

Presented for:	Information and Assurance
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Previous Committees:	Initial Presentation during People Committee 18 March 2026

Key points	Purpose
This paper provides a position statement in relation to the annual NHS Staff Survey confirmed results (live between 25th September – 28th November 2025).	For information
The paper provides details for: 1. Response Rate 2025: Participation rate confirmed as 47%. The national average response rate is 47%. 2. Staff Engagement Score 2025: confirmed as declined from 6.9 to 6.7, national average of 6.7 (also declined). 3. People Promise Themes Comparison: The benchmarking against Acute and Acute & Community Trusts shows results consistent with the national average across all themes, with only one theme performing a bit higher and another somewhat lower than the national average. 4. Statistically significant changes: People Promise theme scores all to have seen a statistically significantly decline for LTHT in 2025 compared with 2024 LTHT scores. 5. Assurance: through the system of communications and actions.	For assurance

<u>Risk Appetite Framework</u>			
Level 1 Risk	Level 2 Risks	(Risk Appetite Scale)	Impact
Workforce Risk	Workforce Retention Risk - We will deliver safe and effective patient care, through supporting the training, development, and H&WB of our staff to retain the appropriate level of resource to continue to meet the patient demand for our clinical services.	Cautious	Moving Towards
Workforce Risk	Workforce Supply Risk - We will deliver safe and effective patient care through having adequate systems and processes in place to ensure the Trust has access to appropriate levels of workforce supply	Cautious	Moving Towards
Workforce Risk	Workforce Performance Risk - We will deliver safe and effective patient care through having the right systems and processes in place to manage performance of our workforce.	Cautious	Moving Towards
Workforce Risk	Workforce Deployment Risk - We will deliver safe and effective patient care through the deployment of resources with the right mix of skills and capacity to do what is required.	Cautious	Moving Towards

1. Summary

The 2025 NHS Staff Survey confirms a statistically significant decline in colleague engagement at LTHT, consistent with the national picture across NHS organisations.

- Engagement score: 6.7 (down from 6.9 in 2024), now in line with the national average.
- Response rate: 47%, consistent with national benchmarks and representing over 10,000 colleagues, providing a robust and representative data set.
- All People Promise themes declined, though LTHT remains broadly aligned to national averages.

This paper provides the Board with:

1. A clear position on what the results are telling us.
2. Confidence regarding the application of results.
3. Confidence that targeted, proportionate action is underway.

These results reinforce the importance of leadership behaviour, inclusion and consistent management fundamentals as the Trust continues to operate under sustained system pressure.

2. Strategic context

Colleague engagement is a leading indicator of workforce stability, patient experience, productivity, quality, and safety. Sustained deterioration would increase risk across:

- Workforce retention and wellbeing
- Leadership credibility and culture
- Delivery of safe, effective care

The results reinforce the urgency of our Inclusion & Belonging strategy, leadership focus on behaviour, and consistent management fundamentals.

3. What the results are telling us

Headline messages:

- Engagement and morale have dropped from above average to average after several years of ongoing pressure and change.
- Every People Promise theme experienced a statistically significant decrease in LTHT scores in 2025 compared to those recorded in 2024.

These patterns are consistent with national trends, providing confidence that the data reflects system-wide strain as well as local challenges.

4. Trust wide priority areas of focus

The Trust has agreed seven focused priority areas, deliberately limited to avoid dilution:

- a) Act on concerns raised by colleagues and tackle poor behaviour.
- b) Act to keep colleagues well at work and reduce absence.
- c) Refresh our Trust values to focus colleagues on core behaviours: fairness, kindness, inclusion, and teamwork.
- d) Provide leaders and managers with skills and tools to involve colleagues in decisions that impact them and balance service need with colleague wellbeing.
- e) Improve our appraisal process to help colleagues feel more valued for the work they do.
- f) Deliver focused support for: colleagues with a disability (6.2) Band 3 colleagues (6.5) Healthcare scientists (6.3) AHPS (6.4) and colleagues who work at our Seacroft site (6.5)
- g) Provide wrap around support and challenge to 'hot spot' CSUs with lowest engagement scores:
 - Pathology (6.0), Women's (6.0), Adult Therapies (6.3), Neurosciences (6.3), Urgent Care (6.3), Theatres & Anaesthesia (6.4) by learning from CSUs with highest scores e.g. Finance, Informatics, Cardio and Head and Neck.

