

THE WORK WELL PLAN

our plan to help every colleague join,
grow, belong and thrive
(2026-2030)

**thriving
better
together.**



The Work Well Plan – Foreword

At Lincolnshire Community and Hospitals Group (LCHG), our people are at the heart of everything we do. They are our greatest strength and the reason we are able to deliver compassionate, high-quality care to the communities we serve. This Work Well Plan sets out clearly and confidently how we will support, develop and value our people over the next four years, and why this matters for our patients, our services and our future.

Our ambition is simple but significant: **“to develop, empower and retain great people”** creating the conditions in which every colleague can thrive. This means attracting and welcoming people well, enabling them to grow and develop, creating the right conditions to work effectively, fostering a strong sense of belonging, and supporting health, wellbeing and fulfilment throughout their careers with LCHG. These commitments are brought together through our five pillars - **Join Well, Grow Well, Work Well, Belong Well and Stay Well**, which provide a clear, shared framework for action.

This Work Well Plan is not just a workforce plan or a set of initiatives. It is a statement of intent about the culture we want to live every day – one that is compassionate, collaborative and continuously improving. It reflects our values, *The LCHG Way*, and aligns closely with the LCHG strategy, the NHS People Promise and the NHS 10-year health plan. It also recognises that great patient care is only possible when our people feel valued, supported, listened to and empowered.

Delivering this plan will require collective ownership. Leaders at every level have a vital role in bringing it to life, alongside our staff, staff networks and trade union partners. The People directorate will provide the frameworks, expertise and support,



Claire Low

Group Chief People Officer

Lincolnshire Community
and Hospitals NHS Group

but real and lasting change will happen through consistent, values-led leadership and everyday behaviours across the organisation.

I am proud of the direction set out in this plan and confident in the difference it will make for our people and our patients. Together, we will build a culture where people feel they belong, can do their best work, and choose to build their careers with LCHG.

Claire Low

Group Chief People Officer

Lincolnshire Community and Hospitals NHS Group



Supporting delivery of the LCHG Strategy and NHS Priorities

The Work Well Plan - our plan to help every colleague join, grow, belong and thrive - is a critical enabler of the LCHG Strategy and a practical mechanism through which we will deliver our ambitions for **Better Care, Better Opportunities and Better Health**. At its heart is a clear and simple ambition: *to develop, empower and retain great people*, recognising that outcomes for patients and populations are directly shaped by the experience, capability and wellbeing of our workforce.

a) Direct alignment to the LCHG Strategic Aims

The Work Well Plan is explicitly designed to underpin all three strategic aims of the Group:

Enabling “Better Care” (Patients)

The LCHG strategy sets out a clear ambition to improve patient safety, experience, access and productivity. The Work Well Plan translates this into workforce action by:

- Ensuring safe staffing, effective workforce planning and modern job design.
- Investing in leadership, education and continuous improvement capability.
- Embedding a just, compassionate culture and psychological safety, which are essential for learning and patient safety.

By strengthening line management, appraisal, and team functioning, the plan ensures staff are supported to deliver high-quality, efficient and compassionate care every day.

Enabling “Better Opportunities” (People)

The strategy commits to enabling staff to fulfil their potential, innovate and feel recognised. The Work Well Plan operationalises this through:

- Clear career pathways, talent management and succession planning.
- Equitable access to training, education and apprenticeships.
- Development of compassionate, inclusive leadership at every level.

This creates a pipeline of skilled, motivated colleagues who can lead service transformation and improvement across the Group.

Enabling “Better Health” (Population)

The strategy emphasises prevention, reducing inequalities and shifting care closer to home (“left shift”). The Work Well Plan supports this by:

- Building a workforce capable of working in integrated, community and neighbourhood models.
- Developing new roles, advanced practice and multi-disciplinary capability.
- Embedding inclusive practices and tackling inequalities in workforce experience, which in turn supports equitable care delivery.

In this way, workforce transformation becomes a key driver of population health improvement.

b) Delivering the cultural shift required by the strategy

A central theme of the LCHG Strategy is working differently - more integrated, more productive, and more patient-centred. This requires a fundamental cultural shift.

The Work Well Plan provides a structured three-year cultural roadmap:

- Year 1: Build shared values, leadership foundations and infrastructure.
- Year 2: Embed consistent leadership behaviours and manager-led ownership.
- Year 3: Create a self-sustaining, high-performance culture.

Through its five pillars - Join Well, Grow Well, Work Well, Belong Well and Stay Well, the plan establishes the conditions for:

- Continuous improvement and innovation.
- Stronger staff engagement and voice.
- Greater accountability and distributed leadership.

This directly supports the strategy’s emphasis on quality improvement, productivity, and system working.

c) Supporting delivery of NHS 10-year priorities

The Work Well Plan is also strongly aligned with national direction, particularly the NHS 10 Year Health Plan and its key priorities. These include:

Shift 1: Hospital to Community

The LCHG strategy commits to “left shift” and community-based care. The Work Well Plan enables this by:

- Developing flexible, multi-skilled teams able to work across organisational boundaries.
- Supporting new roles and workforce models aligned to neighbourhood teams.
- Strengthening workforce supply pipelines into community settings.

Shift 2: Sickness to Prevention

The Work Well Plan supports prevention through:

- Building workforce capability in population health and health inequalities.
- Modelling good practice through staff health and wellbeing.
- Embedding a culture that prioritises early intervention and proactive care.

