

Meeting name:	West Yorkshire Integrated Care Board
Agenda item no.	12
Meeting date:	24 September 2024
Report title:	People Strategy – NHS West Yorkshire ICB
Report presented by:	Kate Sims, Director of People, NHS West Yorkshire ICB and Suzie Tilburn, Associate Director of People, NHS West Yorkshire ICB
Report approved by:	Kate Sims, Director of People, NHS West Yorkshire ICB
Report prepared by:	Suzie Tilburn, Associate Director of People, NHS West Yorkshire ICB

Purpose and Action			
Assurance <input checked="" type="checkbox"/>	Decision <input checked="" type="checkbox"/> (approve/recommend/ support/ratify)	Action <input type="checkbox"/> (review/consider/comment/ discuss/escalate)	Information <input checked="" type="checkbox"/>
Previous considerations:			
None			
Executive summary and points for discussion:			
<p>On 1 April 2024, NHS West Yorkshire ICB commenced the implementation of the new operating model for the organisation. This was following an organisational change programme after the establishment of the organisation on 1 July 2022 and as a result of the national requirement for ICBs to reduce their running costs by 30% by April 2025.</p> <p>Following approval from the Executive Management Team on 8 May 2024 of the proposal to develop a new People Strategy for the organisation, this is now presented to the Board for review. The three-year People Strategy (2024 -2027) is intended to be a key enabling strategy that supports our commitment to building a compassionate and inclusive workplace that supports, rewards and develops colleagues. It is our aim to create healthy and meaningful working environments that enable our people to grow and develop and to which our people both want to belong to and feel they belong to at an organisational and system level.</p>			
Which purpose(s) of an Integrated Care System does this report align with?			
<input checked="" type="checkbox"/> Improve healthcare outcomes for residents in their system <input checked="" type="checkbox"/> Tackle inequalities in access, experience and outcomes <input checked="" type="checkbox"/> Enhance productivity and value for money <input checked="" type="checkbox"/> Support broader social and economic development			
Recommendation(s)			
The West Yorkshire Integrated Care Board is asked to:			

- Approve the ICB People Strategy – 2024-2027.

Does the report provide assurance or mitigate any of the strategic threats or significant risks on the Corporate Risk Register or Board Assurance Framework? If yes, please detail which:

The Board Assurance Framework identifies risks in relation to the recruitment and retention of staff together with risks that relate to the delivery of the ambitions and objectives of the organisation and West Yorkshire Health and Care Partnership. As a key enabling strategy, the People Strategy sets out key collective actions which seek to respond to these challenges.

Appendices

A. NHS West Yorkshire ICB – People Strategy

Acronyms and Abbreviations explained

1. ICB – Integrated Care Board
2. ICS – Integrated Care System
3. HR – Human Resources
4. OD – Organisational Development
5. WRES – Workforce Race Equality Scheme
6. WDES – Workforce Disability Equality Scheme

What are the implications for?

Residents and Communities	<p>The workforce challenges across health and care in West Yorkshire are substantial and our ability to attract, develop and retain our workforce. This is reflective of the health and care system challenges nationally.</p> <p>Improvements in our ability to attract, develop and retrain will enhance the resilience of the workforce and thus support the delivery of quality care services to the residents and communities of West Yorkshire.</p>
Quality and Safety	<p>As above – responding proactively through the People Strategy collection actions will contribute to the delivery of the ten big ambitions for the people of West Yorkshire as set out in the West Yorkshire Health and Care Partnership Integrated Care Strategy and Joint Forward Plan.</p>
Equality, Diversity and Inclusion	<p>The ICB People Strategy has a clear ambition that the workforce increasingly is reflective of the communities we serve. Development programmes which bring this ambition to life, include the Fellowship Programme and Inclusive Recruitment initiatives, will continue to be extended to support the Equality, Diversity and Inclusion agenda.</p>
Finances and Use of Resources	<p>It is consistently referenced across the partnership that the health and care workforce is the most significant (in terms of proportion of spend) and valuable resource available, for delivery of positive health and care outcomes. Looking after our people, through enhanced health and wellbeing services, education and training, and a supportive working environment will support reduced sickness absence and turnover rates.</p>
Regulation and Legal Requirements	<p>None arising from this report.</p>

