

Agenda Item No:	13
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<b>'Report to:</b>	Humber and North Yorkshire Integrated Care Board
<b>Date of Meeting:</b>	10 April 2024
<b>Subject:</b>	<b>Workforce – Breakthrough Plans for 2024/25</b>
<b>Director Sponsor:</b>	Jayne Adamson, Executive Director for People
<b>Author:</b>	Rachel Baillie Smith, Deputy Director for People

**STATUS OF THE REPORT:**

Approve  Discuss  Assurance  Information  A Regulatory Requirement

**SUMMARY OF REPORT:**

In 2024/25, the ICB People team is convening two sister workforce transformation programmes:

- Breakthrough HNY - which follows the successful delivery of the 2023/24 Breakthrough programme and before that 180 Days of Action on Workforce – brings HNY partners together to transform the system workforce for health and care.
- Breakthrough ICB, launching this April via the upcoming round of staff Roadshows, is our internally-facing programme which will provide structure, tools and engagement mechanisms to enable the transformation of the ICB's directly employed workforce, enabling us to respond to our organisational mandate and purpose.

This report highlights the principles and approaches that are common to both programmes, outlines the content and rationale for each and describes next steps.

**RECOMMENDATIONS:**

Members are asked to:

- Note the content

**IMPLICATIONS**

Finance	Both the internal and external programme are tailored to respond to financial efficiency requirements. Board members will note the introduction of a dedicated Paybill and Agency Management Committee into the external programme which will design and manage the system response to Grant Thornton's recommendations on workforce. The internal programme incorporates and runs alongside ICB organisational structural redesign actions and the delivery of change enablers including the VR scheme currently live.
Quality	Ensuring that the workforce remains able to provide a high quality service is a key element of both the internal and external programme. This is achieved through ensuring workforce health

	and wellbeing, morale, retention and development; Board members will note that these elements feature in both programmes.
HR	This report references the live ICB organisational VR scheme. The potential for whole system actions on HR process is within scope of the new Paybill and Agency Management Committee.
Legal / Regulatory	As above, actions to make significant change to the design of services/organisations and hence workforce carry legal and regulatory considerations which must be addressed. These impacts are acknowledged and fall in scope of multiple parts of both programmes. This report provides an overview; detailed considerations will be managed and governed separately as appropriate.
Data Protection / IG	Data protection and IG are considered as appropriate in individual activities.
Health inequality / equality	Workforce health equity is introduced into the external programme for 2024/25 with a dedicated task and finish group. Further recommendations arising from this partnership work will be brought forward in due course.
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 new conflicts are identified at this stage, but this will be considered and appropriately managed as work on both programmes progresses.
Sustainability	Both the internal and external programme are specifically designed to improve the overall efficiency of our collective investment in workforce.

<b>ICB STRATEGIC OBJECTIVE</b>
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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:**

For the Breakthrough HNY external programme, risks are managed by the Workforce Board and held within the ICB risk register for interrogation at any time. Key risks associated with the specific projects will be captured within the relevant project infrastructure.

For the Breakthrough ICB internal programme, risks will be identified as part of programme initiation, will be managed by Execs and will be held within the ICB risk register. Programme management is currently being established to provide operational management and tactical oversight in support of Execs' collaborative strategic leadership.

**MONITORING AND ASSURANCE:**

Programme reports will be brought to the ICB Board regularly in relation to both the internal and external programmes.

**ENGAGEMENT:**

Workforce engagement underpins and is essential to both programmes.

**For the Breakthrough HNY external programme**, the 2024/25 programme design has been informed by a workforce survey, engagement with key strategic partnership forums including the Leaders Forum, and our annual Workforce Summit which was attended by around 50 system representatives. As set out in the accompanying slides, we continue to be committed to dispersed system leadership of our programme; leadership of some new elements are currently being finalised. As reported in our annual report and programme storybook, in 2023/24 340 colleagues from across our system participated in task and finish groups in addition to colleagues who are members of formal Committees, and broadening participation and ownership of actions within the programme remains a focus for the coming year.

**For the Breakthrough ICB internal programme**, significant structured engagement has been carried out to develop organisational values for the ICB over recent months using the Barrett model, and the intelligence gathered has been used to inform the structure of our Organisational Development and Transformation Plan (ODTP). The final values will be shared back to ICB colleagues for final confirmation during the upcoming series of Roadshows, which will also provide the opportunity for colleagues to understand and contribute to the related ODTP. The principle of dispersed leadership applies equally in the internal programme, starting with dispersed leadership among Execs of the various phases and products which has already been agreed. The programme specifically includes the definition and communication of effective feedback mechanisms, which are essential to enabling multi-way communication and debate as we define the future model for our organisation.