Shift 3: Analogue to Digital

Digital transformation is a major strategic enabler. The Work Well Plan supports this by:

- Developing a digitally confident workforce.
- Streamlining HR and people processes through modern, digital systems.
- Supporting staff to adopt new technologies and ways of working.

d) Improving productivity, sustainability and workforce stability

The national context requires improved productivity and reduced reliance on agency staffing.

The Work Well Plan directly contributes through:

- Better recruitment and onboarding to reduce vacancies.
- Retention and wellbeing interventions to reduce turnover and sickness.
- Workforce planning and deployment to optimise staffing models.

Combined, these actions support financial sustainability while maintaining care quality.

e) Strengthening partnership and system working

The LCHG Strategy emphasises collaboration across the Integrated Care System and with wider partners. The Work Well Plan reinforces this by:

- Aligning education and workforce development with system partners.
- Supporting joint workforce planning and shared pipelines.
- Promoting inclusive leadership and partnership behaviours.

This enables a truly integrated workforce capable of delivering system-wide transformation.

f) Measuring impact and ensuring delivery

The Work Well Plan includes clear KPIs linked to:

- Workforce stability (vacancy, turnover).
- Staff experience (engagement, inclusion, wellbeing).
- Capability (training, appraisal).

These measures align with both strategic outcomes and the NHS People Promise, ensuring that progress is visible, measurable and linked to organisational performance.

Summary

The Work Well Plan - our plan to help every colleague join, grow, belong and thrive” is not a standalone workforce approach - it is a core delivery mechanism for the Group Strategy and NHS priorities.

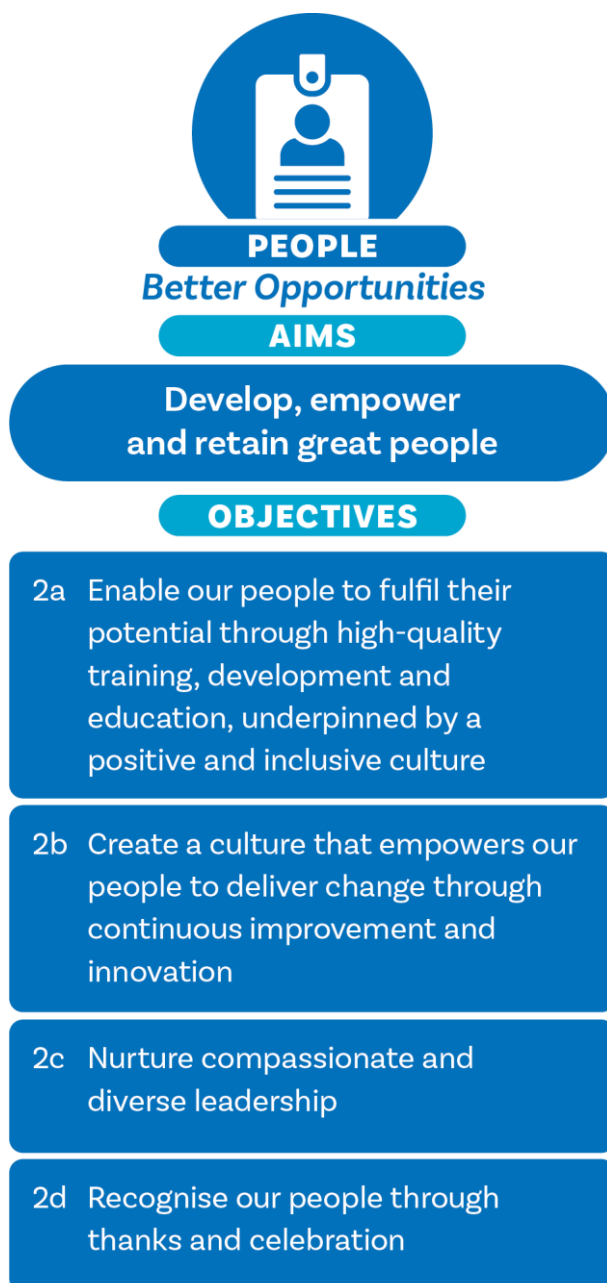
By focusing on attracting, developing, supporting and retaining a skilled and engaged workforce, it:

- Enables high-quality, safe and efficient patient care.
- Builds a sustainable, future-ready workforce.
- Supports the shift to integrated, preventative, community-based care.
- Embeds a compassionate, inclusive and high-performance culture.

Ultimately, The Work Well Plan ensures that LCHG has the people, capability and culture required to deliver its vision of **“caring and building a healthier future for all”**.

Our People Strategic Aim and Objectives

Core to The Work Well Plan is the “People – Better Opportunities” pillar of the LCHG strategy, which sets out the People strategic aim and objectives.



Our Purpose and Principles

The People directorate will enable excellent, compassionate care by creating the conditions in which our people can thrive. Across all five People portfolios, we develop inclusive leaders, nurture the right culture, and ensure our people feel valued, supported and able to deliver their best for patients and communities in line with our Group values and The LCHG Way.

We will achieve this by being:



Our People Directorate Portfolios

The People directorate is organised across five interconnected portfolio areas - Workforce, Resourcing, Human Resources, Education and Talent, and Culture and Wellbeing. The directorate brings together the full breadth of expertise required to support our people and deliver our strategic aims.

