



<b>Report to:</b>	Integrated Care Board
<b>Date of Meeting:</b>	13 July 2022
<b>Subject:</b>	People Strategy
<b>Director Sponsor:</b>	Executive Director for People
<b>Author:</b>	Katy Marshall – Strategic Culture and Workforce Lead, Emma Marshall Workforce Programme Lead

**STATUS OF THE REPORT:** *(Please click on the appropriate box)*

Approve  Discuss  Assurance  Information  A Regulatory Requirement

**SUMMARY OF REPORT:**

In Summer 2021 collaborations began with a variety of partners across Humber and North Yorkshire Health and Care Partnership to assess our system’s readiness for moving forward as an integrated care system. This work was further shaped through stakeholder engagement and involvement to develop a People Strategy and priorities that were relevant at a system, provider, and place level.

Our People Strategy, People Function Structure and funding streams have been approved by a variety of groups and, although further work is required to refine and develop these going forward, we wish to assure the Board’s and secure ongoing support for the Humber and North Yorkshire Health and Care Partnership People Strategy.

**RECOMMENDATIONS:**

Members are asked to:

- i) Note the content of the report.
- ii) Support and engage in the creation, success and learning in the delivery of the People Strategy.

**ICB STRATEGIC OBJECTIVE** *(please click on the boxes of the relevant strategic objective(s))*

Realising our vision	<input checked="" type="checkbox"/>
Improving outcomes in population health and healthcare	<input checked="" type="checkbox"/>
Supporting broader social and economic development	<input checked="" type="checkbox"/>



Tackling inequalities in outcomes experience and access	☒
Delivering our operational plan 2022/23	☒
Developing our ICS	☒

<b>IMPLICATIONS</b>	
Finance	Funding to support the structure and delivery of the strategy through a number of different funding streams has been agreed to enable the development and implementation of plans however a risk remains to the longer term financial sustainability of the People Structure and Strategy.
Quality	Delivery of our People Strategy will enhance the quality of our service provision, enabling those working within our partnership to be at their best, more of the time.
HR	The People Function of the ICB will grow to enable delivery and bring more specialists into the field of HR and OD. The structure incorporates the 'lift and shift' of previously employed in the CCG HR and OD team.
Legal / Regulatory	The People Strategy will allow the delivery of the 10 People Outcomes and ICB responsibilities associated to this.
Data Protection / IG	N/A
Health inequality / equality	Building new ways to recruit, support and develop our workforce will support health inequalities work and assist in the levelling up of our population.
Conflict of Interest Aspects	N/A
Sustainability	The transformational change will be designed to support sustainability. However, funding streams do not currently support the long term of provision of delivery.

<p><b>ASSESSED RISK:</b> <i>(Please summarise the key risks and their mitigations)</i></p> <p><b>Failing to recruit:</b> External advertising to new roles, using social media to reach a wider audience and offering remote working to minimise location challenges. A strong team ethos is being developed as the new team is created to ensure collaborative values and behaviours to aid a psychologically safe working environment and positive reputation.</p> <p><b>Lack of stakeholder engagement:</b> Building strong, working relationships with all stakeholders, listening to their needs and wants, working collaboratively and developing high levels of trust.</p> <p><b>Funding:</b> Funding obtained to enable the structure to be recruited to and priorities met going forward. Dependency on non-recurrent funds and under investment in the People function through the ICB financial envelope risks medium and long term financial sustainability of the People Strategy through the ability to resource and deliver outcomes.</p>
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**Change of political direction:** System and national data shows that the areas of priority are long standing areas of concern within health and social care.

**MONITORING AND ASSURANCE:**

The progress and the impact of the People Strategy will be monitored through the ICB Workforce Board and the Integrated Care Board as appropriate.

**ENGAGEMENT:** *(Please provide details of any clinical, professional or public involvement work undertaken or planned. Summarise feedback from engagement and explain how this has influenced your report. If you have not yet engaged with stakeholders include a summary of your plans.)*

Initial collaboration and engagement with a variety of providers across the system, including volunteer and charity sector, through open discussion forums, meetings, ignition event and informal discussions. This qualitative information has created the People Strategy focus and priorities.

Further engagement is planned system wide and with regional and national teams in the development of the plans to deliver priorities and the structure required to support this. We are setting the scene in how we will work going forward, with activities being jointly created, developed and implemented.

**REPORT EXEMPT FROM PUBLIC DISCLOSURE**

No  Yes

If yes, please detail the specific grounds for exemption



## People Strategy

### 1. INTRODUCTION

- 1.1. The paper provides an overview of the Humber and North Yorkshire Health and Care Partnership People strategy and priorities. This purpose of this paper is to formally share our People Strategy with the Humber and North Yorkshire Integrated Care Board and provide the Board with assurance of the strategic direction.