**REPORT EXEMPT FROM PUBLIC DISCLOSURE**

No  Yes

If yes, please detail the specific grounds for exemption.

## WORKFORCE TRANSFORMATION IN 2024/25

### 1. INTRODUCTION AND BACKGROUND

- 1.1. ICB Board members are already aware that since September 2022 the HNY Workforce Board has been leading collaborative work to transform our health and care system workforce through our iterative Breakthrough HNY programme.
- 1.2. The 2023/24 Breakthrough HNY programme has significantly advanced collaboration on workforce in our system as demonstrated by the success of our dispersed system-wide leadership team for People and Workforce in national leadership awards and the interest in our work expressed by national partners including The King's Fund.
- 1.3. In 2023/24 the programme has also delivered a range of tangible outputs including
  - a shared business case for a whole-system Collaborative Bank
  - an online careers hub
  - virtual work experience programmes for over 500 people
  - a retention toolkit for managers
  - growth in our Coaching Platform with 120 coaches now registered
  - shared Candidate First principles for recruitment
  - an NHS-to-NHS portability MOU (launching Spring 24).
- 1.4. Board members are also aware of the substantial engagement and development work that has been undertaken by the People team and wider ICB colleagues over recent months to develop a targeted plan to align our ICB organisation to our mandate and purpose. The product of this work has been received previously by Board; socialisation and finalisation of the approach with ICB staff is continuing.
- 1.5. This report and the accompanying slide pack provide an overview of both programmes for 2024/25.

### 2. ASSESSMENT

- 2.1. **Breakthrough HNY: our system-facing workforce transformation programme**

The structure of our system facing programme for 2024/25 is set out on slide 4 in the attached pack. Key points to note include:

  - A new Paybill and Agency Management Committee of the Workforce Board will be established at pace, whose remit will be to design and manage responses to the Grant Thornton workforce objectives. The Committee will be chaired by Simon Morritt; membership is currently being scoped but will seek to triangulate workforce, finance and operational perspectives to identify actionable priorities for paybill and agency cost reduction. The Committee's programme, which will be based on the Grant Thornton PID, will be made available to the ICB Board for scrutiny in due course.
  - The Paybill and Agency Management Committee will bring under its umbrella existing programme activities that are relevant to its remit, including the ongoing Collaborative Bank project and the implementation of a Trust-to-Trust portability agreement. Existing activity to develop a shared system approach to recruitment will be reviewed and reframed by the Committee.
  - New task and finish groups on workforce health equity, People digital and whole system reward and recognition will be established with system-wide participation

- The programme will be supported and complemented by targeted workforce redesign initiatives and ongoing work to build system development and leadership capability among partners.

The 2024/25 system workforce transformation programme will be presented to the Workforce Board at its May meeting for approval.

## 2.2. **Breakthrough ICB: our internal transformation programme**

As an organisation, the ICB faces a key opportunity to fulfil its potential by transforming both our workforce and our ways of working. We aim to do this through our Organisational Development and Transformation Plan (ODTP), through which we will:

- Establish our values and core standards which provide a shared framework for how we approach our work;
- Develop a set of commitments to govern how we work effectively and inclusively together, making best use of our buildings, digital tools and forums
- Put in place the key policy building blocks for colleague engagement, wellbeing and role clarity
- Bring together a systemic approach to developing our staff and leaders and ensuring effective talent management and succession planning.

In all of the above, we must both develop the policy tools that define the changes we want to see (slide 5), and also engage colleagues widely in the creation and embedding of these so that they truly inform and drive the way we operate as an organisational team.

As we do all of this work together, it is critical that we also establish strong feedback mechanisms that enable multi-way communication within our organisation, and that we agree together how we will know whether we have made the changes we are aiming for in terms of organisational culture.

The internal programme will be finalised by Execs following wide colleague engagement as part of the upcoming staff Roadshows. A further update can be provided to the ICB Board in May, by which time it is expected that organisational values will be finalised and active work to develop priority tools will be underway.

## 3. **RECOMMENDATIONS**

### 3.1. Members are recommended to:

- i. Note the update.
- ii. Provide any comments on the content of either programme.