

# Our People Plan 2021-2023



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## Introduction from our CEO and Directors

Our People Plan shows our dedication to making LPT a great place to work and receive care. It promises that we will lead with compassion and inclusivity, with the health and wellbeing of our staff at the heart of all we do. It shows how we will work together to create an inclusive culture, where there is no discrimination or bullying. Through effective workforce planning we will nurture and support our staff to progress and flourish, offer them opportunities to deliver care through new models and in new roles.

These high-level overarching themes are reflective of the national NHS People Plan, as well as your ongoing feedback over the last year. They showcase the areas we will focus on, underpinned by large programmes of work with measurable success outcomes. This is an evolving plan, and will be updated as we move through the years to reflect the changing needs of our health and social care landscape.

Your feedback is paramount, and we are committed to continuing to listen, learn and support improvements through your involvement with the Our Future Our Way culture improvement programme.

## Our Trust Board

As of April 2021



**Cathy Ellis**  
Chair



**Angela Hillery**  
Chief Executive



**Mark Powell**  
Deputy Chief Executive



**Geoff Rowbotham**  
Non-Executive Director and Deputy Chair



**Faisal Hussain**  
Non-Executive Director



**Liz Rowbotham**  
Non-Executive Director



**Prof. Kevin Harris**  
Non-Executive Director



**Ruth Marchington**  
Non-Executive Director



**Darren Hickman**  
Non-Executive Director and Senior Independent Director



**Richard Wheeler**  
Chief Finance Officer



**Sharon Murphy**  
Interim Director of Finance



**Fiona Myers**  
Interim director of community health services



**Gordon King**  
Director of adult mental health



**Helen Thompson**  
Director of families, young people and children's services and learning disabilities



**Sarah Willis**  
Director of human resources and organisational development



**Chris Oakes**  
Director of corporate governance and risk



**David Williams**  
Director of strategy and business development



**Dr. Avinash Hiremath**  
Medical Director



**Dr. Anne Scott**  
Director of nursing, allied health professionals and quality

## Glossary

- **Group** – Refers to our group partners Northamptonshire Healthcare NHS Foundation Trust
- **CRG** – Clinical Reference Group
- **EDI** – Equality, Diversity and Inclusion
- **LLR System** – Leicester, Leicestershire & Rutland Health & Social Care System
- **QAC** - Quality Assurance Committee
- **SWC** – Strategic Workforce Committee
- **TED** – Training, Education and Development
- **WDES** – Workforce Disability Equality Standard
- **WODW** – Workforce Organisational Development and Wellbeing
- **WRES** – Workforce Race Equality Standard

## Our visions, values and strategy



Step up to Great

# We are the NHS: People Plan 2020/21

## [We are the NHS: People Plan 2020/21](#)

– [action for us all](#), along with [Our People Promise](#), sets out what our NHS people can expect from their leaders and from each other. It builds on the creativity and drive shown by our NHS people in their response, to date, to the COVID-19 pandemic and

the [interim NHS People Plan](#). It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver patient care.



This plan sets out practical actions for employers and systems, as well as the actions that NHS England and NHS Improvement and Health Education England will take, over the remainder of 2020/21. It includes specific commitments around:

- **Looking after our people** – with quality health and wellbeing support for everyone
- **Belonging in the NHS** – with a particular focus on tackling the discrimination that some staff face
- **New ways of working and delivering care** – making effective use of the full range of our people's skills and experience
- **Growing for the future** – how we recruit and keep our people, and welcome back colleagues who want to return

The arrival of COVID-19 acted as a springboard, bringing about an incredible scale and pace of transformation, and highlighting the enormous contribution of all our NHS people. The NHS must build on this momentum and continue to transform – keeping people at the heart of all we do.

# NHS England, LPT and LLR system colleagues will be focusing the first 3-6 months in 2021 on these priority areas:



Our people are safe, and supported to be physically and mentally healthy and well



We are open and inclusive, and staff have a voice



Making the most of the skills in our teams



Recruiting and retaining our people

## Employer/system action by end March 21

- Ongoing risk assessments
- Covid (and flu) vaccination
- Access to psychological and physical support
- Encourage health and wellbeing conversations

## Employer/system action by end March 21

- Staff networks prominent in contributing to and informing decision-making processes (e.g. on Covid vaccination and health and wellbeing of staff at greatest risk)

## Employer/system action by end March 21

- Safe deployment and CPD investment to support critical care capability and Covid vaccination programme

## Employer/system action by end March 21

- Develop workforce sharing agreements locally, to enable rapid deployment of our people across localities
- Develop system-level models of recruitment and retention

## Supporting national actions

- Maintain national HWB offer
- Mental health hubs
- Enhanced OH&WB offer
- Extend support to HWB Guardians and line managers

## Supporting national actions

- "EDI Inside" - resources and support to priority actions
- Senior systems leader support offer, and increase in digitally-delivered training

## Supporting national actions

- Covid vaccination programme
- National support for safe deployment in critical care (and other settings under particular pressure)

