



Lancashire &
South Cumbria
NHS Foundation Trust

People, Improvement and Culture Enabling Strategy



We are
LSCft

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1

Foreword





Foreword

We are very pleased to share with you our People, Improvement and Culture Strategy which sets out our strategic priorities over the next five years, April 2021 to March 2026.

We employ almost 7,000 people in both full and part-time roles; rely on the expertise of over 1,000 bank only staff and benefit from the skills and support of almost 500 trainees and over 90 volunteers. Every one has a critical role to play in ensuring our staff, service users, carers and partners experience a culture of compassion and inclusivity.

We have always recognised how important our workforce is but with a global shortage of health and care professionals, an increasing demand for health care particularly impacted by Covid-19 and the impact of the widening gap in health inequalities, we need to be more flexible, creative and innovative in how we attract, retain and develop all of our people. We also have a major part to play in helping to address these challenges and make a difference across the population of Lancashire and South Cumbria.

Our People, Improvement and Culture Strategy outlines our commitment to making LSCft a great and safe place to work and learn. It outlines five interdependent strategic priorities which collectively explain how LSCft will attract, recruit and develop a talented, diverse workforce committed to our vision and values and enabled through excellent people services. Our strategy is closely aligned to the NHS People Plan which calls for radical changes to fostering a culture of inclusion, belonging and action to grow and train our people to work together to deliver safe and high quality care.





Fundamental to our plans is strengthening a culture of innovation and continuous improvement.

Continuous improvement is key to delivering outstanding services for our patients, staff and public. Put simply, Continuous improvement is improving the way we work, by striving to improve in all that we do; constructively challenging ineffective systems and processes; collaborating and sharing success & innovation; aiming to reduce waste; and promoting a happy, healthy workplace & environment for our existing staff to continue to want to work in and to enable attraction to the organisation. Ultimately, the improvement priorities in this strategy aim to support and empower staff to deliver the best care to the population that we serve in a timely, safe, clinically effective and most efficient way possible.

This strategy has been developed and shaped through engagement and we will continue to work with and listen to our staff, service users, carers and key partners to ensure we adapt and update our plans so that we respond to the needs and experience of everyone.

We very much look forward to working with you to deliver our ambition to make LSCft a place where we can all thrive and feel proud.

Helen Farrington
Chief People Officer

Ursula Martin
Chief Improvement & Compliance Officer

“We very much look forward to working with you to deliver our ambition to make LSCft a place where we can all thrive and feel proud.”

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Context





National context

In addition to understanding our organisation and workforce, it is imperative that this strategy reflects the priorities outlined nationally for the NHS.

The Long Term Plan sets out a key theme focused on workforce development which is:


“More staff with greater flexibility of skills and more rewarding career structures and working conditions and targeting role development to the needs of the population and new integrated care models; encouraging greater breadth of competency; improved access to life long professional development.”

To deliver the promises set out in the Long Term Plan, NHS England published its interim People Plan (2019) which is focussed on creating a more positive and agile culture across NHS employers in England. Proposals include a new leadership development framework and better flexible working options. The **We are the NHS: People Plan for 2020-21-action for us** (2020) and more recently published **Operational Guidance 2021-22** details actions for supporting local systems and organisations to deliver transformation across the whole of the NHS. The People Plan focusses on developing a culture of inclusion and belonging as well as action on growing the workforce, training our people and working together differently for the benefit of patients and service users.

The NHS People Plan sets out the actions for employers, systems, NHS England and NHS Improvement (NHSE/I) and Health Education England (HEE) for 2020-21. These priorities have been updated in the NHSE/I 2021-22 priorities and operational planning guidance issued on 25th March 2021.



Strategy impact on NHS People Plan priorities

NHS Long Term Plan priority	Our People, Improvement and Culture Strategy will deliver or contribute to delivery
<p>Responding to new challenges and opportunities: continuing to build on and deliver the profound changes already implemented during the Covid-19 pandemic.</p>	
<p>Looking after our people: sets out our People Promise to everyone who works in the NHS and focusses on the actions we take to ensure our people are safe, healthy and well - physically and psychologically - and able to work flexibly.</p>	
<p>Belonging in the NHS: actions to ensure the NHS is inclusive and diverse and creating work places where discrimination, violence and bullying do not occur - this includes recruitment practices, enabling opportunities for health and wellbeing conversations, people confident to speak up, use their voice for improvement, learning and embedding compassionate leadership.</p>	
<p>New Ways of working and delivering care: making use of the skills and experience of our staff, continuing to enable working differently through upskilling and strengthening multi-disciplinary teams, supporting volunteers, expanding routes into careers and supporting staff learning and development.</p>	
<p>Growing for the future: building renewed interest in health and social care careers and high numbers of applications to education and training through recruitment into entry level roles, return to practice, training places, international recruitment and retaining our people.</p>	

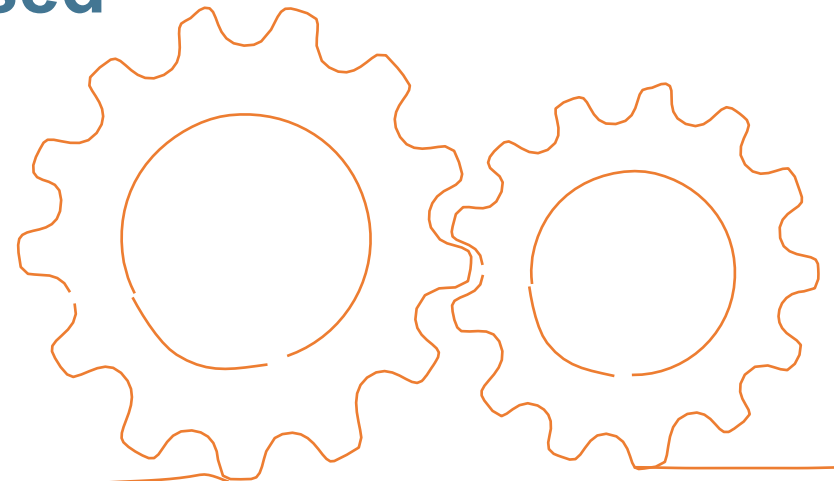


Regional context

The NW People Programme is in development and this will give more direction to the system.

