



**Lancashire and  
South Cumbria**  
Integrated Care Board

**NHS Lancashire and  
South Cumbria  
Integrated Care System**

**ICS  
Belonging Plan**

**2023  
to 2028**

An individual whose gender identity and gender expression does not correspond with the sex they were assigned with at birth.

A point or way in which people or things are dissimilar.

Working together to complete a task or achieve a goal.

Showing compassion and empathy

Coming together to achieve joint priorities and outcomes.

Can count on others.

Feeling safe to speak your truth without fear

Being connected, respected, and united.

Opposing racism and promoting racial equality.

Understanding with empathy

An action or way of behaving that is usual and traditional among people in a particular group or place.

Recognition of difference to reach an equal outcome.

Types of disability: Mobility, Visual, Hearing and Hidden impairments; Deaf; Neuro diverse; Mental Health Survivor; Long-term Condition; Learning Disability; Autism

### Work

An individual's sense that their uniqueness is valued and respected by their organisation and colleagues; an accumulation of day-to-day experiences that enables a person to feel safe and bring their full, unique self to work.

An inhabitant of a particular place.

One workforce, one voice.

Divisions based on perceived social or economic status.

### Place

Reflected by communities, neighbourhoods and places of interest and what this means to people living in that place. Local organisations and services they offer will play a key role in enabling belonging in place.

The feeling of wanting to give your attention to something or of wanting to be involved with and to discover more.

Being actually and exactly what is claimed.

Considered to be important or beneficial.

Being heard, listened and recognised for your contributions

The acceptance and inclusion of people of all backgrounds.

How our individual identity and values are rooted within a history and heritage that we can share with others.

### Place

Reflected by communities, neighbourhoods and places of interest and what this means to people living in that place. Local organisations and services they offer will play a key role in enabling belonging in place.

The feeling of wanting to give your attention to something or of wanting to be involved with and to discover more.

Being actually and exactly what is claimed.

Considered to be important or beneficial.

Truthful and sincere.

Gladly received.

Generous, helpful, and thinking about other people's feelings.

Complete trust or confidence in someone or something.

The condition of sharing or having certain attitudes and interests in common.

Thoughts, ideas and perspectives of all individuals matter.

Displaying kindness and concern for others.

Feeling or showing pleasure or contentment.

A particular position, point, or area in space.

A district or community within a town or city.

# Executive summary

Our Lancashire and South Cumbria (LSC) Integrated Care System (ICS) belonging plan sets out our commitments to developing a truly joined up approach to creating inclusive workplaces that enable our people to do their best work, and to create better opportunities for communities to thrive. With this in mind, our people, our citizens and our patients are placed at the heart of our transformation in LSC being the best place to live, work and belong. We will work across our whole system, focusing on improvements at place, ICS level and individual organisation level.

We are clear on the 'what' and the 'why' but up until now we have not grasped the 'how'. But rest assured that the hard work has already begun.

There are enormous challenges in LSC as our geography stretches from Barrow-in-Furness down to Morecambe Bay. We serve a population of approximately 1.8 million across four places; Blackpool, South Cumbria, Blackburn with Darwen and Lancashire. We have a total workforce of around 93,840. There are significant differences in the number of years people can expect to live a healthy life across our area. In some of our neighbourhoods, healthy life expectancy is just 46.5 years. More than 20,000 people living in LSC have five or more long-term health conditions and in some places the number of children living in poverty is as high as 38%.

Each of the four places and their respective populations within our geography have significant differences. Given the evident disparities, in line with our commitment to all strands of diversity, in its broadest sense, we have a number of key challenges. These include to attract and retain a workforce that is representative of the communities we serve, retain the diverse workforce we already have, improve the experiences of our diverse workforce and to contribute to building social capital in local communities. Only then, we believe, we will achieve our desired outcomes.

Our focus will be to increase the intersectional diversity of our workforce by making improvements to our recruitment process and retaining our people by ensuring our career progression programme is inclusive by design. To build for the future, we must inspire new staff to join and encourage existing staff to stay. We will invest in our talent through coaching, mentoring, and sponsorship programmes, coupled with fair and transparent processes. This can only be done by treating people equitably and without discrimination. We recognise that our data systems do not capture transgender as a protected characteristic group. We use the term LGB+ which reflects a community within and across our workforce. However, this will not limit our efforts to ensure we go the extra mile to engage, listen, and make the necessary improvements to ensure our Trans community are equally seen and heard in our workplaces.