Each portfolio has a distinct contribution, but together they create a coherent and integrated system that supports the entire workforce lifecycle. From attracting and recruiting the right people, through developing their skills and leadership, to creating the conditions in which they can thrive, feel they belong and choose to stay. These portfolios are fundamental to delivering our five pillars: Join Well, Grow Well, Work Well, Belong Well and Stay Well.

Why the portfolio approach matters

This portfolio model is critical to the success of the People Directorate and delivery of The Work Well Plan.

Drives strategic alignment

Each portfolio is directly aligned to delivering The Work Well Plan priorities, ensuring that activity is focused on outcomes that matter most for our people, patients and services.

Supports end-to-end workforce delivery

The five portfolios collectively cover the full workforce journey - from workforce planning and recruitment through to development, experience, culture and retention - ensuring no aspect of the people agenda is considered in isolation.

Brings depth of expertise and clear accountability

By structuring the directorate in this way, we enable focused leadership, professional expertise and clear ownership of delivery across complex and interdependent areas of people practice.

Enables integration and system thinking

Workforce challenges such as recruitment, retention, culture, productivity and wellbeing are deeply interconnected. The portfolio model supports collaborative working across teams to deliver joined-up, sustainable solutions.

Strengthens delivery of organisational priorities

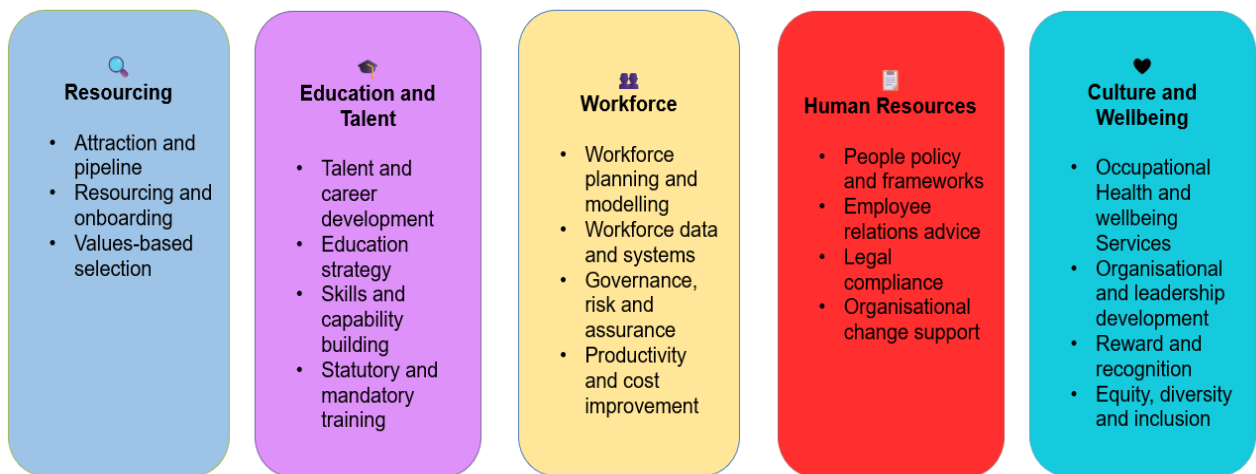
By ensuring we have the right people, with the right skills, supported in the right way, the portfolios directly enable safe staffing, service quality, productivity and financial sustainability.

The role of each portfolio in delivery

- Resourcing ensures we attract, recruit and onboard the right people efficiently and inclusively, building strong pipelines to meet current and future workforce needs.
- Education and Talent develop the capability of our workforce - supporting career development, leadership, skills and succession planning to build a strong and future-ready workforce.
- Workforce provides the strategic foundation - ensuring robust workforce planning, data insight, governance and productivity to support effective decision-making and long-term sustainability.

- Human Resources provides the framework for consistent, fair and legally compliant people management, supporting leaders through employee relations, policy and organisational change.
- Culture and Wellbeing create the conditions in which people can thrive - embedding inclusion, compassionate leadership, engagement, health and wellbeing, and a strong sense of belonging.

Together, these five portfolios form the engine room of the People directorate. Their collective impact ensures that our Work Well Plan is not just a statement of intent, but a deliverable, measurable and lived reality - enabling our people to thrive and, in turn, ensuring we deliver excellent, compassionate care for our communities.



Our 5 Pillars – to develop, empower and retain great people

Our five pillars - Join Well, Grow Well, Work Well, Belong Well and Stay Well - provide a clear and integrated organisational framework through which we will deliver The Work Well Plan - our plan to help every colleague join, grow, belong and thrive, and achieve our ambition to develop, empower and retain great people. Together, they translate our strategic intent into a clear, practical and actionable model that supports our people at every stage of their journey with LCHG.

Each pillar focuses on a critical element of the workforce experience, and collectively they ensure a balanced and comprehensive approach to workforce delivery - addressing attraction, development, experience, culture and retention in an integrated way.

1. Join Well – attract, welcome and induct people effectively

This pillar ensures we are able to build a sustainable workforce pipeline, attracting people who share our values and are committed to delivering high-quality care. By strengthening recruitment, onboarding and early experience, Join Well enables us to reduce vacancies, improve time to hire and create a strong first impression that sets colleagues up for success.

This is fundamental to delivery of the plan, as having the right people in place is the starting point for all other workforce priorities.