Conflicts of Interest	None arising from this report.
Data Protection	None arising from this report.
Transformation and Innovation	Whilst the workforce challenges are considerable, a key delivery aim of the ICB People Strategy is to contribute to transformation programmes through workforce development, including the development of new roles and skills development pathways which can respond to the future health and care needs of the local population.
Environmental and Climate Change	None arising from this report.
Future Decisions and Policy Making	The assurance reporting through the Executive Management Team will identify which areas of the People Strategy have made sufficient, positive impact against the workforce challenges articulated. Such evidence will help inform future decision-making in relation to the workforce programmes of activity.
Citizen and Stakeholder Engagement	Employee voice and partnership working with Trade Unions are key contributors to both the development and delivery of the ICB People Strategy.

**NHS West Yorkshire Integrated Care Board
September 2024**

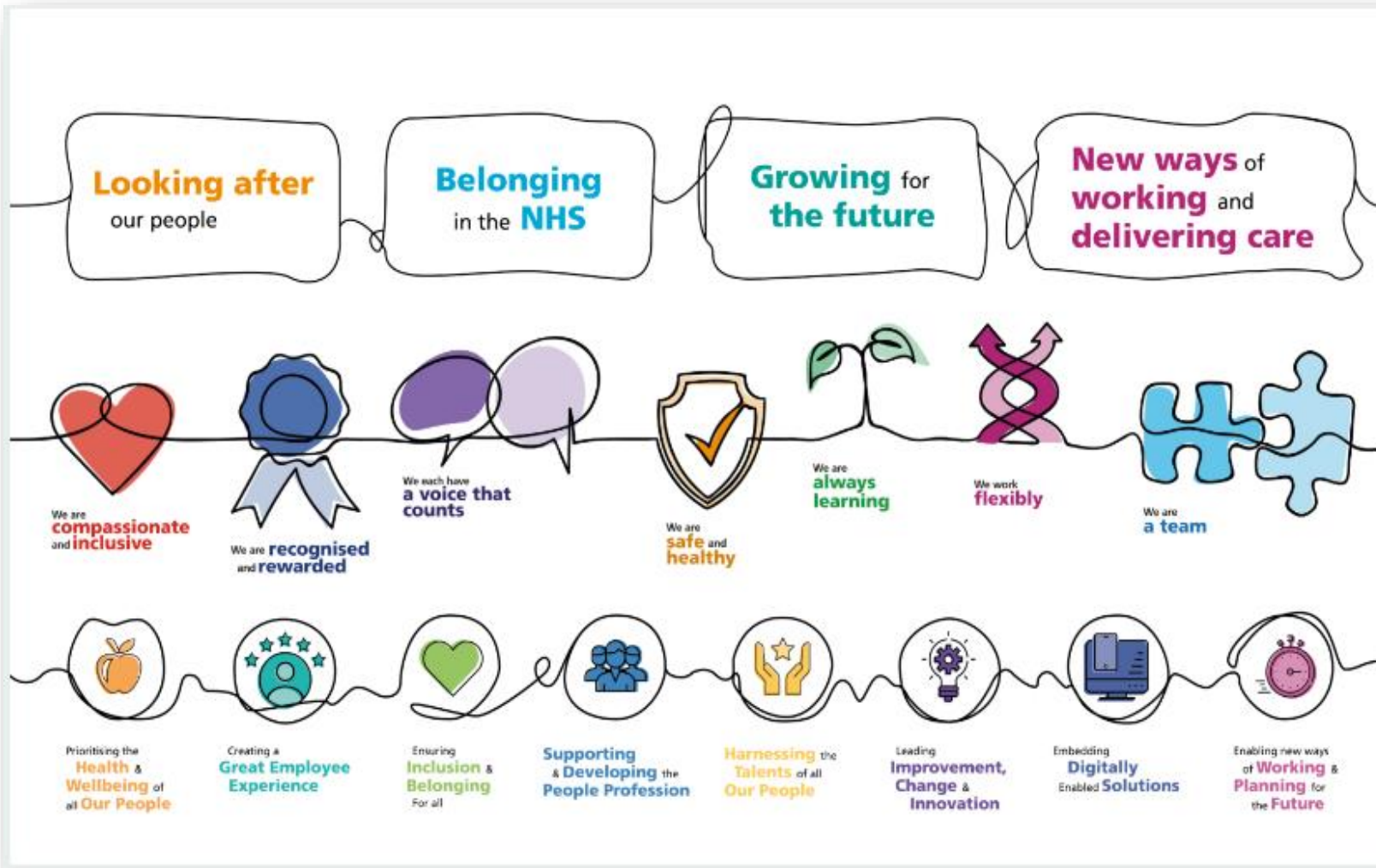
A new People Strategy for NHS West Yorkshire ICB