5. Ways the Board gain assurance.

The following action is taking place:

- a) The Executive Team, Senior Leaders, HR Business Partners, and Colleague Engagement Leads have all received and examined the results.
- b) A comprehensive High Impact Action Plan, detailing joint initiatives at the People Function and CSU levels, has been developed and can be found in Appendix B.
- c) CSU-level action planning is underway and integrated into CSU workforce action plans supported by the People Function.
- d) Translating Trust and CSU High Impact Action Plans into visual communication templates, to aid colleague communication at all levels fostering transparency, ownership, and action.
- e) The development and sharing of CSU High Impact Actions will be facilitated and overseen through the People Improvement Framework, as well as CSU Joint Accountability Framework Meetings.
- f) Trust-wide communications of the results and their use will commence at LTHT Live on the 1 April 2026, following the lifting of the national embargo, followed by the implementation of an annual communications plan.
- g) Distribution, communication, utilisation and involvement will be supported by the access to the new results dashboard for all colleagues.
- h) Progress will be monitored through:
 - People Committee
 - People Improvement Framework
 - CSU Joint Accountability meetings
- i) Clear metrics will track:
 - Engagement movement
 - Appraisal quality and completion
 - Speaking up confidence
 - Absence and retention trends

6. Financial Implications

No significant impact on financial resources is anticipated. A significant portion of the enhancement initiatives will be facilitated at the local level. There may be a small financial impact to progress these but would be resourced from existing local budgets.

7. Risk

Key risk: Further decline in engagement and morale.

- Continued deterioration of the NHS Staff Survey results, bringing LTHT below the national average for 2026.
- Continued deterioration of the Colleague Engagement Score has a negative effect on all other people metrics.

Mitigation:

- Focused behavioural and leadership interventions.
- Targeted CSU and colleague group support
- Stronger feedback loops (“you said, we did”)
- Effective dissemination and local ownership and use and action of NHS Staff Survey results (Appendix B)
- A plan for trust-wide behavioural and cultural transformation is in progress, with an Inclusion & Belonging initiative progressing implementation throughout 2026.

There are **no changes required to the Trust's risk appetite** at this stage.

8. Communication and Involvement

As outlined within the Communication and Engagement plan (see Appendix C), key stakeholders have been engaged throughout including corporate leads, CSU senior leaders, CSU Engagement Leads and all colleagues.

9. Improving Health Equity

LTHT achieved a 47% response rate, providing a statistically representative sample and improved participation from some under-represented colleague groups. Results will be analysed by protected characteristics (age, ethnicity, gender, disability, sexual orientation), enabling identification of differences in experience, wellbeing, and access to opportunities. This insight informs targeted actions such as inclusive policies, tailored wellbeing support, and equitable career progression, aligning with the Trust's EDI Strategy and Inclusion & Belonging Plan.

Survey eligibility included substantive, fixed-term, secondment, bank colleagues, and those on leave (e.g., parental, maternity, sickness). The 2025 survey added questions on socio-economic background to help NHS organisations understand how individuals from different socio-economic backgrounds experience work.

10. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000.

11. Recommendation

The Trust Board has been requested to:

- a) Note the confirmed NHS Staff Survey 2025 results.
- b) Receive assurance on the approach to dissemination, ownership, and action.
- c) Support continued focus on leadership behaviour, inclusion, and engagement.

12. Supporting Information

- *Trust Level NHS Staff Survey Results*
- *Appendix A Results overview and Tables of results below*
- *Appendix B Communication and Engagement plan*
- *Appendix C Priority Areas and Staff Survey 2025 High Impact Action Plan*

Author: Chloe Coles, Colleague Engagement Manager, 16.03.2026

Appendix A

1. Results Overview

Confirmed participation rates 2025 compared to previous years.

2025: 47% Completed the survey (10,213 responses)	2025: 47% Average response rate for Acute & Acute & Community Trusts	2024: 48% 2023: 55% Previous LTHT response rates
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We saw a deterioration in the response rate, impacted by significant operational pressures and organisational change throughout the survey window. However, the total number of respondents increased slightly from 10,129 in 2024 to 10,213 (increase of 84 respondents) showing continued positive engagement by a large number of colleagues across the Trust and is in line with the national average for our benchmark group.