A draft plan is in place that aims to implement activities that will improve population health, reduce health inequalities and will ensure the delivery of safe, effective, inclusive compassionate care to our local communities, through the growth, development and support of our health and care workforce.

The Plan sets out actions focussed around five workstreams...





Strategy impact on NW People Programme Workstreams

NW People Programme Workstreams	Our People, Improvement and Culture Strategy will deliver or contribute to delivery
<p>Workforce Supply: To ensure the delivery of a workforce which is made up of the right people, in the right place, at the right time, by ensuring fair and equal access and through targeting potential staff within their own localities. Actions are focussed on increasing supply in nursing, apprenticeships, retention, return to practice, careers and international recruitment.</p>	
<p>Workforce Transformation: To ensure the development of a fully inclusive health and care workforce that is responsive to changes in care now, care in the future and to deliver the transformation priorities set out in the People Plan to improve population health and reduce inequalities. Actions are focussed on upskilling, new roles, new ways of working and digital transformation.</p>	
<p>HRD & Employer support: To engage with, support and work in collaboration with HR Directors and ICS workforce leads on a range of employment initiatives. Responding to current and emerging strategic challenges and assisting with the development and impact of the HR, People and OD professions in the region. Actions are focussed on HRD engagement and professional development, workforce planning, temporary staff and TU relations.</p>	
<p>Inclusive leadership, talent and organisational development: To develop and embed a sustainable culture of compassionate, inclusive and collaborative leadership across the North West health and care sector that enables a diverse workforce and equips a pipeline of leaders with skills to deliver the ambitions of the Long-Term Plan and the People Plan. Actions are focussed on leadership and talent development, clinical leadership and system OD.</p>	
<p>People experience and health and wellbeing: To work together to transform our culture and improve the experience, health and wellbeing of those currently working in the NHS, developing our offer as an employer of choice thereby retaining our talent and attracting the best future workforce. Actions are focussed on physical and psychological wellbeing, staff resilience, ED&I.</p>	



Local context





The Lancashire and South Cumbria Integrated Care System, *Healthier Lancashire and South Cumbria* has developed a draft People Plan following the publication of the NHS People Plan in July 2020. The vision of the HL&SC People Plan is to deliver an integrated workforce for the future with the capacity and capability to provide sustainable care and support to our local communities.

The Plan sets out actions focussed around four priorities...





Strategy impact on HL&SC People Plan Priorities

HL&SC People Plan Priorities	Our People, Improvement and Culture Strategy will deliver or contribute to delivery
<p>Looking after our people: Actions are focussed on: Physical health and wellbeing, Psychological health and wellbeing, Financial health and wellbeing, Occupational Health, line manager and peer support to create a wellbeing climate and culture at a team level. Supporting our carers and supporting our volunteers.</p>	
<p>Belonging in the NHS and Lancashire and South Cumbria: Actions are focussed on talent management, leadership development, embedding an inclusion focus throughout the talent pipeline and embedding competency frameworks.</p>	
<p>New ways of working and delivering care: Actions are focussed on careers development and progression; Specialist and Advanced Practice; Improving how we attract people to working in L&SC including the development of our L&SC offer; understanding what we need to do better to retain our staff; increasing placement capacity, integration, education and training across health and social care and further commitments to working with the Voluntary, Community, Faith, Social Enterprise (VCFSE) sector and digital readiness.</p>	
<p>Growing for the future: Actions are focussed on system recruitment, retention initiatives e.g. collaborative apprenticeship strategies, international recruitment, work-force planning, staff deployment, temporary staffing and new employment routes.</p>	

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Trust Strategic Framework





Our Strategic Framework for Delivery

Our People, Improvement and Culture Strategy is a key enabler to developing the capability and capacity to deliver the vision, values and strategic priorities outlined in our Trust Strategy.



Our Vision

To support our local communities by excelling in everything we do, together

Together our staff, service users, carers and partners will experience a culture of compassion and inclusivity, making LSCFT a place where we can all thrive and feel proud. Our values and behaviours are the principles that guide all that we do every day

Our Values

We are Kind

We are Respectful

We are Always Learning

We are a Team

Our Quality Priorities

SPPA

Our Strategic Objectives

- 1

We will put **service users** at the heart of all we do, supporting effective care, recovery and wellbeing
- 2

We will employ and retain the best **staff** because our work culture will be inclusive and a supportive place to work
- 3

We will deliver **safe** care and we will embrace an open and learning culture, ensuring we continually improve
- 4

We will respond to people's needs by striving for the highest **standards** of quality, proactively reducing health inequalities
- 5

In order to support our local communities by excelling at everything we do together, we will always collaborate with our **system partners**
- 6

We will provide **sustainable** services that are delivered in an effective and efficient way, at the time people need it

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Developing the Enabling Strategy



Our strategies

It is critical that the required capability and capacity to deliver this ambitious strategy is identified and the plans and programmes that will ensure success are developed.

Key to this will be to continue to develop the right culture across the organisation, one where we value and develop our staff and in which they feel supported to drive improvement and innovation.

The People, Improvement and Culture Strategy has been developed in parallel with this Trust-wide strategy as the model of service delivery and future developments. This strategy will support delivery of the requirements within national plans and improve the population health of Lancashire and South Cumbria. These aims are fundamental and should be at the heart of this strategy.

Through our strategy development, we have identified a number of key areas in which we will need to continue to develop our capacity and capability in order to realise our strategic ambitions and reach our vision. They are highlighted right.



Figure 1:
Our Enabling Strategies



We will employ and retain the best staff because our work culture will be inclusive and a supportive place to work

Our people are our greatest asset and are key to maximising future opportunities. They are an essential part of designing and delivering innovation and providing high quality care that meets service user and carer expectations. We will invest in equipping our people with the skills, knowledge and resources they need to create outstanding teams.