Enhancing the onboarding and early experience

We will strengthen our focus on the first 90 days of employment, recognising this as a critical period for engagement and retention.

We will define a clear “Day 1 readiness” standard, ensuring all new starters have:

- The right equipment, system access and information in place.
- Clarity on their role, terms and expectations.
- A structured and welcoming induction experience.

We will also:

- Ensure managers are supported with the tools and guidance needed to deliver a consistent onboarding experience.
- Introduce measures to assess early experience (e.g. 30/60/90-day feedback).

This will ensure colleagues feel welcomed, supported and confident from the outset.



2. Grow Well – Develop people’s skills, careers and leadership

Grow Well focuses on equipping our people with the skills, capabilities and career opportunities they need to succeed. Through education, leadership development, and talent management, this pillar enables us to build a future-ready workforce and strong leadership pipeline.

This directly supports delivery by ensuring our workforce can adapt to changing service needs, drive innovation and sustain high performance over time.

Strengthening manager-led development conversations

We recognise that access to development is shaped not only by available programmes, but by the quality of conversations between colleagues and their managers.

We will:

- Strengthen manager capability to hold meaningful career and development conversations.
- Provide practical tools and guidance to support consistent development planning.
- Improve access to opportunities such as shadowing, rotations and on-the-job learning.
- Ensure learning is followed by meaningful evaluation and application in practice.

This will improve fairness, consistency and impact of development across all staff groups.



3. Work Well – Create the conditions for people to perform and deliver excellent care

This pillar is about creating the right environment for people to do their jobs effectively. It includes workforce planning, safe staffing, flexible working, high-quality line management and reward and recognition.

By improving how work is organised and supported, Work Well enables productivity, quality of care and operational efficiency—ensuring that our people can consistently deliver excellent outcomes for patients.

Improving the digital and operational experience of work

We will actively pursue opportunities to use digital solutions and automation to enhance the way colleagues interact with people services by improving access, simplicity and usability, while exploring smarter ways of working to boost productivity.

This includes:

- Developing more streamlined, digital and self-service processes.
- Using digital solutions and automation to improve efficiency and reliability.
- Reducing duplication, rework and reliance on manual processes.
- Improving access to clear, accurate and consistent information.
- Aligning systems and processes to support more efficient ways of working.

This will enable faster, more reliable processes and reduce administrative burden for managers and staff. In turn, it will create more time for managers and People teams to focus on high-value activity such as staff support, leadership, culture and, ultimately, patient care and service delivery - supporting our wider ambition to improve productivity while enhancing staff experience.



4. Belong Well – Build an inclusive and compassionate culture where everyone thrives

Belong Well ensures we foster a culture where every individual feels valued, respected and included. Through a strong focus on equity, diversity and inclusion, staff voice, and compassionate leadership, this pillar strengthens engagement and trust.

This is essential to delivery because organisations with inclusive cultures see higher levels of engagement, innovation and discretionary effort - key drivers of performance and improvement.

Improving the experience of employee relations and raising concerns

We will ensure that the experience of raising and resolving concerns reflects our commitment to a just, compassionate and inclusive culture.

We will:

- Promote early resolution approaches, reducing unnecessary escalation into formal processes.
- Improve clarity for colleagues on processes, timelines and expectations.
- Strengthen psychological safety so colleagues feel confident to speak up.
- Ensure appropriate support is available before, during and after formal processes.

This will help build trust, confidence and fairness in how we manage employee relations across the Group.

Supporting our people through organisational change

We recognise that organisational change is a significant moment in the employee experience and can have a profound impact on engagement, wellbeing and retention.

We will therefore:

- Ensure clear, consistent and timely communication about the purpose, impact and timelines of change.

- Provide accessible support for colleagues to understand their options and navigate change.
- Equip managers to lead teams through change with confidence and compassion.
- Recognise and respond to the emotional impact of change, not just process requirements.

This will support resilience, trust and engagement during periods of change.



5. Stay Well – Protect the physical, mental and emotional health and wellbeing of our people

This pillar focuses on supporting the physical, mental and emotional wellbeing of our people, alongside promoting flexible working and work-life balance.

Stay Well is critical to sustaining our workforce - reducing sickness absence and turnover, improving morale, and ensuring colleagues are able to remain healthy, motivated and committed over the long term.

Extending our focus to the full employment lifecycle, including leaving well

We recognise that how colleagues leave the organisation is a critical part of their overall experience and our reputation as an employer.

We will:

- Improve the quality and consistency of exit processes and conversations.
- Ensure accuracy and timeliness of key processes such as payroll and final payments.
- Strengthen the use of exit insight to inform retention strategies.
- Explore opportunities to maintain relationships through alumni, bank and return-to-work opportunities.

This will support a positive and respectful end-to-end employee experience.



Manager capability as a core delivery mechanism

The critical role of line managers

Across all five pillars, the capability, capacity and confidence of line managers is a key determinant of staff experience.

We will therefore prioritise:

- Equipping managers with practical tools, guidance and support.
- Providing access to timely insight and data to support decision-making.
- Building confidence in handling complex people matters.
- Strengthening manager capability will be essential to delivering a consistent, high-quality experience for our people.

Bringing the pillars together

While each pillar has a distinct focus, their real strength lies in how they work together:

- They cover the full workforce lifecycle, ensuring no part of the employee experience is overlooked.
- They align directly to our strategic objectives, providing a clear line of sight between activity and outcomes.
- They enable a consistent and shared approach across the organisation, grounded in our values and The LCHG Way.
- They create the conditions for sustainable delivery, balancing immediate workforce pressures with long-term transformation.

