

**Council of Governors**  
**Item 12.1**

**Subject:** People Strategy Update  
**Date of meeting:** 3<sup>rd</sup> December 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.

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

This paper provides an assurance update on the delivery of the LHCH People Strategy as we progress through Year 3 of implementation. The last update in April 2023 offered a high-level summary of progress up to Q4 of 2023/24. Following feedback from the Board of Directors, this paper addresses the request for additional assurance through the formulation of a RAG-rated action plan.

The four pillars underpinning the People Strategy are: -

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

To support delivery, we have operational action plans in place for core initiatives, including the EDIB (Equality, Diversity, Inclusion & Belonging) and Culture & Wellbeing Strategy. Additionally, the Retention Plan focuses on mitigating staff turnover and enhancing workforce stability.

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.

The RAG-rated Action Plan is attached as **Appendix 1**

## 2. Key Updates and Progress

Since the April update, the senior leadership team has made good progress on key deliverables. Notable developments include:

- The expansion of various Staff Networks and awareness events, increasing the visibility of EDIB across the organisation.
- Looking after our people through the successful delivery and expansion of our '*live well work well*' programme held in June 24.
- Launch of a bespoke Managers Essential Programme to improve confidence and competence of our leaders
- Launch of a new Anti-Racism Campaign aimed at fostering inclusivity, civility, and kindness across the organisation.
- Achievement of the Navajo Accreditation, reflecting our commitment to supporting LGBTQ+ staff.
- Achievement of GOLD Employee Recognition Scheme (ESR) which demonstrates support for the armed forces communities

## 3. Strategic Planning and Engagement

During the Senior Team's Review Day in June 2023, we mapped out the next steps for delivery in Year 3, with key actions socialised at the HR & L&D Team's Development Day in July. These collaborative planning sessions have ensured that the wider team remains engaged and aligned with our strategy.

As we move into the third year of delivery, the number of active actions has decreased, reflecting the natural transition towards completion. The reduction is a positive indicator of progress but also emphasises the need for focus as we complete the remaining critical actions.

The upcoming staff survey results will serve as a critical indicator of progress, especially given the positive results from the previous year. These results will be used to measure the impact of the People Strategy and identify any emerging gaps.

## 4. Next Steps – Future Focus

While we continue to make progress, it is crucial to begin planning for the future. The current People Strategy, although still relevant, will require a refresh to remain aligned with both the internal and external landscape, including national directives such as the NHS Long Term Plan and local system priorities. The senior team will discuss the strategic direction during our next review day at the end of November 2023.

We must also acknowledge the growing system pressures and pay controls that could impact on the delivery of the People Strategy, with effects on recruitment, retention, training, and morale. We will need to monitor these financial risks closely and explore innovative solutions within these limitations. Ongoing engagement with employees and transparent communication will be key to mitigating these risks.

Key considerations for the future approach include:

### ➤ Relevance of Existing Pillars

The current pillars of the People Strategy remain applicable, but there is a need for continuous improvement and development. These pillars should evolve to reflect changes in the NHS landscape and through data insights.

### ➤ Refresh vs. New Strategy

Given the success of the current strategy, we anticipate that a full replacement is not necessary. Instead, we propose a strategic refresh that builds upon our existing work, integrating new priorities and addressing any areas of development highlighted through evaluation. The shift to a group model across Liverpool could help to leverage opportunities for enhanced collaboration and growth across the group.

## **5. Recommendations**

The Council of Governors is asked to note the content of this report.