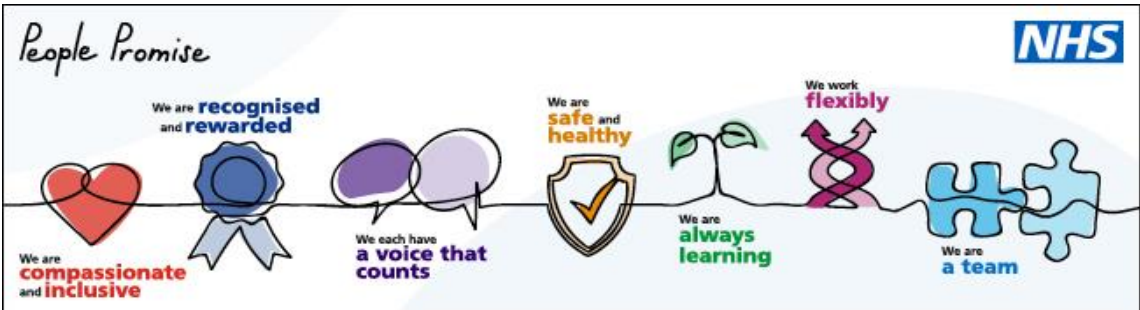


# Lincolnshire People Plan 2022-23



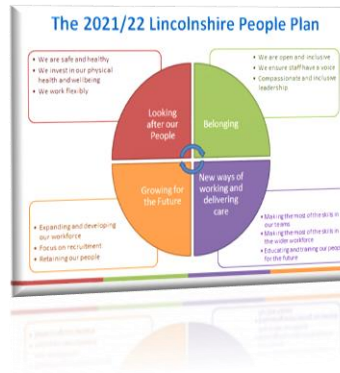
**A *One Workforce* approach to delivering the people plan as an Integrated Care System (ICS) in Lincolnshire**



# Towards 'One Workforce' – timeline for the People Board

## 2020/21

- COVID-19 presented opportunities to really develop **relationships** across health and care – particularly as we responded to the pandemic in Lincolnshire
- **Partnership working**, collaboration and shared endeavours certainly moved forward
- **The first People Plan 20/21** came from this collaboration and set the scene for future working

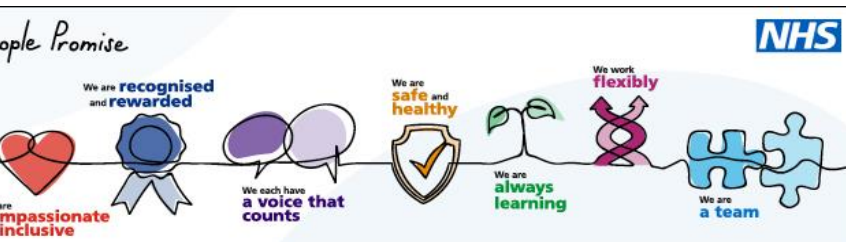


## 2021/22

- The workforce cell progressed into the **'People Team'** as a strategic leaders group reporting to the People Board.
- Senior people leaders within the People Team provided strategic oversight for the **four pillars of the 21/22 People Plan** in addition to their roles in provider organisations.
- Further engagement with wider **system partners** e.g., Lincolnshire Care Association (LinCa), Primary Care and the Voluntary sector has progressed well

## 2022/23

- **There is now the requirement and foundation on which to deliver key people priorities,**
- **Lincolnshire is looking to build on the strengths of collaboration in delivering the 2022/23 People plan, now incorporating the People Hub – Centre of Innovation.**



# Lincolnshire Priorities (where we need to focus):

1. System approach to health and wellbeing – what is our offer to all staff?
2. Promote inclusion and belonging – in seeking to shape a modern employment culture
3. Harnessing new ways of working in the 21st Century Health and Care Sector
- 4a. Growing for the Future: Workforce Planning and intelligence
- 4b. Growing for the Future: Attraction into the Lincolnshire Health & Care system
- 4c. Growing for the Future: Pipeline of our future workforce – widening access into health and care professions in Lincolnshire
- 4d. Growing for the Future: Retaining our People – a system approach
5. Leadership, Lifelong learning & Talent

## Principles of an ICS (ensuring we consider...)

*People centred – One workforce approach*

*Focus on key priorities – ICS People Framework 10 deliverables*

*Subsidiarity – pushing down accountability to the ICS*

*Minimum disruption – simplicity*

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## ... with reference to the Long-Term Plan LTP here

1. A new service model for the 21<sup>st</sup> Century
2. More action on prevention and health inequalities
3. Further progress on care quality and outcomes
4. Staff will get the backing they need
5. Digitally-enabled care to go mainstream
6. Taxpayers' investment used to maximum effect

## Against the backdrop of the People Plan

### People Plan here

1. Looking after our people
2. Belonging
3. New ways of working and delivering care
4. Growing for the future
5. (from 22/23) Leadership and lifelong learning

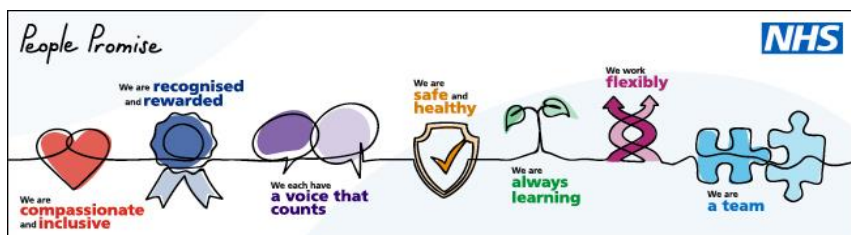
## ... and system strategic delivery plan