We will implement a culture transformation programme that respects and values all the differences our workforce brings. This will be led from the top and across all levels of our leadership teams through role modelling inclusive behaviours, and taking a zero-tolerance approach



**93,840**  
NHS Lancashire  
and South  
Cumbria  
workforce

to bullying, harassment and discrimination. Our value-based mindset and inclusive behaviours will enable us to be the employer of choice, delivering high-quality care to our patients and citizens.

As we better understand the health inequalities experienced by our communities, our programme of work on widening participation will aim to reach deep into neighbourhoods. In partnership with the voluntary, community, faith and social enterprise sectors and the local authority we will extend our employment offer to drive socio and economic improvements. Our aim is to make employment options simpler and even more accessible with the focus on improving living standards for those residing in areas of high deprivation and on the lowest of household incomes. Our communities will be at the centre of everything we do. We want to help make people's dreams turn into a reality.

Furthermore, it is through our close partnerships across our whole system and collaborative way of working that we will achieve the ambitions and commitments set out in this plan. Together we will inspire our people, our citizens and our communities to come together, to value our differences and to deliver the health and care that matters to them.

Year one of the belonging plan will have two equal areas of focus. Firstly, it will look to make demonstrable improvement across the NHS sector in terms of staff experience and representation. Secondly, the plan will actively look to align its inclusion priorities with local government and our voluntary sector partners.

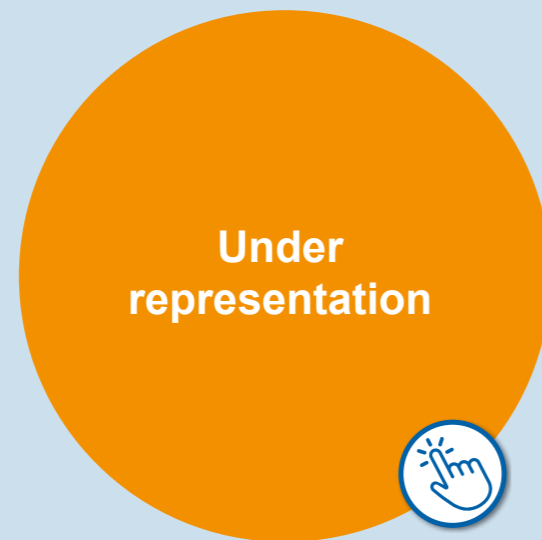
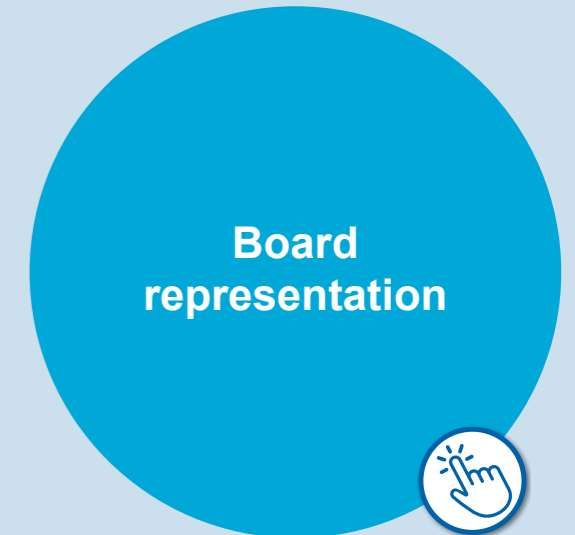
Over the course of this five year plan it is hoped for the creation of deepening synergy across all partners, to ensure a unified and consistent inclusion offer across all our health and care sector colleagues within each of our four places.

We would like to acknowledge the contributions, expertise and lived experiences shared with us by staff, staff networks, managers and system leaders in helping to shape this plan. We hope this plan - which is in line with the NHS's first equality, diversity and inclusion (EDI) improvement plan - provides the framework for making the LSC an even better place to work whoever you are, where all staff feel they belong, can thrive, and - ultimately - deliver the best possible service for our patients.



# Where are we now?

There are a number of inequalities we need to address, for which we have devised a clear plan of action, featuring priorities and measures of success.