The five pillars are the delivery mechanism for The Work Well Plan. They provide the structure, clarity and focus needed to turn ambition into action - ensuring we not only support our people effectively but also enable the organisation to deliver safe, high-quality and compassionate care, now and in the future.



JOIN WELL	GROW WELL	WORK WELL	BELONG WELL	STAY WELL
Attract, welcome and induct people effectively	Develop people's skills, careers and leadership	Create the conditions for people to perform and deliver excellent patient care	Build an inclusive and compassionate culture where everyone thrives	Protect the physical, mental and emotional health and wellbeing of our people
- Inclusive values-based recruitment - Streamlined pre-employment checks and digital onboarding - Strong employer brand and proactive workforce supply pipelines - Clear job roles, expectations and structured local induction - Early support buddying, orientation and day one ready preparation	- Equitable access to education, training and CPD - Career pathways for all staff groups - Compassionate and inclusive leadership development - Talent management and succession planning - Support for new roles and advanced practice	- Effective workforce planning, e-rostering and job planning - Safe staffing and manageable workloads - Modern, flexible working practices and digital enablement - Consistent high quality line management - Regular 1:1s and appraisals - Values-based reward and recognition	- Strong EDI focus, reducing WRES/WDES inequalities - Civility, respect and zero-tolerance for discrimination - Staff networks and allyship to strengthen inclusion - Psychological safety and a strong "speak up" culture - Values-led behaviour at every level - Better Together Programme - Sexual Safety Charter	- Comprehensive health and wellbeing support - Flexible working and good work-life balance - Safe working environments and violence reduction efforts - Early intervention occupational health and effective sickness support - Financial wellbeing resources - Burnout prevention and resilience initiatives - Menopause awareness and support

Delivering a consistent, high-quality employee experience

Alongside our five pillars, we will take a deliberate and structured approach to designing and delivering a consistent employee experience across LCHG.

We recognise that while our strategic framework is strong, the true impact of our The Work Well Plan is determined by how it is experienced day-to-day by our people.

We will therefore focus on:

- Defining key "moments that matter" across the workforce lifecycle (e.g. joining, onboarding, career progression, organisational change and leaving).
- Establishing clear experience standards so that all colleagues, regardless of role, profession or location, can expect a consistent level of support.
- Reducing unwarranted variation in people processes and practices across the Group.
- Using staff feedback, insight and data to continuously improve how our services are experienced.

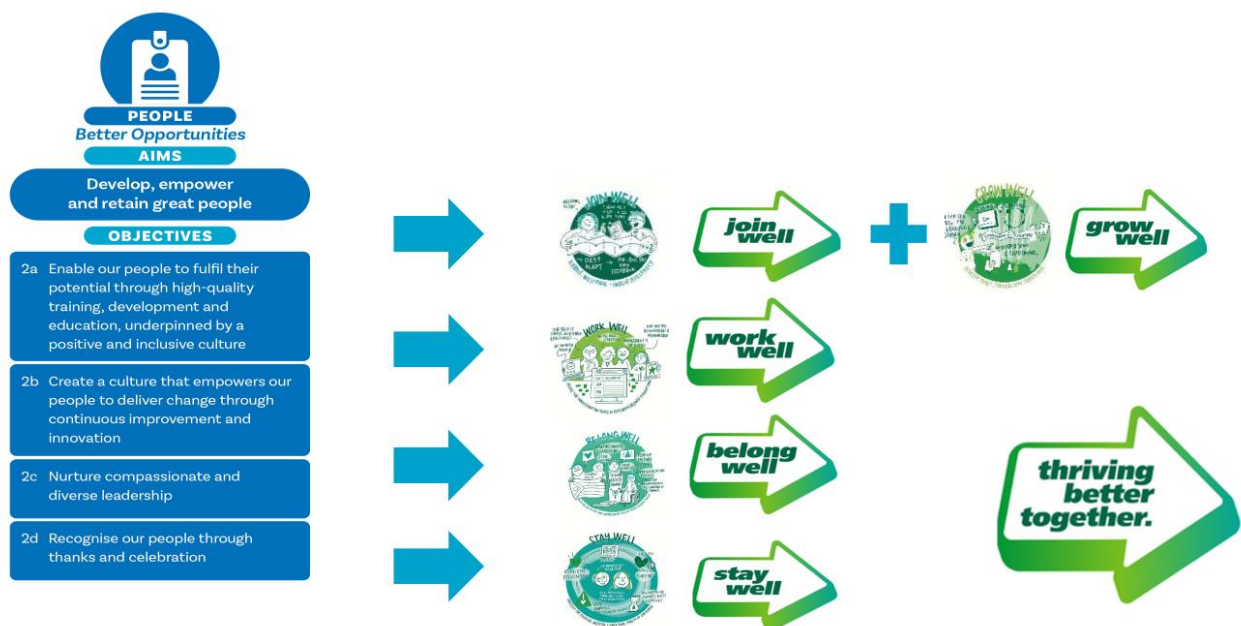
This approach ensures that The Work Well Plan is not only delivered but consistently felt by our people in a way that improves engagement, retention and performance.

