



**Lancashire Teaching
Hospitals**
NHS Foundation Trust



Our People Plan 2023–2026



**Always
Safety First**

@LancsHospitals

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Introduction

Our People Plan, sets out our vision for creating a great place to work at Lancashire Teaching Hospitals NHS Foundation Trust. This strategy responds to what our colleagues told us they value and expect from us. It sets out the steps we will take to improve the experience of work for all colleagues, how we plan to influence the tone in the organisation through evolving the culture we wish to foster to enable everyone to achieve, feel engaged and able to deliver our organisational vision and ambitions.

Our People Plan supports the organisations values and is an enabling strategy, designed to support other strategic workstreams and organisational priorities to be achieved. To do this, this strategy focusses in on creating the right working conditions, providing colleagues with a voice, seeking to improve their experience of work, having transformational policies and procedures, creating a supportive, inclusive and compassionate culture, which attracts, retains and rewards high calibre team members.

We recognise that within the NHS we are in the middle of one of the most challenging periods in NHS history, in drafting Our People Plan, we acknowledge that it is harder for our workforce to engage, communicate and participate with us through training, consultation and development opportunities, due to the demands they face in their daily work. To deliver an impact we plan to take a 'strengthen, build and consolidate' approach to our delivery, seeking to codesign, enabling teams to take collective ownership by maximising and blending together the breadth of expertise held within teams and our leaders, combined with that in workforce and organisational development to create changes 'with and in partnership' rather than 'done to'.

To implement this approach, we propose to firstly review what we already offer and what works well in pockets of the organisation, seeking to further 'strengthen', embed and scale up across the wider organisation. It will also include us focusing in on those teams or areas where we know it has been harder to make progress and bring about improvements, to tackle this we propose on delivering clusters of actions simultaneously, creating a focus on a specific stream of work and bringing together more diverse expertise from across workforce, organisational development (OD) and the wider organisation where needed. Within this strategy we outline where we will 'build', innovate and cocreate as a way to explore new, novel or alternative approaches. Finally we will seek to 'consolidate', to evaluate the impact solutions and interventions have had, by seeking colleague feedback, reflecting, discovering the steps we need to take to further align our work, enhancing and improving what we do to make an impact on results.

The underpinning strategic action plans, are therefore front loaded, there is a lot to do. We know through the delivery of Our People Plan we will be expecting a lot of our people and especially our leaders. We cannot create a great place to work without the contribution of each and every person who works in our teams. Creating new processes, policies, approaches and interventions (e.g. how we recruit, the leadership development we offer, the range of wellbeing services, our reward offer) can only take us so far. We also need the whole organisation to challenge and change our own mindsets, to reflect on how we behave towards one another, the culture we create, the focus we give to our people as well as our patients.





Internal and External Context

THE INTERNAL CONTEXT

Internally, at an organisational level, our headcount has continued to grow making our workforce the largest it has ever been. This naturally has brought with it a number of challenges, such as our ability to recruit the volume of skilled individual's teams need to fill their vacancies, to ensure each colleague feels valued for their contribution, ability for colleagues to access our services such as accessing health and wellbeing support, workforce advice, coaching or development opportunities. However equally it has brought a number of benefits, this includes a more diverse workforce, a wider range of leadership experiences, increased range of career opportunities and career development pathways.

The way in which we provide a Workforce and Organisational Development (OD) service continues to evolve in response to the changing needs of the organisation as well as our role in helping to lead the organisation to enhance the experience of work of our people. As a service we recognise we must continue to respond to organisational need through the delivery of a strong business partnering approach as well as provide responsive service and effective consultancy support from across the wider department to enable front-line teams to access the information, guidance and practical support to achieve their aims. However equally at times workforce and OD have had to lead, to set the pace, the tone and where we need to focus to enable us to transform the culture, enhance levels of colleague engagement, build capability, to mitigate workforce risks and to enable wider organisational performance and strategy delivery.

The pages which follow provide an overview of a number of core workforce and OD performance metrics, and illustration of the volume of work processed to showcase some of our key achievements.



Our Data, Key Findings and Successes



OUR WORKFORCE

We have **9379** colleagues working in our organisation

TIME TO HIRE

On average it takes **60.6** days from interview to starting a new job

VACANCIES

Just over **10%** of our roles are currently vacant

APPLICATIONS

We received nearly **38,000** applications per year for vacancies in our teams



INTERNATIONAL NURSE RECRUITMENT

Over **300** International nurses joined our organisation in the last 12 months



RECRUITMENT ACTIVITY

Each month on average there are **140** posts going through authorisation, with 100 posts out to advert and 70 posts being interviewed for



REPRESENTATION ETHNICITY

22.6% of colleagues are from an ethnic minority group

GENDER SPLIT

77% of our workforce is Female and 23% Male

GENDER PAY GAP

Women earn **93p** for every £1 earned by Men

REPRESENTATION DISABILITY

4.2% of colleagues declared they have a disability or long term health condition

SICKNESS

Our average sickness rate in last year was **6.62%**

MUSCULOSKELETAL ILL HEALTH

Colleagues were absent for **30.8** days on average for MSK reasons



VACCINATIONS

Almost **25,000** covid vaccinations were administered in house

PSYCHOLOGICAL ILL HEALTH

Colleagues were absent for **39.8** days on average for psychological health reasons

REWARD

We **supported** a number of reward schemes such as a Thank You Voucher and Blue Light card payment for every colleague

WORKPLACE WELLBEING

We achieved an **excellent** rating in 5/8 areas in 2021 wellbeing charter reaccreditation



REST AND RECREATION

4 rest and recreation areas were refurbished in the last 12 months, including new sleep pod areas and changing room refurbishment

VIOLENCE AND AGGRESSION

In last 6 months there have been 354 incidents towards our colleagues from patients, family members and service users



Our Data, Key Findings and Successes

WORKFORCE ADVICE

Dealt with 4729 calls and **23,383** emails to the ASK WORKFORCE advice line



CASEWORK MANAGEMENT

In the last 6 months on average it took **23** days to complete an employee relations case