Introduction

1. On 1 April 2024, NHS West Yorkshire ICB commenced the implementation of the new operating model for the organisation. This was following an organisational change programme after the establishment of the organisation on 1 July 2022 and as a result of the national requirement for ICBs to reduce their running costs by 30% by April 2025.
2. Following approval from the Executive Management Team on 8 May 2024 of the proposal to develop a new People Strategy for the organisation, this is now presented to the Board for review. The three-year People Strategy (2024 - 2027) is intended to be a key enabling strategy that supports our commitment to building a compassionate and inclusive workplace that supports, rewards and develops colleagues. It is our aim to create healthy and meaningful working environments that enable our people to grow and develop and to which our people both want to belong to and feel they belong to at an organisational and system level.

National and system policy context and strategic alignment

3. There are a range of national and system policy frameworks that have influenced the development of the People Strategy.
4. The National NHS People Plan was published in 2020 and focuses on four key areas supported by the NHS People Promise which sets out what NHS people can expect from leaders and from each other fostering a culture of inclusion and belonging.
5. The Future of Human Resources and Organisational Development report was published in November 2021 and outlines a vision and actions as part of a ten-year strategy for people services within the NHS supporting delivery of the four pillars of the NHS People Plan and embedding the seven elements of the NHS People Promise.
6. The following infographic presents the key national policy drivers for people:



