



Agenda Item No:

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Report to:	Humber and North Yorkshire Integrated Care Board
Date of Meeting:	10 January 2024
Subject:	Workforce Programme Update
Director Sponsor:	Jayne Adamson, Executive Director for People
Author:	Rachel Baillie Smith, Deputy Director for People

STATUS OF THE REPORT:

Approve Discuss Assurance Information A Regulatory Requirement

SUMMARY OF REPORT:

Following the overview report on workforce delivered at the last Board, this report and accompanying slide pack provides a detailed update on two dimensions of the workforce programme: retention; and progress towards development of an HNT collaborative bank. These activities are driven by two of our Breakthrough HNY task and finish groups, with SRO leadership provided by colleagues drawn from the system and convening support provided by the ICB People team. These programmes of work, in common with all Breakthrough activities, seek to drive improvement on strategic issues affecting the future quality, sufficiency and capability of the health and care workforce, and align with our leading workforce metrics as outlined at the last Board meeting.

RECOMMENDATIONS:

Members are asked to:

- i. Note the content.

IMPLICATIONS

Finance	Both retention actions and the development of the collaborative bank seek to avoid immediate costs of leavers, vacancy management and agency.
Quality	Our retention work, linked close with our Best Place to Work programme and actions to improve colleague health and wellbeing as outlined at the last Board meeting, seeks directly to improve colleague experience of working in health and care, which as previously demonstrated and evidenced is a key driver of our top-level workforce metrics and of wider system performance.
HR	The introduction of the collaborative bank will have implications for a range of HR policies and processes which are being identified as part of the project.
Legal / Regulatory	Both retention actions and the development of the collaborative bank will support partners to comply with relevant regulatory

	requirements in terms of staff availability and competence and management of effective rotas.
Data Protection / IG	Information governance is being actively considered in relation to both outlined activities where confidential and/or sensitive information is being pooled; measures to protect and ensure data protection will be developed as part of both projects.
Health inequality / equality	The greater than England average risk of health inequalities experienced by our HNY health and care workforce due to higher levels of socio-economic disadvantage is noted. This means we need to take particular care to tailor our health and wellbeing improvement interventions to this need profile, and to recognise these needs in our retention work, in developing a flexible working offer and in ensuring coherence between this and the emerging collaborative bank.
Conflict of Interest Aspects	As with all our system work, partner organisations play various roles including leadership of system work and direct organisational delivery. No conflicts are identified at this stage, but this will be considered and appropriately managed as work on both projects progresses.
Sustainability	Both projects covered in this update provide opportunities to improve the overall efficiency of our collective investment on workforce transformation, development and support.

ICB STRATEGIC OBJECTIVE

Managing Today	<input checked="" type="checkbox"/>
Managing Tomorrow	<input checked="" type="checkbox"/>
Enabling the Effective Operation of the Organisation	<input checked="" type="checkbox"/>

ASSESSED RISK:

Key risks associated with the specific projects covered in this update will be captured within the relevant project infrastructure.

Risks associated with the workforce programme as a whole are managed by the Workforce Board and held within the ICB risk register for interrogation at any time.

MONITORING AND ASSURANCE:

A further update on these and other workforce programme activities will be brought to ICB Board at the end of 2023/24.

ENGAGEMENT:

Partner co-design is enabled in both cases through the relevant task and finishes groups within the Breakthrough Programme.

A substantial amount of wider stakeholder engagement has been undertaken to inform retention priorities and the development of the collaborative bank. Further engagement will take place as the programmes of work continue.

REPORT EXEMPT FROM PUBLIC DISCLOSURE

No Yes

If yes, please detail the specific grounds for exemption.

WORKFORCE PROGRAMME UPDATE

1. INTRODUCTION AND BACKGROUND

- 1.1. ICB Board members are already aware that the HNY Workforce Board is leading collaborative work to transform our health and care system workforce, through our iterative Breakthrough HNY programme and via five Committees focused on medium to long-term strategic priorities.
- 1.2. At the last meeting we updated the Board in detail on work led by the Ethical International Recruitment Committee and the Health and Wellbeing Committee. For this update we are focusing on two of the task and finish groups operating within our 2023/24 Breakthrough HNY programme:
 - Stay and Thrive: Retaining our Staff; and
 - Flexible Workforce: Agency and Bank.

2. ASSESSMENT

2.1. Stay and Thrive: Retaining our Staff

Following deep examination of available retention data from across the system carried out during our 180 Days predecessor programme, Breakthrough HNY has focused on taking action on four evidence-based key levers for retention. The accompanying slide pack summarises progress to date, which includes work to develop an equitable flexible working offer across the system, and the creation of a pooled live data flow on staff exits which will help leaders and managers across the system pinpoint context-specific opportunities for retention improvement.

2.2. Flexible Workforce: Agency and Bank

Significant progress is being made towards the establishment of an HNY collaborative bank, which has been shown in other systems to be an effective method of shifting temporary shifts away from high cost agency. Further, the bank provides an accessible and marketable method of attracting colleagues who are unable to commit to full time roles back into the workforce, and therefore dovetails with the retention activities outlined above. Experience from other parts of the country indicates that a collaborative bank can be a significant driver of agency cost avoidance. The project work is advancing at pace, with collaborative procurement currently anticipated in Q1/2 of 2024/25.

3. RECOMMENDATIONS

- 3.1. Members are recommended to:
 - i. Note the update.