

Board of Directors

Item 3.7

Subject: People Strategy
Date of meeting: 28th November 2022
Prepared by: Beth Williams-Lally, Head of People Transformation
Presented by: Karen Nightingall, Chief People Officer

BAF Reference	Impact on BAF
BAF4, BAF5, BAF6	To provide assurance on progress against the actions within the People strategy as reflected in the BAF risks.

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"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. Executive Summary

This paper provides the Board of Directors with assurance on delivery and progress of the strategy providing key highlights. The Board is asked to note the update along with assurance through the People Committee that all actions are on track.

2. Our approach

The People Strategy was created to compliment the trust's strategic objectives, integrating company culture and values.

To do this effectively, the HR, Learning & Development Team extensively engage with key stakeholders to ensure we continue to create and support a workforce that is both fit for purpose and fit for the future to look after our people, patients, partnerships and populations.

3. Progress Highlights

Please see below progress highlights for the four identified key areas of focus.

3.1 Recruitment & Retention

Whilst retention remains above 10% target for the Trust, a retention summit was held in October 22 and a Trust action plan has been developed for each area. Other activity includes:

- Launch of Recruitment and Retention Strategy
- Development of Retention action plan
- Recruitment to dedicated nurse lead role
- Bespoke recruitment events
- HR Learning and Development SharePoint has gone live along with multiple digital forms
- Successful Recruitment using open days for hygiene assistants and theatre and nursing Staff
- Promotion of jobs on LHCH careers twitter account
- Recruitment and Selection training has been developed and delivered
- Work has begun on robotic automation for HR transactional functions
- Relaunch of Long Service award
- Retention Summits have been held with a dedicated action plan
- Pay Award took place in September 2022
- Pensions re-enrolment happened in October 2022
- 'Loop' app coming soon to improve rostering, communication, and annual leave requests.

3.2 Learning & Development

The L&D offering is now clearly defined and a training plan for 2022/23 has been launched with easy access to training, through the training catalogue. The key focus will be on talent management through the NHS "scope for growth" but extensive progress has been made in L&D:

- Improved access to training through the development of a Training and Learning Catalogue
- Building leadership capability through the creation of a leadership journey from aspiring to executive level
- Design of a mentoring programme for Band 7 and 8as as part of the Ockenden Action Plan
- Development and delivery of a bespoke Influence and Impact Programme for Band 8a > leaders
- Project plan to implement scope for growth and career conversations; a talent management and succession planning process and to help identify high potentials
- Delivery of social styles, behavioural insights and team awareness across the organisation to help support culture change
- Led the appraisal process for 2022 with a compliance rate of over 90%
- Trust wide training needs analysis is under development
- Introduced Schwartz Rounds to discuss the emotional and social aspects of working in healthcare
- Development of level 7 anaesthetic module/MSc in Cardiothoracic Practice
- Development and delivery of HR Skills training

3.3 Culture & Wellbeing

The Wellbeing of our people remains a key focus for the Trust and the wellbeing framework and action plan remain on track:

- Socialised and launched People Strategy 2022-2025
- Be Civil Be Kind; launched 'it's not ok' campaign with posters and developed escalation pyramid to support staff safety from abusive, aggressive and violent patients, family members and carers.
- Launched the first 'Live Well, Work Well' campaign; over 400 staff attended for onsite health MOT's
- Financial wellbeing educational sessions, advice and food hampers provided
- Several menopause lounges and educational events have taken place
- Becoming more data driven;
 - Commenced trust wide health & wellbeing diagnostic audit
 - Introduced statistics direct from occupational health to inform more meaningful and impactful health & wellbeing interventions

- Launched monthly 'wellbeing for managers' session in collaboration with principal psychologist to create a reflective, safe space to share lived experiences and build network community to support overwhelm, stress and burnout.
- Sourced financial wellbeing provider to conduct external survey to gain insight into the impact of cost of living rises. Analysis of data will enable us to target and support employees who are impacted most, rather than us making assumptions
- Pet therapy with newfoundland dogs has been organised

3.4 Equality, Diversity, Inclusion & Belonging (EDIB)

- Development of a refreshed EDIB Strategy
- Development of an annual operational EDIB action plan aligned to national requirements including WRES & WDES **(Appendix 1)**

4. Next steps

Staff health and wellbeing and EDIB remain key priorities for the trust over the coming months.

A dedicated culture & wellbeing strategy will be launched utilising data insights gained from;

- Health & wellbeing diagnostic audit
- Occupational health usage and summary reports
- Financial wellbeing staff survey
- Annual staff survey and quarterly people pulse results
- Staff listening and engagement sessions

See attached EDIB annual operational action plan for further details **(Appendix 1)**

5. Conclusion

In conclusion, we look forward to providing the Board of Directors with regular updates and further assurance regarding the strategy and the supportive initiatives that will help the trust achieve its workforce objectives.