How our Pillars align with our Strategic Aim and Objectives (underpinned by the NHS People Promise)

The five pillars align workforce priorities directly to the organisation's strategic aims and objectives, while being firmly underpinned by the NHS People Promise.

Together, they ensure a consistent line of sight from organisational ambition through to the everyday experience of our people and ensure that The Work Well Plan is not separate from organisational delivery but instead is a core enabler of achieving LCHG's strategic ambition.

The five pillars also closely reflect and operationalise the commitments of the NHS People Promise, ensuring that national expectations for staff experience are embedded locally within LCHG.



The Work Well Plan:

Our plan to help every colleague join, grow, belong and thrive, 2026 - 2027 Deliverables

The 2026–2027 annual deliverables represent the first phase of delivery within our broader four-year Work Well Plan. They set out the priority actions we will take over the next year to continue turning our strategic ambitions into tangible improvements for our people and our organisation.

While The Work Well Plan provides a clear long-term direction - focused on developing, empowering and retaining great people - the annual deliverables recognise that meaningful and sustainable change is achieved incrementally. Each year will therefore have a focused set of priorities that respond to both our strategic ambitions and the evolving needs of our organisation, workforce and external environment.

The 2026–2027 deliverables are designed to:

- Lay strong foundations in key areas such as recruitment, workforce planning, leadership development and culture.
- Address immediate operational pressures, including workforce supply, retention and staff experience.
- Build momentum for longer-term transformation, particularly in areas such as talent management, inclusion and wellbeing.
- Establish the infrastructure, systems and behaviours needed to support sustained improvement over the life of the plan.

Importantly, these deliverables are not fixed in isolation. They form part of a dynamic, multi-year programme of work, where priorities will be reviewed, refined and built upon each year to reflect progress, organisational priorities and emerging challenges.

Structured Around the Five Pillars

The annual deliverables are organised through our five pillars - ensuring that activity remains balanced across the full workforce lifecycle. This provides a consistent structure for delivery each year, while allowing flexibility in the specific actions and focus within each pillar.

Building Year on Year

Across the four-year period, our approach to delivery will evolve:

Year 1 (2026–2027): Establish and strengthen core foundations; improve consistency and address key workforce challenges.

Subsequent years: Build on these foundations, embedding changes, scaling what works, and driving deeper transformation in culture, leadership and workforce sustainability.

This approach ensures that we move beyond short-term initiatives, instead delivering sustained, measurable improvement in staff experience and organisational performance.



2026-2027 Quarterly Delivery Timeline

Join Well

Quarter 1 | Apr-Jun 26

- Streamlined pre-employment checks
- Introduce values-based recruitment
- Introduce consistent branding within JDs
- Mandatory training support for new starters

Quarter 2 | Jul-Sep 26

- LCHG welcome pack
- Identify workforce supply pipelines
- Corporate induction review and evaluation
- Central enquiry point for careers
- Scoping of Youth Guarantee Offer
- Central platform and access to education and learning offers

Quarter 3 | Oct-Dec 26

- Talent Academy branding for raising awareness
- Community outreach hubs linking to partnership activity (eg DWP, Education etc)
- Clear career pathways (entry, intermediate and advanced)
- Develop Group integrated workforce and resourcing plan
- HR induction for new line managers

Quarter 4 | Jan-Mar 27

- Embed values recruitment
- Identify future workforce needs for sustainable pipelines linked to workforce profiles
- Full alignment of learning ESR elements across Group

Grow Well

Quarter 1 | Apr-Jun 26

- Launch 'one-stop shop' for all education and learning needs
- Central training helpdesk
- Accessible Group education offer for all staff groups

Quarter 2 | Jul-Sep 26

- Embed all leadership development core modules
- Introduce clinical specific modules in line with NHSE standards
- Increased number of internal coaches
- Embed coaching conversations within leadership offer

Quarter 3 | Oct-Dec 26

- Further alignments with clinical and medical education offers
- Develop single portal for next Training Needs Analysis process
- Post leadership development pathway linked to talent management approach
- Absence management and capability management training
- Disciplinary/investigation and grievance and dignity at work training

Quarter 4 | Jan-Mar 27

- Development of toolkit to support leaders with strategic workforce planning
- Review people management training
- Talent management and succession planning approach implemented
- Develop new careers advice and guidance services
- Central system for recording non-mandatory education and training
- Integrated leadership development offer (including alignment with LEO and Nursing Fellowship)
- Develop group approach to personal development plans

Work Well

Quarter 1 | Apr-Jun 26

- Review digital education offer to support digitally enabled workforce
- Continue to embed flexible working as cultural norm for all roles

Quarter 2 | Jul-Sep 26

- Full harmonisation of all staff benefits across Group
- Embed long service awards into staff awards process
- Introduce monthly 'Shining Values' awards, support by staff networks
- Introduce 'hidden heroes' spotlight series
- Effective reporting and escalation process for ER case timescales with care group leadership
- GLT tours version 2 / Launch Work Well Plan

Quarter 3 | Oct-Dec 26

- Review Reservists programme potential to support safe staffing capacity
- Celebrating education successes as part of recognition
- HR training in place for all aspiring, new and current leaders for full range of HR matters

Quarter 4 | Jan-Mar 27

- Draft of Group strategic workforce planning framework in place
- Review and evaluate staff reward and recognition offer
- Single system in place for appraisal recording and reporting
- Harmonise our workforce KPI metrics so consistent across the Group.

