

**Board of Directors  
Item 3.2**

**Subject:** People Plan Annual Summary  
**Date of Meeting:** 29 March 2022  
**Prepared by:** Beth Williams-Lally, HR & OD Manager  
**Presented by:** Karen Nightingall, Chief People Officer  
**Purpose of Report:** For Note

BAF Reference	Impact on BAF
BAF4, BAF5, BAF6.	Delivery of LHCH People Plan will directly contribute to the Trust's strategic workforce objectives.

Level of assurance (please tick one) <i>To be used when the content of the report provides evidence of assurance</i>					
<input checked="" type="checkbox"/>	<b>Acceptable assurance</b> Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	<b>Partial assurance</b> Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	<b>Low assurance</b> Evidence indicates poor effectiveness of controls

## 1. Executive Summary:

The Trust launched its People Plan in January 2021 following publication of the national NHS People Plan by NHS England, NHS Improvement (NHSEI) and Health Education England (HEE) in July 2020. The purpose of this paper is to update Board of Directors on the annual position in relation to the progress made against the objectives now that the people plan has concluded.

Significant progress has been made, including the addition of some large-scale projects such as the trusts 'Be Civil Be Kind' campaign and the introduction of Equality, Diversity, Inclusion and Belonging (EDIB) network at LHCH. Most objectives were all achieved, with exceptions highlighted as 'in-progress' as they are near completion, however, a few ongoing actions are required to be carried forward.

## 2. Background:

The LHCH People Plan 2021 was launched late January 2021, replacing the previous people strategy 'Team LHCH at its best 2017-2020' and was developed in response to the national NHS People Plan. It was an interim 12-month plan in effect for the 2021 calendar year and set out the key priorities to be achieved within the year. The plan has been aligned to the 'Developing People' section of the LHCH five-year strategy 'Patients, Partnerships & Populations'.

The 12-month people plan was intended to run January - December 2021. However, as our trust did not begin work until April 2021 due to staffing changes, our completion report will be presented covering a timeframe of April 2021 - March 2022.

### 3. Progress Highlights:

The below table references key updates to provide an annual summary of the people plan and the progress made in terms of the objectives set in reference to the 4 pillars of the people plan.

People Plan Pillar	Update	Status as of 31/03/2022
Looking after our people	<b>We extended our Health &amp; Wellbeing offer:</b> <ul style="list-style-type: none"> <li>Increasing access to psychological and counselling support from 60 to 300 sessions for all our people who need it and hosting listening rooms during the pandemic.</li> <li>Signing NHSE wellbeing pledge</li> <li>Upskilled mental health first aiders to psychology champions.</li> <li>Supporting managers to undertake regular health and wellbeing conversations with their teams by providing training sessions and incorporating wellbeing in appraisals.</li> <li>Included a range of financial wellbeing support offers within our wellbeing package such as Salad Money, Wagestream and Vivup.</li> </ul>	Completed
	<b>We strengthened the resilience of our people and the organisation:</b> <ul style="list-style-type: none"> <li>Completing a comprehensive study and set action plans to address challenges</li> <li>Introducing Schwartz rounds</li> <li>Revising our learning and support offer by providing virtual learning sessions</li> <li>Launching 'Be Civil Be Kind Campaign' trust wide to set expectations, provide guidance to address incivility and promote positive behaviours to improve culture.</li> </ul>	
	<b>We reviewed and adjusted our flexible working policies and procedures</b> and established a retention working group that remains in place.	
Improving Belonging in the NHS	<b>We recruited and promoted a diverse workforce that reflects the communities we serve.</b> This will continue to be a focus area whereby we strive to improve.	Completed
	<b>We completed a full review of our recruitment and promotion procedures</b> to improve the candidate and employee journey and are about to launch an inclusive recruitment strategy.	
	<b>We supported leadership development for colleagues within minority groups to support achievement of model employer goals.</b> Further work is to be undertaken to make improvements in this area.	In progress
	<b>We reviewed our leadership training to focus on inclusivity, civility, and compassionate leadership,</b> further work to be completed in this area.	
	<b>We are enhancing belonging within LHCH and have launched a new equality, diversity, inclusion and belonging (EDIB) network</b> and are soon to launch the accompanying strategy. *This was a new project added after original objectives where set. <ul style="list-style-type: none"> <li>Anti-racism commitment statement has been ratified</li> <li>Submitted Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) submission</li> <li>National accreditations for veteran aware and employee recognition scheme (ERS) will be completed by April 2022.</li> </ul>	
New ways of working	<b>We have increased opportunities for staff to upskill and move into new roles such as:</b> <ul style="list-style-type: none"> <li>Developing new cardiothoracic skills module that 21 employees have completed</li> <li>Ensured staff acting as support to CCU maintain their core knowledge</li> <li>Developed new roles in line with the trust's operational plans and strategic objectives</li> </ul>	Completed
	<b>We have enhanced digital learning and increased our online CPD offer:</b> <ul style="list-style-type: none"> <li>Integrating mandatory training modules on ESR portal</li> <li>Moved to blended learning where possible</li> </ul>	
	<b>We have reviewed and continue to improve our work experience and volunteer strategy to promote future NHS careers – Covid19 stalled this progress</b>	In Progress
Growing for the future	<b>We increased the number of apprenticeships and training places:</b> <ul style="list-style-type: none"> <li>20% (equated to 72 apprenticeships)</li> <li>Growing the number of cadetships from 10-16</li> <li>Increasing our level of traineeship positions by over 50%</li> </ul>	
	<b>We have improved our recruitment and retention strategy by attracting and retaining the best national and international talent:</b> <ul style="list-style-type: none"> <li>Reviewing exit interviews, establishing retention group and hosting engagement discussions across the trust</li> <li>Providing flexible working options</li> <li>Recruiting 68 International nurses and another 40 by end of 2022</li> </ul>	

#### 4. Conclusion:

Significant progress was made across all 4 pillars, with most objectives being completed and the remaining 'in progress' objectives expected to be completed within the coming months with the launch of the recruitment and EDIB strategies.

Additional challenges arose, with Vaccination as a condition of deployment (VCOD) requiring significant resourcing and planning that resulted in changes to priorities and impacted on the completion delivery of some projects, mainly surrounding the recruitment strategy and career pathways, 'growing for the future'. This is progressing well, however, will likely be completed post 31 March 2022.

This has been an extraordinary year operating within a global pandemic with pressures felt by us all, especially within healthcare. Focus on recruitment, retention, employee wellbeing, Equality, diversity, inclusion and belonging has been vital to navigate such uncharted waters and these focus areas will continue moving forward aligned with NHSE people promise.

HR, Education and OD team are developing a 3yr People Strategy to communicate our ambition and objectives for 2022-2025, this will complement and dovetail with NHSE People Promise.

Our four key focus areas are;

- Recruitment & Retention
- Education & OD
- Culture & employee wellbeing
- Equality, diversity, inclusion & belonging (EDIB)

**This is a promise we must all make to each other – to work together to improve the experience of working in the NHS for everyone.**

The themes and words that make up the People Promise have come from those who work in the NHS. People in different healthcare roles and organisations have made it clear what matters most to them, and what would make the greatest difference in improving their experience in the workplace. This is what we should all be able to say about working in the NHS, by 2024.



#### 5. Recommendations:

The Board of Directors is requested to note the contents of this paper.