increasing demand on our services whilst enhancing value in healthcare. Patient safety has remained our number one priority, and we are grateful for the hard work and commitment of our LPT family and partner organisations.

Our Step up to Great strategy has continued to play a central role in our continuous improvement journey. Our focus has remained on creating great health outcomes, through great care, a great place to work and being an important part of our community. Below are a selection of our many achievements aligned to these goals.

### Great outcomes

- We were encouraged that our ongoing improvements have been recognised by the CQC's unannounced inspections of our community health services for adults and the acute mental health wards for working age adults and psychiatric intensive care units. Both core services evidenced improvements from previous inspections. Our community nursing services for adults were re-rated good overall. The inspection covered the safe, effective and well-led domains. The well-led domain improved from requires improvement to good, and safe and effective remained good. Three of the five domains rating our acute mental health wards for working age adults and psychiatric intensive care units are now rated 'Good'. These are significant achievements, and we want to thank all staff involved. Quality and safety remain our number one priority and we continue to work on continuously improving across all of our services.

### Great care

- There has been continued transformation of mental health services through the shadow mental health collaborative we lead. We have widened our community support through a new voluntary sector alliance of over 100 organisations, more neighbourhood mental health cafes hosted by voluntary organisations in over 25 locations across our area and a new community mental health neighbourhood model, reaching people and providing services and support close to where they live.

- This year we have had a strong focus on enhancing our community bed provision and accessible community support for children and young people, in addition to integrating our neighbourhood teams.
- The success of learning disabilities and autism collaborative has been nationally recognised for our collective partnership work around improving rates in annual health checks (leading in the Midlands and in the top ten in England) and reducing hospital admissions.
- In this year's national PLACE Assessments of mental health care environments in partnership with patients and staff, we were proud that our Trust was the top mental health trust in the country for cleanliness and privacy, dignity, and wellbeing. We sustained our perfect 100% score for cleanliness and almost perfect 99% for privacy, dignity, and wellbeing.

### **Great place to work**

- We want LPT to be a great place to work and deliver care for all, and the NHS staff survey results provide evidence of this. Around 4000 staff, that's 58.4% of our LPT family shared their views in the NHS Staff Survey 2024, which was significantly above the national average response rate (50% for all Trusts and 54% for community and mental health trusts like ours). We were pleased to see that we are now above the national average for all nine of the national People Promise indicators. There was a significant rise in those recommending LPT as a place to work and receive care, which are now both above the national average, and significant rises above the national average in several other areas. LPT were the second most improved mental health and community health trust in the country, and ranked third in People Promise indicators amongst East Midlands peer trusts.
- Our culture improvement programme Our Future Our Way was relaunched with over 80 change leaders who have engaged staff and volunteers to understand and build upon our successful staff survey results. They have subsequently focused on four priority areas to further improve our culture at LPT, so that it becomes an even greater place to work for all. The priorities relate to managing expectations, psychological safety, health and wellbeing and career progression. All areas have seen an improvement in the staff survey results which is a testament to the commitment of our fantastic change leaders.

### **Part of the community**

- Our work with NHS partners, local authorities and wider stakeholders has continued to identify areas where LPT can support sustainable communities through the development of Anchor Organisations and Social Value.
- We continue to develop strong partnership links between NHFT and University of Leicester which support a shared resource and improved collaboration potential for research and teaching. We have continued to

evolve and roll out our exciting roadmap for University Hospital Status agreeing three key areas of work: improving our knowledge, education and improving the care we deliver. We have also started to explore the concept of multi-professional training which will be a first nationally if we are successful.

- In the face of local unrest, including the deeply concerning issues of racism nationally, we have stood united with our colleagues and the wider community to make a difference. Our **Together against racism** group has been instrumental in addressing these challenges, providing a dedicated platform to find solutions and support those who need it most. We are committed to listening, learning, and responding to the needs of all the communities we serve.
- We are really proud to announce the implementation of the Trust's Lived Experience Leadership Framework. Our lived experience partners have completed a recruitment process and have been matched to roles across LPT's clinical directorates, in addition to Patient Safety, Peoples Council, and within our Corporate functions for training. This ensures patient voice is at the heart of our services.
- We are an active member of the ICS partnership board, executive and design groups transforming LLR. LPT continues to take significant leadership within the LLR transformation programmes for Mental Health, Learning Disabilities and Autism, and Digital. We are also a pro-active strong partner in the East Midlands Alliance of Mental Health providers, including our lead role for adult eating disorders across the region.

## Looking ahead

As we closed the financial year, the UK government announced plans to shift NHS focus so that Integrated Care Boards (ICB) and trusts have more flexibility. With the emphasis on patient choice and control, NHS England will close for a more regionalised focus in future.

We continue to build on our strong relationship with Northamptonshire Healthcare Foundation Trust (NHFT) through our Group, maximising opportunities for mutual benefit for our staff and those we care for. As our Step Up to Great strategy comes to its natural end we are excited to be launching our new Group Strategy – Together we thrive in April 2025. The new strategy will enable us not only to continue to build on the success of Step up to Great but also see an increase in partnership working with our colleagues in NHFT. Through this collaboration and partnership working we will benefit from shared learning, improved outcomes for our patients and the communities we serve and increase our productivity by only doing things once where we can do them together. This way of working is crucial to our continued success and development. We are all leaders at LPT and we all make a difference.

Our summary Financial Accounts for 2024/25 are presented with this Annual Report in Appendix A. As with the rest of the NHS, it has been another challenging year, particularly in relation to finances and we close our annual accounts with an 11k



surplus (this excludes impairments and other technical adjustments which do not form part of our financial control basis). We thank all of our staff for their continued and significant efforts to deliver high quality care whilst making efficiencies. Our value for money approach will continue to be a focus in the coming financial year.