APPRAISAL

In the last 12 months **88.3%** of colleagues have had an annual appraisal

TALENT MANAGEMENT

366 colleagues have been identified as a rising star



INCLUSIVE LEADERSHIP

38 Ethnic Minority Group colleagues enrolled on our Inclusive Leadership in Lancs Programme

COACHING AND MENTORING

More than **170** sessions were provided in the last 12 months



MANAGEMENT DEVELOPMENT

850 Managers have completed core people management skills since it began

SCHWARTZ ROUNDS

300 colleagues have participated in a round in the last 12 months

THANK YOU

Colleagues sent nearly **7000** thank you via our peer to peer recognition scheme in last 12 months



LIBRARIES

Issued 15,878 books, answered 16,692 queries, supplied 855 articles, completed 346 literature searches, users accessed **27,009** journals

EMPLOYEE SERVICES

Processed **4,600** new starter and additional post forms, 600 maternity leave forms and 2,600 request for an internal move

TEMPORARY STAFFING

Shift demand is at **8,500** per year up by 25% from previous years

WORKFORCE TRANSFORMATION

Supported mobilisation of services and rosters during Covid to support patient flow, e.g. Finney House, Mass Vaccination, Nightingale Ward

TEAM ENGAGEMENT AND DEVELOPMENT

106 teams have completed TED in the last 12 months

STAFF SATISFACTION AND ENGAGEMENT

In 2021 we achieve the national average or above for **all 9** of the People Promise Elements

OUR CULTURE

Colleagues describe our culture as **compassionate**, with a strong sense of team work and drive for improvement



BLENDED LEARNING

In the last 12 months 114 new elearning packages had been designed with over **153K** elearning packages completed by colleagues



National Context

A lot has changed since we wrote the previous Workforce and Organisational Development Strategy in late 2018, the way we perceive the world has fundamentally altered with many changes having a significant impact on the lives of the communities we serve, the way we deliver care and the demands for our services.

The global pandemic has fundamentally changed the way we work in health, whilst in parts it has helped to positively accelerate change such as by increasing the use of technology to enable new more agile ways of working, empowered colleagues to implement improvements at pace, supported a renewed focus in on colleague wellbeing and facilitated stronger collaboration, system wide leadership and multi-agency working. It has also helped to highlight the stark health inequalities within our communities and workforce, exacerbated the already challenging workforce constraints we face both in terms of the size of our workforce and ability to recruit to vacancies in order to meet demand for our services. Furthermore the pandemic has through its nature increased our sickness absence levels to the highest ever levels, with more staff experiencing significant mental health issues. The pressure felt by our colleagues is immense; they have had to put themselves last in order to care for others, meaning they have not been able to participate at pre-pandemic levels in opportunities such as training, development and participation with organisation wide engagement events.

The way the wider NHS is structured and funded has changed since the last strategy and will have ongoing implications for the way we develop and deliver this strategy, for example the changes to system wide working with the establishment of integrated care boards and a stronger focus on collaborative system working. The NHS Long Term Plan sets out the vision for the future and how we need to improve the care for patients through making sure everyone gets the best start in life, delivering world-class care for major health problems and supporting people to age well. The NHS Long Term Plan recognises that these ambitions can only be delivered by backing our workforce, utilising technology and increasing efficiencies in our services all of which must continue to be enabled via the strategic actions proposed in this document.

This system wide changes combined with a national drive to influence the workforce and organisational development agenda across the whole NHS through the NHS People Promise and People Plan is leading to stronger opportunity to join up across organisational boundaries to scale up by sharing interventions which work, to benefit from learning and using the expertise of colleagues across the system to deliver local improvements in colleagues experience of working for us.

The establishment of the NHS England People Directorate and publication of the associated People Promise will influence the focus and alignment in this strategy. The NHS People Promise sets out seven promises we need to incorporate within our strategic aims to deliver more people, working differently in a compassionate and inclusive culture, these are:

People Promise

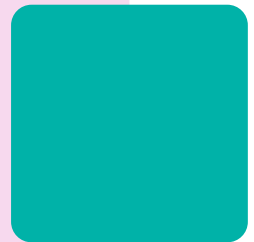


Our People Plan strategic aims will be aligned to support the delivery of the NHS People Promise as well as incorporating the findings from the paper titled The Future of NHS human resources and organisational development which describes the essential role the “people professionals have in making the NHS the vibrant, resourceful organisation it is today, and will continue to influence how it will develop in the future”. This publication outlines the 2030 vision for human resources and organisational development in that it must support organisations to:



The Care Quality Commission key lines of enquiry for healthcare services have refocused a number of facets of their approach, helping to strengthen where we need to prioritise in order to deliver safe, effective, caring, responsive and well-led services. The areas of focus which have relevance for the strategic direction of this strategy specifically are with regards to:

- Creating a restorative, just and learning culture to help colleagues, teams and the organisation to learn effectively when things go wrong and able to raise concerns without fear of retribution.
- Being values led, creating an ethos which is centred around kindness, respect and compassion with the patient at the centre.
- Building leadership capacity and capability.
- Having a clear vision and values, with colleagues engaged in understanding what this means for their role and objectives.
- Creating a culture where colleagues feel supported, respected, valued and proud to work in our organisation.
- Ensuring a focus on the safety and wellbeing of all colleagues.
- Maintaining a strong emphasis on equality, diversity and inclusion agenda to ensure colleagues with protected characteristics are treated equitably.
- Facilitating team engagement, creating cooperative, supportive relationships where teams work in collaboration to achieve





Regional Context – Lancashire and South Cumbria Provider Collaborative

As with the national context, the regional context has continued to evolve at pace, with the establishment of a provider collaborative vision which emphasises the importance of working together as one, with a culture of continuous improvement. The Provider Collaborative vision sets out a number of core principles for 5 participating organisations, which includes being trusting, transparent and open, committing to sharing data and best practice, encouraging learning, innovation and to be inclusive. The Provider Collaborative has a quadruple strategic aim which has been reflected within our own People Plan, as a number of the aims having a direct alignment to the work we plan to undertake across the course of this strategy. These include:

‘Best Health and Wellbeing’ by supporting colleagues health and connecting through them with others and to adding social value to our local community through supporting local jobs.