## Supporting national actions

- Workforce planning
- Digital passports
- Growing the numbers of clinical support workers
- Retention initiatives focused on at risk cohorts (e.g., over 50s)
- Bringing back staff / returners

## Employer/system actions by end June 21

- Embed health and wellbeing conversations (including training and support to line managers and a means of tracking delivery)

## Employer/system actions by end June 21

- Delivering against model employer goals
- Eliminating the ethnicity gap in formal disciplinary processes
- Overhaul of recruitment practices

## Employer/system actions by end June 21

- Digital and remote working plans including technology enhanced learning

## Employer/system actions by end June 21

- Develop competency-based workforce modelling and planning

## Looking after our people

We will make the NHS a better place to work by ensuring staff are safe and healthy, physically and mentally well and able to work flexibly

What	Why	Reporting	When
Ensuring diversity across recruitment panels	Ensuring representation across panels eliminates bias and enable recruiting for difference	EDI	Ongoing
Staff Engagement	Utilise staff survey/pulse surveys to improve staff and volunteers experience	WODW	Quarterly + Annual Survey
Staff Recovery and Reset Health and Wellbeing Offer + NED Champion	As we progress through the COVID-19 pandemic and move to recovery, reset and beyond, we will continue to provide our staff with relevant information and resources to support their health and wellbeing	Health and Wellbeing Lead WODW LLR System	2021 - 2022
Flexible Working	Improving the working arrangements for staff which supports their H&WB and productivity	SWC WODW	2021 - 2022
Listening Conversations	Listening to understand staff experience and create confidence to speak up	SWC EDI	Ongoing
Together Against Racism	The acknowledgment that racism and discrimination exist and taking action to tackle it together	EDI Group	2021 - 2022



Valuing one another



# Belonging in the NHS

We will take action to ensure the NHS is inclusive and diverse a place where discrimination, violence and bullying do not occur

What	Why	Reporting	When
Staff support groups	Growing the network of staff supports groups by providing a safe space for those who are under-represented in the workforce or who feel isolated to come together and provide mutual support and a collective voice	EDI	Monthly meetings
WRES/WDES Action plans	Our action plans have been developed using our data and are focused on achieving outcomes and include: reverse mentoring, cultural intelligence learning sets, mandating diverse panels to improve representation and increasing the level of engagement through Listening Events among other key activities	EDI	Annually
Increase BAME representatives at band 8a+	Model employer sets out a 5 year plan to improve BAME representation at senior levels in the Trust by 40 individuals at bands 8a and above.	EDI SWC QAC	6 monthly reviews
Continuing the Our Future Our Way culture leadership inclusion programme	Improving the culture and leadership within the Trust and responding to staff voice	WODW SWC	Ongoing
Leadership behaviours	Embedding our leadership behaviours across the organisation	WODW	Ongoing
Together Against Racism	The acknowledgment that racism and discrimination exist and taking action to tackle it together	EDI Group	February 2021



## New ways of working and delivering care

We will do this by making effective use of the full range of our people's skills and experience

What	Why	Reporting	When
Transforming working lives	Using digital solutions and new ways of working to make best use of skills, experience and capacity, responding to Covid and being future focussed	Transformation Committee Task and finish groups	2021 - 2022
Workforce planning	Ensuring the trust has structured WFP planning embedded across the Trust to inform planning for the future and sustaining longer term capacity	SWC LLR System	2021 - 2022
New roles development	Developing new roles to ensure multidisciplinary teams can provide the right capacity at the right time to deliver patient care	SWC Task and finish groups LLR System	2021 - 2022
Grow your own	To support the future workforce for LPT, LLR system and the NHS, and to provide staff with career development and progression with the aim of retaining our workforce	TED WODW Task and finish groups	2021 - 2022
Nurse associate centralisation	Enable a more structured and robust plan to recruitment and development the workforce and to meet future needs	TED Task and finish groups	2021 - 2022



Working together



## Growing for the future

We want to capitalise on the unprecedented interest in NHS careers and higher numbers of applications to education and training

What	Why	Reporting	When
Enhancing recruitment project	Making the most of workforce supply that is available by working creatively across team/Directorate boundaries	Transformation Committee SWC	2022 - 2023
Growing our own	To support the future workforce for LPT, LLR system and the NHS, and to provide staff with career development and progression with the aim of retaining our workforce	TED	2021 - 2022
Talent management and succession planning	To support career aspiration across the Trust, put in place development opportunities and enable all teams and services to create succession plans	WODW LLR System Group	2021
International recruitment	Supporting our workforce requirements for registered nursing, commencing international recruitment which will support additional capacity	SWC Task and Finish groups LLR System	2021 - 2022
Student placements	Enhancing the student placement experience by encouraging the potential workforce to remain in LPT or the LLR system	TED CRG LLR System	2021



Always learning and  
improving



Taking personal  
responsibility



We will continue to co-design with our people improvements to our culture, inclusion and leadership in order to create high quality, compassionate care and wellbeing for all