NHS People Plan

NHS People Promise

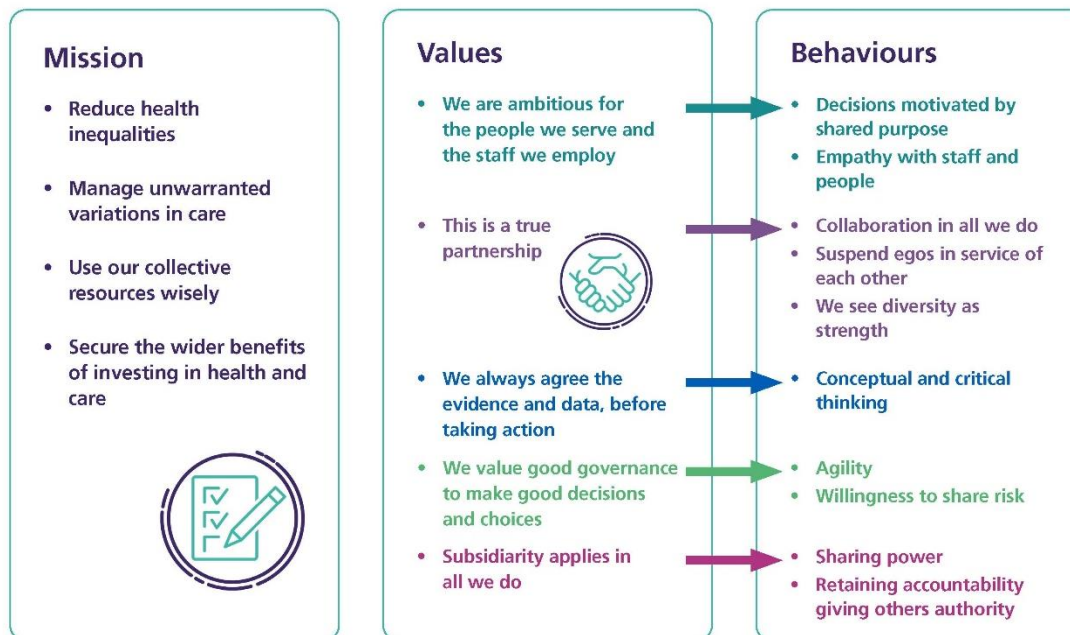
Future of HR and OD in the NHS

7. The national NHS Long Term Workforce Plan published on 30 June 2023 sets out the case for taking a more strategic, long-term approach to NHS workforce planning. It outlines this approach and proposes actions to be taken under the three priority areas of train, retain and reform to address current and future workforce challenges.
8. The national Equality, Diversity and Inclusion Improvement Plan published on 8 June 2023 sets out six targeted actions to address direct and indirect prejudice and discrimination that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.
9. In addition, there are a number of national publications and frameworks which include recommendations and guidance including the Messenger Review (2022), NHS Fit and Proper Person Test for Board Members Framework (2023) and the Leadership Competency Framework (LCF).
10. In relation to system policy, the 5-year Integrated Care Strategy of the West Yorkshire Health and Care Partnership and supporting Joint Forward Plan which set out the delivery of the ten big ambitions for the West Yorkshire population.
11. The West Yorkshire Health and Care Partnership People Plan 2021-25 sets out our ambitions for people working in health and social care including the voluntary, community and social enterprise (VCSE) sector and unpaid carers and recognises the contribution made by our education sector in developing the current and future workforce. This is framed around five key pillars:
 - System leadership to develop the partnership
 - Looking after our people
 - Belonging to the West Yorkshire Health and Care Partnership
 - New ways of working and delivering care
 - Growing for the future

Values and Behaviours

12. The organisational values and behaviours will be core to the People Strategy. The founding mission, values and behaviours for the West Yorkshire Health and Care Partnership are shown on the following infographic:

Mission, Values and Behaviours



13. A programme of work to review and refresh the organisational values and behaviours has commenced which is intended to be co-produced with colleagues and will be embedded consistently across the organisation. This has been reflected in the draft People Strategy.

Principles for our People Strategy

14. The following principles were agreed in relation to the People Strategy:
- Work consistently within the ambitions of West Yorkshire Health and Care Partnership to bring benefit to local people and their families.
 - Alignment to the West Yorkshire Health and Care Partnership People Plan.
 - Ensure that our people are treated compassionately upholding the principles of the NHS People Plan and NHS People Promise and ensure that employee wellbeing is our priority.
 - Strengthen and embed proactive equality, diversity and inclusion practices in our approach and implementation because we recognise the value of truly diverse representation and experience at all levels.

- Ensure that our people are treated fairly and with dignity and respect.
- Ensure that our people feel valued and recognised for their contribution and skills.
- Work collaboratively and in partnership with our Trade Unions.
- Work in accordance with national frameworks, guidance and legislation.

Partnership Working

15. A key strength for the organisation is the strong commitment we have to partnership working with our employees and staff side colleagues recognising that our Trade Union representatives have a central role in conveying the thoughts, concerns and aspirations of our workforce.

Organisational Development

16. Organisational development is a key enabler to successfully implement the new ICB operating model and to support the delivery of the ICB People Strategy. A diagnostic has been conducted by all places/ directorates which has been informed by the organisational design work and structural changes, employee feedback and self-assessment to understand the support needs required for implementation the operating model. This has enabled the identification of priority areas and how organisational development support capacity can be aligned. Support will be provided to define shared purpose, vision, values, behaviours, establish productive working relationships and ways of working.