‘A Happy and Resilient Workforce’ this aim sets out that by working together we will embed the national People Plan and NHS People Promise, share skills and experience, standardise policies, working practices and staff benefits, work seamlessly across site wherever necessary, create appropriate new roles and career opportunities, make this a great place to work.

We recognise that as a Workforce and OD function we must deliver actions aligned to the quadruple aim. Equally we will work to support and facilitate system wide working as a profession, whilst simultaneously equipping managers and leaders across our organisation to understand their role in working as one system and the leadership behaviours that create system wide change and a system focussed culture.

The emphasis on the strategic contribution Workforce and OD have to make on the success of our own Trust, as part of an integrated care system, as an anchor organisation in our communities and within one of the largest employers in the world the NHS is immeasurable. As Messenger (2022) set out in Leadership for a Collaborative and Inclusive Future report “a well-led, motivated, valued, collaborative, inclusive, resilient workforce is ‘the’ key to better patient and health and care outcomes, and that investment in people must sit alongside other operational and political priorities. To do anything else risks inexorable decline.” Our People Plan describes how we will enable the achievement of this through our people, leaders and culture.





Strategic Alignment, Consultation and Involvement

Our People Plan is an enabling strategy, designed to create the right conditions to enable colleagues to deliver high quality care and services. We have endeavoured to ensure the strategic drivers, aims and actions of this strategy are aligned with the strategic direction described in the Always Safety First Strategy, Continuous Improvement Strategy, Equality, Diversity and Inclusion Strategy, Social Value Strategy, Patient Experience Strategy, the Violence Prevention and Reduction Strategy, Clinical Service Strategy, Education Strategy, Finance Strategy and Communications Strategic Plan.

Throughout this strategy the alignment to wider organisational strategies is highlighted under each of the strategic aims. Our People Plan seeks to interweave the priorities from other organisational strategies within the strategic action plans, sharing metrics so together we all achieve, creating a consistency in focus and supporting colleagues to understand where joint priorities lie. We recognise that one of the success measures of this strategy is to facilitate the achievement of other organisational strategies through creating a positive culture, with skilled staff who are engaged and empowered to bring about transformational change whilst focusing on providing high quality care.

BIG PLAN

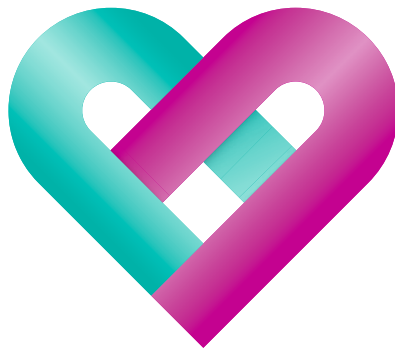
Our People Plan aims to deliver the Great Place to Work - Big Ambition which forms part of the organisations Big Plan. The Great Place to Work Big Ambition sets out a four key segments and associated key metrics as illustrated by the image. This strategy incorporates actions and priorities which aim to bring about performance improvements as measured by the metrics for this ambition.



OUR VALUES AND EMPLOYMENT BRAND

The aims and strategic drivers of Our People Plan are built around the very essence of what the organisational values stand for. Our values are at the centre of what we do and define who we are both as individuals and as an organisation. The strategic aims and actions are developed to support colleagues to live the values and for colleagues to feel our values in how we operate as an employer. The values are reflected in the way we recruit new colleagues to join our team, how we support, develop, engage, retain and reward colleagues to enable them to flourish at work and reach their full potential through a positive organisational culture.





Together

Through the delivery of this strategy we hope to bring about the sense of togetherness which is very important to our colleagues as described through our 'Together' employment brand. Colleagues told us that what they value from working here is:

TOGETHER...We are one team

Our team is our work family. At Lancashire Teaching Hospitals, you will work as part of a collaborative, friendly and caring team where you will be valued for who you are.

TOGETHER...We can create your future

At Lancashire Teaching Hospitals, we will support you to achieve personal goals, and provide opportunities to build the career you want.

TOGETHER...We make extraordinary things happen

When you love your work amazing things can happen. At Lancashire Teaching Hospitals you will work with inspirational and talented people every day, driving improvement and innovation, to make a life changing difference to our patients.

The feeling of togetherness and the importance colleagues place on having a strong feeling of workplace community, desire to feel empowered and achieve their full potential was reflected in the 2022 Cultural Values Assessment. The results of which reported that colleagues value working together, show compassion and tenderness, care for each other, want to have a voice, to bring about improvements and show appreciation for one another's efforts. Through the delivery of this strategy we hope to continue to strengthen the sense of team, workplace community, helping colleagues feel empowered and supported to achieve their full potential.

CONSULTATION AND INVOLVEMENT

To develop this strategy we have consulted with almost 500 colleagues through coproduction sessions, involvement events, online surveys and focus groups. In addition to this we have used the findings from the most recent National Staff Survey, Health and Wellbeing Survey, National Quarterly Pulse and Annual Cultural Values Assessment to provide us with a clear picture of where the focus for the strategic actions needs to be. We have built on these findings using existing forums, meetings and training sessions to listen to what matters most to colleagues, checking out what the reality looks like for different roles and groups across the organisation.



To be A Great Place To Work Our Strategic Aims are:

TO ENGAGE, RETAIN, REWARD AND RECOGNISE

We want to create a positive experience of work for all our colleagues, where they feel engaged with their team and our vision. wanting to go the extra mile. we must continue to find new ways to help our people feel valued. that they belong, are able to make a difference and want to build their future with us

TO CREATE A POSITIVE ORGANISATIONAL CULTURE

We believe culture counts. healthy and positive organisation culture, creates the right working conditions and ethos to enable on people to excel in their work. tc deliver the highest quality of care work in collaboration across teams to deliver on shared aims

TO DELIVER A RESPONSIVE. FUTURE FOCUSED AND ENABLING SERVICE

We will work as a collaborative partner delivering a seamless gold standard quality service, which is solution focused, innovative, digitally enabled, evidence based and credible

TO ATTRACT, RECRUIT AND RESOURCE

We will support the creation of attractive, meaningful roles to attract the best people to work in our teams. We will find new was to plan for our workforce needs taking steps to ensure we have a continual supply of diverse, values centred skilled colleagues to provide excellent care with compassion

TO BE INCLUSIVE AND SUPPORTIVE

We need to be an inclusive and diverse employer, where each person feels valued for who they are. We will strive to support, care for and nurture colleagues as a whole individual so they feel well at work and able to reach their full potential.