The Trust response rate is statistically representative of the workforce as calculated by confidence levels. For a sample size of 22,276 a 95% confidence level would be achieved through a sample size of 378. We can be confident that with over 10,000 responses the data in these results is representative of the LTHT workforce.

Following feedback from the Colleague Engagement Group earlier in the year it was agreed to set target response rates at a local level to give more flexibility and accountability to CSU's/Directorate's depending on their position. With the aim of a 5% response rate increase since 2024 for each CSU. Where CSUs had a high response rate in 2024 (over 70%) they could look to maintain this high response rate or set a stretch target.

The CSU/Directorate's who exceeded a 5% response rate increase for 2025 were as follows:

CSU/Directorate	Response Rate 2025	Target response rate 2025
CENTRE FOR NEUROSCIENCES CSU	34.80%	32%
DIRECTORATE OF RESEARCH & INNOVATION	58.60%	59%
OUTPATIENTS CSU	50.80%	50%
RADIOLOGY CSU	73.20%	47%

Those CSUs with the lowest response rates for 2025:

CSU	Response Rate 2025	Target response rate 2025
THEATRES & ANAESTHESIA CSU	27.2%	38%
WOMENS CSU	27.8%	39%
CHAPEL ALLERTON CSU	28.7%	38%
CHILDRENS CSU	28.9%	38%

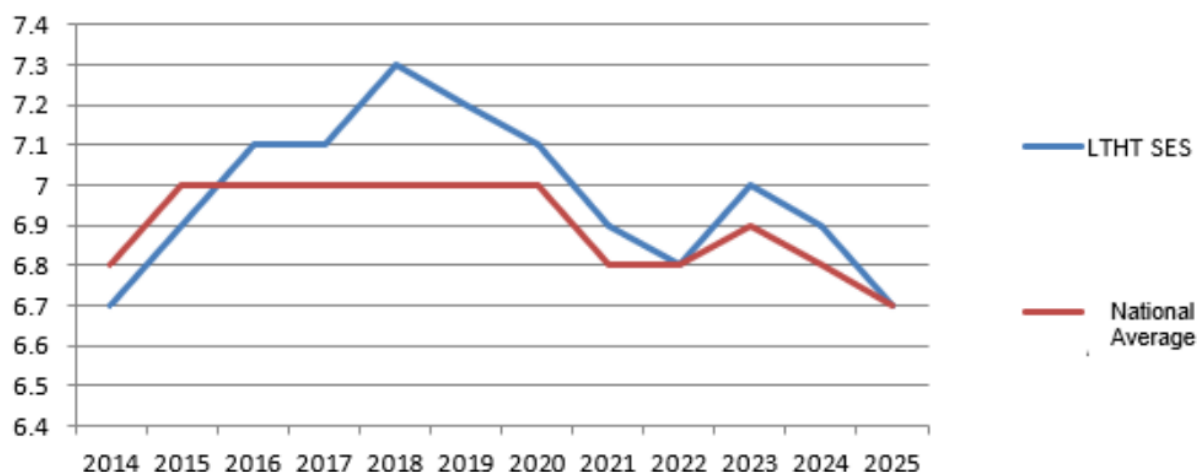
Responses from each colleague group, as per the below demonstrate improvement in the equality of representativeness for some colleague groups however a decline in others most significantly for the Training Grade Doctors which saw a decline to 6.1%. The Training Grade Doctors rate cannot be compared like for like this year as the majority of these colleagues have been allocated to their host CSU across the organisational structure and therefore classified in an alternative colleague group for 2025.

Colleague Group	2025 Response Rate	2024 Response Rate	2023 Response Rate	2022 Response Rate
ADD PROF SCIENTIFIC AND TECHNIC	55.9%	61.2%	64.30%	43.80%
ADDITIONAL CLINICAL SERVICES	35.9%	39.2%	45.50%	21.50%
ADMINISTRATIVE AND CLERICAL	56.5%	58%	69.00%	47.30%
ALLIED HEALTH PROFESSIONALS	60.6%	54.1%	61.30%	44.40%
ESTATES AND ANCILLARY	66.0%	66.6%	58.10%	40.40%
HEALTHCARE SCIENTISTS	52.7%	50.3%	65.40%	45.10%
MEDICAL AND DENTAL	29.5%	30.3%	36.70%	28.70%
NURSING AND MIDWIFERY REGISTERED	40.7%	42%	51.80%	31.60%
TRAINING GRADE DOCTORS	6.1%	22%	28.30%	23.20%

2. Confirmed Colleague Engagement Score

Our previously reported Colleague Engagement Score can be confirmed as **6.7** for 2025 compared with 6.9 in 2024. This has dropped; however, the benchmarking data now confirms the national average engagement score is also 6.7 therefore confirming our engagement score is in line with the average. LTHT is now no longer above the national average. See graph below.