Did you know in Lancashire and South Cumbria...

The NHS Electronic Staff Record (ESR) system does not have the capability for trans employees to share their identity and so our understanding of their experience at work is limited

50% BME and 56% LGB+ LSC colleagues reported that opportunities for career progression and promotion felt unfair (2022 staff survey)

More than 20% of our workforce are over the age of 55 and will therefore retire in the not-too-distant future

# One workforce: belonging...



...these principles are at the heart of our aims

# Our five year vision

Road map setting out our ICS belonging plan for Lancashire and South Cumbria.



Did you know in Lancashire and South Cumbria...

By 2033, the population of Lancashire and South Cumbria is expected to be 2.05 million

9% of our population are from ethnically diverse backgrounds

Since Covid, our workforce has grown by 9%

# Place

Lancashire and South Cumbria is a geographically diverse area in the North-West of England which comprises coastal towns, urban city centres and rural villages. The population is approximately 1.8million, set to increase to 2.05 million by 2033. Our challenge is to ensure we retain our ageing workforce, attract young and diverse talent in to our health and care roles and as a minimum ensure we reflect the communities, patients and citizens we serve.

## Priorities

### Year 1 (from April 2023)

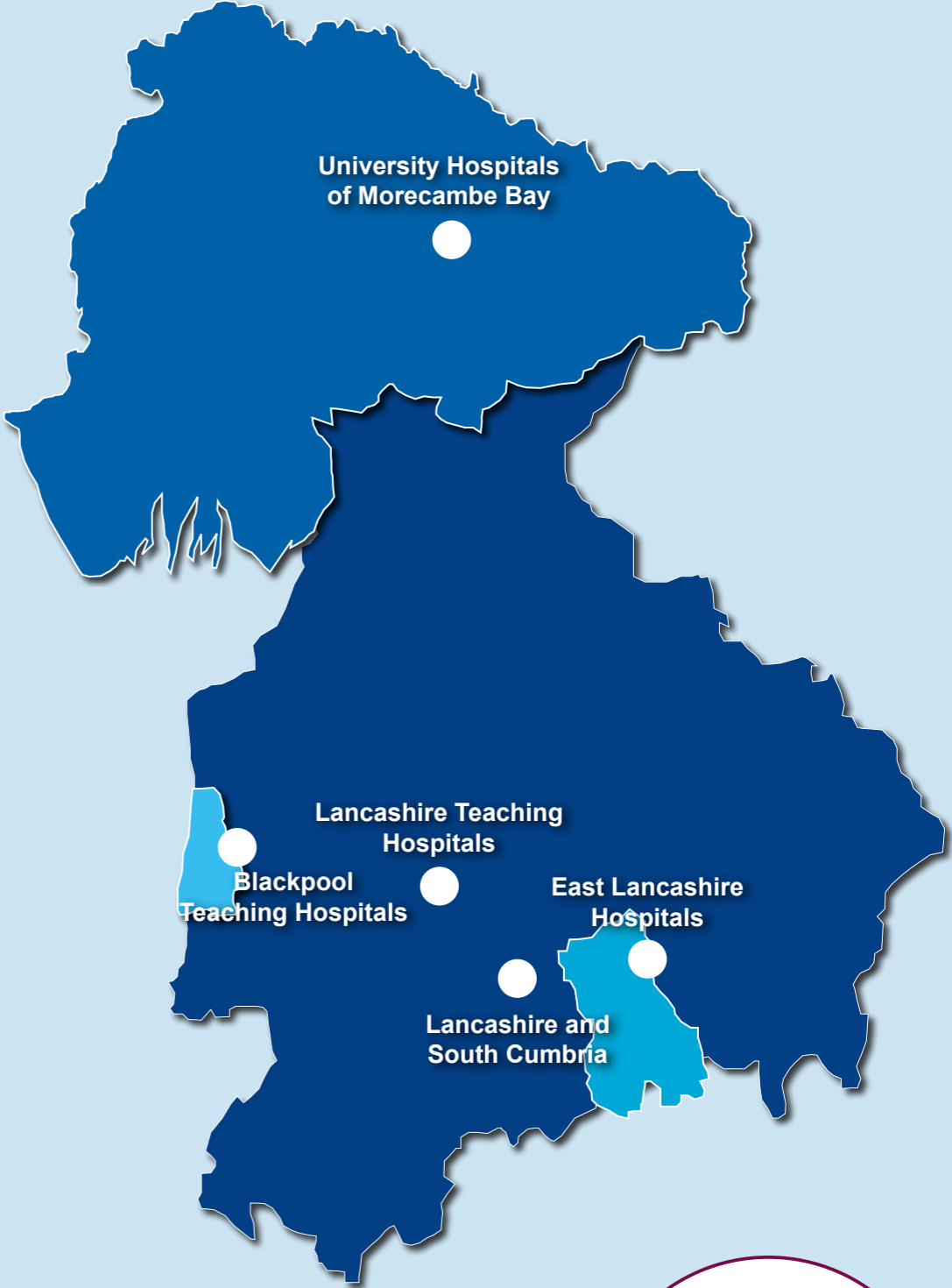
- Implement widening participation programme to attract diverse talent from local communities.
- Implement Equality and Health Inequalities Impact Assessment (EHIA) toolkit across the whole system.