1. Care Closer to Home
2. MSK
3. Prescribing
4. ...and more

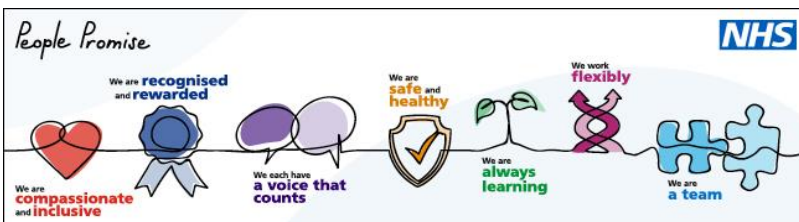
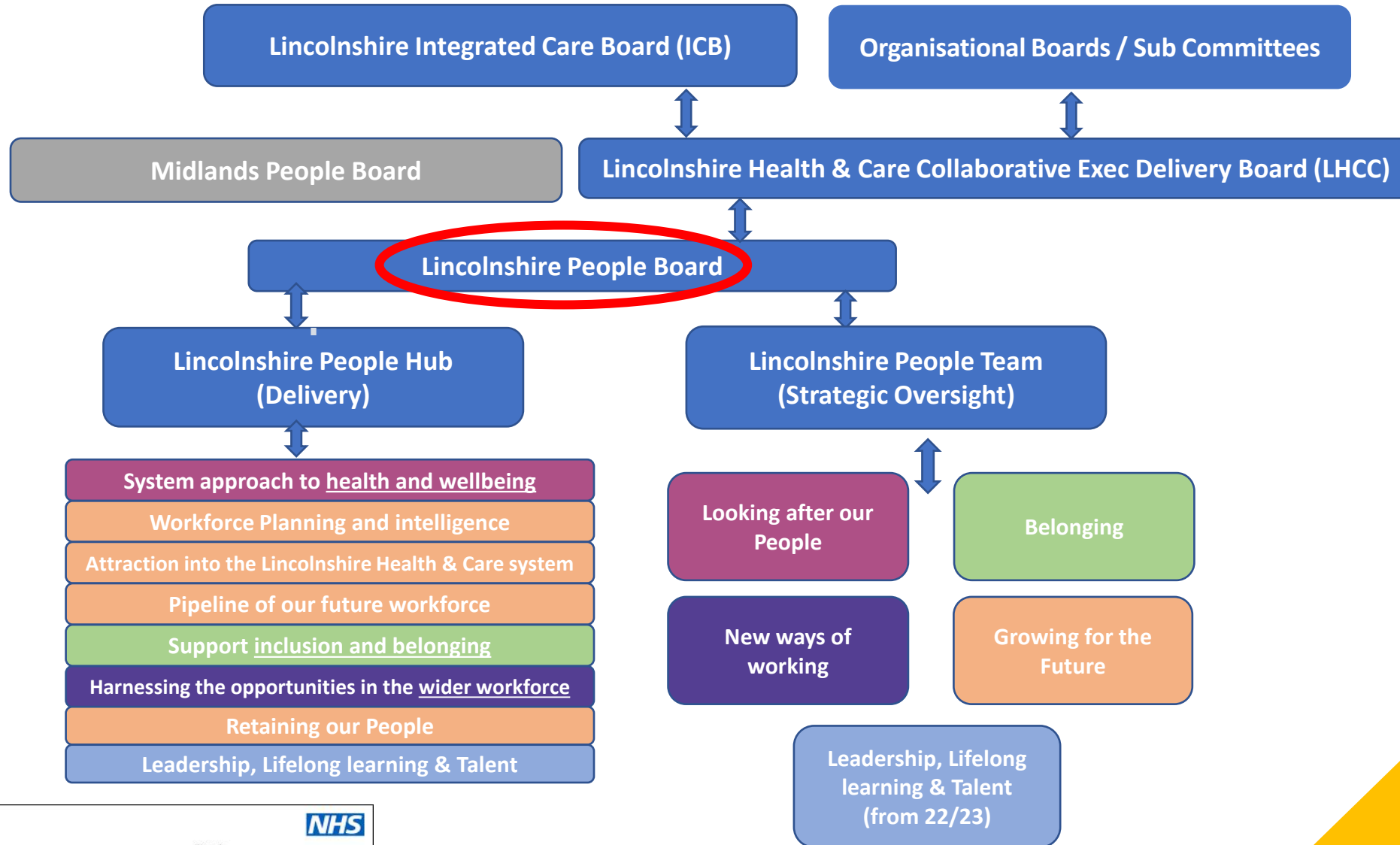
## ...and the ICS People Framework

### People guidance here

1. Support the health and wellbeing of staff
2. Grow the workforce
3. Support inclusion and belonging
4. Value and Support Leadership at all levels
5. Lead workforce transformation in new ways of working
6. Educate, train and develop people
7. Drive and support social and economic development
8. Transform people services and the people profession
9. Lead coordinated workforce planning using analysis
10. Support system design and development

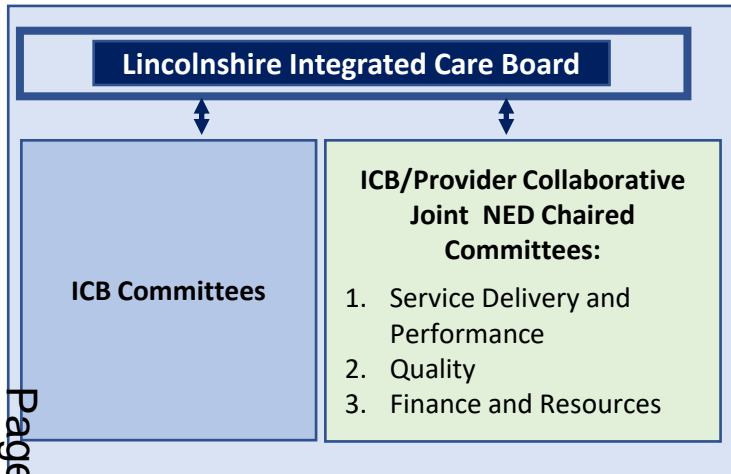


# Lincolnshire People Board – Governance Framework



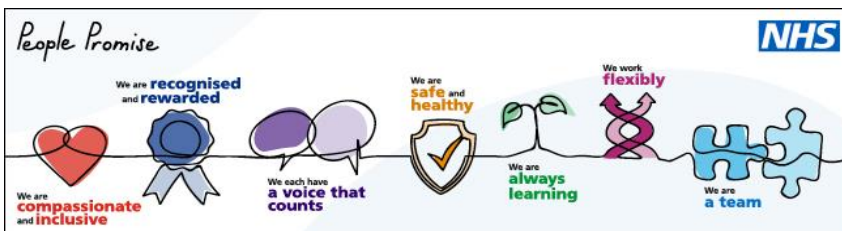
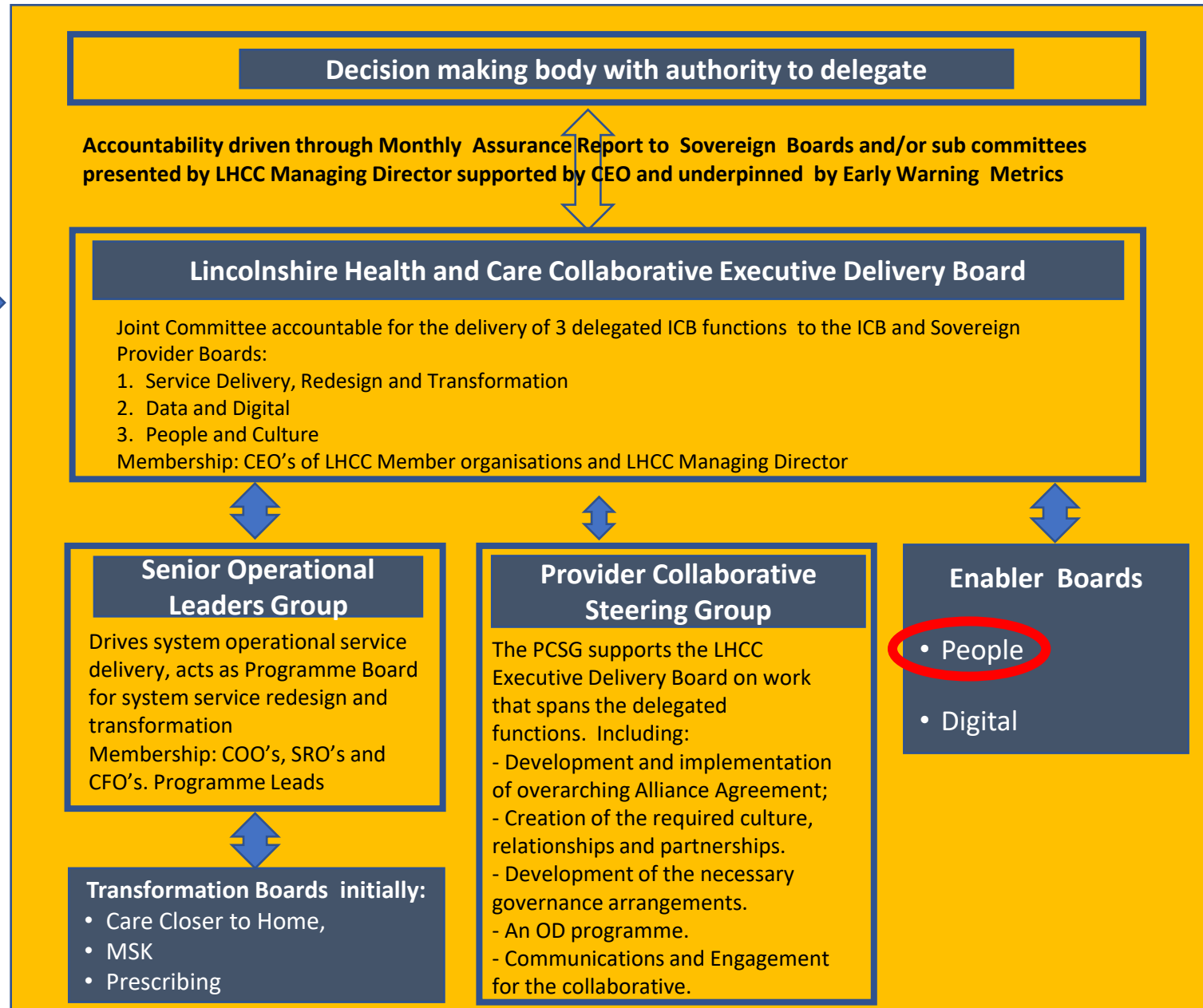
# Lincolnshire Health & Care Collaborative – Governance Framework