We are proud of what we've achieved, but we know there is still much to do. As we look ahead, we will be driven by our new Group mission *Making a difference together*—working collaboratively, delivering value for our communities, and leading with compassion, respect, integrity and trust.

Finally, thank you to everyone who makes up the WeAreLPT family – our staff, volunteers, service users and partners. You have played a significant part in our Step up to Great improvement journey over the last year, demonstrating outstanding examples of practice and commitment.



Crishni Waring, Chair of LPT



Angela Hillery, CEO of LPT

# About us

In April 2011, mental health and learning disability services in Leicester, Leicestershire and Rutland were brought together with local community services and families, children and young people's services to create Leicestershire Partnership NHS Trust as we know it today.

We provide community health and mental health support to over 1 million people living in Leicester, Leicestershire and Rutland. Our services touch the lives of all ages (from health visiting to end of life care), from head to foot (from mental health to podiatry) and everything in between. We have 8685 staff (including bank staff) who provide this care through three clinical directorates:

- Mental health services
- Families, young people and children's services and learning disabilities and autism services
- Community health services

Their work would not be possible without our enabling and corporate services staff, alongside our hosted service providers and over 200 volunteers.

**During 2024-25, LPT was commissioned to provide 120 relevant health services. Mental Health and Learning Disabilities account for 75 services and Community Health Services make up the remaining 45.**

## LPT in numbers



**8.6k**  
staff  
(including bank staff)



**234k**  
active caseloads



**2.1m**  
community contacts



**100+**  
premises



**187k**  
bed days



**89%**  
positive FFT ratings



**£453.3m**  
income



**235**  
active volunteers

# Performance analysis

In this section, we share our history, purpose and model, along with our strategy, mission and objectives. It analyses our performance and activities, and also includes our sustainability report, information on our approach to social responsibility and detail of our staff engagement.

LPT sets out its key performance measures in our monthly Board Performance Report. We use a range of metrics to assess performance against national and local targets, using Statistical Process Control charts to assess performance across the long term. The report is presented to executive level meetings as well as to Finance & Performance Committee and the Public Trust Board meetings. The report includes waiting time metrics for priority areas, ensuring that there is oversight on the access to services risk which is outlined in the Board Assurance Framework. The report includes narrative for key areas of concern to ensure clarity on assumptions and actions. We use our Board Assurance Framework (BAF) to capture our ongoing assessment of each of the risks to the delivery of our strategic objectives. We also use it to develop risk management plans. As described in our Annual Governance Statement, the BAF provides the Board with key assurance on how we manage the risks to our performance and delivery.

The Board performance report and separate finance reports include key financial metrics to enable triangulation of financial with other performance data e.g. agency usage.

**Our vision is ‘creating high quality, compassionate care and wellbeing for all’. This is underpinned by ensuring the quality and safety of all our services. Our staff continue to work hard to make significant positive progress in these areas, with some outstanding practice. We are committed to continuous improvement.**

## Step up to Great

Our Trust’s strategy, Step up to Great, was first published in 2019.

It outlines our priorities for achieving our vision, and has provided a clear focus and framework for our teams and staff since its publication. Our nine

‘bricks’ within Step up to Great have supported and guided both the prioritisation and enablement of important service design and operational delivery which has led to key improvements in patient care and experience.





Over this time our staff have fully embraced and identified with the strategy and its goals. The four goals are:

### **Great outcomes. Great care. Great place to work. Part of the community**

These goals are important for our staff and for us as an organisation, and are weaved throughout the Step up to Great strategy.

As an organisation we are passionate and committed to continually improving our patients' experience and their health outcomes. We are proud to be a Trust that constantly seeks to continually improve how we can:

- ✓ meet the needs of our diverse and culturally rich communities;
- ✓ be as accessible as we can to reach all who need our support and care; and,
- ✓ be an inclusive and compassionate healthcare provider and employer.

We have continued to make significant strides forward on all of the above during 2024/25. It has been another year where we have been able to evidence and demonstrate both impactful and sustainable improvements across our Trust, for our patients and our staff.

Working in a patient centred manner has been important for our staff. It helps us in addressing health inequalities, improving both the quality and safety of all care across the Trust, and in becoming a high performing healthcare organisation.

Here we outline a summary of key strategic achievements over the last year.

#### **High Standards**

- Our CAMHS Outpatient service was the first LPT service to be assessed for Valuing High Standards Accreditation (VHSA) and has achieved a silver award. Through this assessment and accreditation our services are better able to self-identify areas for quality improvement, which is enabling the teams to reduce variation in care and create the right conditions for quality care.
- We have further developed and implemented the Foundations for Great Nursing Care Standards. The standards have been codesigned with patients and reflect their expectations of care. These standards inform and set expectations across the Trust; they create a shared accountability for care and improved experience and outcomes.
- As part of our continuous improvement journey, we built the Trust's commitment to strengthening Quality Improvement (QI) capacity and capability through implementation of the Service Improvement and Redesign package.

#### **Transformation**

- We remain ambitious with our transformation priority. This year we've had a strong focus on enhancing our community bed provision and building on accessible community support for children and young people. We have also

integrated our neighbourhood teams in readiness for the national four-week access target.

- There has been significant progress made within the a pathway redesign programme for neuro diversity across LLR, with a key focus on our new Integrated Neighbourhood model and SEND integration.