### Year 2–5

- Completion of [Health Equity Assessment Tool \(HEAT\)](#) and EHIA for all service design, service delivery and change to health and care service, ensuring our people, our citizens and our under-served populations are reflected in our health and care services.
- Build on widening participation programme for under-represented communities, focus on care leavers, refugee communities and carers.

“Our steadfast commitment to delivering on our Belonging priorities is absolutely essential in ensuring that every partner organisation within the ICS is able to nurture a diverse, representative and inclusive culture where the needs of people from all backgrounds are met and where every single one of our people feels valued, safe and heard.

As one of the largest counties in England, our resident population in LSC is hugely diverse, and by ensuring that our residents recognise themselves and their own communities in our workforce when accessing services, I am confident that we can truly begin to make a positive difference to improving health outcomes and reducing the myriad of inequalities experienced by different groups within our population.”



“I have lived and worked in Blackpool and South Lakes and there is a very high older population in South Lakes and pockets of unseen social deprivation which I have seen as a District Nurse. There is a misconception that South Lakes in where wealthy people live. Of course there are wealthy people who live there but who would have thought that Windermere would need a Foodbank.”

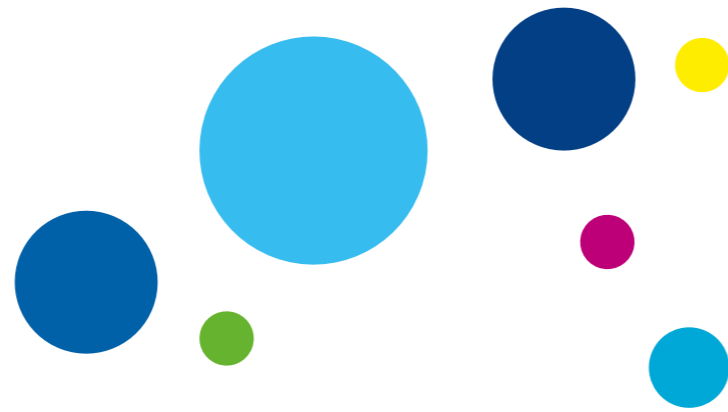
Interesting facts about Lancashire and South Cumbria...

More than 90% of the population are white

Approximately 40% of ill-health is due to smoking

Nearly a third of residents live in deprivation

# ICS level



Lancashire and South Cumbria ICS is a partnership of organisations that come together to plan and deliver joined up health and care services to improve the lives of people who live and work across the four geographical areas we serve.

## Priorities

### Year 1 (from April 2023)

- Develop guidelines on inclusive recruitment.
- Delivery of Non-Executive Director (NED) development, reciprocal mentoring and inclusion training.
- Showcase examples of good practice and success stories.
- Link organisation-based staff networks.
- Provide oversight of (Workforce Race Equality Standard) WRES and (Workforce Disability Equality Standard) WDES.

### Year 2–5

- Develop and deliver a comprehensive induction, onboarding and development programme; implement a support package for internationally recruited staff.
- Implement a data-led approach to recruitment and talent progression.
- Support the development and implementation of inclusive and compassionate clinical and non-clinical leadership at all levels.
- Ensure health inequalities within the workforce are well understood and reduced; nursing, maternity, primary care and Allied Health Professionals (AHP).
- Embed an inclusive and compassionate culture programme which eliminates bullying, discrimination, harassment and physical violence.
- CEO specific and measurable EDI objectives to which they will be individually and collectively accountable.