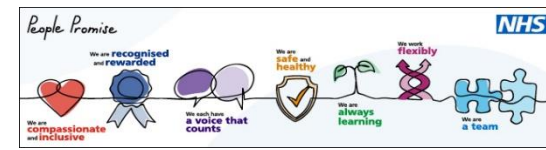
## Provider Leadership Board (Joint Committee)



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- LHCC Executive Delivery Board functions as a Joint Committee with CEO membership
- NED Assurance is guaranteed through
  1. **NED Chaired Joint ICB/Provider Committees**
  2. **Monthly Assurance Report from LHCC to sovereign Provider Boards presented by LHCC Managing Director and relevant CEO**
- In scope limited in first instance to those services in scope to Strategic Delivery Plan





## The People Plan Pillars 2022/23:

Looking after our People

Belonging

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New Ways of Working and Delivering Care

Growing for the Future

Leadership, Lifelong Learning & Talent

## The System People Priorities:

1. System approach to health and wellbeing – what is our offer to all staff?

2. Support inclusion and belonging in seeking to shape a modern employment culture

3. Harnessing new ways of working in delivering health and care

4a. Growing for the Future: Workforce Planning and intelligence

4b. Growing for the Future: Attraction into the Lincolnshire Health & Care system

4c. Growing for the Future: Pipeline of our future workforce

4d. Growing for the Future: Retaining our People – a system approach

5. Leadership, Lifelong Learning & Talent

## The Deliverables:

Review the HWB offer  
HWB Conversations  
Ensuring access

Six high impact actions  
Improve representation  
Deliver the EDI Strategy

Optimise Capacity  
Wider Workforce  
Support new models of care

Workforce Planning  
Attracting People  
Pipeline of future workforce  
Retaining People

Leadership Stocktake  
Leadership/Talent Intent  
Forward plan  
Career Conversations  
Lincs LEAD Group

# Priority 1. System approach to health & wellbeing

Looking after  
our People

*...in continuing to ensure the health and wellbeing of our staff:*

## We must:

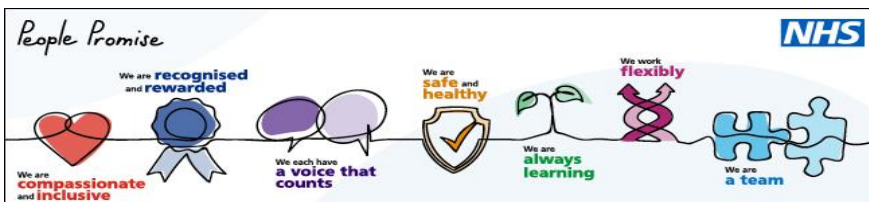
- Approach Health and Wellbeing as a system – modelled and promoted by leaders to secure 'buy-in'
- Agree the Lincolnshire Health and Wellbeing Strategy at Lincolnshire People Board and align to the Lincolnshire People Plan
- Review the Lincolnshire Health and Wellbeing Offer and rebrand the HWB hub
- Embed health and wellbeing conversations and support leaders in holding them effectively
- Clarify the operating model in ensuring access to the Lincolnshire Health & *Wellbeing Hub* and other initiatives
- Undertake a thorough Occupational Health Review
- Promote flexibility to retain talent (for example, menopause awareness, becoming a *menopause friendly* workplace)
- Collate timely intelligence to inform areas of priority in keeping people safe and well

## and as a result:

- Continue in developing a compassionate culture
- Increase uptake of HWB offers
- Improve the People Promise scores in 'we are safe and healthy' and 'we work flexibly'

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Strategic lead: Julie Stevens



# Priority 2. Promote inclusion & belonging

*...In seeking to shape a modern employment culture – promoting flexibility, wellbeing and career development, and redoubling our efforts to address discrimination, violence, bullying and harassment:*

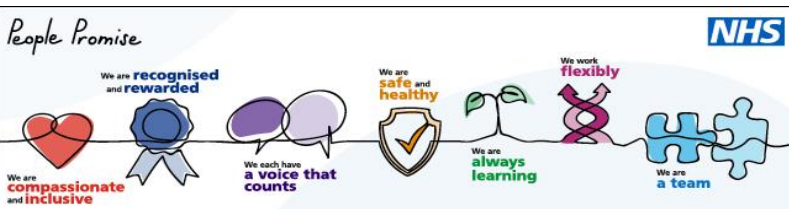
**We must:**

- Agree the Lincolnshire Equality, Diversity and Inclusion (EDI) strategy at Lincolnshire People Board
- Baseline the reporting requirements for EDI Data across the system (timely and meaningful EDI and staff survey data) across all groups with protected characteristics
- Deliver the six high impact actions to overhaul recruitment and promotion practices
- Implement plans to promote equality across all protected characteristics
- Embed staff networks across the system, ensuring they have the support to thrive and have a voice
- Clarify the principles of allyship in promoting wider attendance and engagement with staff networks and forums
- Fully utilise initiatives and guidance as they become available from NHSE/I and the CQC in relation to confidence to speak up initiatives e.g. Just Culture and Civility charter

**and as a result:**

- Respect, equality and diversity will be central to changing the culture and will be at the heart of the workforce implementation plan
- Improve the BAME disparity ratio and Increase proportion those in senior leadership with protected characteristics
- Improving the People Promise scores in 'we are compassionate and inclusive' and 'we are always learning'