### **Equality, leadership and culture**

- We continue to run interactive and collaborative Health and Wellbeing roadshows across our sites, to ensure our offer is accessible for all. They have been well attended and have provided a valuable space and opportunity for staff to gain support and provide feedback.
- Our culture improvement programme Our Future Our Way was relaunched with over 80 change leaders who have engaged staff and volunteers to understand and build upon our successful staff survey results. They have worked on four priority areas during the year to further improve our culture at LPT, so that it is a great place to work for all. The priorities focused on managing expectations, psychological safety, health and wellbeing and career progression. Culture cafes are run regularly, and actions shared through regular Feedback into Action communications. We are pleased to say that all four areas have seen improvements in the latest staff survey results and are now performing above the national average.
- Providing further learning and culture change across the organisation has been our successful reverse mentoring programme, in addition to cultural learning sets. These have sought to include the views and experience of our staff, focusing on parity and equality for the whole of the workforce and those using our services. The Together Against Racism programme has been able to pull some of this learning together along with significant codesign with staff to shape both the expectations and our approach to being an anti-racism Trust.

### **Patient experience and involvement**

- We are really proud to announce the implementation of the Trust's Lived Experience Leadership Framework. Our lived experience partners have completed a recruitment process and have been matched to roles across LPT's clinical directorates, in addition to Patient Safety, Peoples Council, and within our corporate functions for training.
- Development of a community of practice across the Trust whereby our staff can now benefit from a patient experience and involvement training package.
- We have also successfully launched a codesigned Carers Promise. This includes carer awareness training for staff supported by a lived experience patient partner.

### **Governance**

- We have continued to develop and grow our collaboration with NHFT agreeing new Group priorities:




- Together Against Racism
- Talent management and organisational development
- Provider collaboratives
- Research and innovation
- Quality improvement
- Social value
- Group value
- Joint governance

We have also reviewed our governance and agreed to convene a new Group Board meeting in public that will start to meet in 2025 to further increase our shared learning and outcomes for our patients as well as increasing productivity by only doing things once.

We have developed and published our new Group Strategy. This has been produced through extensive collaboration with our partner NHFT and through extensive engagement with our patients, carers and our workforce. Other key stakeholders including our respective ICB's and acute providers have also contributed to its development.

### **Reaching out**

- Our work with NHS partners, local authorities and wider stakeholders has continued to identify areas where LPT can support sustainable communities through the development of Anchor Organisations and Social Value. We have continued to evolve and roll out our exciting roadmap for University Hospital status agreeing three key areas of work - improving our knowledge, education and the care we deliver. We have also started to explore the concept of multi-professional training which will be a first nationally if we are successful.
  - Our connections with Leicester College continue to be extremely successful with a Sector Based Work Programme supporting unemployed people in Leicester to gain NHS employment. We have expanded this programme in 2024/25 to enable a wider network of vulnerable communities to gain support to employment. For example veterans, ex-offenders and the homeless.
  - Our Social Value programme has continued to make significant traction with further key milestones being achieved. We are now planning a joint Anchor Network Conference in collaboration with partners across the system to celebrate our success including the pending Bronze level accreditation that recognises our progress as an Anchor organisation. We will be working towards silver in 2025/6.
  - Another milestone for our Group has been the development of a Health Inequalities Framework, and LPT have piloted seven very successful projects identifying health inequalities within current services and DNAs (did not attend). All seven services are undertaking further thematic reviews which will lead to action plans and codesign solutions with patients.
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## Environments

- Providing high-quality estate enables us to deliver a better quality of care to our patients and good working environments for staff morale. We have driven a programme of improvements throughout this last year and consulted upon a new estates strategy. We also continue to develop initiatives to improve public health, sustainability and reduce climate change risks across the Trust, which have been well received.

## Access to services

- Ensuring access to our services is a core priority for our Trust and we have continued to develop and implement measures to ensure people get the right care in the right place at the right time, and that they are safe whilst waiting for care. In support of this work we continue to ensure our governance processes effectively performance manage waiting times/access targets and provide a feedback loop to and from Executive Performance meetings.


## Trust wide Quality Improvement

- We have a robust data driven approach to ensuring our improvement activities are focused in the right place whilst enabling us to respond to variation appropriately. Operational support has been embedded across the Trust which has increased our teams' data analytical skills and knowledge.
- As part of our continuous improvement journey, we have strengthened Quality Improvement (QI) capacity and capability through the implementation of a Service Improvement and Redesign package.
- We continue to develop strong partnership links between NHFT and University of Leicester which support a shared resource and improved collaboration potential for research and teaching.

## Our new Group vision and strategy

The development of our new Group strategy as Leicestershire Partnership and Northamptonshire Healthcare Associate University Group began in 2024. It has progressed as our environment and context have changed. Shaping the strategy required deep engagement and careful consideration of national and local priorities.

We listened to and heard from thousands of people, including patients, staff, and carers, staff, Board and senior leaders, governors and members, partner organisations, stakeholders and community to understand what was important to them. They shared with us that their top five priorities are:

1. Responding to patients', service users', carers' and family needs.
  2. Providing accessible and inclusive services for all.
  3. Delivering safe, compassionate care.
  4. Collaborating with our communities and partners.
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## 5. Listening to, valuing, supporting and caring for our workforce.

Our new vision is: **Together we thrive, building compassionate care and wellbeing for all.** This describes where we want to be in 2030 and helps us to make decisions. It means we want our focus to be inclusive of all, working together and in partnership to enable self-care and prevention, innovation and creating a thriving culture – with a continuous emphasis on compassion in our services and for our people.

### Strategy implementation

*Together we thrive* is a five-year Group strategy for 2025-2030 and will be underpinned by annual operational plans to enable us to achieve our mission and vision. We have developed strategic priorities that align with the work of our partners in health, social care and beyond. These priorities explain how we will achieve our vision.

- Technology
- Health communities
- Responsive
- Including everyone
- Valuing our people
- Efficient and effective



We identified ambitions for 2030 against each of these THRIVE priorities. You can read more about these online at [Vision, values and strategy - Leicestershire Partnership NHS Trust](#)

To help us achieve our vision, our Group mission, why we do what we do each day, is **Making a difference, together**. This means continuously improving lives with responsive, person-centred and evidence-based care, working in partnership for the benefit of all.