TO BE WELL LED

We must continue to develop and support skilled, compassionate, inclusive and inspirational leaders and managers who are passionate about creating nigh performing teams and have an unwavering focus on quality of care





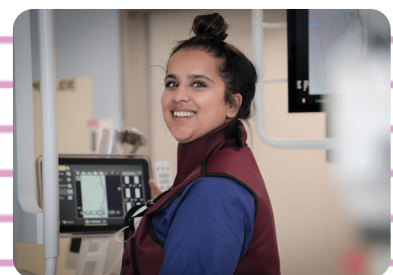
To Attract, Recruit and Resource

It has been well publicised that across the NHS and social care sector we are facing the greatest workforce crisis since the NHS began, within our own organisation we continually strive to close our vacancy gaps, develop a sustainable workforce model fit for right now, whilst planning our workforce needs for the future. As outlined in the Health and Social Care Committee paper titled [Workforce: recruitment, training and retention in health and social care](#) (published in July 2022), across the NHS there were 99,460 posts being advertised, with findings from the Nuffield Trust suggesting that we have a shortage of 12,000 hospital doctors and over 50,000 nurses and midwives in England. In our own organisation we too feel the pressure of having high levels of vacancies in our team due to a challenging recruitment market and have taken huge strides in using international recruitment to fill core roles with over 300 international nurses joining our team in the last 12 months.

The success of the actions in this aim are reliant internally on our ability to create a great place to work by delivering on the other strategic aims outlined in this People Plan. We can only attract, recruit and retain colleagues by creating a positive culture, where colleagues feel valued, recognised for the whole of who they are (their diversity, wellbeing needs and responsibilities outside of work), are able to progress their career with us (through training, development and promotion) and work in well led, high performing teams who provide each colleague with a voice. Equally the success of the actions in this aim or reliant on a number of external factors, these include Government led workforce planning to increase the supply of newly qualified professionals such as within medicine, nursing and midwifery. Other external forces which will impact on our own effectiveness include reducing the administrative burden on international medical graduates who want a job in the NHS, finding a solution with regards to the NHS pension arrangements and the taper rate of annual allowance alongside the abatement rules which prevent retired nurses working additional hours when they are willing to do so and of course NHS pay keeping pace with the rising cost of living and inflation.

Within this strategic aim, there are a number of new programmes of work planned to build on the substantial progress already made to date. We have been fortunate to have and continue to deliver a successful international recruitment campaign for doctors and nurses, are leading the way with our work around attracting and recruiting individuals to join our Health Care Assistant workforce, working with our local community partners to reach out to communities who may be more socially disadvantaged to share our vacancies with those who may be looking for work or wanting to change their career. We have bought about improvements for our temporary workforce, which includes greater pastoral support, understanding of their experience of work, whilst simultaneously increasing our temporary workforce headcount to ensure we can meet the high shift demand to support safe care being delivered in clinical areas in a cost-effective manner.

The focus for the next 3 years is around delivering sustainable, cost effective, future focused resourcing solutions through working in partnership internally and externally. Whilst simultaneously enhancing and improving our processes and practices to ensure data is correct so informed, accurate staffing decisions can be made in an efficient manner.



TO ATTRACT, RECRUIT AND RESOURCE

OUR AIM:

Is to support the creation of attractive, meaningful roles to acquire the best people to work in our teams. We will find new ways to plan for our workforce needs taking steps to ensure we have a continual supply of diverse, values centred skilled colleagues to provide excellent care with compassion.

ALIGNMENT

This Strategic Aim Aligns with:

BIG PLAN:

Great Place to Work, Consistently Deliver Excellent Care and Fit for the Future

NHS PEOPLE PLAN & PROMISE:

Elements 1, 3, 5, 6, 7

TRUST STRATEGIES:

Equality Diversity and Inclusion

Clinical Services

Finance

Education, Training and Research

THIS AIM WILL BE ACHIEVED BY:

Developing and growing our temporary staffing resource to meet both internal and system wide resources challenges to meet operational demand.

Improving our rostering practices and key performance metrics to ensure accurate view of demand and to ensure robust safe staffing.

Resourcing and growing for the future, to mitigate the workforce supply challenges facing the Trust and the wider NHS.

Strengthening our approach to workforce planning, rostering, workforce data analytics and modelling, including using job planning and other technology available to inform new ways of working for the future.

MEASURES OF IMPACT

- ✓ To reduce agency costs to 3% of total pay bill.
- ✓ To fill 75% of nursing and midwifery agency shift demand.
- ✓ To fill over 50% of nursing and healthcare support workers shift demand.
- ✓ To increase the headcount across all banks.
- ✓ To reduce overall overtime costs.
- ✓ Increased efficiency and effectiveness of improved service delivery models and working practices.
- ✓ Improved bank colleague staff satisfaction levels as measured through the NHS Staff Survey.
- ✓ Achievement of NHS Improvement Levels of Attainment for non-medical job planning, progressing forward annually.

- ✓ Reduce the number of vacancies by a further 5%.
- ✓ Reduction in the number of long-term vacancies.
- ✓ Achievement of international and health care support worker recruitment trajectories.
- ✓ Improved proportional representation of colleagues with protected characteristics.
- ✓ Improved proportion of colleagues from communities with higher levels of social deprivation.
- ✓ Increased number and diversity of volunteers.
- ✓ Reduction in volume of requests for regrading.
- ✓ Improved job evaluation metrics.
- ✓ Development and achievement of a robust and triangulated operational plan, fully aligned with clinical and financial priorities.