Engagement – how the strategy has been developed

17. In order to inform the development of the People Strategy, a programme of engagement has been undertaken through the format of focus group sessions, 1:1s and a written survey. The purpose of the engagement has been to discuss the proposals around the key themes for framing the People Strategy together with testing the key priorities, the level of ambition, risks, opportunities and how we can be more inclusive with our people practices.
18. The engagement programme has included members of the ICB Board, Executive Management Team, senior leadership teams across the organisation, members of the People Directorate, Trade Union representatives and Staff Network/ Staff Engagement Group Members. Feedback has also included that received through the national NHS staff survey results and the organisational change programme which has enabled a broad range of views that has informed the priority areas for collective action.

Our People Strategy – Priorities

19. Following the engagement programme, the People Strategy sets out five key themes/ pillars that align to those within the national NHS People Plan and West Yorkshire Health and Care Partnership People Plan as follows:

People Strategy Pillar/ Theme	Definition
Behaviours and culture	Develop a working environment where our people recognise diversity is valued, feel psychologically safe, engaged, listened to, encouraged to contribute ideas, able to give and respond to feedback and be part of a high performing team.
Belonging for us, this is to our team, place/ directorate, organisation and the Partnership	Develop a working environment where our people are accepted and respected for who they are, where they feel connected and have a sense of individual and collective identity and purpose.
Growing for our future	Develop a working environment to ensure we can attract, develop and retain a talented and diverse workforce and succession plan for the future.
Looking after our people	Develop a working environment where health and wellbeing is prioritised and where our people are enabled, valued and motivated to contribute their best.
New ways of working	Develop a working environment to ensure we can harness technology and digitally enabled solutions to enhance people services and plan for the future to implement and embed change effectively.

20. Each of the five pillars includes the definitions as above and sets out what is framed as our commitment to you, our collective actions for delivery and an indication of what may be some of the measures for success.

Operational delivery and governance

21. Subject to approval, it is proposed that the delivery of the People Strategy is supported by an operational action plan which is overseen on an annual basis by the Executive Management Team. This will also incorporate the current organisational NHS Staff Survey action plan.

Recommendations

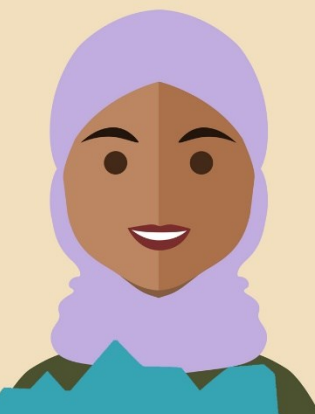
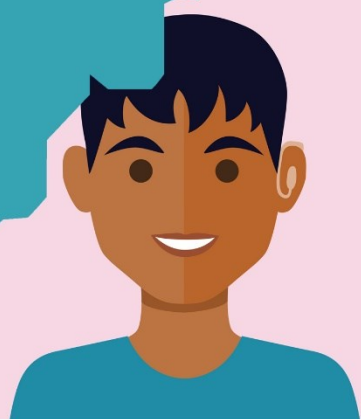
The ICB Board is asked to:

- Approve the ICB People Strategy – 2024-2027.

Suzie Tilburn
Associate Director of People

On behalf of
Kate Sims
Director of People

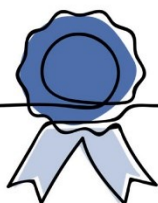
People Strategy



2024-2027



We are **compassionate** and **inclusive**



We are **recognised** and **rewarded**



We each have a **voice that counts**



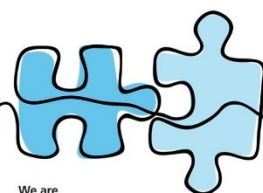
We are **safe** and **healthy**



We are **always learning**



We work **flexibly**

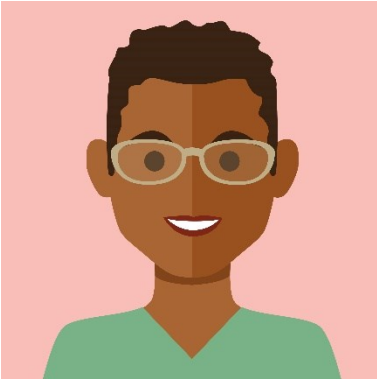


We are **a team**

People Promise

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Foreword

By Rob Webster CBE, Chief Executive, Kate Sims, Director of People and Majid Hussain in his role as People Lead (Non-Executive Member).