**Our values of compassion, respect, integrity and trust** underpin the positive and inclusive culture we strive to maintain. Our leadership behaviours for all emphasize how we are all leaders at LPT and can make a difference.

Our Leadership behaviours:

- Valuing one another
- Recognising and valuing differences
- Working together

Our leadership behaviours are:





- Taking personal responsibility
- Always learning and improving

## Care Quality Commission (CQC) ratings

LPT is required to maintain registration with the Care Quality Commission (CQC), the independent regulator of health and adult social care in England. LPT is registered with the CQC with no conditions attached to registration.

The CQC monitors, inspects, and regulates services, and publishes ratings based on what they find. In January 2024, the CQC carried out an unannounced inspection of our acute mental health and psychiatric intensive care unit (PICU) core service, and community district nursing services. As part of this, they observed care and spoke with staff, patients, families, and carers.

When reviewing a service, the CQC considers five key questions (also known as domains). These are: is it caring? Is it responsive? Is it effective? Is it safe? Is it well-led? The CQC can then give four possible ratings: inadequate, requires improvement, good and outstanding.

The CQC published its report about LPT on 30 May 2024 and we were heartened to see that our continual focus on quality and safety was recognised, with both inspections showing improvement.

Community health services for adults were re-rated good overall. The inspection covered the safe, effective and well-led domains. The well-led domain improved from requires improvement to good, and safe and effective remained good. Responsive and caring were not included in the inspection and remain rated as good.

Assessors found many examples of positive practice relating to compassion, privacy and dignity, health promotion, assessing capacity to consent to treatment, care planning, safeguarding practice, and compliance with training. They also noted areas for improvement. For example, not all temporary staff had access to the electronic health records of people they were caring for, and this was urgently resolved.

Our acute mental health wards for working age adults and psychiatric intensive care units (PICU) were rated as requires improvement overall. All five domains were inspected. Responsive re-rated as good, and both effective and caring improved from requires improvement to good. The safe and well-led domains remained as requires improvement.

We were pleased that assessors commended the services in many areas. These included the kindness of staff and personalised care that they give, safeguarding practice, compliance with the Mental Health Act 1983 and the way they work with other teams to ensure ongoing care.

Assessors also highlighted areas for improvement such as ward environments that were not always safe, clean, well maintained and fit for purpose. They also noted

that we had a high vacancy rate for registered nurses in acute mental health wards, and staff compliance against mandatory training was variable.

We took immediate action in response to all of the issues raised by the CQC. We have now recruited to all nursing posts in acute mental health. Twenty new nurses and four registered nurse degree apprentices from our 'grown your own' programme have joined us since the January 2024 inspection.

Following detailed planning, our psychiatric intensive care unit for men, the Belvoir Unit, closed temporarily in January 2025 for a £1.32m refurbishment. The work will provide a bright and fresh environment for patients, with a new tribunal facility, new windows and doors and an upgrade to the fire, personal alarm and safety systems. The unit is planned to reopen in May 2025.

In addition, our ambitious work to eliminate dormitory accommodation across our mental health inpatient wards is now complete. This has improved privacy and dignity for our patients.

As only two of our 15 core services were visited in the January 2024 inspection our overall rating as a Trust remains at 'requires improvement'.

LPT did not participate in any special reviews or investigations by the CQC during 2024/25. The CQC did not take any enforcement action against LPT during 2024/25.

Further information about the CQC's reviews of LPT can be found at:

[www.cqc.org.uk/provider/RT5](http://www.cqc.org.uk/provider/RT5).

The latest poster (May 2024) which summarises the current rating for each of our core services is available at: [www.cqc.org.uk/provider/RT5/posters/download/p2/A4](http://www.cqc.org.uk/provider/RT5/posters/download/p2/A4)



# Social responsibility and involvement

Placing patients, carers and their families at the centre of everything we do is key to ‘creating high quality, compassionate care and wellbeing for all’.

## Participation, Coproduction and Patient and Carer Experience

We are pleased to highlight the successes that have been achieved over the last 12 months, working in partnership with our staff, patients and carers to improve the experience of those who use or who are impacted by the services we deliver and to increase the number of patients and carers who participate with us, either through their own individual care or through their collective involvement in partnership with our Trust.

We would like to thank everyone who has worked with us over the year. This includes the patients and family members who have brought their fresh eyes, insights, and challenge to our work, as well as our colleagues across the Trust who have worked with us to co-design, test and question our thinking and approach to patient experience and involvement.

Our driving ambition is to put patients and carers at the heart of services. We aim to listen to patient, carer, and family needs, and then bring together the skills and expertise of both clinicians and patients to design the experience to meet those needs. That is what using patient experience information is all about. If we consistently ask people whether they are receiving the care that they need, and then improve things based on what they tell us, we will help patients to feel more supported and better cared for.

Over the last 12 months we have continued to embed our Lived Experience Leadership Framework and grow our Lived Experience Partner workforce. We have increased the number of Partners recruited to the Trust to 27 with Partners embedded across all directorates. In addition to the Partners, we have our Youth Advisory Board and People's Council plus our Patient and Carer Involvement Network with over 300 members. Find out more on our website at [www.leicspart.nhs.uk/involving-you/involving-you/](http://www.leicspart.nhs.uk/involving-you/involving-you/)



## Principles for Co-Production

Building on the work delivered through our Step up to Great Strategy a set of principles for coproduction and collaboration have been coproduced with patients, carers, and staff. These principles set out the key factors for successful coproduction and collaboration for improvement:

**We are striving towards equal partnership** - Equal partnership is sharing the power, to feel acceptance, and knowing what you bring means something.

**We respect difference** - We all bring different experiences. Being creative and challenging group thinking is a strength that we get from our difference.

**We hear everyone's voice** - By actively listening to everyone's voice, we will be informed and have a better understanding – a light bulb moment produces change.