### 2. BACKGROUND

- 2.1. It is widely recognised that the people in an organisation are what make the real difference to outcomes and experiences. Of course, processes, policies and governance are paramount, but it is the way in which those practices are carried out that determine success or failure. The NHS is no exception to this and in Summer 2021 we began some work to understand our system readiness through a system workforce improvement model assessment (SWIM).
- 2.2. Continuing to work collaboratively, the learning from the SWIM work was shared and explored through an Ignition event, where key partners and stakeholders from across the system came together to determine what this meant for Humber and North Yorkshire Health and Care Partnership. This was followed up in January with engagement sessions held across a variety of partners, increasing the number of those involved and providing the opportunity to sense-check the outputs of the Ignition event. It was from this engagement, together with a national steer of the NHS People Plan, NHS People Promise and NHS People Outcomes that our people priorities and over-arching vision were identified.
- 2.3. Our People Strategy has been designed to impact on the 220k people within the Integrated Care System in which we work.

### 3. ASSESSMENT

#### 3.1. Priorities

The priorities identified through the SWIM work and Ignition event were grouped to create four main areas of focus; Best Place to Work, Grown and Train, System Leadership and New Ways of Working and would be underpinned by building strong foundations through the transformation of our people services and social and economic development. The final steps of sharing and agreeing the strategy have included the ICB Investment Committee, Workforce Board and Transitional Executive.

#### 3.2. Structure

To support the delivery of the strategy, a draft structure for the People Function was created which ensured sufficient resource, at a system level, to deliver the priorities across the ICS and provide the resource needed to support the human resource and organisational

development of the internal ICB business. This structure was shared with the ICB Investment Committee, Workforce Board and Transitional Executive and approval obtained. The senior roles (Deputy Director, Head of Cultural Transformation (2 vacancies) and Head of Transformation HR) have been successfully appointed to. The third Head of Cultural Transformation post will be filled by an existing member of the team through 'lift and shift', in line with policy.

### 3.3. Funding

To deliver the People Strategy, funding has been sourced through ICS core funds, Health Education England Local Workforce Action Board and Future Workforce funding streams and the budget associated with the HR and OD team transferring from CCGs into the ICB on 1 July 2022. In addition, to fund time specific roles and projects, monies have been accessed through NHS England and NHS Improvement, Health Education England (HEE) LEAP work and the Legacy investment.

It is worth noting that the allocation of funding from HEE to Humber and North Yorkshire Health and Care Partnership is based on two areas: investment in programmes and infrastructure support, with a commitment to support the infrastructure of ICS/ICBs directly with an allocation of £500k per annum. However, HEE's budget is currently operated on an annual basis which brings challenges beyond short term commitments.

### 3.4. Next Steps

The newly formed senior team will come together on 7 July 2022 to determine responsibilities, initial focus and beginning to build their networks across partners to enable continued collaboration and engagement. A further partner event will be held in September 2022, to review the strategic direction, the qualitative content from the Ignition event, and focus on building plans to deliver the priorities and plans for moving the People Strategy into reality.

Further work will also be carried out with the senior team and system partners to review the approved People Function structure, exploring the fit against what we want to achieve and how potential roles could be undertaken in joint working/responsibilities between system, provider and place. It is crucial that we achieve the right balance of system led collaboration and experts to unblock and empower those working directly with patients, service users and clients.

As outlined above, there is a significant risk to both the delivery and sustainability of the People Strategy due to a significant percentage of the funding to support the People Strategy relying on external sources and which are non-recurrent, through HEE and NHSE. This step has been necessary to secure some capacity in the short term to develop plans which address the key workforce priorities which are fundamental to our wider ambitions in Humber and North Yorkshire. The plans will enable a comprehensive financial business case to be developed to ensure the sustainable provision of funding to enable long term delivery and development.

#### **4. CONCLUSION**

- 4.1. A high level People Strategy has been created through extensive engagement and collaboration with all partners across the system and supported by a People Function structure that enables delivery, monitoring and system wide improvements. The People Strategy priorities have been identified by listening to stakeholders and what would make a difference to them as well as incorporating the national steer from the NHS People Promise, NHS People Plan and the NHS People Outcomes.
- 4.2. Following appointment to critical roles which has now taken place, further work will be undertaken to develop the priorities and required actions for system wide sustainable change and transformation and review of the people structure to deliver this.

#### **5. RECOMMENDATIONS**

- 5.1. Members are asked to:
  - i) Note the content of the report.
  - ii) Support and engage in the creation, success and learning in the delivery of the People Strategy.