LTHT Staff Engagement Score compared to National Average:



Given our current position it continues to be important for LTHT to focus on improving our Trust Colleague engagement score, ensuring high impact actions are put in place to improve this score.

3. Trust Engagement Score National Comparisons

Shelford Group		
Trust	2024 Engagement Score	2025 Engagement Score
University College London Foundation Trust	7.35	7.36
Guy's and St Thomas'	7.15	7.28
Imperial College Healthcare	7.11	7.08
Cambridge University Hospitals Foundation Trust	7.02	6.9
Manchester University Foundation Trust	6.79	6.73
Leeds Teaching Hospitals Trust	6.91	6.72
The Newcastle Upon Tyne Foundation Trust	6.83	6.72
King's College Hospital Foundation Trust	6.58	6.68
Sheffield Teaching Hospitals	6.79	6.66
University Hospitals Birmingham Foundation Trust	6.62	6.62

4. Trust Engagement Score North-East and Yorkshire Comparisons

Region - North East and Yorkshire (Acute and Acute & Community)		
Trust	2024 Engagement Score	2025 Engagement Score
Northumbria Healthcare NHS Foundation Trust	7.13	7.14
Sheffield Children's NHS Foundation Trust	7.20	7.14
Harrogate and District NHS Foundation Trust	7.00	7.07
Barnsley Hospital NHS Foundation Trust	7.12	6.98
Bradford Teaching Hospitals NHS Foundation Trust	6.94	6.95
Calderdale and Huddersfield NHS Foundation Trust	6.84	6.92
The Rotherham NHS Foundation Trust	6.89	6.92
South Tyneside and Sunderland NHS Foundation Trust	6.92	6.80
North Tees and Hartlepool NHS Foundation Trust	6.89	6.74
Leeds Teaching Hospitals NHS Trust	6.91	6.72
The Newcastle upon Tyne Hospitals NHS Foundation Trust	6.83	6.72
Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust	6.74	6.68
Sheffield Teaching Hospitals NHS Foundation Trust	6.79	6.66
Airedale NHS Foundation Trust	6.93	6.56
South Tees Hospitals NHS Foundation Trust	6.78	6.55
Mid Yorkshire Teaching NHS Trust	6.55	6.52
County Durham and Darlington NHS Foundation Trust	6.70	6.51
York and Scarborough Teaching Hospitals NHS Foundation Trust	6.31	6.51
North Cumbria Integrated Care NHS Foundation Trust	6.60	6.49
Gateshead Health NHS Foundation Trust	6.84	6.46
Northern Lincolnshire and Goole NHS Foundation Trust	6.43	6.46
Hull University Teaching Hospitals NHS Trust	6.47	6.40

5. People Promise Historical Comparison

The table below presents the results of significance testing conducted on the People Promise elements and theme scores compared to LTHT in 2024. The results confirm statistically significant deteriorations since 2024 across all People Promise themes which can also be seen in the national trend across themes apart from 'We are a Team' which has remained consistent nationally.

People Promise elements	2024 score	2024 respondents	2025 score	2025 respondents	Statistically significant change?
We are compassionate and inclusive	7.39	9943	7.22	10135	Significantly lower
We are recognised and rewarded	5.97	9952	5.80	10136	Significantly lower
We each have a voice that counts	6.80	9861	6.60	10059	Significantly lower
We are safe and healthy	6.15	9842	6.04	10007	Significantly lower
We are always learning	5.80	9459	5.62	9593	Significantly lower
We work flexibly	6.32	9883	6.25	10074	Significantly lower
We are a team	6.78	9928	6.66	10126	Significantly lower
Themes					
Staff Engagement	6.91	9957	6.72	10138	Significantly lower
Morale	5.90	9956	5.82	10141	Significantly lower

* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.

