

Transforming our workforce in our system and in our organisation

Update for ICB Board, March 2024

Two interconnected aims



We aim to transform the **system health and care workforce**, addressing challenges in supply, retention, capability and cost, and ensuring that health and care work generates maximum socio-economic benefit in HNY communities

Workforce size: about 200,000 colleagues, plus family carers

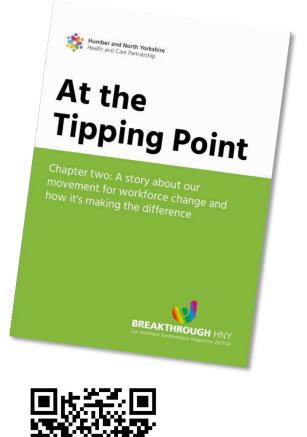


We aim to transform the **ICB organisation's workforce**, enabling colleagues to understand their role as system shapers and convenors, increasing engagement in the ICB mission and ensuring capacity and capability matches the organisation's current and future needs

Workforce size: about 700 colleagues

Breakthrough HNY 2023/24 report





Breakthrough HNY 2023/24 key messages:

Our approach to collaboration is innovative and effective:

This year the dispersed leadership team for workforce transformation across HNY won a prestigious leadership award, we were invited to present our innovative approach at a number of national forums including by The King's Fund and we successfully engaged 340 system colleagues in the change programme

We are building tangible workforce change products:

This year we have created:

- 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)

Breakthrough HNY

System facing workforce programme 2024/25



System transformation: Medium term strategic themes led by Committees of the Workforce Board	System Inclusion Assembly Exec Sponsor: Jayne Adamson	Ethical International Recruitment Committee Chair: Andrew Burnell	Education and Training Committee Chairs: David Barrett and Debra Grey	Workforce Health and Wellbeing Committee Chair: Polly McMeekin	Paybill and Agency Management Committee Chair: Simon Morritt	People Story Committee Chair: Simon Nearney				
	 Cultural step- change Finalisation and implementation of inclusion action plan 	 Research and tech innovation International Recruitment Training the global workforce 	 Placements Taskforce Apprenticeships and widening access 	 Shared HWB services for efficiency and effectiveness 	 Joint paybill reduction plan Scaling services Portability Agency diagnostic Collaborative Bank 	 Medium term whole system workforce plan and gap analysis 				
System transformation: 24/25 task and finish groups	health and h	orkforce nealth equity Stay ar thrive retaining staff	: Leadersnip,	the heart of	People System digital reward a recognit	m Home and workforce				
Specialist transformation projects	Collaborative focused and specialist workforce redesign projects Primary Care sector workforce plan Centres for Dental Development CAMHS transformation Others emerging									
Improving system function	Building skills and	roles communities Dev	eloping and socialising s	ystem development prod	ucts Curating dispersed	system leadership				

Breakthrough ICB: our change toolkit



				Our Organisational Values					
Core standards	Our Leadership Charter			er Our Behaviour Fram		Framework Our Operating Principles			
Working Well Together Commitments	The offer the ICB makes to colleagues to allow them reasonable control over balancing their home and work life, including how we support floxible and loss than full time		Agility Compact way agreement which but how the ICB will colleagues to work from anywhere using gital assets, and the loctivity commitment d from them in return	Our Building Bases The physical buildings we will use to support our work, selected in the context of the ongoing whole system Estates Review, and how colleagues can access them for individual work, meetings and events		Our Meetings and Events Checklist The steps we will take to make sure that all events whether face to face or online are planned and conducted in an inclusive way that fosters a sense of belonging and personal value			
Essential building blocks	Our Accountab Framework a Scheme of Deleg	nd		r Reward and nition Framework	Our Colleague Health and Wellbeing Offer		Our Colleague Communication and Engagement Plan		
Development and growth	Our Board development programme	Develo	dership opment amme	Our Wider Colleague Learning Programme	Our Coaching Network	Our T Progra		Our Succession Plan	
Progress and transparency	Our Feedback Structures including our Inclusion Network, our Freedom to Speak Up Guardians, and our Culture Champions working together as our core cultural reference group				Our Culture Dashboard				

Breakthrough ICB: phasing





Configure

Socialise

Create a view of the future

Distill key messages for all managers: "managers carry the culture"

Launch events present Values in context of Plan

Function-level engagement sessions provide opportunity for understanding through discussion

Confirm and create communications and engagement infrastructure including high profile feedback structures

Build commitment and

tools

Co-produce the policies and frameworks in our change toolkit, starting with core standards to provide foundational principles and moving through the grid over time.

Invite colleagues to choose to commit to the future culture and purpose, enabling exit via VR where individuals do not see personal alignment.

Post-VR baseline colleague survey

Build Culture Dashboard and launch as integral part of colleague intranet

Embed

Grow understanding, live the values

Implementation of policies, frameworks and supports rolls out as each co-produced tool is finalised. Implementation of each tool involves:

- Communication of the purpose and key messages (transmit)
- Facilitation of function-level opportunities to explore and understand by OD practitioners
- Managers monitoring roll out impact, challenges and opportunities
- Clear opportunities for feedback to be given and received on impact (receive)