To Be Inclusive and Supportive

Supporting the health and wellbeing of colleagues and taking action through the diversity and inclusion agenda continues to be an increasingly important, vital part of Our People Plan. We know that colleagues who feel cared for and are representative of the communities we serve, deliver higher quality care.

The NHS Health and Wellbeing Framework (2021) and NHS People Promise places the wellbeing of our people at the heart of what every NHS organisation should do. Here in our organisation we have done just that and made great strides in providing a comprehensive range of services to help support colleagues to feel well at work ranging from menopause support groups, training in mindfulness, mental health first aid, psychological therapies, physiotherapy, line management awareness sessions, improving break and rest facilities to name but a few.

We understand from colleagues that working in an organisation which supports their wellbeing is important to them. This is reflected in the annual National Staff Survey results and in our annual culture assessments, which centre around providing individualised support to colleagues, compassion to one another, flexibility and acknowledgement that they are more than just their roles at work. Our vision is to continue to strengthen the support we provide and to create a culture of wellbeing where the emphasis is towards prevention, empowering colleagues to manage their own health and wellbeing, supporting leaders to encourage healthy leadership behaviours, providing a comprehensive therapeutic offer as well as creating physical workspaces and facilities to enable our people to rest, recover and succeed.

As well as our commitment to health and wellbeing, we must continue to have an unwavering focus on creating an inclusive working environment which intentionally improves the experience of minority colleagues when working in our teams and services. The experience of minority group colleagues illustrates that they continue to be adversely impacted in aspects of their working lives as reflected in National Staff Survey findings as well as the Workforce Race Equality Standard and Workforce Disability Standard assessments for our organisation.

In late 2021, we published our first ever joint Equality, Diversity and Inclusion (EDI) Strategy for both patients and colleagues. The vision behind our EDI strategy is to be “consciously inclusive in everything we do for our colleagues and communities” with the strategic actions focussing in on 5 core principles. The core principles are designed to span across all teams, the principles centre on how we can all demonstrate collective commitment to bringing about positive action, use data to inform our understanding of where there may be inequalities, to actively recognise the lived experiences of minority groups, increase the diversity of our workforce as well as bringing about change through education and development.

The strategic actions for diversity and inclusion within Our People Plan are aligned to the EDI strategy core principles. We have big aspirations relating to EDI, the actions we have taken to date have helped to create solid foundations, began the process of raising awareness of the importance of EDI in supporting a great place to work, the next stage is to further transform, align and bring EDI to the front and centre by hardwiring diversity and inclusion into everything we do.



TO BE INCLUSIVE AND SUPPORTIVE

OUR AIM:

Is to be an inclusive and diverse employer, where each person feels valued for who they are. We will strive to support, care for and nurture colleagues as a whole individual so they feel well at work and able to reach their full potential.

ALIGNMENT

This Strategic Aim Aligns with:

BIG PLAN:

Great Place to Work

NHS PEOPLE PLAN & PROMISE:

Elements 1, 3, 5, 7

TRUST STRATEGIES:

Equality Diversity and Inclusion

Social Value

THIS AIM WILL BE ACHIEVED BY:

Ensuring that our workforce and future workforce perceives us as an employer who takes positive action on health and wellbeing.

Making use of evidence and data to make informed decisions and generate actions which have a positive impact on colleagues with protected characteristics.

Providing a work environment which encourages rest, hydration and enables colleagues to access healthy nutritional choices.

Demonstrating collective commitment to Equality, Diversity and Inclusion.

Being representative of our community.

Reducing the incidence of colleagues experiencing musculoskeletal injuries as a result of work and provide proactive support for those experiencing MSK conditions.

Recognising the importance of lived experience.

Bringing about change through education and development supporting colleagues to be consciously inclusive.

MEASURES OF IMPACT

- ✓ Overall reduction in sickness absence rate.
- ✓ Reduction in sickness absence related to mental health.
- ✓ Reduction in waiting times for psychological therapies.
- ✓ Reduction in sickness absence related to MSK conditions.
- ✓ Improved Engagement Scores as measured by NHS Staff Survey and National Quarterly Pulse Survey.
- ✓ Reduction in adverse impact as measured through disparity ratios for Workforce Race and Disability Equality Standards for all metrics.

- ✓ Achievement of Workplace Wellbeing Charter Accreditation.
- ✓ Increased attendance and participation in health, wellbeing and diversity and inclusion training, events and forums
- ✓ Increased vaccination uptake.
- ✓ Increased percentage of colleagues who self-disclose protected characteristic.
- ✓ Increased representation of minority groups in our workforce at all levels.
- ✓ Improved colleague experience for those with protected characteristics as measured across all People Promise Elements in NHS Staff Survey.



To Be Well Led

Strong, adaptable leaders and managers are critical to the success of the organisation in achieving its ambitions. Leaders play a pivotal role in bringing Our People Plan to life through the way in which they lead, the sense of team they create, as well as how they distil organisational priorities down into meaningful objectives to create a strong shared purpose which everyone buys into. Effective leaders will through the very way they go about their jobs will enable us collectively to deliver on the NHS People Promise, we need our leaders to demonstrate a compassionate and inclusive approach, ensuring team members feel rewarded, recognised and their voice counts. They will live our people policies positively, supporting colleagues to feel happy and healthy at work. Effective leaders and managers proactively take steps to create a positive culture in their teams, encouraging learning, through a restorative and just culture which supports teams to feel psychologically safe.

The Messenger Report (2022) – Leadership for a collaborative and inclusive future reinforced what we hope to achieve through this strategic aim of Our People Plan. The report highlighted the importance of clinical leadership in setting the right culture and behaviours across our services. It was reported that when clinical leadership is done well, the knowledge and innate understanding clinical leaders have about their team and services can create a huge force for good, however when there is a lack of effective clinical leadership it can lead to entrenchment and a loss of team ethos.