Strategic Lead – Jane McLean





# Priority 3. Harness new ways of working in delivering health & care

New Ways of Working  
and Delivering Care

## ..in delivering 21st Century Care

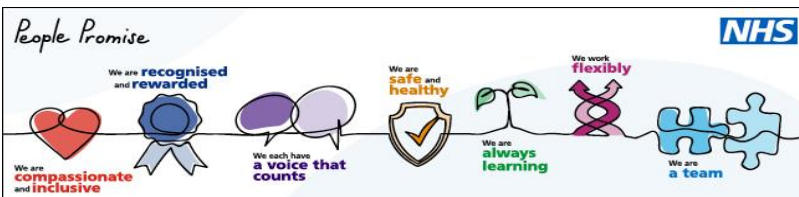
- Optimise Capacity of Workforce to make sure the right staff with the right skills are in the right place at the right time
- Supporting the Strategic Delivery Plan in clinical redesign of Care Closer to Home
- A clear approach to harness the opportunities within the ICS to promote and expand the volunteer workforce.
- Making the most of the skills in the wider workforce such as bank workers
- Develop a plan for system wide programmes and initiatives such as NHS cadets or reservists in conjunction with the Talent Academy
- Support organisations to harness the effort of the wider workforce – the 3rd sector, other volunteers and carers in developing the workforce in delivering new models of care
- Lead the system collaborative bank programme
- Optimise the capacity of the current workforce by ensuring the highest level of attainment set out by the 'meaningful use standards' for e-job planning and e-rostering

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and as a result:

- Staff, patients, service users benefit from well-designed volunteering initiatives
- Higher proportion of clinical staff deployed using e-roster and utilising e-job plan
- Collaborative bank strategy with all system partners engaged
- A result of the Reservist programme will be to have a flexible contingent workforce able to respond during peak times

## Strategic Lead – Dusty Millar



# Priority 4a. Growing our workforce – planning and modelling...

..to gain insight and plan ahead

**We must**

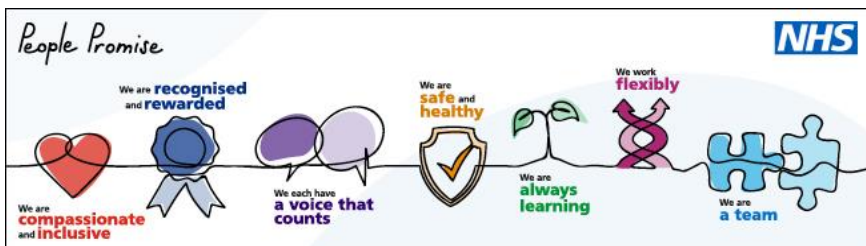
- Create detailed system workforce plan to identify and prioritise current workforce gaps across all system organisations.
- Secure expertise and / or WF planning system to address the planning requirements for modelling future needs
- Identify an effective platform for workforce modelling
- Introduce predictive analytic reporting to inform workforce planning across the system partners (NHS providers in 22/23)
- Agree System metrics to track progress against workforce plans and review to inform priorities.
- Engage with system partners for future wider implementation of workforce planning
- Building capacity and capability to inform workforce planning and modelling across all system partners

**and as a result:**

- Workforce Modelling capability is increased within the System and the System has a Workforce Plan

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Strategic lead: Ade Tams



# Priority 4b. Attraction into the Lincolnshire Health & Care System

..to grow the workforce in health and care

We must:

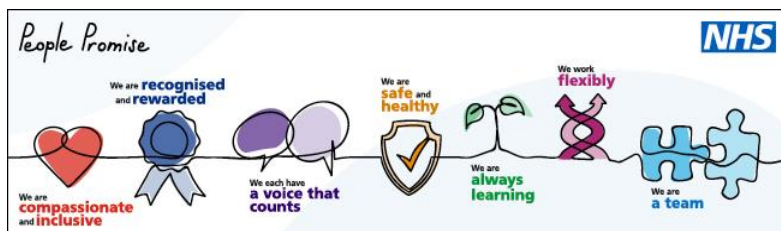
- Adopt a system-wide approach to attracting staff to Lincolnshire (domestic and International)
- Work with Health and Social Care partners in securing expertise
- Raise the profile of the County and the sector in a creative manner, utilising the skills of other agencies as appropriate
- In conjunction with the Workforce Planning Lead, and using the system-level intelligence on predictive vacancy positions, ensure there is a dynamic attraction and recruitment programme to meet demand
- Oversee the contract for the Digital Attraction Campaign Be Lincolnshire
- Attraction strategy stage 1
- Attraction Strategy Stage 2
- International Recruitment
- Oversee the Refugee Doctors programme

and as a result:

- **Lincolnshire will have a joint ambition to attract a workforce to live and work in the County**

Strategic lead: Claire Low

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# Priority 4c. Pipeline of our future workforce...

Growing for the  
Future

..to train as health and care professionals for the future

## We must:

- Align Talent Academy and Training Hub and ensure priorities and requirements are defined and agreed
- Evaluate the current entry level apprenticeships and scope the opportunities for apprenticeships within Primary Care
- Have oversight of funding to support existing or future workforce recruitment and pipeline – with a system rigour into the utilisation of the apprenticeship levy and other funding
- Enable system collaboration with education providers in order to maximise workforce pipeline, particularly in key roles
- Coordination of joint ventures such as ‘new to care HCSW’ cohort recruitment
- Ensure sufficient clinical placement capacity to enable students to qualify and register as close to their initial expected date as possible
- Working towards a 3-year Apprenticeship plan aligning with the workforce plan from 23/24

## and as a result:

- All System organisations to widen participation and create training and employment opportunities, including through expanding apprenticeships as a route into working in health and care; and create training and employment opportunities

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Strategic lead: Claire Low



# Priority 4d. Retaining our People

## ..a system approach

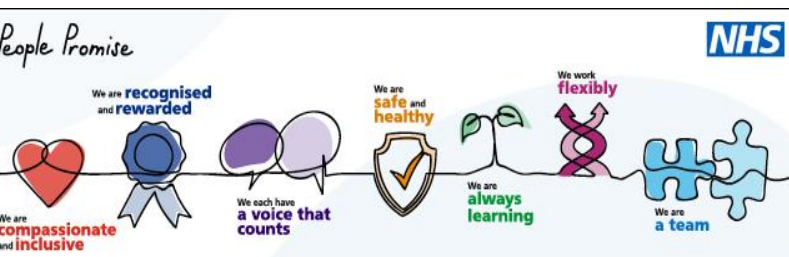
### We must:

- Develop a system-wide retention action plan
- Work with People Promise Managers to embed the People Plan and People Promise
- Work with system partners to maximise opportunities to retain staff across the NHS and Social Care
- Be instrumental in supporting the delivery of the ICS' retention priorities
- Ensure feedback, insight and evidence gained is utilised to enhance staff experience and retaining our people
- Deliver a system-wide retention plan, co-ordinate and manage the development and delivery of a specific set of retention outcomes – wider than flexible working alone
- Ensure all aspects of EDI are responded to in any retention activities including but not limited to the system-wide retention plan
- Agree the introduction of Portfolio Careers as a retention measure
- Deliver a scoping document outline portfolio careers concentrating on ACP and PA – fellowship programme
- Accelerate the introduction of expanding advanced clinical practitioners