**We are prepared to learn from each other** - Because of the act of coming together with a common goal, being open, and sharing different perspectives and power differences brings the energy needed for change.

**We are inclusive** - We believe everyone's voice matters and we work hard to find out how we can help people to feel included and that their contribution is valued.

**We feel psychologically safe** - Psychological safety means people feel safe in a supportive and inclusive environment, where people are treated with kindness, trust, respect, compassion.

You can watch our short film on the principles [here](#).

Working with our Lived Experience Partners a new approach to share the impact of coproduction has been developed, through the creation of story boards. The aim of the boards is to provide a summary of a project or programme of work and the impact it has had.

### **Patient and Carer Involvement in Quality Improvement (QI)**

Several of our Patient and Carer network members have been involved in supporting staff on their fellowship programme with their quality improvement projects. This resulted in a celebration day looking at the achievements of the fellows, along with an overview of their projects and the impact collaborative working made with those with lived experiences.

Azar, our Quality Improvement Lived Experience Partner gave an inspirational talk on the importance of shared decision making, no decision about us without us, and sharing the impact this work has on his own and others recovery. It was evident throughout the day the impact those involved made not only on these projects but on the organisation, and we want to say a massive thank you to those that give up their time to support the fellowship projects.



[You can hear/watch some of those involved reflections via this short film.](#)

### **DAISY (Diseases Attacking the Immune System) Award Panel**

The Trust formed a partnership with the DAISY foundation to offer the internationally renowned DAISY award recognition scheme for nurses and is now in its second year. As part of the second year a new award panel was formed, and two service users/carers recruited to ensure patient voice is represented and reflected in the decisions made by the panel.

### **Patient-Led Assessments of Care Environments (PLACE) visits**

This is our third year of PLACE Assessments in partnership with patients and staff. A team of patients, carers and staff judged the scores based on non-clinical aspects of the trust environment. The Trust was the top mental health trust for cleanliness and privacy, dignity, and wellbeing. Our Trust is once again leading the way for mental health trusts in cleanliness and privacy, dignity, and wellbeing according to the latest national assessment of care environments. We maintained our outstanding standards from 2023 throughout 2024, sustaining our perfect 100% score for cleanliness and almost perfect 99% for privacy, dignity, and wellbeing.



### **Talk and Listen Group**

The Talk and Listen group are a group of adults with learning disabilities who meet monthly to conduct various group work looking to improve services. During the year, the group have met and collaborated with staff on several topics including:

- Feedback for the Bigger Picture consultation regarding the LPT/NHFT Strategy framework. The group fed back their ideas on what is important to them about Access, Communication, Care and Compassion.
- They looked at the 'Top tips to help you stay well this winter' and gave suggestions for how this could be better.

The Group have worked with a Learning Disability Psychiatrist and Learning Disability Speech and Language Therapist to co-produce visual resources for Learning Disability Mental Health clinics. The Group gave their views on which pictures were helpful, how they could be laid out and what topics should be included in an appointment. They talked about their experiences of mental health appointments, what has been good and what has been bad and how good communication is key.



### **Implementing the Triangle of Care (ToC)**

The Triangle of Care was created to improve engagement between carer and health professional for the benefit of the patient (service user). It aims to ensure appropriate carer inclusion - "Carers Included" – throughout the patient's care journey.



The framework recognises providers who have committed to change through self-assessment of their existing services, and by implementation of the programme according to the Six Key Principles. The Triangle of Care is seen by the CQC as good evidence of a well-led organisation that values involvement and engagement.

The support, commitment, and appetite to the ToC across the Trust has been shown in many ways. For example three services have joined the first year roll out, Palliative Care (Community Health Services), Care Navigation Service and Occupational Therapy in the directorate of Families, Young People and Children and Learning Disabilities and Autism. These areas felt it important to engage with ToC earlier than required due to the value they felt their carers and patients would gain from working towards this framework.

Several key priorities have been achieved within the last 18 months.

### **Carers – our promise to you**

Staff and carers worked together to develop a promise to carers, this is displayed, shared, and promoted across all areas of the Trust.

### **Carers Dashboard**

A carer's dashboard has been developed on the Trust's clinical system, co-designed with carers and staff. The dashboard was launched in March 2025 and will support staff to keep carers' information up to date, send relevant signposting information and refer for carers assessments.

### **Carers Awareness Training**

In Carers Week June 2024 we launched a revitalised carers awareness training to all staff. This training, delivered in partnership with Carer Lived Experience Partners, replaces a former virtual module that was over ten years old. The new training has been co-designed with carers, staff and leads in different clinical areas and specialities including patient safety, psychology, and nursing. The training is delivered through various methods to ensure that it is accessible for staff to access and for TOC leads to support staff to attend. During February and March 2024 over 20 TOC leads were trained using a train the trainer model to enable leads to deliver the training in their areas if this was suitable and appropriate. Over 400 staff have accessed the training since launch and the number of sessions for 2025 has increased due to the demand.

Further to this training a series of bespoke young carers training sessions are offered to Trust staff on a quarterly basis, co-delivered by young carers and the Local Authority Young Carer Leads for Leicester, Leicestershire, and Rutland.

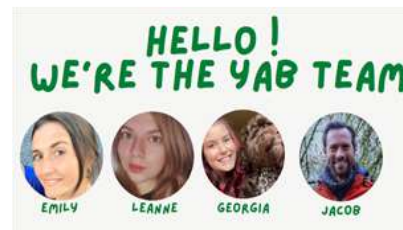
### **LPT Caring and Confidentiality**

In the early stages of ToC discussions across the Trust it was evident from both carers and staff perspective that understanding of confidentiality and conversations around this with families was not always clear. The Trust Patient Safety and Psychology leads have led the development of an information leaflet alongside carers and staff through the ToC leads monthly meetings. This has been an ongoing piece of work and an example of where support and engagement from ToC leads

and other professionals have resulted in a positive outcome for carers and staff. Learning from patient safety incidents and investigations has also informed the development of this vital resource and opened conversations through training and ToC forums to support navigating the issues around confidentiality.