Our culture will support diversity that demonstrates to our staff that they feel valued and included and prioritise health and wellbeing. We will encourage our people to speak up and we will demonstrate learning and improvement from this. We will celebrate the innovation, knowledge and skills of our people.

Relevant Enabling Strategies:

Service User and Carer, Quality, Clinical Services, People, Improvement and Culture, Communications & Engagement

Strategic Decision:

Our staff, service users, carers and patients will experience a culture of compassion and inclusivity

Our Successful Strategy will mean:

- Our staff will report their improved health and wellbeing due to a compassionate and inclusive culture.
- We will have inspirational and compassionate leaders and supporting systems and processes to enable staff to reach their full potential. Our staff will be well led and part of outstanding teams.
- We are recognised as a diverse and representative employer, valuing and embracing diversity in the workforce and our staff will be proud of our approach to equality and diversity.

- Our staff will be clear of their contribution to this strategy by the golden thread through the Vision, Values and Strategic Priorities to their individual objectives.
- We are a great place to work and learn, where all our staff are engaged, inspired and encouraged to perform and develop their full potential.
- We are a great place to work and learn by building the capabilities and embedding the Trust values and behaviours that are needed to deliver outstanding new models of care in collaboration.
- We will foster innovation by harnessing the perspectives and investing in developing the talents and ideas of all staff, enabled through digital workforce technologies.
- We consistently recruit and retain the right numbers and calibre of staff to achieve our ambition of being Outstanding’.
- We will tap into our staff as members of their own communities across our footprint.



People, Improvement and Culture Strategy

Building on our successes

It is important to recognise the great work the Trust has achieved and below are a few examples of positive foundations that we will build on to deliver the People, Improvement and Culture Strategy.

We have invested in Listening into Action (LiA) throughout 2019/20 based on principles that change is led from the front line and that our workforce is engaged and empowered to deliver the results that matter.

We have adopted “Just Culture” principles for the review of incidents to ensure staff are treated fairly.

We have established an Inclusion Council chaired by the CEO and staff networks with Executive sponsorship, for our ethnic minority workforce, staff with a disability, women and our LGBTQ+ colleagues to create a safe space where issues can be raised and to strengthen a culture of belonging and trust.

We have significantly increased our Speciality Higher Trainees and many of our Speciality and Associate Specialist (SAS) doctors have applied for entry on the CESR register to become Consultants.

The Trust has invested heavily in apprentice roles, including nurse and mental health assistant practitioner apprenticeships.

We have a trainee nurse associate programme which has been in place for nearly 12 months. In addition to this, we have a non-medical Responsible Clinician based in one of our inpatient units with plans to train more non-medical staff to have Responsible Clinician status.

We have strengthened our award winning relationship management programme for international recruits particularly for medics and have successfully secured almost £400K of funding to significantly increase international nurse recruitment during 2021.

We have invested in and further strengthened the health and wellbeing support for our staff through a well established Employee Assistance Programme, establishment of a Resilience Hub for the L&SC ICS and further developed the Schwartz Rounds.

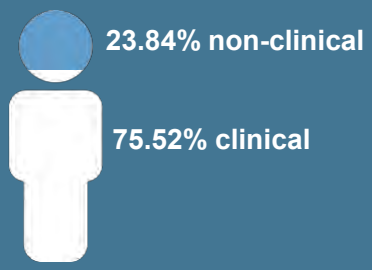
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Enabling Priorities



A Snap Shot of our Workforce Demographics April 2021

Total Workforce



Bank / Agency

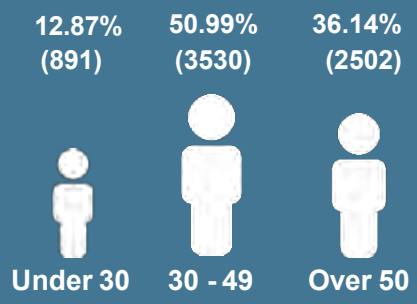


11.59% of our workforce has been Bank over the last 12 months

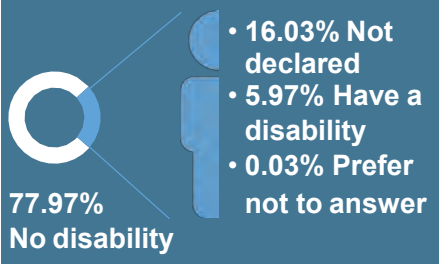
1.45% of our workforce has been Agency over the last 12 months