### and as a result:

- Lincolnshire will retain talent within the County and sector

Strategic lead: Amy Beeton



# Priority 5. Leadership, Lifelong Learning & Talent

..to lead well in a changing landscape

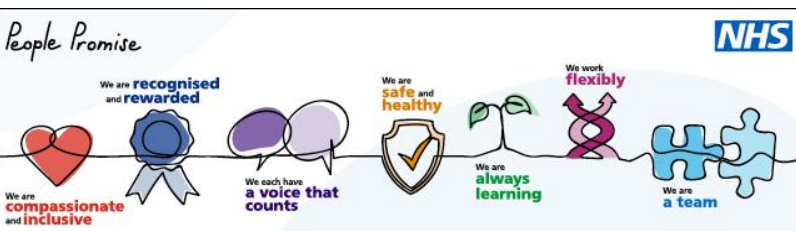
We must:

- Undertake a stocktake of the current offers and programmes
- Understand the national strategic intent
- Create a Lincolnshire Leadership and Talent Forward Plan
- Engage with the national team regarding the launch of the NHS Leadership Way
- Engage and support leaders in having Career Conversations
- Establish LEAD (learning, education and development) Group
- Ensuring staff are making the most of their skills and expertise will form a critical component of the NHS workforce implementation plan

and as a result:

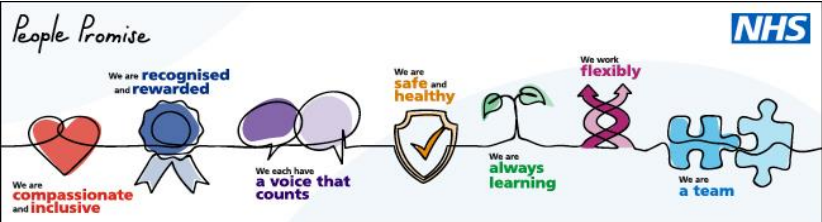
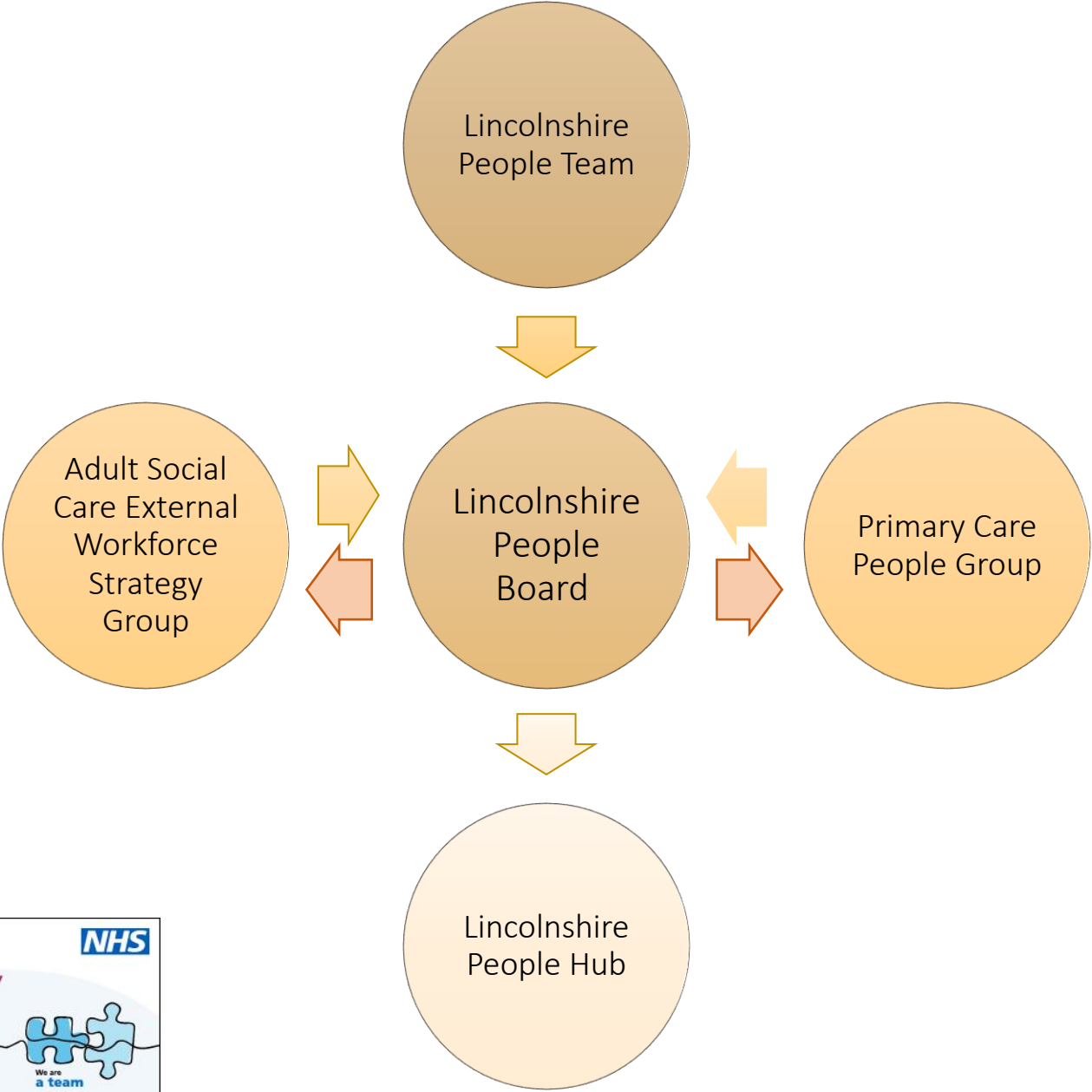
- Lincolnshire will train and retain great leaders in the system
- Improving the people promise scores in 'we are compassionate and inclusive'

Strategic lead: Sarah Akhtar

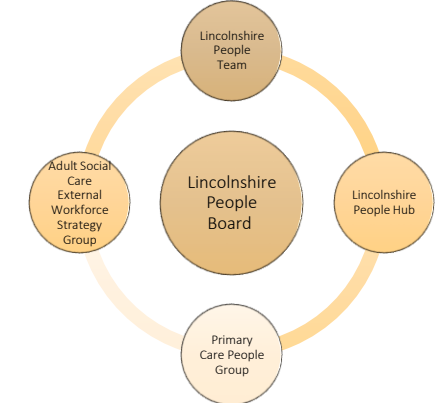


# The Lincolnshire People Collaboration

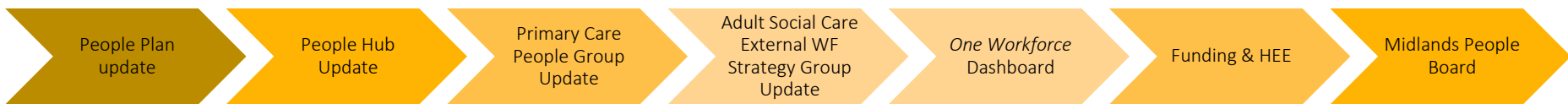
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# The Lincolnshire People Board