Kate Sims

Rob Webster CBE

Majid Hussain

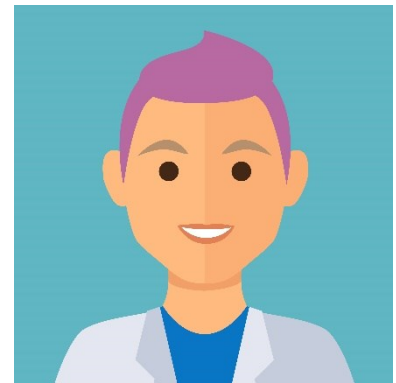
Our organisation relies on its people. This People Strategy for NHS West Yorkshire Integrated Care Board has been co-produced through our teams, our directorates and places and our staff networks. It has been informed by national policy, inclusive people practices and data from the national staff survey. It seeks to build on our strengths from over eight years of working together through a formal partnership and now as a statutory body.

The People Strategy is both the result of listening to our people and our response to the commitments set out in set out in the NHS People Promise that:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We work together as a team.

Our People Strategy focuses on actions in the following five pillars:

1. [Behaviours and culture](#)
2. [Belonging](#)
3. [Growing for our future](#)
4. [Looking after our people](#)
5. [New ways of working](#)



Our People Strategy is set in a challenging context with communities seeing and facing racism, Islamophobia and civil unrest. The international conflicts continue to impact too. Our Partnership approach that sees our diversity as a strength continues to be at the forefront of what we do, with active support for people and teams directly and indirectly affected.

As an organisation with clear values that champion equality, diversity and inclusion, we stand in solidarity with all those impacted by the violence. Our West Yorkshire Health and Care Partnership is a system of sanctuary, an anti-racist system that has consistently stood for what's right. We will always stand against those who seek to undermine our people and our communities. Our commitment to this is reflected in this strategy.

A key strength for our organisation is also the strong commitment we have to partnership working with our employees and staff side colleagues recognising that our Trade Union representatives have a central role in conveying the thoughts, concerns and aspirations of our workforce. We have worked with our Trade Union colleagues to inform the development of the strategy and they will have a key role in continuing to work with us through its delivery.

The delivery of this People Strategy will be supported by effective Organisational Development. We will review the ICS Values and Behaviours Framework with our staff to ensure it reflects and describes what we explicitly do as an organisation – this work is underway.

We would like to thank you all for your hard work since the creation of our ICB. We have been successful as an organisation as we seek to recover services and improve outcomes for people locally. This is down to you and our commitment to you is that this People Strategy will ensure that we continue to build and provide a compassionate and inclusive workplace that supports, rewards and develops all of you.

Context

There are a range of national and system policy frameworks have influenced the development of the People Strategy and which provide a clear framework and recommendations for improving employee experience through the core enabling foundations of diversity, inclusion and wellbeing.

- NHS People Plan
- West Yorkshire Health and Care Partnership People Plan
- Future of HR and OD in the NHS Report
- NHS Equality, Diversity and Inclusion Improvement Plan
- NHS Long Term Workforce Plan

Our People Strategy adopts the themes set out in the West Yorkshire Fair Work Charter which has been designed to recognise the positive impact of fair work on organisations and their people through inclusive routes into employment, a rewarding and healthy work environment, career progression and the provision of meaningful and purposeful work.

Our People Strategy is a key enabling plan that supports our organisational commitment to the ten big ambitions for the people of West Yorkshire set out in our West Yorkshire Health and Care Partnership Integrated Care Strategy and Joint Forward Plan.