### **LPT Youth Advisory Board (YAB)**

Over the last year our amazing YAB has continued their great work supporting the services provided by the Trust and wider health and care system as a critical friend representing children and young people. During the year, one of our YAB members Georgina who is also a Peer Support Worker within our CAMHS Team has taken over as chair of the Group and is doing a great job in leading the group and ensuring they continue to have an input and impact to what we do. Below are some examples of local and wider system partnership projects they have been involved with over the last 12 months include:



**Self-harm Imagery project** – One of our YAB members has been an essential part in creating self-harm imagery to spread awareness internally for CAMHS staff, please see one of her pieces opposite.



**MHST Winter wellbeing booklet** – The Mental Health in Schools Team (MHST) engaged with the YAB, for support in shaping their new winter wellbeing booklet to ensure young people stay healthy and well over the winter months. Following previous engagement with the summer version and ideas and suggestions from YAB the team have found it valuable to engage with the group to ensure the information is accessible and relevant to young people.

**CAMHS Neurodevelopmental Team** have collaborated with the YAB on multiple occasions as part of ongoing work, through partnering with the CAMHS Digital Development Team to develop awareness videos, including showcasing the collaborative work between the service and YAB. [Included in this video are personal accounts from two current YAB members and Georgia, Chair of the YAB as a Lived Experience Partner \(LEP\).](#)

**Leicester, Leicestershire, and Rutland (LLR) Youth Summit** – Our YAB chair and a YAB member attended the LLR Youth Summit in October half term, they presented information on the YAB, and helped to shape new initiatives across Health and the local authority.

### **People's Council**

Our People's Council has gone from strength to strength over the last year. The Council has had a focus on building relationships across the Trust through actively listening and implementing



Providing an independent voice to make LPT services great for all

impactful feedback loops with one another, with LPT colleagues, with the leadership team and our external partners.

The Council have developed a new model of Receive, Review, and Recommend to undertake its role as an independent forum advising Trust Board. Over the last year the Council has:

- Provided advice on the next stages to the roll out of shared decision-making at LPT and have said that it would like to take on an assurance role in the delivery of this
- Reviewed the high number of complaints about communication and made recommendations for how the organisation could address these
- Planned how the Council can be a partner in the delivery of tackling health inequalities, through for example, delivery of the Patient and Carer Race Equality Framework and building on the Trust's Together Against Racism commitment.
- Facilitated a Trust Board Development session focusing on how the Council and Trust Board can work together, moving toward a 'We said, We Did' way of working by ensuring that lived experience is part of design, delivery, governance, and assurance.

Following the Board Development session, the Council has also been looking at how it can provide an independent lens to how the Trust is listening and responding to its patients and carers. Through a review of the quarterly Patient Experience and Involvement reports, which cover all aspects of patient and carer feedback, participation and coproduction, the Council have introduced their own section providing an view on what the report is showing and recommending actions for the Trust.

## **Community Mental Health Survey**

The 2024 Community Mental Health Survey involved 53 providers of NHS mental health services in England. People aged 16 and over were eligible for the survey if they had received specialist care or treatment for a mental health condition, had at least one contact between 1 April and 31 May 2024, as well as at least one other contact either before, during or after the sampling period, and were not a current inpatient.

Nationally the response rate was 20%. The 185 LPT users who responded to the survey provided a response rate of 15%.

Benchmarking results for the Trust showed that:

- The trust's results were about the same as most trusts for 32 questions.
- The trust's results were worse than most trusts for 1 question
  - In the last 12 months, have you had a care review meeting with your NHS mental health team to discuss how your care is working?
- The trust's results were somewhat worse than most trusts for 2 questions.

- To what extent did your NHS mental health team involve you in agreeing your care plan?
- Did you have to repeat your mental health history to your NHS mental health team?

Overall, the trust's results were categorised as about the same for all sections of the survey as with 2024.

The survey results will be formally published by the CQC in early April 2025.

The CQC will use results from the survey to build an understanding of the risk and quality of services and those who organise care across an area. Where survey findings provide evidence of a change to the level of risk or quality in a service, provider, or system, the CQC will use the results alongside other sources of people's experience data to inform targeted assessment activities.

## Volunteering

Our vision for volunteering is to promote, recruit and support a diverse group of volunteers in making a positive difference to enhance patient experience and the quality of our services.



We are so proud to have around 235 volunteers supporting at LPT, and over the last year we have recruited 138 volunteers. The service received around 480 volunteering enquiries.

We aligned the volunteer plan to Investors in Volunteers, we are now at a position to apply for the accreditation should funding be available.

Our Volunteering strategy links into LPT's People Plan for 2023 to 2025, which sits within LPT's Step Up To Great strategy and we will be working on updating the strategy to align our new Group THRIVE priorities in 2025/26.

We aim to enable individuals to contribute their time as volunteers within a framework which is safe for all and in line with Trust and national guidelines. It is also important that volunteers have opportunities to progress into careers at LPT and the wider NHS.



# Engaging our staff

## Our Future Our Way

We have been running the Our Future Our Way culture, leadership and inclusion programme since November 2022 with the aim of building on the improvements reflected in staff and patient experience in our Annual Staff Survey. The programme uses an evidence-based methodology of discover, design and deliver and over the last two years, our change leaders have focused on four priority areas as a result of their deep dive.



Underpinned by the golden threads of Leadership and Feedback, the four priorities for which solutions have been coproduced with staff are:

- 1) Career development
- 2) Psychological safety
- 3) Managing expectations (staff and patients)
- 4) Commitment to prioritise health and wellbeing

**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**  
LPT's leadership behaviours and Trust values are important and should be demonstrated by staff at all levels.