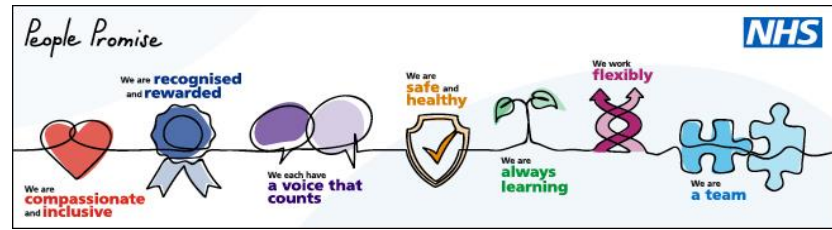
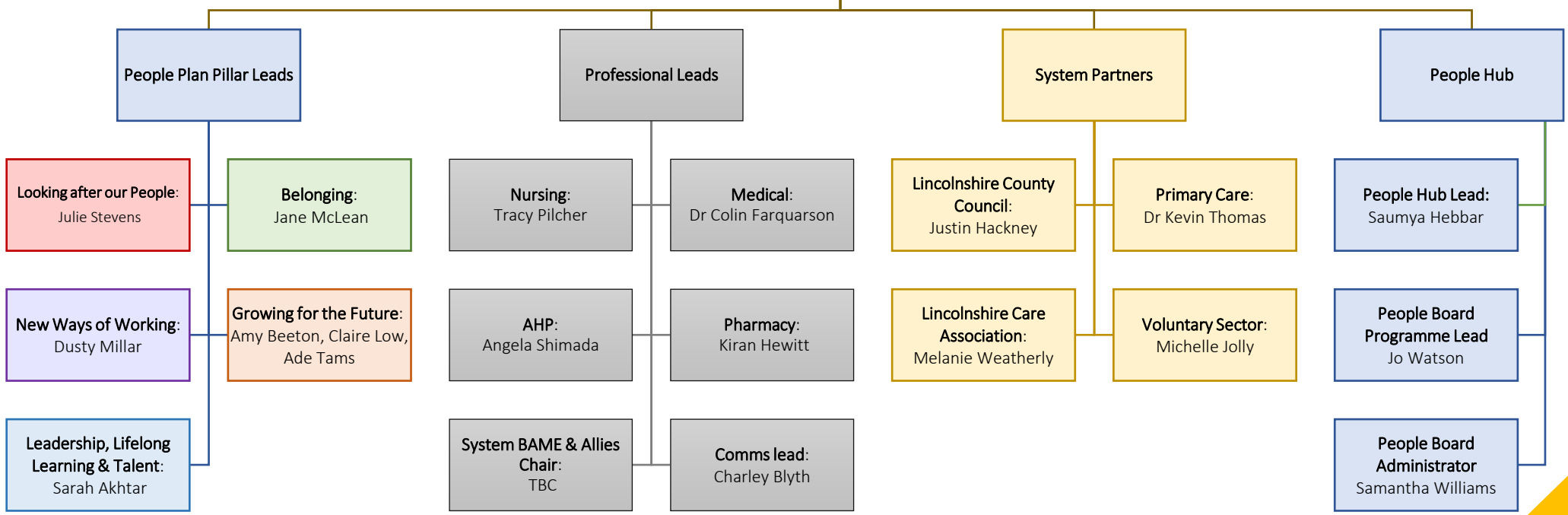
## Agenda



## Membership

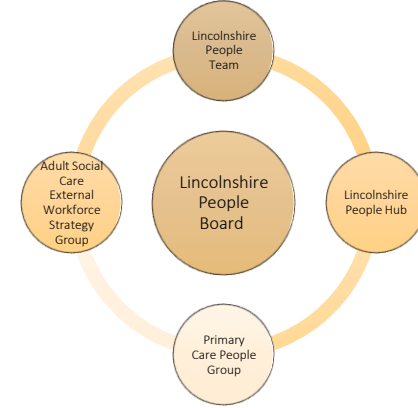
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Ceri Lennon, Chair





# The Lincolnshire People Team

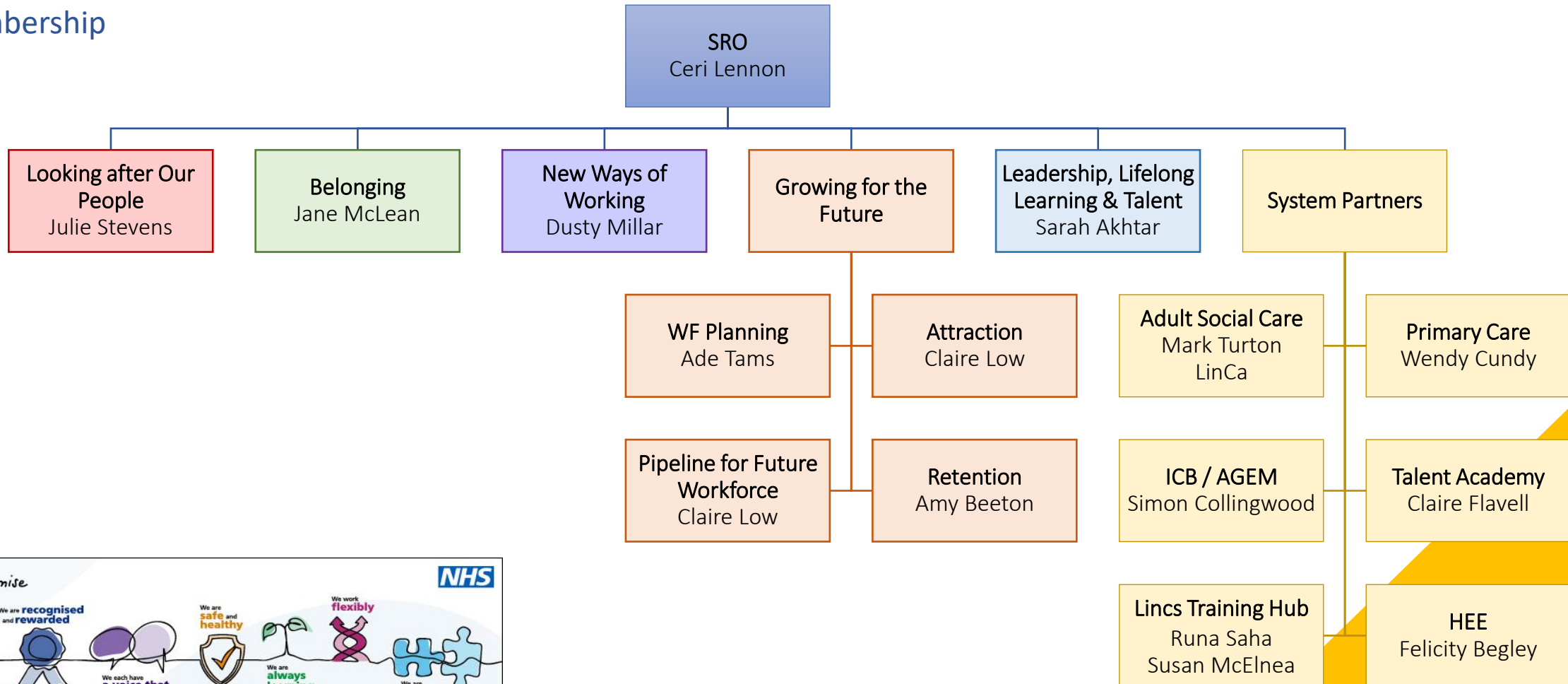


## Agenda

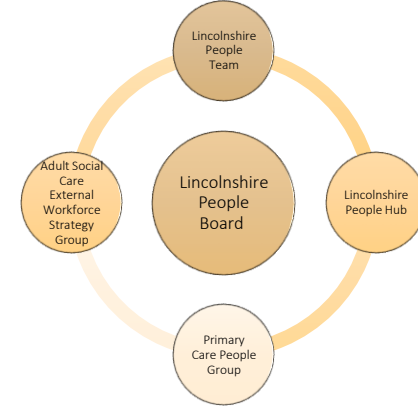


## Membership

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# The Lincolnshire People Hub