Impact of the People Strategy

In order to know our People Strategy is both effective and impactful, each of the five pillars sets out an illustration of some of the typical measures we intend to use to measure success. These will be developed further within the supporting action plan and additionally, it will be important to identify elements where it will be appropriate to seek more qualitative assurances as part of assessing overall improvements to our employee experience.



The five pillars of this strategy

1. Behaviours and culture

Develop a working environment where our people recognise diversity is valued, feel psychologically safe, engaged, listened to, encouraged to contribute ideas, able to give and respond to feedback and be part of a high performing team.



Our commitment to you:

- Thoughtful and effective decision making.
- A responsive and supportive organisation, in which conflict is navigated and there is fostering of collaboration.
- An empowered environment with visible leadership, where people feel it is safe to speak up with ideas, questions, concerns and errors.

Our collective actions:

- Develop manager capabilities in increased emotional intelligence - empathy, self-awareness, self-regulation and social sensitivity.
- Implementation of a values and behaviours framework for the organisation that defines what behaviours are unacceptable and proactively taking action if such behaviours are presented.
- Ensure that our people are clear on the routes available to raise ideas and concerns and review their effectiveness.
- Support the development of skills in the giving and receiving of feedback and professional challenge as part of everyday interactions.
- Promote the use of reflective practice as part of a learning culture.

Measuring success:

- Improved staff survey results in relation to workforce culture, behaviours and supportive leadership.

- Evidence that when our people leave the organisation it is not for reasons of poor experience of the working environment or leaders.
- Reduced levels of absence due to work related stress.
- Evidence of increased employee engagement in relation to feedback and ideas and that the organisation is learning from the experiences of our people.
- Achievement of the national Sexual safety in healthcare - organisational charter.

2. Belonging

For us, this is to our team, place/directorate, organisation and the Partnership – develop a working environment where our people are accepted and respected for who they are, where they feel connected and have a sense of individual and collective identity and purpose.



Our commitment to you:

- The building of a common purpose and understanding towards a shared organisational identity which supports inclusion and collaborative relationships.
- That all our people know and understand their role and the valued contribution that they make to the organisation.
- Our workforce is reflective of our diverse communities and that this diversity is valued as a strength to the organisation and Partnership, as a whole.

Our collective actions:

- Ensure that the collective employee voice and experience contributes to and influences decision making within the organisation.
- Support our managers to adopt inclusive leadership practices for teams across the organisation.
- Build trust with our colleagues to inform our people analytics including increasing the declaration rates for protected characteristics to better address inequalities so that this can inform where we need to focus our attention.

- Develop an Anti-racism framework to embed our commitment to collective action and in which we strive to dismantle systemic racism and achieve sustainable and transformative change.
- Review and refresh a sustainable programme for reward and recognition.

Measuring success:

- Increased protected characteristics declaration rates for all employees.
- Improved staff survey results in relation to EDI, role and objectives and supportive leadership.
- Improved WRES and WDES results.
- Implementation of an Anti-racism Framework.
- Achievement of further Disability Confident accreditation.

3. Growing for our future

Develop a working environment to ensure we can attract, develop and retain a talented and diverse workforce and succession plan for the future.



Our commitment to you:

- A consistent and inclusive approach to leadership and talent development.
- An organisation that is recognised locally as being a good employer.
- Our people are digitally aware and enabled.

Our collective actions:

- Prioritise the development of system leadership skills and behaviours to equip leaders of the future.

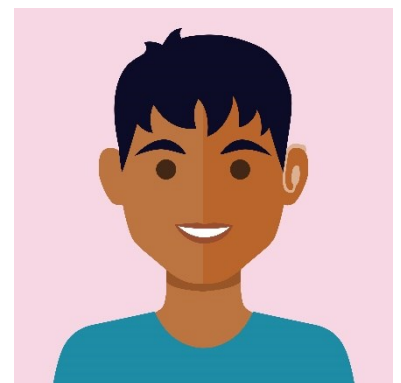
- Through a Talent and Succession Framework, ensure that all our people are supported in regular talent conversations to support career development aspirations and continued development of skills and knowledge.
- Develop engaging and inclusive recruitment practices and approaches to attract members of our diverse and underrepresented communities into our organisation.
- Develop responsive employment models that support the attraction and retention of employees at different stages of their lives and careers recognising good work can help us to stay healthier.
- Define and review the employee value proposition for our people.