Belong Well

Quarter 1 | Apr-Jun 26

- Launch of reverse mentoring
- Promotion of support pathways including wellbeing, mediation and restorative conversations
- Ongoing roll out of leadership development programme
- Embedding of behavioural framework and 'The LCHG Way'

Quarter 2 | Jul-Sep 26

- Relaunch anti-racism and zero tolerance approach across the Group
- Joint working staff networks and HR to improve policies
- Just Culture organisational learning embedded
- Development of staff networks including involvement in policy/process design and education offers
- Development of Cultural Dashboard
- Refresh Freedom to Speak Up offer, access and awareness campaigns

Quarter 3 | Oct-Dec 26

- Review of inclusive leadership approach
- Review of Just Culture toolkits
- Embed civility and zero-tolerance training as part of Just and Restorative Culture e-learning

Quarter 4 | Jan-Mar 27

- Support leaders to consider workforce health aligned to population health insights
- Evaluate impact of leadership development programme and refine

Stay Well

Quarter 1 | Apr-Jun 26

- Launch of sickness MDT pilot with leaders and people teams for nursing
- Introduction of health MOTs across the Group

Quarter 2 | Jul-Sep 26

- Implementation of Group Absence Management Policy and toolkit, including health passport
- Promotion of safe working environments support
- Collaborative working with HWB Champions, EAP and One You Lincolnshire to maximise HWB support
- Focus on promotion of financial support available
- Roll out sickness MDT to other areas/staff groups
- HWB manager training
- Review mental health first aid approach across Group
- Group MH First Aid training
- Rebranding and promotion of HWB offers for Group
- Targeted 'waiting well' approach for wellbeing
- Enhanced reporting on sickness absence and HWB linked to cultural dashboards and heatmaps for pro-active management

Quarter 3 | Oct-Dec 26

- Proactive sickness prevention and alternative actions in place
- Evaluate flexible working practices
- Burnout and work-related fatigue project with patient safety
- Resilience training

Quarter 4 | Jan-Mar 27

- Enhanced reporting on flexible working
- Evaluate HWB offers

LCHG 3-Year Cultural Roadmap 2026-2029

Our three-year cultural roadmap sets out a clear and deliberate journey to embed a strong, values-led culture across LCHG - one that enables our people to thrive and supports the delivery of excellent, compassionate care. It recognises that culture is not changed through isolated initiatives, but through consistent behaviours, leadership, systems and everyday experiences that are built and sustained over time.

The roadmap provides a structured, phased approach to cultural development, aligned to The Work Well Plan - our plan to help every colleague join, grow, belong and thrive ambition to develop, empower and retain great people. It ensures that culture is not viewed as a standalone concept, but as a core enabler of organisational performance, staff experience and patient outcomes.

A Phased Approach to Sustainable Culture Change

The roadmap reflects the understanding that meaningful cultural change requires time, focus and collective ownership. It is therefore structured across three progressive stages:

- **Year 1: Design and Build (2026-2027)**
Establishing clear expectations around values, behaviours and leadership, alongside putting in place the infrastructure, frameworks and development needed to support change.
- **Year 2: Embed and Normalise (2027-2028)**
Moving from design into practice, with leaders and managers confidently owning and consistently applying people practices, making culture visible in everyday decision-making and behaviours.
- **Year 3: Maximise and Evolve (2028-2029)**
Creating a self-sustaining culture where values and behaviours are fully embedded, continuously improving and shaping “how we do business” across the organisation.

This phased approach ensures we move beyond aspiration to lasting cultural transformation, building progressively on strong foundations.

Leadership at the Heart of Culture

Central to the roadmap is the role of leaders at every level. While the People directorate will provide the framework, tools and support, it is leaders and managers

who bring culture to life through their behaviours, decisions and interactions with their teams - every leader has their part to play in transforming our culture.

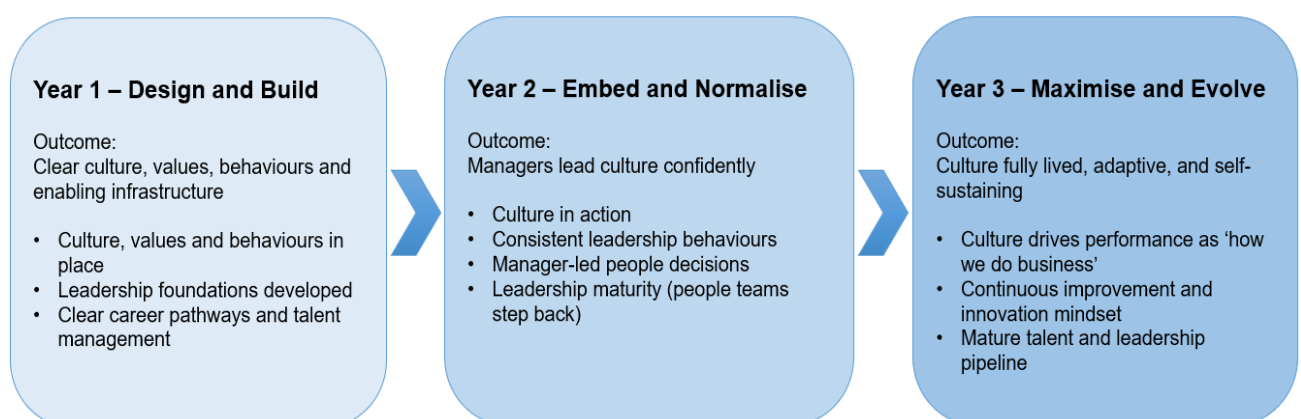
Over time, the roadmap intentionally shifts ownership from the centre to the organisation - moving towards a model where culture is led and sustained locally, with the People directorate enabling rather than directing.