We recognise that organisationally to be an effective, high performing leader, we have to get the balance right between being an adept operational manager, who is able to run their services efficiently, whilst simultaneously understanding the human dynamics of leading teams. We will continue to focus in on supporting leaders and managers to develop their skills and confidence to be compassionate, authentic leaders, who seek to empower through distributing their leadership, who invest time in focussing on colleague engagement, recognising their responsibilities under the diversity and inclusion agenda. The development we offer leaders and managers will support them in understanding how to create a meaningful vision, have the ability to utilise continuous improvement methodology to bring about change, whilst consistently applying high quality management knowledge and skill in all aspects of the employment lifecycle from recruitment, to onboarding, through to supporting colleagues to leave well.

Through our consultation with colleagues, leaders and managers told us they would value greater support and access to development opportunities to enable them to grow their skills and capability. Leaders and managers highlighted they would welcome further development in how best to support colleagues who may be finding work challenging or who have mental health issues, as well as understanding how as team leaders they can find new ways to motivate their team, enhance levels of engagement, create strong role clarity and increase levels job satisfaction in their colleagues.

Going forward our priorities will be towards creating new opportunities to support the ongoing development of our new and existing leaders and managers. The focus will be getting the balance right between accredited leadership and management development offers, combined with shorter, non-accredited development interventions which match organisational needs and fully equip leaders with the skills they need to manage within today and tomorrow's NHS landscape.



TO BE WELL LED

OUR AIM:

Is to develop and support skilled, able inspirational leaders and managers who are passionate about creating high performing teams with an unwavering focus on quality of care.

ALIGNMENT

This Strategic Aim Aligns with:

BIG PLAN:

Great Place to Work and Fit for the Future

NHS PEOPLE PLAN & PROMISE:

Elements 1, 3, 5, 6, 7

TRUST STRATEGIES:

Equality Diversity and Inclusion

Continuous Improvement

Education, Training and Research

THIS AIM WILL BE ACHIEVED BY:

Equipping managers with the skills, knowledge and awareness to support them to feel competent and confident in positively managing their teams in line with our workforce policies, procedures and priorities.

Providing a robust talent management programme and support to all staff regardless of profession, band or role, as we believe all staff are talented and should have the opportunity to grow.

Developing consciously inclusive leaders, and ensuring our leadership population is reflective of the communities we serve.

Supporting meaningful conversations through appraisal.

Building the capability of leaders to achieve the organisational vision and desired culture.

MEASURES OF IMPACT

- ✓ To maintain 90% compliance rate for appraisals.
- ✓ Improved Engagement Scores as measured by NHS Staff Survey and National Quarterly Pulse Survey.
- ✓ Increased representation of minority groups in leadership roles.
- ✓ Increased number of internal promotions following talent management, leadership and management development intervention.
- ✓ Increased number of learners attending accredited and non-accredited development opportunities.

- ✓ Improved experience of work of colleagues with a protected characteristic as measured through the NHS Staff Survey.
- ✓ Enhanced confidence and competence to lead.
- ✓ Increase use of 360 feedback.
- ✓ Increased number of TEDs completed
- ✓ Improved appraisal quality, objective and personal development planning.
- ✓ Number of bespoke team development support and associated impact.



To Deliver a Responsive, Future Focussed and Enabling Service

For Workforce and OD to be an integral part of and an intentional collaborative partner to the organisation, we must continue to evolve the services we provide. This can range from the workforce advice we offer, the technology we use to support online learning and interactive communications, the resources we have in our library services to enable evidence-based decision making, the quality and accessibility of our workforce data, through to how efficient and effective our systems and processes are within employee services so that we can focus where our people value our intervention or guidance the most.

This strategic aim focuses on the following teams 3-year programmes of work: Blended Learning, Employee Services, Knowledge and Library Services, Partnership Working, Workforce Advice, Workforce Business Partnering and Workforce Information. As set out in the 2030 vision in the report titled the Future of NHS Human Resources and Organisational Development, it emphasises that as a function we need to embed digitally enabled solutions, lead improvements and innovation, whilst also supporting and developing the people profession. Our ambition is deliver a gold standard service providing colleagues with what they need, so they can focus on their day job.

The way we deliver a service today is different than 3 years ago, and it is envisaged that by the end of the tenure for this strategy we will be making even greater use of digital technologies, automating tasks, using immersive learning technology, exploring artificial intelligence through to facilitating further agility in our working practices. As described in the NHS wide 2030 vision for workforce and OD we need to “make the best use of technology and digital solutions to deliver greater people services”, through providing consolidated, simplified, customer centric workforce, OD and employee services internally and externally to our clients.

We have a role to play in supporting improvement, change and innovation through our operating model. Be this through our workforce advisory services where we develop transformational workforce policies which help to create a positive organisational culture. Supporting managers to have the ability to fairly apply policies to their teams. Through to further strengthening the partnership working approach facilitating colleague’s voices to be heard, working collectively to create a great place to work.

To enable the organisation to evolve, our library and knowledge management services have a crucial role to play by taking the ‘heavy lifting’ out of getting evidence into practice, (HEE, 2020 and HEE 2021). By harnesses external research evidence and internal knowledge, we will support the organisation to deliver excellent patient care and continuous improvement. We need to build on and exploit opportunities for the library service to work in partnership to mobilise evidence where it is needed and to ensure that our services and resources are inclusive and represent our diverse user base.

To facilitate new ways of working, we need to create new ways to learn, engage and enable multimedia communication. We need to anticipate both the needs of our workforce, the range of technology available to support new styles of learning so that we anticipate the technological changes to come. Equally to support the organisation to plan for the future, we need to have high quality people data and insights, enabling us to understand our workforce, make informed decisions, recognise themes and trends to take targeted action to ensure we have a sustainable supply of workforce which meets the needs of our patients now and supports future models of care.



TO DELIVER A RESPONSIVE, FUTURE FOCUSED AND ENABLING SERVICE

OUR AIM:

We will work as a collaborative partner delivering a seamless gold standard quality service, which is solution focused, innovative, digitally enabled, evidence based and credible.

ALIGNMENT

This Strategic Aim Aligns with: **BIG PLAN:**

Great Place to Work and Fit for the Future

NHS PEOPLE PLAN & PROMISE: Elements 1, 3, 5, 6, 7

TRUST STRATEGIES:

Equality Diversity and Inclusion | Education and Training

Research | Digital Health Information | Clinical Services

THIS AIM WILL BE ACHIEVED BY:

Developing systems and working practices required to deliver a 'gold standard' service.