Measuring success:

- Our workforce will be more representative of the population of West Yorkshire.
- People will identify that there are career pathways within the organisation.
- Evidence of people developing their careers within the organisation and from this, into the wider West Yorkshire Health and Care Partnership.
- Increased digital development across the workforce.
- Improved staff survey results in our employees recommending the organisation as a place to work.

4. Looking after our people

Develop a working environment where health and wellbeing is prioritised and where our people are enabled, valued and motivated to contribute their best.



Our commitment to you:

- Compassionate leadership with leaders proficient in knowledge, skills and positive behaviours.
- Teams are supported to be high performing with a focus on proactive wellbeing through prevention strategies and a supportive wellbeing framework.
- The contribution of our people is valued and acknowledged and that colleagues feel able to say when they need support.

Our collective actions:

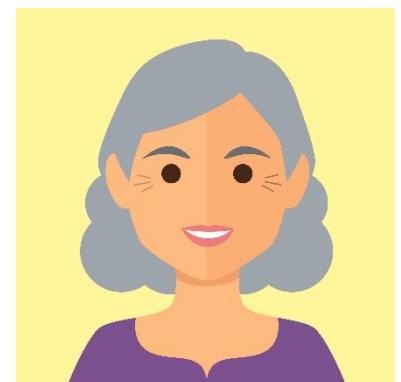
- Develop a Wellbeing Framework that focuses upon a range of proactive and preventative measures.
- Support our managers to be skilled, confident and responsive to support the wellbeing needs of individuals and teams they are responsible for and that the fundamental responsibilities are done well.
- Ensure that the wellbeing offer to our people is reflective of diverse needs and culturally sensitive.
- Develop people policies and practices that support flexibility, development, wellbeing and reward.
- Growth of a restorative just and learning culture focused upon employee relations.

Measuring success:

- Improved staff survey results in relation to wellbeing and safety at work.
- Feedback through appraisal processes.
- Evidence that when our people leave the organisation it is not for reasons of this being an unhealthy working environment.
- Reduced levels of absence in relation to physical and mental health and evidence of return to work interviews after each absence.
- Evidence of increased employee engagement in relation to feedback and ideas and that the organisation is learning from the experiences of our people.

5. New ways of working

Develop a working environment to ensure we can harness technology and digitally enabled solutions to enhance people services and plan for the future to implement and embed change effectively.



Our commitment to you:

- A clear model for ways of working that supports flexibility and collaboration.
- Collaboration and partnership across the integrated care system to support working in new and innovative ways.
- Simplified people system and processes that improve accessibility and efficiency for our employees and managers that support recruitment, wellbeing and development more efficiently.

Our collective actions:

- Draw on the skills and knowledge of our partner organisations across sectors to improve our organisational learning.
- Maximise digital technologies to enable more efficient and effective processes in all aspects of the employee lifecycle.
- Supported by our internal organisation development programme, proactively embed the new operating model and enable a one team ethos.
- Create more accessible and experiential learning and development opportunities.
- Strengthen the opportunities for employee voice to influence the management of change.

Measuring success:

- Improved staff survey results in relation to engagement and learning.
- Reduced timeframes for people processes.
- Evidence of further developed working across system partners where barriers to success have been removed.
- Improved utilisation of digital solutions within people processes.
- Evidence of increased employee engagement in relation to feedback and ideas and that the organisation is learning from the experiences of our people.

People Strategy

Thank you all for your hard work since the creation of our ICB.

We have been successful as an organisation as we seek to recover services and improve outcomes for people locally.

This is down to you.

Our commitment to you is that this strategy will ensure we continue to build and provide a compassionate and inclusive workplace that supports, rewards and develops all of you.

Published September 2024