## Agenda



## Membership

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Associate Director of People  
Saumya Hebbar

System Workforce Lead & Looking after Our People Lead:  
Julie Stevens

Belonging Project Manager  
Angela Stockwood

Wider Workforce Lead  
Chris Scard

WF Planning Project Manager:  
TBC

Attraction Lead:  
TBC

Retention Lead:  
Vicki Lightfoot

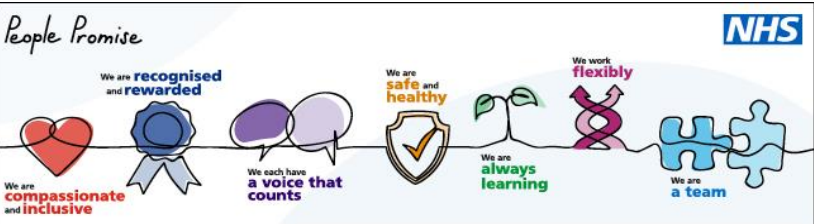
People Plan Programme Lead:  
Jo Watson

WF Planning Project Support:  
TBC

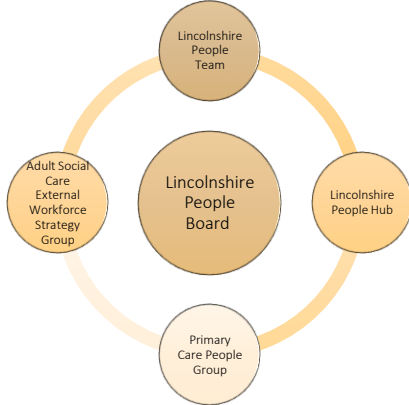
People Promise Manager LCHS:  
Musiiwa Takavarasha

People Plan Project Support Officer:  
Dominika Mroz

People Promise Manager ULHT:  
Liz Smith



# The Lincolnshire External Workforce Steering Group

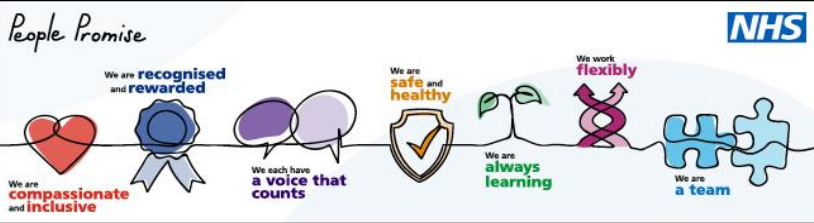
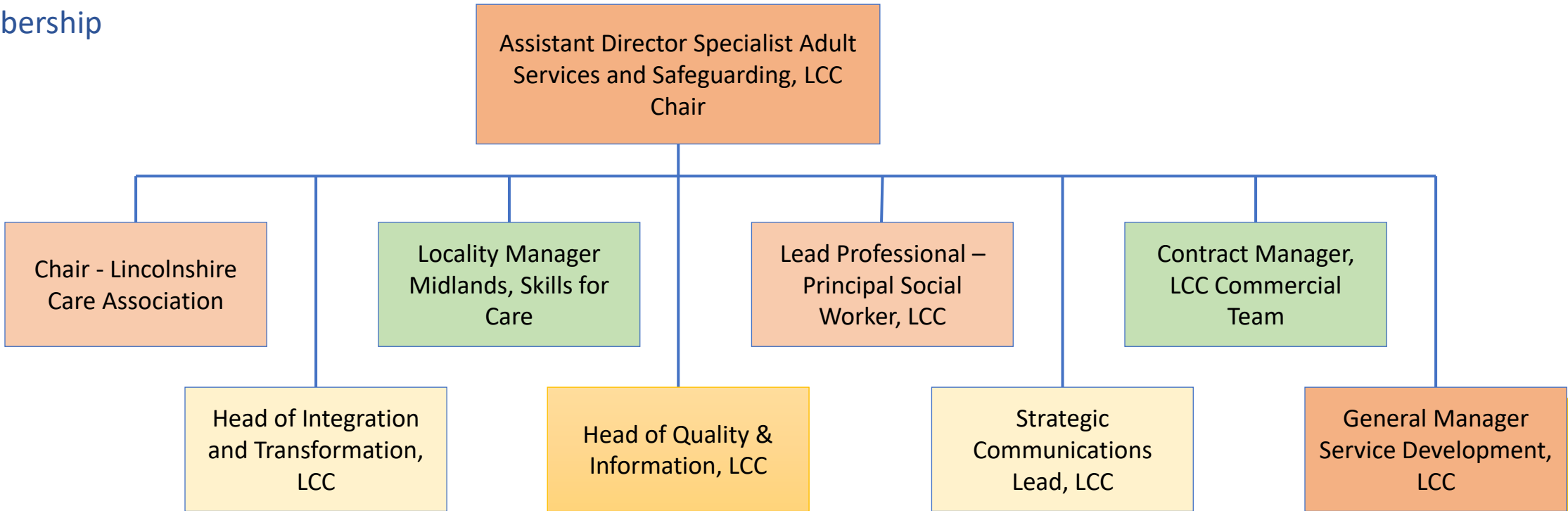


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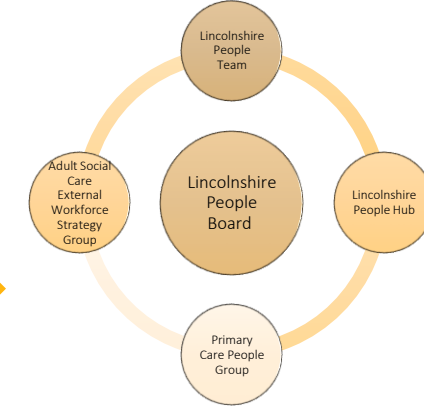