Of our 1071 Bank Only workforce 29.32% are from a BAME background

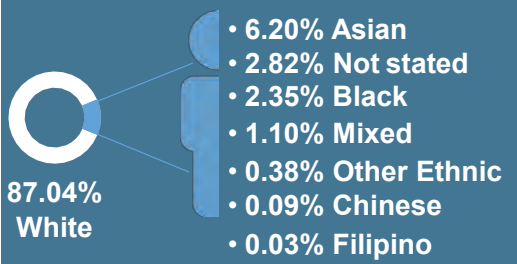
Age



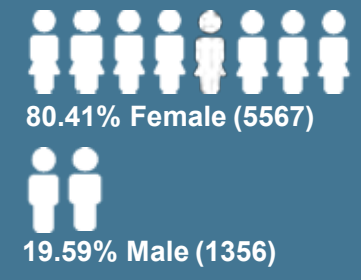
Disability



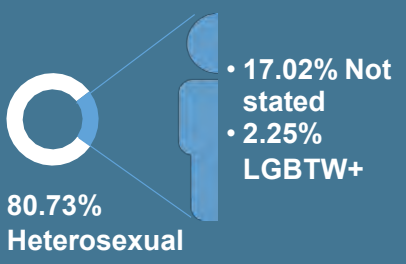
Ethnicity



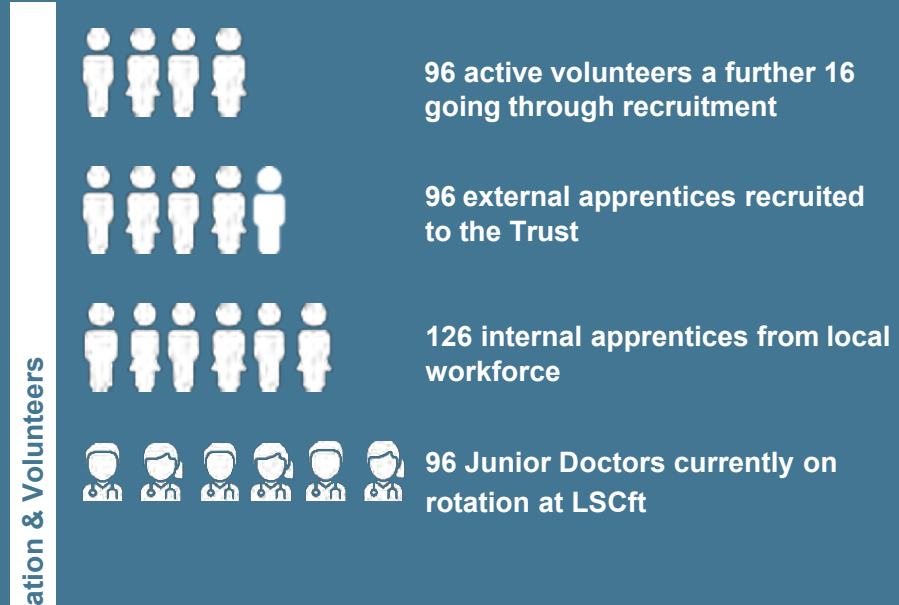
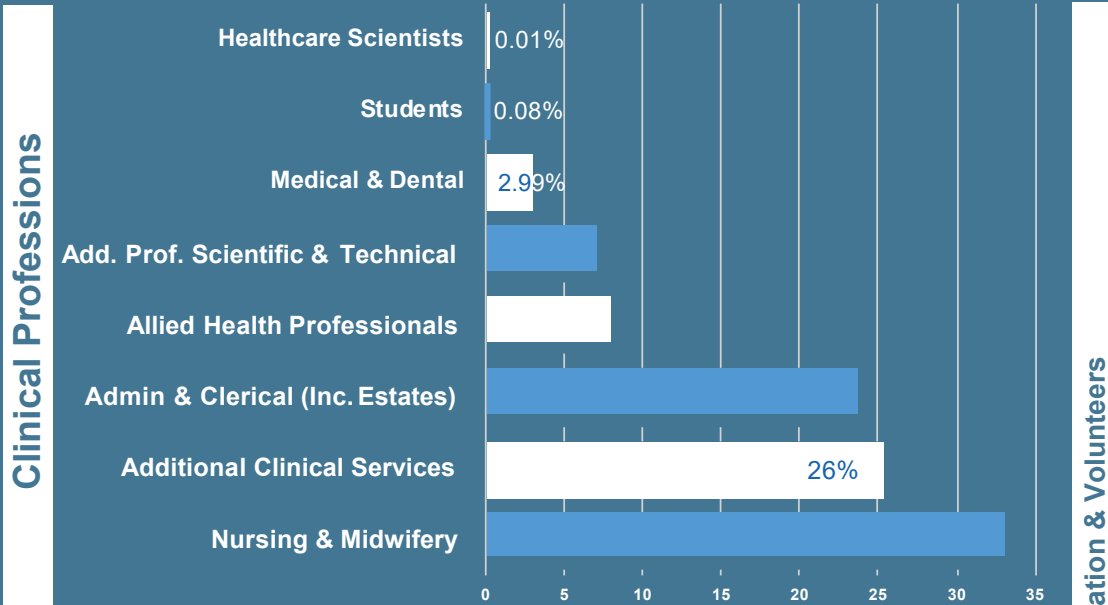
Gender



Sexual Orientation



A Snap Shot of our Workforce Demographics April 2021



NEW roles launched

Nurse Associate, Advanced Clinical Practitioner, Assistant Practitioner Mental Health (Apprenticeship), Care Coordinator, Practice Development Nurses (Inpatients), Psychological Wellbeing Practitioner, Community Specialist Practitioner (SN, LD, HV, DN), PBS Worker (Positive Behaviour Support).

NEW roles being prepared for launch

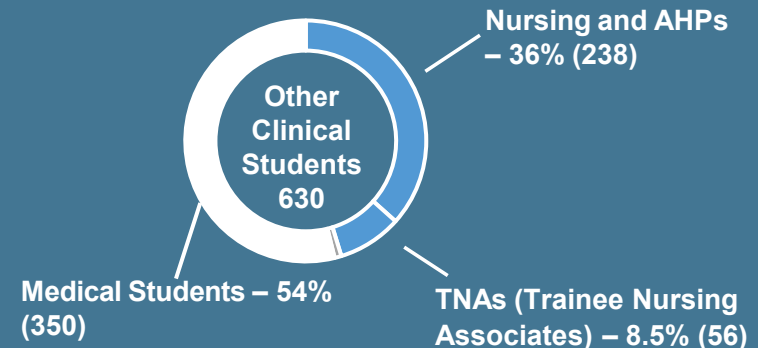
Community Specialist Practitioner Mental Health, Consultant Nurse