LTHT is in line with the national average across all People Promise Elements/Themes, with the confirmed results showing 'We are always learning' slightly above the average and 'We are a team' slightly below the national average.

People Promise	National Average	LTHT 2025	LTHT 2024	LTHT 2023	LTHT 2022	LTHT 2021
We are compassionate and inclusive	7.2	7.2	7.3	7.4	7.3	7.4
We are recognised and rewarded	5.8	5.8	5.9	6.0	5.8	5.9
We each have a voice that counts	6.6	6.6	6.8	6.8	6.7	6.8
We are safe and healthy	6.0	6.0	6.1	6.1	6.0	6.0
We are always learning	5.5	5.6	5.8	5.8	5.5	5.6
We work flexibly	6.2	6.2	6.3	6.3	6.1	6.0
We are a team	6.7	6.6	6.7	6.8	6.6	6.6
Staff Engagement	6.7	6.7	6.9	7.0	6.8	6.9
Morale	5.8	5.8	5.9	5.9	5.7	5.8

However, in comparison to previous years scores at LTHT, all People Promise scores to have declined since 2024. An increase was seen in 2023 but has since seen a downward trend since 2024.

6. Question Result Highlights

To support a deeper dive into the above results, Table 2 in Appendix A shows the movement in results for the People Promise *sub-themes* from the previous year and compared to the confirmed national average.

The comparison of sub-scores with the national average shows the majority of sub-themes are in line with the national average however there are some sub-themes where the LTHT scores have declined below average. Most notably within the themes of 'We are compassionate and inclusive' and 'We are a team'. This promotes the need for the current Trust-wide plan to create an environment where everyone feels welcome, included and valued through the Inclusion and Belonging Plan currently being implemented.

The red RAG rated themes and subthemes may reflect our current context impacting the themes of compassion and inclusion, we are team, feeling recognised and rewarded and motivation of colleagues.

Although the majority of sub scores have decreased since 2024, the majority of sub scores remain in line with the national average for 2025 with the following scoring slightly above average:

- Development sub-score (6.3 LTHT 2025)
- Flexible working sub-score (6.2 LTHT 2025)

It is encouraging to see the sub-score for 'Diversity and Equality' at 8.3 for LTHT in 2025 is in line with the national average also at 8.3 and is the highest sub-score for

LTHT across all People Promise Themes however this score has also declined slightly from 8.4 in 2024.

Table 1 CSU's engagement score and response rate in 2025 in comparison to previous years

**Denotes where data is not available. Training Grade Doctors have been recategorized within other CSUs for 2025*

CSU/Directorate	Eng Score 25	RR 25	Eng Score 24	RR 24	Eng Score 23	RR 23
Abdominal Medicine and Surgery CSU	6.8	41.9%	7.2	46.3%	7.3	52.4%
Adult Critical Care CSU	6.9	37.5%	6.9	43.8%	6.9	62.8%
Adult Therapies CSU	6.3	56.1%	6.9	68.4%	7.2	76.5%
Cardio-Respiratory CSU	7.0	56.4%	7.3	52.6%	7.2	60.5%
Centre for Neurosciences CSU	6.3	34.8%	6.4	26.6%	6.9	55.1%
Chapel Allerton CSU	6.7	28.7%	7.1	32.8%	7.3	45.1%
Chief Nurse	6.7	69.1%	6.9	73.7%	7.2	80.2%
Chief Operating Officer L4	6.3	60.7%	6.8	68.9%	7.4	79.0%
Children's CSU	6.8	28.9%	6.9	32.7%	6.9	40.9%
Directorate of Research & Innovation	6.7	58.6%	7	53.8%	7.3	63.4%
Division of E&F	6.9	69.5%	7.2	69.6%	7.1	57.7%
Finance	7.1	58.2%	7.4	59.1%	7.3	77.3%
Head & Neck CSU	6.8	39.2%	7.2	36.4%	7.3	60.9%
Human Resources	6.5	81.6%	7.1	83.1%	7.2	83.5%
Informatics	6.7	65.3%	7.2	66.1%	6.9	72.0%
Leeds Dental Institute CSU	6.7	55.2%	6.8	69.5%	7	72.1%
Management Executive L4	7.0	56%	7.4	51.9%	*	67.9%
Medical Directorate	6.6	56.3%	7.6	56.5%	*	75.5%
Medicines Management and Pharmacy Services CSU	6.7	61.2%	6.8	62.5%	6.7	63.3%
Oncology CSU	6.6	43.3%	6.8	46.1%	6.9	55.4%
Outpatients CSU	6.5	50.8%	6.8	45.4%	6.6	61.4%
Pathology CSU	6.0	41.1%	6.1	47.2%	6.3	59.8%
Radiology CSU	6.6	73.2%	6.6	41.8%	6.7	54.3%
Specialty and Integrated Medicine CSU	6.9	51%	7.1	56.3%	7.2	52.9%