## Did you know...

**Lancashire is one of the youngest counties in the UK. It was formed in 1182**

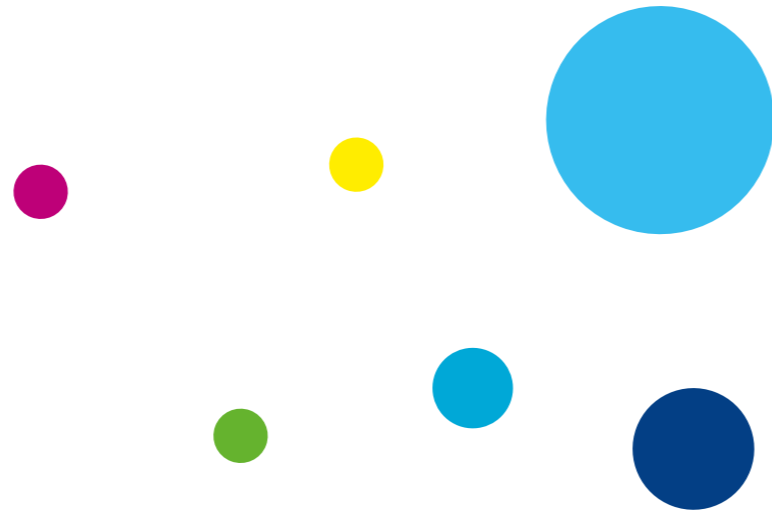
**‘Our Digital Future’ strategy outlines five interconnected themes to improve our health and care across the system**

**In England, 1 in 19 working age adults is employed by the NHS**





# Individual organisation in the ICS



## Priorities

### Year 1 (from April 2023)

- Implement data sharing campaigns to encourage better data capture on ESR.
- Senior leaders to share statement of commitment on tackling inequalities and health inequalities.
- Identify clear priorities to reduce inequalities aligned to WRES and WDES, including inclusive recruitment, career progression and reducing bullying and harassment.
- Ensure staff networks are promoted and supported.
- Implement EDI training and development.
- Implement activities recognising and valuing differences in culture, religion and celebration days.

### Year 2–5

- Create a culture of compassionate and inclusive leadership, eliminating bullying and harassment, discrimination and physical violence at work.
- Implement inclusive behaviours through role modelling and allyship.
- Use ESR data to understand the diversity of the workforce and Gender Pay Gap across pay bands.
- Deliver on the WRES and WDES equality standards.
- Implement LGB+ improvement framework.
- Implementation of frameworks and accreditations such as the Anti-Racist Framework, Disability Confident, Employer and Disability Charter, Veteran Aware and Rainbow Badge.
- Implement fair and inclusive recruitment process.
- Implement targeted talent progression programmes for BME and disabled people.
- Develop staff networks, amplifying the voice of under-represented staff, encouraging a decision-making voice.
- Implement specialist training for all line managers, focus on inclusive recruitment.

## Interesting facts about Lancashire and South Cumbria...

**21,442 people have five or more long term health conditions**

**There are 175,000 unpaid carers**

**63,000 people providing more than 50 hours each week of unpaid care**



# Belonging workstream governance

Our NHS is built on the values of everyone counts, dignity and respect, compassion, improving lives, working together for patients and commitment to quality. These values underpin how health and care (this includes local authority) is provided, but also extends to our LSC workforce.

We aspire to be an ICS that people want to work for. We want to attract and retain the best people to create high-performing teams with a strong, collaborative, can-do culture. We will all work together to ensure we further strengthen our workforce. Our core workforce priorities are:

- Increase our workforce capacity.
- Develop the culture of Equality, Diversity and Inclusion and belonging for our people.
- Transform and innovate through People Digital.
- Improve the health and Wellbeing of our people.
- Optimise workforce productivity and transformation across our system.

Belonging is identified as one of 5 top priorities for our Lancashire and South Cumbria workforce. This key priority area will facilitate measured delivery of our other important priorities. To capture what success will look like, we have set out the governance framework for belonging across our system. There are clear lines of responsibility and accountability, which are reported on a regular basis into the People Board and up to the ICB.