NEW roles to support resourcing and career development

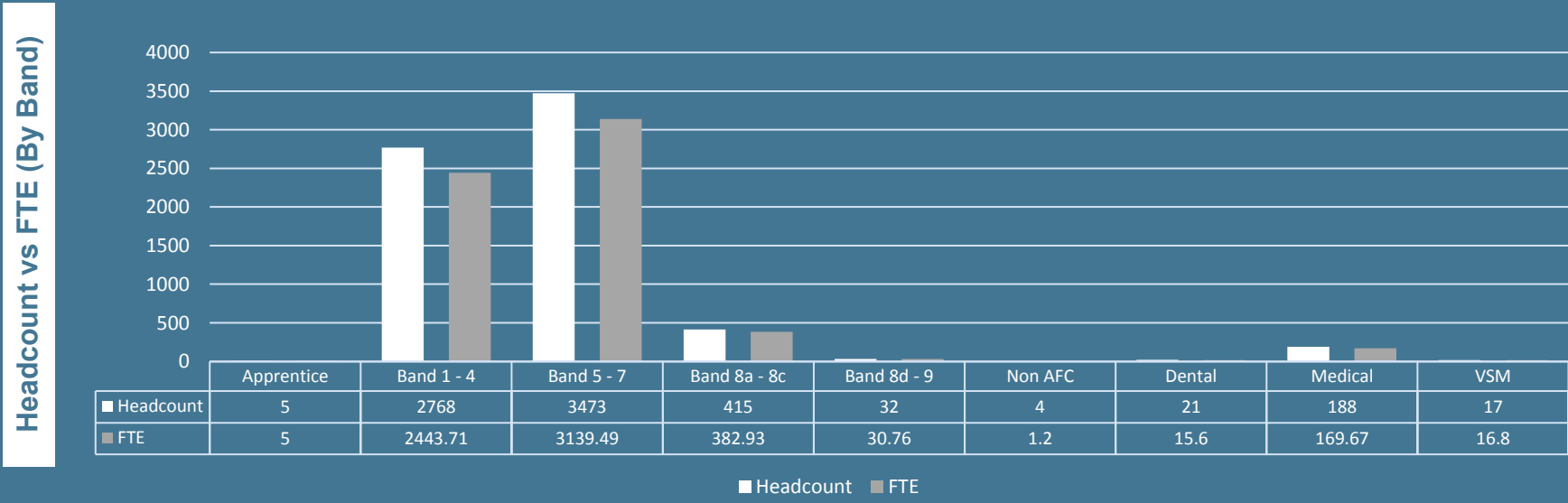
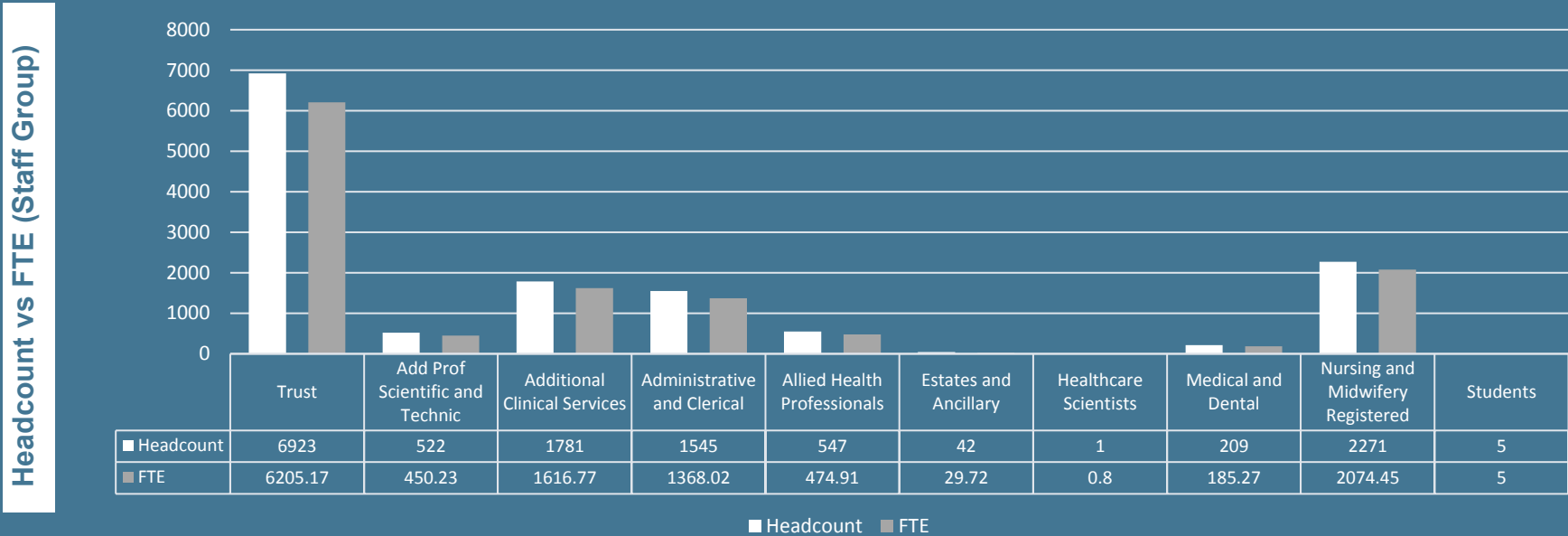
Global Learners, Apprenticeship Nursing LD, MH & Adult

NEW roles to support career development and learning of our workforce

Practice Educators, Preceptorship Lead,



A Snap Shot of our Workforce Demographics April 2021





Our People, Improvement and Culture Strategy

Our People, Improvement and Culture Strategy outlines our commitment to making LSCft a great and safe place to work and learn. It summaries five interdependent strategic priorities which collectively explain how LSCft will attract, recruit and develop a talented, diverse workforce committed to our vision and values and enabled through excellent people services. Delivering these priorities will mean our staff survey, WRES and WDES results are among the top performing trusts, we will have ethnic minority representation across all pay bands in line with A Model Employer, we will achieve a vacancy level at 5% or below and a sickness rate at or below 4.5%.



“We are a great and safe place to work and learn”

We will ensure our staff are healthy, engaged and able to work flexibly, enabled through an open and inclusive culture where all staff feel safe and confident to express their views

We will be individually accountable for ensuring we are all able to thrive through inclusive and compassionate leadership, outstanding teams, effective performance management and personal and professional development

We will grow and shape our workforce so that it is responsive to our immediate and future needs through a focus on planning, transformation, recruitment, retention and working collaboratively across the system

We will empower, educate and support our staff to ensure that improving our services for patients is everyone’s business, working in partnership to ensure we become a center of excellence for learning, continuous improvement and innovation

We will develop a People and OD service that is responsive to current and emerging strategic challenges, is innovative and delivers value





Summary

Our People, Improvement and Culture Strategy outlines our commitment to making LSCft a great and safe place to work and learn; a place where working together our staff, service users, carers and partners will experience a culture of compassion, inclusivity and continuous improvement, where we can thrive and feel proud.