Enabling Delivery of The Work Well Plan – our plan to help every colleague join, grow, belong and thrive

The cultural roadmap is a critical enabler of the wider Work Well Plan:

- It creates the conditions for success across all five pillars - from attracting and retaining talent to supporting wellbeing and inclusion.
- It strengthens engagement, trust and psychological safety, which are essential for performance and improvement.
- It embeds The LCHG Way, ensuring a consistent and values-driven experience for staff and patients.
- It supports the delivery of the NHS People Promise, ensuring that commitments to staff are lived in practice, not just stated.

The three-year cultural roadmap articulates how we will move from defining the culture we want, to embedding it, and ultimately to sustaining and evolving it. It provides clarity, pace and direction - ensuring that culture becomes a powerful driver of performance, experience and outcomes, and a defining strength of LCHG as an organisation.



Overall Outcome: Clear culture → manager-led ownership → self-sustaining, evolving culture

Measuring the Success of The Work Well Plan

Delivering The Work Well Plan is only meaningful if it results in real, measurable improvements for our people, our organisation and the communities we serve. We will therefore take a clear, evidence-based approach to measuring success; ensuring we are able to track progress, understand impact and continuously improve over time.

A balanced and meaningful approach to measurement

Our approach to measurement goes beyond tracking activity. It focuses on outcomes and experience, recognising that success is not defined simply by what we deliver, but by how it is felt by our people and the difference it makes to organisational performance. We will measure success through a balanced set of indicators that reflect:

- Workforce outcomes – such as recruitment, retention, absence and workforce stability.
- Staff experience – including engagement, inclusion, wellbeing and staff voice.
- Organisational performance – recognising the link between people and quality, productivity and sustainability.
- Cultural progress – how behaviours, leadership and ways of working are evolving over time.

Aligned to our five pillars

Measurement is structured around our five pillars - ensuring a clear line of sight between our priorities and how we assess progress. Each pillar is supported by a defined set of Key Performance Indicators (KPIs). This ensures we are consistently measuring the full workforce lifecycle, rather than focusing on isolated metrics.

Grounded in the NHS People Promise

Our measurement framework is closely aligned to the NHS People Promise, using established national metrics such as the NHS Staff Survey to assess whether our people feel:

- Safe and healthy
- Included and valued

- Able to speak up and be heard
- Supported to learn, develop and work effectively

This enables us to benchmark our progress, track trends over time and ensure our approach reflects what matters most to our staff.

Using Data to Drive Improvement

Measurement is not an end in itself - it is a tool for improvement. We will:

- Use data and insight to identify priorities and target interventions.
- Regularly review performance at organisational, group and local levels.
- Share learning and best practice across teams.
- Adapt our approach in response to what the data tells us.

Increasingly, we will bring together data sources - such as workforce metrics, staff survey results and cultural indicators - through tools like dashboards, heat maps and reporting frameworks to provide a more holistic view of workforce health.

Measuring experience as well as outcomes

In addition to our core workforce metrics, we will strengthen our focus on understanding how our people experience our services and processes in real time.

We will:

- Introduce journey-based feedback mechanisms at key points in the employee lifecycle.
- Use pulse feedback and qualitative insight to complement survey data.
- Develop experience dashboards to support leaders in understanding local variation.
- Use insight to drive continuous improvement and targeted interventions.

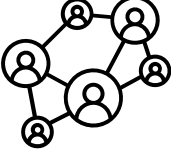
This will ensure we are responsive to staff experience and able to adapt our approach quickly.

A continuous and evolving approach

As The Work Well Plan progresses, so too will our approach to measurement. Our indicators and targets will be reviewed and refined annually, ensuring they remain relevant, ambitious and aligned to both organisational priorities and the evolving needs of our workforce.

Measuring success is fundamental to delivering The Work Well Plan. By combining robust data, staff insight and a clear framework aligned to our five pillars and the NHS People Promise, we will ensure we can demonstrate impact, drive continuous improvement and keep our focus firmly on what matters most – better opportunities for our people.

Work Well Plan Pillar	KPI Measure
 Join Well	• Vacancy Rate • Staff Turnover
 Grow Well	• % Skills & Growth (Apprenticeship) levy used each year • NHS Staff Survey: “We are always learning” • Mandatory training and appraisal compliance • National Education Training (NET) Survey
 Work Well	• Appraisal compliance • NHS Staff Survey: “We are a team” • NHS Staff Survey: “We are recognised and rewarded”
 Belong Well	• NHS Staff Survey: “We are compassionate and inclusive” • NHS Staff Survey: “We each have a voice that counts” • Just Culture compliance • Sexual Safety incident reporting

 Stay Well	• Sickness Absence • Staff Turnover • NHS Staff Survey: “We are safe and healthy” • NHS Staff Survey: “We work flexibly”
 All Areas	• NHS Staff Engagement Score (plus NQPS quarterly) • NHS Staff Morale Score (plus NQPS quarterly) • Organisation and Local Culture Plans • WRES/WDES