Our Belonging workstream, which is aligned to the [NHS equality, diversity, and inclusion improvement plan](#), is led by a Senior Responsible Owner (SRO) who is from within the ICS and will support the successful delivery of the Belonging workstream.

Belonging runs through our [ICS core purpose](#) our [LCS Joint Forward Plan](#) and the [ICS Workforce priorities](#). Our commitment to the [People Promise](#) fully supports and further embeds the Belonging workstream. We recognise the interdependencies with our work on Health and Well Being and our population health workstreams, which run alongside the Belonging programme.

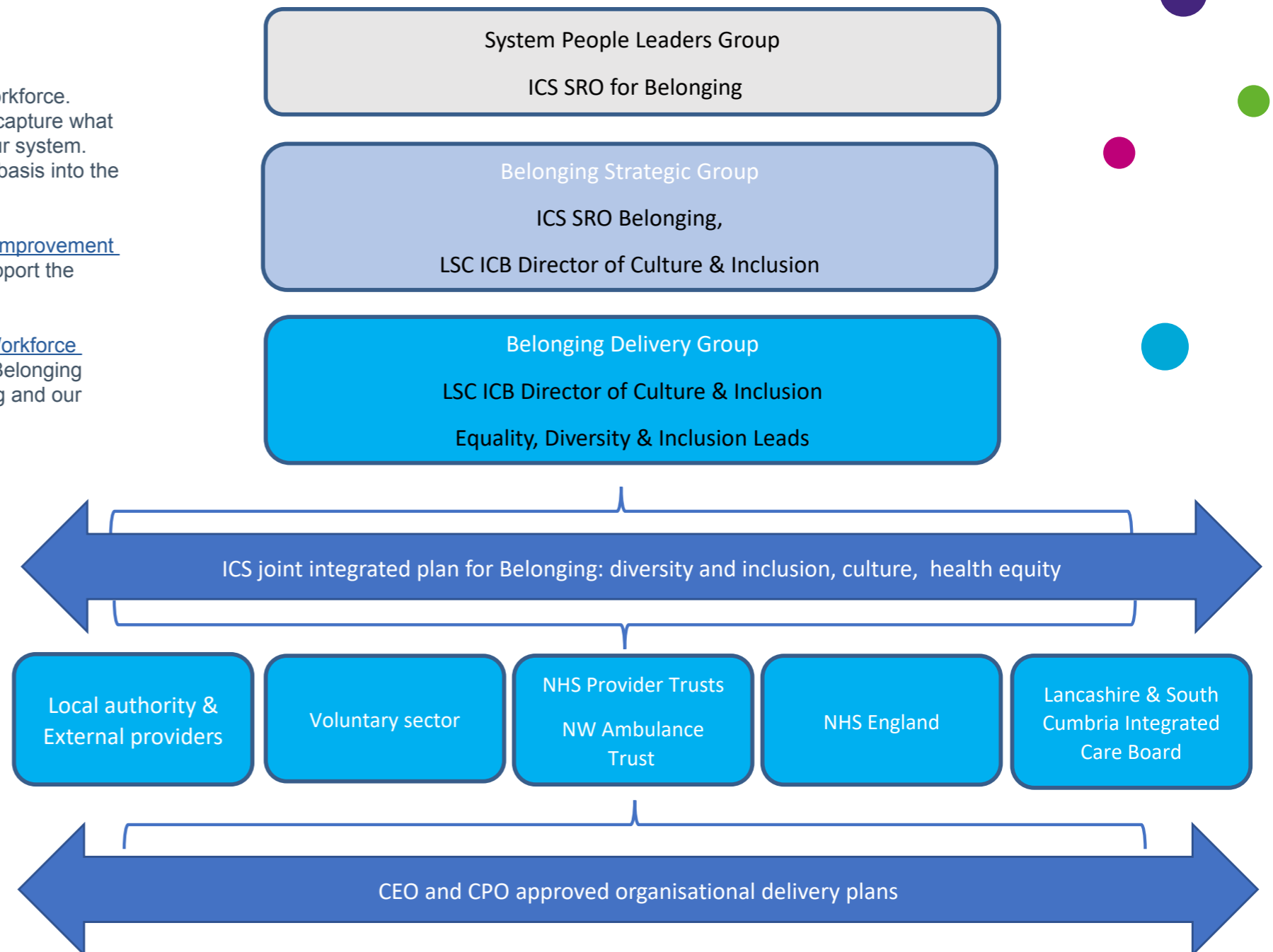
As a responsible organisation we remain committed to adhering to government laws, health and safety standards, equality and fairness for all and data and security requirements. In adherence to the Public Sector Equality Duty we will embed Equality and Health Inequality Impact Assessments (EHIA) and continue to deliver improvements to our equality standards. These include but are not limited to the following equality standards of excellence;