Priority	Aim	Area of focus	Measuring success
Valuing our people	We will ensure our staff are healthy, engaged and able to work flexibly, enabled through an open and inclusive culture where all staff feel safe and confident to express their views	<ul style="list-style-type: none"> • Creating an open, transparent and learning culture through our values • Effective engagement and communication • Inclusive, diverse and equitable culture • Safe and secure environment • Supporting Health and Wellbeing • Flexible and agile working 	<ul style="list-style-type: none"> • Staff survey and SFFT tests, LiA Pulse Checks • WRES, WDES, Gender Pay Gap • Increase in attendance • Feedback and reporting to F2SU Guardian • Turnover rates • COVID and Flu vaccination rates • Risk Assessments • Reduction in grievance cases • Well-led outcome KLoE 3 and 7 • Representation across all pay bands in line with Model Employer
Developing our people	We will be individually accountable for ensuring we are all able to thrive through inclusive and compassionate leadership, outstanding teams, effective performance management and personal and professional development	<ul style="list-style-type: none"> • Inclusive and compassionate leadership • Opportunities for people with lived experience • High performing, multi-disciplinary teams • Learning, education and professional development • Effective management practice and high quality, values based appraisals 	<ul style="list-style-type: none"> • Mandatory and statutory training compliance • Appraisal compliance and quality • Staff survey • Participants in and measurable outcomes from leadership, management and improvement programmes • Number of clinical placements and students • Well-Led outcome KLoE 1 and 8
Growing our workforce	We will grow and shape our workforce so that it is responsive to our immediate and future needs through a focus on planning, transformation, recruitment, retention and working collaboratively across the system	<ul style="list-style-type: none"> • Attraction, recruitment and retention • Talent, succession and career management • Digital enablement and competency • New ways of working, new roles and role designs that offer flexibility and embed the learning from COVID • Strategic Workforce Plan 	<ul style="list-style-type: none"> • % increases in apprenticeship starts and levy spend • Resourcing and recruitment plans performing against trajectory • Number of new roles deployed • Improvements in time to fill rates • Reduction in vacancies • International recruitment • Bank and agency spend • Career pathways



Summary

Our People, Improvement and Culture Strategy will outline our commitment to making LSCft a great and safe place to work and learn

Priority	Aim	Area of focuss	Measuring success
Driving improvement and innovation	We will empower, educate and support our staff to ensure that improving our services for patients is everyone's business, working in partnerships to ensure we become a centre of excellence for learning, continuous improvement and innovation	<ul style="list-style-type: none"> • Learning Framework • QI Training Programme • Model of Improvement • QI Ambassadors and Collaboratives • Improvement Delivery Plan • Improvement and Innovation faculty • System development and knowledge transfer 	<ul style="list-style-type: none"> • TNA, participants in and measurable outcomes from training • Staff survey and pulse checks • Well-led outcome (KLoE 8) • Adoption and spread of QI an innovation • CQC ratings • Patient outcomes • System collaboration and transformation
Delivering excellent people services	We will develop a People and OD service that is responsive to current and emerging strategic challenges, is innovative and delivers value	<ul style="list-style-type: none"> • Strategic partners with customer service structure and operating model • Professional development enabling delivery of innovative and effective services • Accurate, real-time, intelligent and predictive workforce information • Person centred effective, efficient and innovative workforce systems 	<ul style="list-style-type: none"> • Staff survey scores for those working withing the function • Feedback from stakeholders • Benchmarking our practice with national comparators • National recognition for good practice • Level of attainment of clinical staff deployed using e-roster/e-job plan



How does our strategy align with National and Local People Plans?

LSCft People Improvement and Culture Strategy	LSCft Trust Strategy and Strategic Priorities	NHS People Plan	NW People Programme	HLSC People Plan
Valuing our people	Service Users, Staff, Safe, Standards	<ul style="list-style-type: none"> Looking after our people Belonging in the NHS and addressing inequalities <p>Our NHS People Promise: <i>We are safe and healthy and we are recognised and rewarded & We have a voice that counts, we are compassionate and inclusive and we work flexibly</i></p>	People Experience and H&WB	<ul style="list-style-type: none"> Looking after our people Belonging in the NHS and addressing inequalities
Developing our People	Service Users, Staff, Safe, Standards	<ul style="list-style-type: none"> Belonging in the NHS and addressing inequalities New ways of working and delivering care <p>Our NHS People Promise: <i>We have a voice that counts and we are compassionate and inclusive & We work flexibly and we are always learning</i></p>	<ul style="list-style-type: none"> Inclusive Leadership, Talent and OD Workforce Transformation 	<ul style="list-style-type: none"> Belonging in the NHS and addressing inequalities New ways of working and delivering care
Growing our workforce	Service Users, Safe, System, Standards	<ul style="list-style-type: none"> Growing for the future <p>Our NHS People Promise: <i>We are a Team</i></p>	<ul style="list-style-type: none"> Inclusive Leadership, Talent and OD Workforce Transformation Workforce supply 	<ul style="list-style-type: none"> Growing for the future
Driving improvement and innovation	Service Users, Safe, Standards, Sustainable	<ul style="list-style-type: none"> New Ways of Working and delivering care <p>Our NHS People Promise: <i>We have a voice that counts, we are always learning and we are a team</i></p>	<ul style="list-style-type: none"> Workforce Transformation 	<ul style="list-style-type: none"> New Ways of Working and delivering care
Delivering excellent people services	Service Users, Staff, Safe, Standards, System, Sustainable	<ul style="list-style-type: none"> New Ways of Working and delivering care <p>Our NHS People Promise: <i>We are always learning and we are a team</i></p>	<ul style="list-style-type: none"> HRD and Employer Support 	<ul style="list-style-type: none"> New Ways of Working and delivering care

Why are these priorities important?