**Equality, Leadership, Culture**

The four priorities have been taken forward through subgroups made up of our change leaders alongside key stakeholders and subject matter experts to introduce solutions. Below is a summary of the actions:



- i) **Career Development** – to ensure our new starters gain the best experience of their career at LPT, we have strengthened the embedding of our First 90-Days toolkit. We have reviewed, updated and are implementing a new process that will enable tracking of a new employee's first 90 days within the organisation through Ulearn. To further support new starters, we have participated in a pilot of the LLR induction buddy scheme, linking up new employees to a buddy for pastoral support in their first 90 days. The evaluation took place end of March and was extremely positive so we will now be rolling this out as a good practice framework across the Trust. The next step will be to review and strengthen career conversations at LPT and link to the talent development priority across the Group.
- ii) **Managing Expectations** – to support colleagues to better connect with each other to manage service users' expectations. Having worked with LHS on a new online form that updates various staff directories, a Guess Who campaign was launched to enable staff to update their Outlook / staff directory account details. The campaign has been successful and is being evaluated. The next steps will be connect to existing work taking place around supporting staff to support patients in waiting well where needed.
- iii) **Psychological Safety** – we have co-designed and launched a definition of what psychological safety means for us at LPT – to support staff to feel safe to speak up. This is now being embedded into OD leadership courses and team development interventions. A leadership masterclass took place in March 2025 to enable our leaders to take this forward in their own areas.
- iv) **Commitment to Health and Wellbeing** – to further embed health and wellbeing practice into the every day at LPT, we have successfully launched and now relaunched 'team time out' – enabling teams to connect and support their team's health and wellbeing. This has evaluated as a success so far and is now being funded by our charity on an annual basis. We have also created various staff wellbeing spaces, and this priority continues with our health and wellbeing champions. We have also reviewed and relaunched a 'healthy working day' guidance to support all of our staff to have a healthier practices at work.

### Leadership Conferences

Embedding our leadership behaviours was an important golden thread running through the Our Future Our Way programme. We have run a series of Compassionate and Inclusive Leadership Conferences over the last year on key topics, supported by our chief executive Angela Hillery.

We commenced in December 2023 with a short series of conferences focussed on compassionate and inclusive leadership – then followed by a year-long series under the same banner. See OD section for more details.

We are pleased to share that in the NHS Staff Survey 2024, areas related to the four priorities and the golden thread of compassionate leadership and feedback have all

improved and are now performing above the national average. This includes line manager support, compassionate leadership, team connectivity, confidence in raising concerns, feeling that staff have a voice, and that the organisation takes their health and wellbeing seriously. Less staff are looking to leave LPT and more staff (increasing by nearly 5%) would recommend LPT as a place to work.

We know we have more to do, and we are now reviewing the next phase of the programme, bringing successful area into business as usual, and the Change Leaders focus will change to outcomes of the most up to date staff survey results.

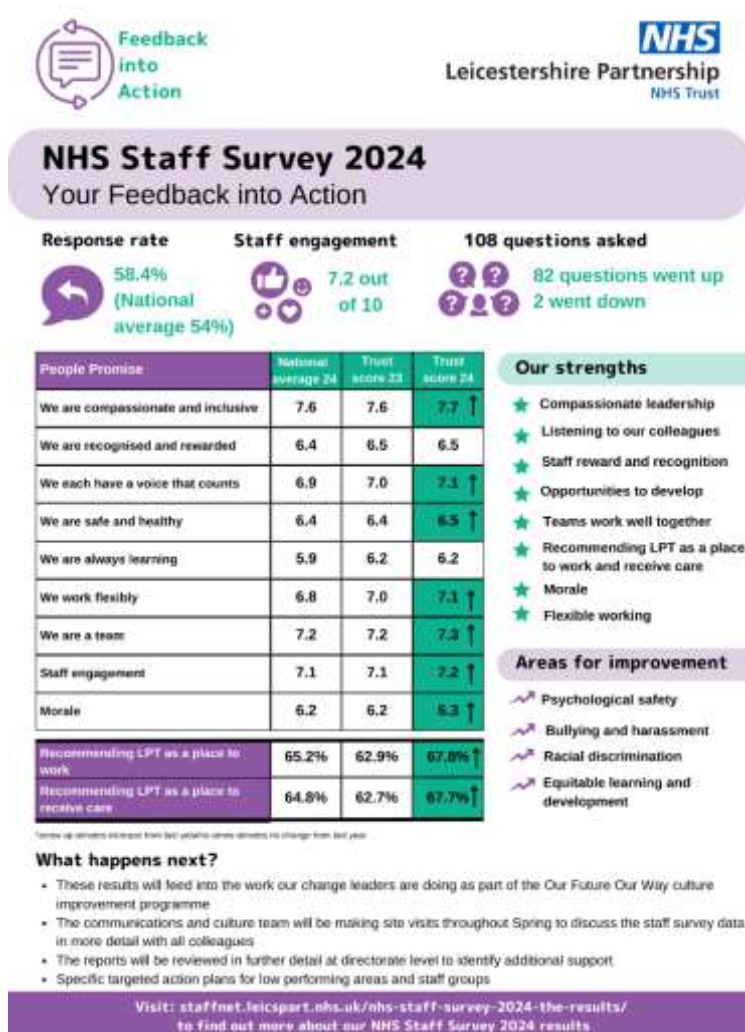
## NHS Annual Staff Survey

The results of the NHS staff survey are aligned to the [NHS People Promise](#). We want LPT to be a great place to work and deliver care for all. We were pleased to see that the 2024 results indicate a positive picture of clear improvements in staff experience, building on the improvements we made in 2023, with significant rises above the national average in several areas.