- [Workforce Race Equality Standard](#)
- [Workforce Disability Equality Standard](#)
- [Equality Delivery System](#)
- [BAME Assembly Anti-Racist Framework](#)
- [Disability Confident Employer](#)
- [Rainbow Badge](#)
- [Stonewall's Workplace Equality Index](#)

## The ICS LSC Belonging Governance Framework

Below is an overview of the Belonging operating model with our ICS partners and flow of accountability for the Belonging programme.

Partners from across our ICS are committed to collaborate to identify shared priorities in tackling the challenges that exist in relation to diversity and equality of our health and care workforce, to transform the culture of our organisations and ensure our employer commitment is developed and implemented.



# Measures of success

Collectively, we will measure our success in the short-term (1 year) and long-term (2-5 years). We expect to track progress through the Gender Pay Gap reports, WRES and WDES metrics, improvements through our staff survey results and our workforce data reports. Governance and accountability for progress will follow through the Belonging operating model laid out in page 11 of this plan.

Measures of success – short to medium term



What will success look like?

In five years' time, if we have successfully achieved what we set out to, we believe...

Belonging benefits...



Measures of success – medium to long term



Belonging outcomes...



How we will know we have made a difference...

Our people will tell us about their workplace experiences through the staff survey results

Our workforce data will evidence the diversity of our workforce by numbers

The voice of our people is heard through staff networks, listening rooms and regular engagement so that our processes, policies and practices are reflective of everyone's needs

# How we will work together...

## Partnership, collaboration and integration

Our integrated care system (ICS) will work with the key partners described in the belonging governance framework. We will harness our expertise collectively to achieve our ambition and share resources to accomplish mutual goals. Through sharing knowledge, resources and experience will bring a better perspective to all aspects of our work and help to enable productivity, work more efficiently and facilitate inspiring teams to deliver on the belonging priorities across our ICS.

## Our partners

[Lancashire and South Cumbria Health and Care Partnership](#) is a partnership of the following organisations:



## Strong leadership, successful collaboration will require:

- Shared agreement about problem areas
- Shared aims, values, principles about change, and improvement strategies
- Shared outcomes and accountability at all levels for those outcomes
- Shared commitment to monitoring outcomes and making adjustments when barriers and problems are identified
- Shared information and resources – doing it once
- Opportunities for risk-taking, and continued learning.

## Benefits of partnership, collaboration and integration:

- Encourages problem-solving.
- Allows colleagues to learn from each other.
- Colleagues' productivity rates likely to increase.
- Overall problem-solving becomes easier.
- Team collaboration will help enhance the ICS's ambition to become an example of good practice.
- Remote teams and individuals are likely to be more productive.



...these are our guiding principles for collaboration

# Find out more

## **Lancashire and South Cumbria Integrated Care Board**

[www.lancashireandsouthcumbria.icb.nhs.uk](http://www.lancashireandsouthcumbria.icb.nhs.uk)

## **Lancashire and South Cumbria Integrated Care System**

[www.healthierlsc.co.uk](http://www.healthierlsc.co.uk)

## **Lancashire and South Cumbria ICS interactive map**

[www.healthierlsc.co.uk/ServiceMap](http://www.healthierlsc.co.uk/ServiceMap)

## **Lancashire and South Cumbria – Partners**

[www.healthierlsc.co.uk/partners](http://www.healthierlsc.co.uk/partners)

## **Accessibility Statement**

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To request information or any of our key documents in an alternative format such as easy read,

For any questions and further information  
e-mail [lsc.icb@nhs.net](mailto:lsc.icb@nhs.net) or telephone **01772 214232**.

Some photography courtesy of University Hospital Morecambe Bay Trust