Current Challenges

- Below average for staff survey particularly for engagement, quality of appraisals, health and wellbeing
- Impact of COVID on staff safety, physical and mental health
- Capitalising on the benefits of flexible working practices
- Increase in stress related sickness
- Geographical spread and high number of sites impact on staff engagement
- Below average WRES results, specifically BAME leadership representation and disparity in opportunities
- Limited access to learning and development; technology enhanced learning
- Inconsistently meeting Mandatory Training, Clinical Supervision and Appraisal compliance targets
- High levels of vacancies among RMH Band 5 nurses and consultant psychiatry with high reliance on bank and agency staff
- Consistent digital competence and practice of our staff
- Growing younger workforce and high proportion approaching retirement age
- CQC and CNTW review present challenging improvement agenda
- Review of the People and OD function structure, governance and quality assurance and systems and processes

- Improved health and wellbeing, sense of belonging and pride in LSCft through a compassionate and inclusive culture
- Inspirational and compassionate leaders; staff well led and part of outstanding teams
- Diverse and representative employer, valuing and embracing diversity and staff proud of our approach.
- Staff clear of their contribution to this Strategy; 'golden thread' - Vision, Values and Strategic Priorities to individual objectives
- Skills, capabilities and supportive supervision ensures quality and safety of care, supports wellbeing, job satisfaction and retention
- Board-led improvement capability and best practice, co-produced transformation and improvement delivering improvements in service user outcomes and experience
- Innovation harnessed through perspectives and investing in developing the talents and ideas of all staff, enabled through digital workforce technologies.
- Consistently recruit and retain the right numbers and calibre of staff to achieve our ambition of being "Outstanding"
- A People and OD service that is increasingly responsive to and supportive of the requirements of a transforming Trust; professional expertise that is up to date and consistent

Successful outcome

Strategic Priority One

Valuing our People

Our Pledge

We will ensure our staff are healthy, engaged and able to work flexibly, enabled through an open and inclusive culture where all staff feel safe and confident to express their views





Strategic Priority One

Key Objectives

- We will create an **open, transparent and learning culture** where we all act consistently with our values
- We will have an **engaged workforce** where staff feel connected to and able to shape the way things get done
- We will have **inclusive and diverse culture** where equal opportunities are available for all without discrimination
- We will create a **safe and secure environment**, where staff are safeguarded against abuse, aggression and violence
- We will ensure we take action to keep staff **healthy** and well both **physically** and **psychologically**

What does success look like?

- Staff are and believe others are living our values and behaviours
- Fewer staff become unwell and if they do, they feel supported by their manager
- Staff tell us that they feel more resilient and that their health and well being is our priority
- Staff recommend LSCft as a place to work and receive care
- Fewer staff will intend to leave or leave the Trust due to poor experience
- Staff say they are able to shape decisions and are supported to implement new ideas
- Staff feel confident that they can raise concerns and that they will be listened to and acted upon
- We will have achieved the measures set out in our Staff Survey and Equality, Diversity and Inclusion Plans with the aim that no staff report having experienced discrimination, violence, harassment or bullying
- Staff will feel supported to work more flexibly and tell us that our approach is fair and equitable
- All staff have had a Risk Assessment and we will have achieved our COVID and Flu vaccination targets



Strategic Priority Two

Developing our People

Our Pledge

We will be individually accountable for ensuring we are all able to thrive through inclusive and compassionate leadership, outstanding teams, effective performance management and personal and professional development





Strategic Priority Two

Key Objectives

- We will strengthen inclusive **and collective leadership** for **continually improving** and **compassionate care**
- We will develop more **opportunities** for people with **lived experience** to access training and employment
- We will enable access to **high quality education, training** and **CPD** that ensures safe and high quality services of the future
- We will develop effective multi-disciplinary team working where **QI is a core function**
- We support staff to perform at their best through **effective management, high quality appraisals** and regular feedback

What does success look like?

- Through a high quality at least once a year appraisal, all staff are clear about their contribution to our vision, values and strategy and feel that their role makes a difference to our service users
- We will have achieved the measures set out in our Staff Survey and Equality, Diversity and Inclusion Plan that mean staff feel supported and valued by their managers and have equal access to and opportunity for development
- Fewer staff will intend to leave or leave the Trust due to lack of development or opportunity
- We will have increased ethnic minority representation across all pay bands in line with Model Employer
- More people with lived experience have access to learning and employment
- Staff have access to supportive supervision that supports wellbeing, job satisfaction and retention
- Leaders are inspirational, compassionate and lead the development of outstanding teams
- All staff will have completed their mandatory training
- Staff will be working collaboratively across the Integrated Care System (ICS)

Strategic Priority Three

Growing our Workforce

Our Pledge

We will grow and shape our workforce so that it is responsive to our immediate and future needs through a focus on planning, recruitment, retention, partnerships with education providers and working collaboratively across the system



**Growing
our
Workforce**



Strategic Priority Three

Key Objectives

- We will **attract and recruit** at pace across all roles and professions to address current challenges, meets future demands and ensure we make the most of the skills and energy of our wider workforce
- We will embed **talent and succession management** that improves career development and increases diversity of our senior leadership
- We will ensure our staff are enabled and equipped to **maximize the benefits of new technology**
- We will **develop new ways of working, new roles and role designs that offer flexibility**, make the greatest use of people's skills and experience, release time to care and improve job satisfaction
- We will develop **competency based workforce modelling** and planning, which allows us to predict our future workforce needs, is fully aligned to operational and financial planning and shapes integrated workforce planning and education commissioning and funding across ICPs

What does success look like?