Around 4000 staff, that's 58.4% of our LPT family shared their views in the NHS Staff Survey 2024, which was significantly above the national average response rate (50% for all Trusts and 54% for community and mental health trusts like ours). The response rate from our Bank staff was 34.4% - an increase of 4.4% from last year. Thank you to all colleagues who took the time to share their views, this is our highest ever response and has made our data richer in understanding how it feels to work for our Trust.

With regards to the national People Promise indicators, all nine are now above the national average, and seven of the People Promise indicators have increased from the previous year's results.

We are particularly pleased that there has been a significant increase in colleagues saying they would recommend LPT as a place to work and receive care – both of which are



now above the national average. This is great news as it shows that, overall, staff experience of working at LPT continues to improve.

There were 108 questions asked in the NHS staff survey. It is pleasing to see that results for 82 of these questions have gone up, and when looking at significant differences ie. more than a 2% change only two have dropped. Several areas are now above the national average.

In summary, most staff who responded to the survey feel that LPT is an inclusive and compassionate place to work, have a good sense of team work, feel supported by their line managers and feel engaged overall – this is a positive reflection of our values and leadership behaviours for all, and areas where we are performing above the national average.

Out of our peer group of 50 Mental health/community health/combined Trusts, we have benchmarked as the second most improved Trust in the country. We have ranked 9<sup>th</sup> in relation to recommended place to work, and 3<sup>rd</sup> in People Promise indicators amongst East Midlands peer trusts.

### **What have we done well?**

Our staff are feeling happier, more valued and more supported at work. Nearly 89% feel their role makes a difference. There is better work-life balance and they feel more supported with their health and wellbeing. Experience of line manager support has improved. All of these areas are above average.


Nearly 80% of staff now feel safer to raise concerns, and there has been improvements in confidence that these will be addressed. There are also significant improvements in feeling safe to report bullying, harassment and abuse. Again these are above average now.

The Our Future Our Way culture programme focus areas of career progression, psychological safety, health and wellbeing and managing expectations have each seen improvements this year. Our Zero Tolerance to Abuse campaign is making some impact and more staff are reporting abuse.

More staff with a long-term health condition or illness say LPT has made reasonable adjustment(s) to enable them to carry out their work – this is above national average.

Even with these good results, we want to continue to improve. Our results where we are below the national average, which require further focus are around reporting physical abuse and experience of discrimination due to ethnic background, religion and disability. This is disappointing and unacceptable; it will be important this year to build on our Zero Tolerance to Abuse and Together Against Racism Group objectives to ensure improvements are being made.

There are variations in the results across our directorates and staff groups, as well as our Bank staff, and variable experiences for our staff from minority ethnic backgrounds and with disabilities. We are looking at this in more detail in directorate



meetings and staff group forums, to agree what more can be done specifically to improve in these areas, in addition to our trust wide Our Future Our Way culture improvement programme.

Our staff survey results reflect a positive journey of improvement in our LPT family culture and we will continue to build on the positive progress made.

## Staff engagement Putting feedback into action



# Contact us

We welcome your questions or comments on this report or our services.

Comments should be sent to:

**Chief Executive**  
**Leicestershire Partnership NHS Trust**  
**Room 100/110 Pen Lloyd Building**  
**County Hall,**  
**Glenfield**  
**Leicestershire, LE3 8RA**

**Telephone:** 0116 225 6000  
**Email:** [LPT.feedback@nhs.net](mailto:LPT.feedback@nhs.net)

**You can also follow the Trust on social media:**

Facebook/LPTnhs  
YouTube/LPTnhs  
Website [www.leicspart.nhs.uk](http://www.leicspart.nhs.uk)

## Quality Account

You may also be interested to read our Quality Account for 2024-25, which complements this Annual Report and Summary Accounts. Copies of the Quality Account, and extra copies of this document are available from the communications team at the above address.

These documents, alongside a shorter summary of the annual report, are also available on our website at [www.leicspart.nhs.uk](http://www.leicspart.nhs.uk).





# Need this report in a different language?

If you need this information in another language or format, please telephone 0116 295 0903 or email: [lpt.patientinformation@nhs.net](mailto:lpt.patientinformation@nhs.net).

## Arabic

إذا كنت بحاجة إلى هذه المعلومات بلغة أو تنسيق آخر، يرجى إرسال بريد إلكتروني إلى: [lpt.patientinformation@nhs.net](mailto:lpt.patientinformation@nhs.net).

## Bengali

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## Traditional Chinese

如果您需要以其他語言或格式獲取此資訊，請致電 0116 295 0903 或發送電子郵件至：[lpt.patientinformation@nhs.net](mailto:lpt.patientinformation@nhs.net).

## Gujarati

જો તમને આ માહિતી બીજી ભાષા અથવા ફોર્મેટમાં જોઈએ હોય, તો કૃપા કરીને 0116 295 0903 પર ફોન કરો અથવા ઇમેઇલ કરો: [lpt.patientinformation@nhs.net](mailto:lpt.patientinformation@nhs.net).

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Jeśli potrzebujesz tych informacji w innym języku lub formacie, zadzwoń pod numer 0116 295 0903 lub wyślij e-mail na adres: [lpt.patientinformation@nhs.net](mailto:lpt.patientinformation@nhs.net).

## Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਜਾਂ ਫਾਰਮੈਟ ਵਿੱਚ ਚਾਹੀਦੀ ਹੋਵੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 0116 295 0903 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਈਮੇਲ ਕਰੋ: [lpt.patientinformation@nhs.net](mailto:lpt.patientinformation@nhs.net)

## Somali

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## Urdu

اگر آپ کو یہ معلومات کسی اور زبان یا فارمیٹ میں درکار ہوں، تو براہ کرم ای میل کریں: [lpt.patientinformation@nhs.net](mailto:lpt.patientinformation@nhs.net).