Developing our workforce policies with the aim of creating excellence in people management and creating a 'Great Place to Work'.

Further growing our approach to Partnership Working with staff side colleagues, developing a shared purpose, and maximising employee involvement.

Working in partnership with divisional managers to review all aspects of workforce performance and developing strategic actions for improvement.

Embedding digitally enabled solutions through improved utilisation of system development, technology, and robotic process automation.

Commercial growth and development of our employee services and benefits offer.

Embedding the library service ensuring the mobilisation of evidence and the use of internally generated knowledge.

Ensuring the availability of resources, evidence and training for research, patient care, management and clinical decision making.

Horizon scanning for new technologies integrating into training opportunities.

Delivering inclusive, accessible, easy to use blended learning and library service opportunities and spaces which are inclusive, facilitate learning and support a range of interactions.

MEASURES OF IMPACT

- ✓ Improved customer satisfaction and evaluation impact data for services.
- ✓ Increased range of online resources available.
- ✓ Increased interactions with intranet content, online resources and social media channels.
- ✓ Increasing the use of 'Chatbots' across services to reduce e mail queries.
- ✓ Achievement of Big Plan – Just Culture targets.
- ✓ 90% of all employee relation casework is completed within policies timescales.
- ✓ Increased number of lessons learnt case work reviews completed.
- ✓ 100% of policies reviewed within timeframe and coproduced with colleagues and forum members.
- ✓ 100% of personnel files are retained, stored and deleted in line with standards set out by GDPR.
- ✓ Implementation of self-service functionality for one element of non-pay related change.
- ✓ Implement 3 RPA processes per year.
- ✓ Increased client base for payroll and employee services.
- ✓ Reduction in overpayments.

- ✓ 100% of new software/equipment has an EIA and accessibility check before purchasing.
- ✓ To achieve core skill and annual appraisal compliance at 90%.
- ✓ Improved NHS Staff Survey feedback for 'We are compassionate and inclusive' and 'We are always learning'.
- ✓ Increased likelihood of colleagues accessing non-mandatory training and CPD as measured via WRES.
- ✓ Increased percentage of disabled colleagues who say we have made adequate adjustments to enable them to carry out their work.
- ✓ Development of range of impact case studies across services.
- ✓ Improved rating for library services as measures through the annual Quality Improvement and Outcomes Framework ratings.
- ✓ 25% reduction in rostering errors which result in retrospective payroll action.
- ✓ Full implementation in leadership hierarchy in ESR and associated systems.
- ✓ Increase number of salary sacrifice applications and associated organisational savings.



To Create a Positive Organisational Culture

The culture of our organisation can be felt by all our colleagues, those we collaborate with across the region or nationally, our patients and their families. The organisational culture drives what we focus on, the way we go about our work, what we view as important, how we communicate, how we respond when things go well and learn when they don't. Our culture counts. Culture is often cited for the reason why individuals, teams and organisations flourish, but equally it is cited when things go wrong, as reflected in the last 12 months where recent national reviews of NHS organisations where significant safety concerns have been identified, through to issues in central government and within police forces.

We are all custodians of the organisational culture and it is each and every colleagues responsibility to be a cultural architect, helping to shape the culture, challenge when 'things do not feel right', seeking to reflect on own behaviours in how they set the tone for our culture. Culture in organisations has long been defined as having 'hard' e.g., systems, processes, policies, allocation of work, strategy and structures and 'soft' elements which include factors such as behaviours, values, skills of the workforce, style and skills of leaders, rituals and norms. The focus of this strategic aim is towards bringing about improvements in the softer aspects of an organisational culture, whilst simultaneously creating the right climate to enable 'hard' cultural changes as outlined in other organisational strategies (e.g., Continuous Improvement, Clinical Service Strategy etc).

Culture continues to be an organisational priority and whilst progress has been made with regards to bringing about culture change there is much more we must collectively strive to do. Some of our successes include the annual use of a cultural values assessment, where we have seen modest improvements in the gap between our current culture and the culture our colleagues desire. One of the biggest successes is the focus we now place on our culture, this is reflected in the way we talk about culture, with colleagues raising cultural issues and many teams developing comprehensive, holistic action plans to bring about change. A further success is the alignment and focus other Trust wide strategies towards supporting cultural change this include the Always Safety First approach, Continuous Improvement through to Equality, Diversity and Inclusion, by having a consistency in our focus ensure that together we will achieve more.

Where we need to focus further is with regards to increasing the understanding of what culture is, how to affect cultural change and further setting out to all our workforce what we aspire for our culture to be and their role in creating it. Colleagues find it challenging to understand how they can take ownership for their culture, how they can implement improvements and take accountability. Further reflections have found that some managers do not always appreciate their impact as the 'tone setters' for culture in their teams and organisation, we must continue to find new ways to invest in leaders understanding of how they have an intrinsic role in developing a culture shift.

To create a positive organisational culture, it is proposed over the next 3 years to deliver 'Our Culture Counts' programme of work. The approach is split into 4 key areas, with the 4 areas acting as building blocks to the strategic actions, the 4 areas are:

1. **Define** - developing a clear narrative which describes why we have a focus on culture and clear messaging to support engagement with the culture agenda across our workforce.
2. **Measure** - understanding our culture through the collection of data, which provides framework for communication and engagement.
3. **Analyse** - encouraging ownership and accountability on where we can develop and grow, and planning change initiatives to address these with are responsive to different stakeholder needs.
4. **Improve** - delivery of culture change initiatives to support us on our journey, empowering staff to develop the right skills, capacity, competence and confidence in improving and sustaining the culture we need.

TO CREATE A POSITIVE ORGANISATIONAL CULTURE

OUR AIM:

Is to make our culture count. By focussing on creating a healthy and positive organisation culture, it will create the right working conditions and ethos to enable our people to excel in their work, delivering the highest quality of care by working in collaboration across teams to deliver on shared aims.