- There will be fewer vacancies, fewer staff leaving the Trust and less reliance on agency staff
- Our workforce and senior leadership will be representative of our diverse communities in line with model employer goals
- More new roles will be introduced across the Trust to create more opportunities for career progression and improved skill mix
- More jobs will be advertised as flexible
- More new and existing staff will have access to a greater range of apprenticeships
- We will have a strategic workforce plan in place that enables the delivery of our Clinical Services Strategy and transformation plans
- Staff will feel confident and enable to develop their skills and implement new ways of working through access to digital technologies

Strategic Priority Four

Driving Improvement & Innovation

Our Pledge

We will **empower, educate** and **support** our staff to ensure that improving our services for patients is everyone's business, working in partnership to ensure we become a **centre of excellence** for continuous improvement, learning and innovation



Driving
Improvement
& Innovation



Strategic Priority Four

Key Objectives

- We will build Improvement capability and practice across the Trust to ensure a culture of learning and continuous improvement is embedded across the Trust
- We will establish a LSCft change and Continuous Improvement science and model, so that we can ensure tests of change are consistently implemented, measured and improvements are adopted and spread
- We will deliver a focused co-produced transformation and improvement programme, aligned to the delivery of the Trust and Clinical Services Strategy to enable better service user outcomes and experience
- We will develop Quality and Innovation hubs across the Trust – with improvement and innovation resources and support being available to our staff and service users
- We will work in partnership with external organisations, AQUA, Innovation Agency, education, ICS to ensure that LSCft grows its reputation for driving improvement and innovation

What does success look like?

- All staff are trained in Continuous Improvement and this training is integrated into leadership development programmes
- Improvement Fellowship Programme established and improvement coaching academy established
- Quality & Innovation Hubs established for staff across the Trust
- Staff report feel empowered and enabled to make change through Listening into Action and Quality Improvement training – measured using pulse checks and staff survey
- Delivery of transformation programmes with improved outcomes for patients, staff and partners with benefits realisation delivered so that efficiency is driven by delivering safest high quality care
- Co-production of transformation and quality improvement with patients, staff and partners
- Recognition internally and externally as an organisation who embraces improvements, innovation and learning – measured using surveys, well led outcome (KLoE 8)

Strategic Priority Five

Delivering Excellent People Services

Our Pledge

We will develop a People and OD service that is agile and a strategic partner, responsive to current and emerging challenges, is innovative and delivers long term value



**Delivering
Excellent
People
Services**



Strategic Priority Five

Key Objectives

- We will strengthen the service as strategic partners who are responsive and deliver value
- We will provide access to professional development that enables the delivery of **innovative and effective services**
- We will ensure **workforce information** is **accurate, real-time, intelligent and predicative**
- We will be proactive in the adoption of **person centred effective, efficient and innovative workforce systems**, processes and digital technologies.

What does success look like?

- We will have achieved the measures set out in our Staff Survey and Equality, Diversity and Inclusion Plans for those working within the People and OD team
- A new operating model built around accelerating digitally enabled systems and services will be implemented
- We will be compliant against our statutory reporting requirements
- We will benchmark our use of digital technology and data analytics with national comparators
- More staff will report fair and equal outcomes across the employee lifecycle (e.g. recruitment, employee pay and relations, progression)
- More staff will say that they receive effective strategic and expert advice and guidance across the whole organisation and employee lifecycle
- Level of attainment of clinical staff deployed using e-roster/e-job plan.



Delivering Our People, Improvement and Culture Strategy

This strategy applies to all staff, trainees and students and will underpin and inform the strategic decisions on workforce, improvement, culture and education across Corporate Services and Locality Networks.

The Strategy has three phases of delivery

- In year one we will aim to address the current challenges, strengthen and build a solid foundation.
- In years two and three we will ensure the way we do things demonstrates best practice and improvement in outcomes
- In year four and five we will be leading the way in innovative practice and culture change. We will be setting a standard for other Trusts to follow.





Delivering our People, Improvement & Culture Strategy

We will deliver our People, Improvement and Culture pledges and objectives set out within this strategy over the next 5 years, through partnership working between clinical services and corporate support services including HR, Organisational and Continuous Improvement Directorates. We will also continue to work in partnership with our staff, patients and partner organisations to continually review this strategy.

It is critical that all staff within the Trust, our service users and our system partners understand the Strategy and how we will ensure that we are successfully delivering the priorities. It is also crucial that they are all clear the role they will play in this. Staff will be part of the development and delivery of operational plans that will demonstrate how their objectives will achieve the Trust's vision and priorities. Service users will continue to be engaged individually as part of service delivery and wider as part of our engagement plans. Shared governance with our ICS and ICP partners to ensure we deliver the priorities for LSC people.

Delivery plans have been produced with clear outcome measures to ensure that this strategy enables the delivery of the overall Trust Strategy and Clinical Services and Quality strategies.

The governance structure for oversight, monitoring and review of the strategy is shown on the next page.

The governance structure for oversight, monitoring and review of the strategy



Approval	Trust Board
Strategic Overview	People & Culture Committee Quality & Assurance Committee
Operational Delivery	Executive Directors Senior Leadership Team Meeting Workforce & Education Sub Committee Operational Transformation Group

Equality Assurance

6



We are
LSCft



Equality Assurance

Equality Impact Assessment

LSCft puts equality, inclusion, and human rights at the centre of the design and delivery of inclusive services for the diverse communities we serve, and the empowering culture we create for our staff.

The legal case is set out in the Equality Act 2010 and the practice is embodied by our staff every day, without exception. We are stronger together.

Potential Impact

Multiple listening and engagement sessions across networks, localities and among protected characteristics groups has enabled the People, Improvement and Culture strategy team to gather quantitative as well as qualitative data and experiences to help shape the Trust's commitment to become a great and safe place to work and learn.

The work with the Trust's Staff Networks and analysis of WRES, WDES and gender pay gap data, as well as employee relations cases has identified ways in which the Trust can improve its approach to attract, recruit and develop a talented and diverse workforce in line with the NHS People Plan which calls for a culture of inclusion and belonging.



**For more information on accessible formats
please contact communications@lscft.nhs.uk**

