

**Board of Directors**  
**Item 3.3**

**Subject:** People Strategy Update  
**Date of meeting:** 30<sup>th</sup> April 2024  
**Presented by:** Jane Royds, Chief People Officer

BAF Reference	Impact on BAF
BAF 4	To provide assurance on progress against the actions within the People strategy as reflected in the BAF risks.

<b>Level of assurance (please tick one)</b> <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

This paper is intended to provide the Board of Directors with assurance on the delivery of the LHCH People Strategy 2022-2025. The paper also provides a high-level progress update (Q1-4 2023-2024) against each of the four strategy pillars below: -

- Recruitment & Retention
- Learning & Development
- Culture & Wellbeing
- Equality, Diversity, Inclusion & Belonging (EDIB)

Progress and assurance updates are provided to the People Committee on a quarterly basis. The Board is asked to note the content of this report and the actions being taken.

An update against each pillar of the People Strategy has been provided in Appendix 1.

## 2. Evaluation of Impact

Delivery of the LHCH People Strategy has demonstrated significant progress over the last 12 months, with specific emphasis on wellbeing, belonging and retention. LHCH has made strides in fostering a culture of wellbeing, evidenced through our staff survey results and through a downward trend in turnover over the last 6 months. Nevertheless, the ongoing commitment to delivery of the People Strategy is paramount for sustained success and continued improvement of our people experience.

For assurance on the impact of the delivery of the strategy, intelligence from the 2023 Staff Survey demonstrates that LHCH has improved in all areas of the People Promise as set out below: -

People Promise Theme	2021	↑ / ↓	2022	↑ / ↓	2023
We are Compassionate and inclusive	7.8	↑	7.9	↑	8.0
We are Recognised and rewarded	6.3	→	6.3	↑	6.6
We each have a voice that counts	7.3	↑	7.4	↑	7.5
We are safe and Healthy	6.5	↑	6.6	↑	6.85
We are always learning	5.9	↑	6.2	↑	6.3
We work flexibly	6.4	↑	6.5	↑	6.9
We are a team	7.1	↑	7.2	↑	7.4
Staff Engagement	7.5	↑	7.6	↑	7.7
Morale	6.3	↑	6.4	↑	6.6

This is supported by improvements in a range of our WRES and WDES indicators.

## 3. Risks and Challenges

The HR and L&D Team remain cognisant of the workforce risks and impact on the delivery of the People Strategy. Key risks include challenges in recruitment to hard-to-fill roles, managing sickness absence levels, specifically increased levels of stress and anxiety, and losing talent to other organisations that have more opportunities. Additionally, the potential impact of industrial action and staff unrest due to the national pay structure remains a risk in 24-25.

Continued vigilance and strategic adaptations are essential to mitigate these risks effectively.

## 4. Recommendations

The Board of Directors are asked to note the content of this report and the actions that have been taken to support delivery of the LHCH People Strategy.