Theatres & Anaesthesia CSU	6.4	27.2%	6.6	33.4%	6.7	41.1%
Training Grade Doctors	*	6.1%	6.4	22.0%	6.4	28.3%
Trauma and Related Services CSU	6.7	31.8%	7.1	48.4%	7.1	41.8%
Urgent Care CSU	6.3	37.9%	6.1	39.3%	6.3	43.5%
Women's CSU	5.9	27.8%	6.4	34.0%	6.8	44.1%
Yorkshire Deanery	6.9	22.8%	6.9	12.3%	*	20.0%

Table 2 The movement in results for the People Promise *sub-themes* compared with previous years and compared to the national average.

The RAG below denotes scores compared to the National Average for 2025:

People Promise	Score and Sub-Score	National Average	2025 LTHT	2024 LTHT	2023 LTHT
We are compassionate and inclusive	Compassionate culture sub-score	6.9	6.9	7.2	7.3
	Compassionate leadership sub-score	6.9	6.9	7.0	7.1
	Diversity and equality sub-score	8.3	8.3	8.4	8.4
	Inclusion sub-score	6.8	6.6	6.7	6.8
	We are compassionate and inclusive score	7.2	7.2	7.3	7.4
We are recognised and rewarded	We are recognised and rewarded score	5.8	5.8	5.9	6.0
We each have a voice that counts	Autonomy and control sub-score	6.9	6.8	6.9	7.0
	Raising concerns sub-score	6.3	6.3	6.6	6.7
	We each have a voice that counts score	6.6	6.6	6.8	6.8
We are safe and healthy	Health and safety climate sub-score	5.3	5.3	5.5	5.4
	Burnout sub-score	4.9	4.9	5.1	5.1
	Negative experiences sub-score	7.9	7.8	8.0	7.9
	We are safe and healthy score	6.0	6.0	6.1	6.1
We are always learning	Development sub-score	6.2	6.3	6.5	6.6
	Appraisals sub-score	4.8	4.8	5.0	5.0
	We are always learning score	5.5	5.6	5.8	5.8

People Promise	Score and Sub-Score	National Average	2025 LTHT	2024 LTHT	2023 LTHT
We work flexibly	Support for work-life balance sub-score	6.2	6.2	6.3	6.3
	Flexible working sub-score	6.1	6.2	6.2	6.3
	We work flexibly score	6.2	6.2	6.3	6.3
We are a team	Team working sub-score	6.6	6.5	6.6	6.7
	Line management sub-score	6.8	6.7	6.9	6.9
	We are a team score	6.7	6.6	6.7	6.8
Staff Engagement	Motivation sub-score	6.8	6.7	6.9	7.0
	Involvement sub-score	6.7	6.7	6.8	6.9
	Advocacy sub-score	6.6	6.6	6.9	7.1
	Staff Engagement Score	6.7	6.7	6.9	7.0
Morale	Thinking about leaving sub-score	6.0	6.0	6.1	6.2
	Work pressure sub-score	5.2	5.1	5.2	5.2
	Stressors sub-score	6.3	6.3	6.4	6.4
	Morale score	5.8	5.8	5.9	5.9

Appendix B – Colleague Survey Communication and Engagement

Purpose

To provide assurance that communication and engagement activity around the NHS Staff Survey is purposeful, credible and focused on impact.

Key principles

- Transparency: sharing results honestly
- Trust: reinforcing confidentiality and independence
- Ownership: enabling teams to discuss and act locally
- Closing the loop: showing what has changed as a result of feedback.

