



Report to:	Integrated Care Board
Date of Meeting:	12 th July 2023
Subject:	People strategy and workforce transformation programme update
Director Sponsor:	Jayne Adamson – Executive Director for People
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STATUS OF THE REPORT: *(Please click on the appropriate box)*

Approve Discuss Assurance Information A Regulatory Requirement

SUMMARY OF REPORT:

This report and accompanying slides provide the Board with an update on the progress of our People Strategy, which we are implementing through an innovative phased transformation programme. In addition, a detailed update is provided from our newly established Ethical International Recruitment Committee, including intelligence on demand and supply of internationally qualified colleagues and some key upcoming opportunities.

RECOMMENDATIONS:

Members are asked to:

- i) Note the content

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	<input checked="" type="checkbox"/>
Delivering our operational plan 2023/24	<input checked="" type="checkbox"/>
Developing our ICS	<input checked="" type="checkbox"/>

IMPLICATIONS	
Finance	None
Quality	Sufficient and appropriate workforce is a pre-requisite for high quality services.
HR	None
Legal / Regulatory	None
Data Protection / IG	None
Health inequality / equality	Breakthrough HNY is geared to respond to health inequalities through workforce levers, including for example through increasing volume and diversity of access to health and care careers, workforce redesign in priority areas to support improved population health outcomes and greater focus on the prevention workforce.
Conflict of Interest Aspects	None
Sustainability	None

ASSESSED RISK: *(Please summarise the key risks and their mitigations)*

The system workforce risk register held and monitored by the Workforce Board identifies the key risks associated with the People agenda and identifies mitigations, which include the work highlighted in this report. Risks identified can be categorised as related to: finances; capacity; integration and engagement; recruitment; and retention. The full risk register can be shared if required.

MONITORING AND ASSURANCE:

Monitoring of the People Strategy is led by the Workforce Board and supported by regular reporting to the ICB Board.

ENGAGEMENT

As outlined in the report, the establishment and ongoing development of a dispersed system leadership team for People and Workforce is a specific area of attention in our work. We are able to report very positive progress to date and exciting plans for further engagement and system community development in this and other key areas.

REPORT EXEMPT FROM PUBLIC DISCLOSURE

No Yes

If yes, please detail the specific grounds for exemption



PEOPLE STRATEGY AND WORKFORCE TRANSFORMATION PROGRAMME UPDATE

July 2023

1. INTRODUCTION

- 1.1. Our co-produced People Strategy sets out an agreed architecture of the people and workforce challenge in HNY. We are implementing our Strategy through a phased workforce transformation programme, putting shared leadership and collaborative action at the heart of our innovative way of working. This report provides the Board with an update on our progress, including a detailed insight into the work programme emerging from our newly established Ethical International Recruitment Committee, and maps our 23/24 programme against the requirements of the newly published [NHS long term workforce plan](#).

2. BACKGROUND

- 2.1. The Board approved the launch of this year's workforce transformation programme – Breakthrough HNY – in May 2023. Breakthrough follows the successful conclusion of the first phase of our programme, 180 Days of Action on Workforce, and is complemented by a new core governance structure for People, ensuring that we are balancing immediate term change with long term impact.

3. PROGRESS UPDATE

- 3.1. Through our People Strategy and our transformation programme, supported by clear and shared system governance, we aim to:
 - make progress on priority system workforce challenges;
 - establish a real system leadership team for the People and Workforce agenda, with the power to sustain complex long-term change; and
 - catalyse a change movement to generate hope and build confidence.

3.2. Dispersed system leadership team

We have now identified leaders from across the system for each of the eleven themes in our Breakthrough HNY programme. Details of the colleagues from across the system who are leading each task and finish group are set out in the accompanying slides. Once again, we are seeking to engage colleagues from a wide range of sectors in this work, and we are paying attention to creating connections between those colleagues, to system leadership development and to team identity.

We are delighted that the HNY dispersed system leadership team for People has been shortlisted for a [2023 CIPD award](#) for best public sector HR/OD/L&D team of the year. The winner will be announced on 21st September.

3.3. A movement for change in People and Workforce

The initial system-wide invitation to join the Breakthrough HNY programme has resulted in 307 participants in the eleven task and finish groups. SROs and convenors are currently establishing the working arrangements for this year's programme. We



aim to further expand the programme's reach through this year; additional participants are welcome at any time via Carly McIntyre (carly.mcintyre1@nhs.net).

We are developing our Breakthrough HNY programme using the innovative methodology we road-tested during 180 Days. We are pleased to confirm that this approach has been shortlisted for the [2023 HPMA Capsticks award for innovation](#). The winner will be announced on 19th September.

3.4. **Ethical international recruitment update**

Our refreshed core governance structure includes a new system-wide Committee for Ethical International Recruitment, which met for the first time on 3rd July. The Committee confirmed its underpinning ethical principles, which had been developed during 180 Days, and considered:

- **Projected demand** for international recruits, which is well documented in NHS Trusts via operational planning, but less clear for primary and social care, although work to establish projections in these areas is underway. Demand is of course set against an understanding of turnover in our workforce as well as the growth constraints set out in the operational plan, and in the context of the NHS's commitment to significantly increasing local training and hence reduce international recruitment over the coming 15 years.
- **Current pipelines**, where agreement was reached to gather intelligence about pipelines held by all partner agencies in order to establish a shared baseline. Known pipelines from the collaborative Kerala project and the regionally-led international midwifery recruitment project were reported, and details are set out in the slides accompanying this report.
- The components of its **forward work programme**, which is wide ranging and ambitious. The Committee's focus will be on identifying areas of current gap or challenge and also on spread and adoption of good practice, recognising that many organisations in our patch are already successfully recruiting internationally.

3.5. **NHS Long Term Workforce Plan**

A map is provided in the accompanying slides showing how our 2023/24 People and Workforce programme responds to the expectations of the NHS Long Term Workforce Plan. We note that the Plan – which prioritises training, retention actions and workforce reform - is focused on NHS organisations only, and that effective system function relies on transformation of workforce beyond this boundary. However, Board will be assured that there is a good match between our existing governance and delivery arrangements and Plan priorities, indicating that we are well placed to maximise the opportunity presented by the Plan for HNY. Our newly established Education and Training Committee, which reports through the Workforce Board, is particularly critical, as this will provide the system forum for education and training strategy, working in close partnership with and strongly influencing the national and regional NHSE Workforce, Training and Education function.



4. RECOMMENDATIONS

4.1. Members are asked to:

- i) Note the updates provided;
- ii) Continue to promote the opportunity to engage with the Breakthrough programme in all relevant forums.