## Membership

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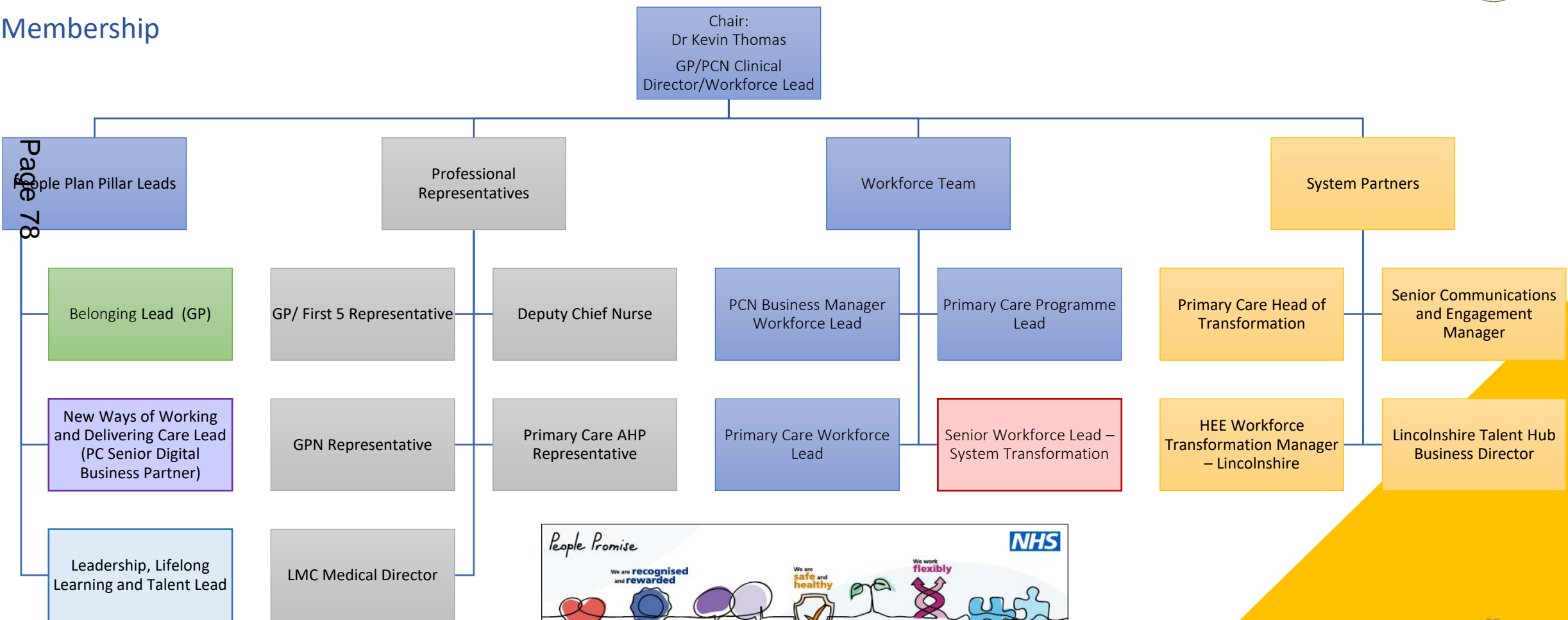
# The Lincolnshire Primary Care People Group



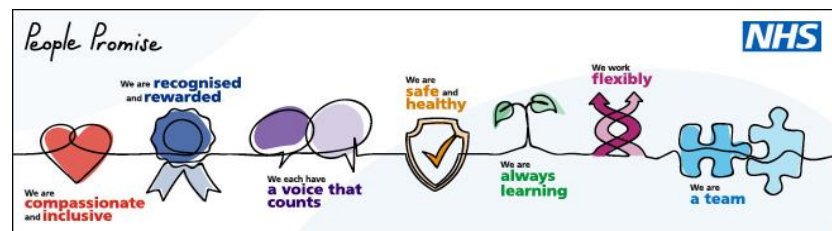
## Agenda



## Membership

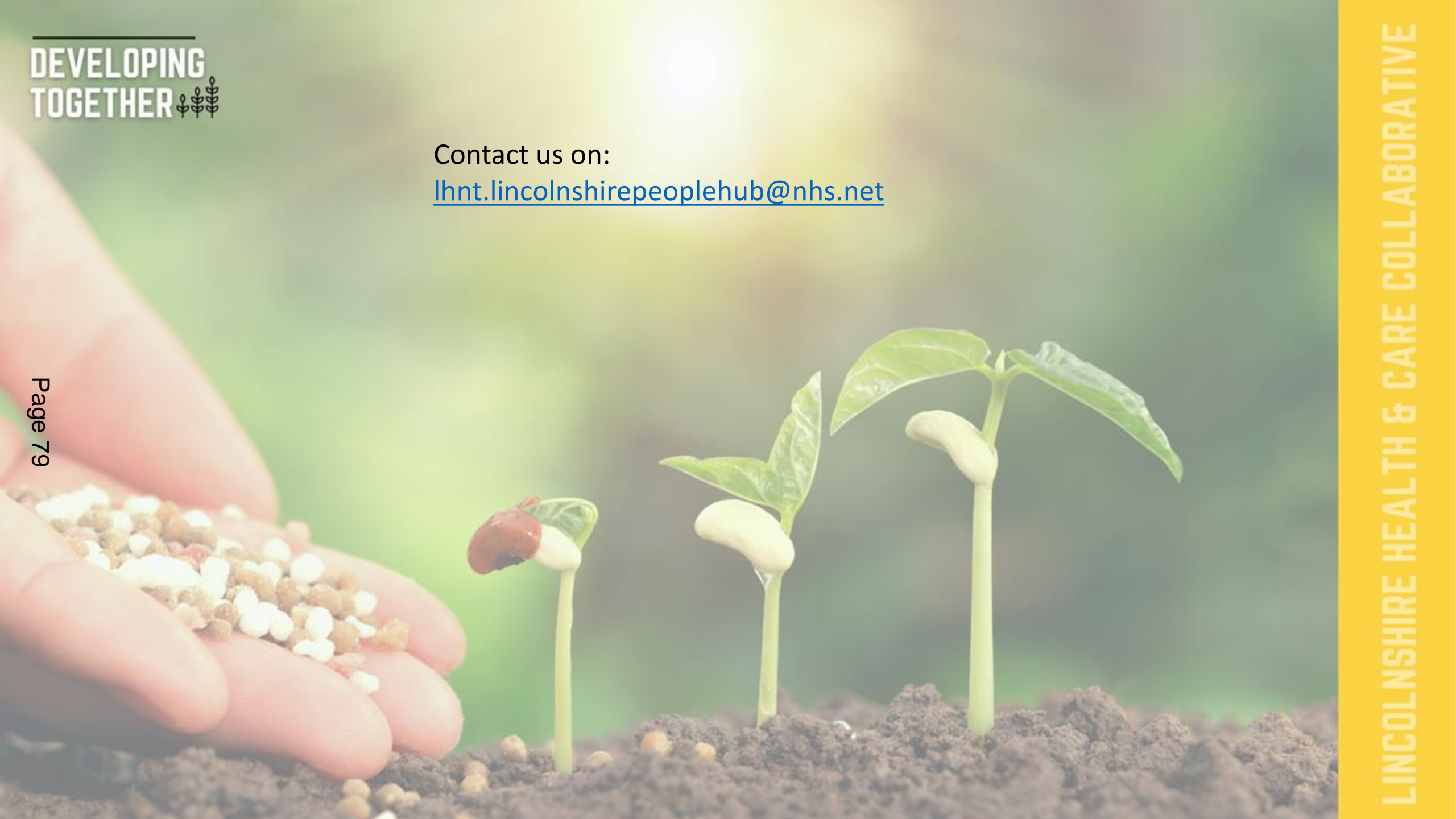


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Contact us on:

[lhnt.lincolnshirepeoplehub@nhs.net](mailto:lhnt.lincolnshirepeoplehub@nhs.net)



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