Approach

- Nationally coordinated messaging aligned with local delivery.
- Senior leader visibility and consistent narrative
- CSU-led engagement supported by central tools and insight.

What success looks like?

- Results understood and discussed at team level.

- Clear local actions owned by CSUs.
- Colleague confidence that feedback leads to change.

Board assurance

- Engagement activity is aligned to strategy, not volume.
- Communication is enabling action, not just awareness.
- Effectiveness is monitored through engagement scores, uptake, and qualitative feedback.

(Detailed operational communication plans are held by the People Function and Communications Team.)

Appendix C – Staff Survey 2025 High Impact Action Plan

What this plan is doing

A select set of high-priority initiatives, collaboratively overseen by Clinical Service Units (CSUs) and the People Function, are designed to rebuild confidence, enhance leadership behaviours, and elevate the overall workplace experience.

- CSUs led local delivery, behavior change and ownership.
- People Function enables through insight, capability, tools and infrastructure.
- Success will be seen in *measurable improvements* in engagement, wellbeing, appraisal quality, speaking-up confidence, absence and retention.

The seven Trust-wide priorities

(Deliberately limited to avoid dilution)

1. Act on concerns raised by colleagues and tackle poor behavior.
2. Keep colleagues well at work and reduce absences.
3. Equip leaders to involve colleagues and balance service needs with wellbeing.
4. Improve appraisal and everyday conversations so colleagues feel valued.
5. Embed refreshed LTHT Values into how decisions are made and behaviors are modelled.
6. Deliver focused support for specific colleague groups and sites.
7. Provide intensive support and challenge CSUs with lowest engagement.

Design principle: each action answers three Board questions – What will change? Who leads? How will we know it's working?

This plan prioritizes behavior, leadership consistency and targeted support over volume of activity. Its purpose is to boost confidence, enhance daily work experiences, and achieve tangible gains in employee engagement and workforce stability.

Trust-wide Priority	High Impact Action	What will change (felt by colleagues)	CSU led role	People Function enablement	Evidence the Board will see
1. Act on concerns & tackle poor behaviour	Speak Up & Behaviour	Colleagues feel safe and confident to raise concerns and see timely, fair responses to poor behaviour	Embed Speaking Up Framework in day-to-day practice; visible local champions; consistent follow-up	Aligned training, champion community of practice, CSU Lead Champion support, simple maturity matrix	↑ speaking-up confidence scores; clearer local assurance; fewer repeat/escalated issues
2. Keep colleagues well & reduce absence	Management Fundamentals	Earlier, confident intervention on attendance, flexibility and reasonable adjustments	Expect and reinforce routine use of Toolkit in everyday leadership	One aligned, easy-to-use Toolkit (attendance, flexibility, behaviour, appraisal, rostering)	Reduced variation; earlier intervention; improving absence trends
3. Equip leaders to involve colleagues & balance wellbeing	Management Fundamentals	More consistent, confident people management and involvement in decisions	Managers actively use Toolkit in daily practice	Learning, coaching and practical guidance in one place	Improved local confidence; better engagement feedback
4. Improve appraisal & everyday conversations	Appraisal & Meaningful Conversations	Every colleague has a high-quality appraisal and regular 1-to-1s (check-ins) that support performance, wellbeing and development	Local accountability and infrastructure for completion and quality	Data insight (incl. spans of control), simple templates, tools and targeted learning	↑ appraisal completion; better quality feedback; movement in 'recognised & rewarded' scores
5. Embed refreshed LTHT Values	Living the LTHT Values	Values visible in behaviours, decisions, policies and systems	Lead local conversations, role-model behaviours, align to local decisions	Engagement resources, facilitation, alignment across strategy, policy, systems and development	Clear behavioural expectations; stronger cultural consistency
6. Focused support for key colleague groups & sites	Focused Support Where It Matters Most	Targeted actions address inequalities and local workforce risks	Use people insight to update and communicate CSU workforce plans	Accessible dashboards, analytical support, targeted interventions	Clear data → action → impact; narrowing engagement gaps
7. Intensive support to lowest-engagement CSUs	Focused Support Where It Matters Most	Visible, proportionate support and challenge in lowest-scoring areas	Joint ownership of improvement actions and progress	Holistic, targeted People support and challenge	Sustained improvement in engagement and morale over time