ALIGNMENT

This Strategic Aim Aligns with:

BIG PLAN:

Great Place to Work and Consistently Deliver Excellent Care

NHS PEOPLE PLAN & PROMISE:

Elements 1, 3, 4, 5, 7

TRUST STRATEGIES:

Always Safety First
Communication
Equality, Diversity and Inclusion
Always Patient Safety First

THIS AIM WILL BE ACHIEVED BY:

Creating a values-based culture.

Utilising ongoing culture diagnostic to continually review, measure and act.

Building a sense of team and community through embedding our employer brand.

Improving levels of openness and transparency.

Developing a coaching culture.

MEASURES OF IMPACT

- ✓ Improved Engagement Scores as measured by NHS Staff Survey and National Quarterly Pulse Survey.
- ✓ Reduction in turnover.
- ✓ Increase participation in the annual Culture Assessment
- ✓ Reduced Cultural Entropy
- ✓ Achievement of Big Plan targets for TED tool completion and participation rates

- ✓ Increased participation in culture training and awareness session.
- ✓ Increased deployment of culture-based resources by leaders and managers
- ✓ Increased number of coaches training and increased number of coaching sessions held.



To Engage, Retain, Reward and Recognise

This aim covers the whole colleague employment lifecycle. It focusses in on colleague's experience of work, from how they are welcomed into our organisation, their levels of job satisfaction, how engaged they feel in their work and team, how we seek to support career progression, how valued, rewarded and recognised they feel for their contribution, through to helping individuals to leave our organisation positively. What we do at certain 'touch points' across a colleague's career can strongly influence their levels of advocacy for us as an employer of choice and their willingness to strive towards our organisational vision.

Colleague engagement is the very essence of what creates a positive employment experience, keeps individuals wanting to stay working for us and go the extra mile. We know that when colleagues are engaged, they feel healthier, happier, more fulfilled and motivated. Research has found that increased engagement leads to improved colleague wellbeing with lower levels of sickness absence, increased innovation, improved retention and stronger health and safety compliance. We can also see from evidence from organisations like NHS England as well as the King's Fund, that colleague engagement has an impact on our patient outcomes, delivers improved service quality, reduced patient mortality, enhanced productivity and greater financial efficiency.

We also know from our own colleague feedback and the successful rollout of our own Team Engagement and Development (TED) Tool and Toolkit, that what our workforce values most is their team, the colleagues that they work with and how when they come together they feel enabled to provide excellent care for our patients. To respond to colleague feedback, our understanding of what teams and services need is for us to deliver 'bundles of actions' which are integrated and holistic, designed to enable the progression of several priorities anticipated to enhance levels of colleague satisfaction, engagement, which in turn will support colleagues to feel valued, recognised and support them to continue to have a meaningful career in our teams. Our ongoing focus is to support and enable teams to engage on what matters to them and find new ways to improve collectively.

We recognise that a one size fits all approach doesn't work and colleagues, teams and services often experience operational challenges and have many competing demands on their time. We also understand that our teams do not operate in a vacuum, some things are not within the control of a team, a service or even as an organisation. By understanding what works in and between teams and services, we can enhance decision making and more sustainable improvements across the organisation.

At a team level we need to create new solutions, whilst continue to embed TED to enable colleague engagement and implement new ways in which we can support colleagues to do their best even when they may be working under pressurised conditions. To be successful, all solutions will be developed to support teams to achieve Our Big plan, helping them to understand what is in their scope of control, what root causes needed to be responded to, create opportunities to build their capability, whilst share their learning journey and measure impact.



TO ENGAGE, RETAIN, REWARD AND RECOGNISE

OUR AIM:

Is to create a positive experience of work for all our colleagues, where they feel engaged with their team and our vision, wanting to go the extra mile. We must continue to find new ways to help our people feel valued, that they belong, are able to make a difference and want to build their future with us.

ALIGNMENT

This Strategic Aim Aligns with:

BIG PLAN:

Great Place to Work and Fit for the Future

NHS PEOPLE PLAN & PROMISE:

Elements 1, 3, 5, 6, 7

TRUST STRATEGIES:

Communications

Continuous Improvement

Always Patient Safety First

THIS AIM WILL BE ACHIEVED BY:

Enabling organisational performance through TED tool and toolkit to deliver a sustainable impact.

Building cross organisation OD capability.

Creating a positive experience across the colleague lifecycle.

Growing the TED Brand.

MEASURES OF IMPACT

- | | |
|--|--|
| <ul style="list-style-type: none"> ✓ Improved Engagement Scores as measured by NHS Staff Survey and National Quarterly Pulse Survey. ✓ Increased participation in the NHS Staff Survey and National Quarterly Pulse. ✓ Achievement of Big Plan targets for TED tool completion and participation rates. ✓ Improvements in team engagement and team effectiveness scores as measured by TED. ✓ Reduction in turnover. ✓ Reduction in number of vacancies. Increased participation in TED team leader training and associated events | <ul style="list-style-type: none"> ✓ Increased participation in onboarding processes/ events and probation. ✓ Increased membership in Colleague Lottery Scheme. ✓ Increased volume of applications to Our People Awards. ✓ Increased evidence of internal career progression. ✓ Increased TED client base and delivering national improvements in team engagement, effectiveness, and overall colleague satisfaction. |
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Strategy Ownership and Governance

The owner and leader of the Workforce and OD Strategy and supporting plans is the Chief People Officer who will ensure it is implemented across the organisation. The Deputy Director for Workforce and OD in conjunction with the Workforce and OD management team will be responsibility for the delivery of the strategic drivers, actions and measurement of impact.

Every year a set of key workforce deliverables will be developed taken from the Workforce and Organisational Development Strategy supporting work plan, the progress against these will be tracked and monitored.

This monitoring and tracking will take place through a range of mechanisms including:

The Workforce Committee which will oversee the development and implementation of the strategy, ensuring it is meeting the organisational need and delivering tangible performance improvements. This will be achieved through regular reports on progress of our actions and impact on workforce and OD performance metrics.

The Trust's Board will receive regular reports on impact of actions through the monthly workforce report as part of the integrated performance report.







A
great
place to work

Deliver
value
for money

Consistently
deliver
excellent
care

Fit for the
future