

Meeting of ICB Board

Date: 6 October 2022

Time: 10:30

Location: Engineers House, The Promenade, Clifton Down, Clifton, Bristol, BS8 3NB

Agenda Number :	7.2
Title:	ICB People Strategy and Plan
Purpose: Decision	
Key Points for Discussion:	
<p>A People Strategy has been developed for the ICB and is attached in appendix 1.</p> <p>It covers in detail the eighteen-month period from 1 September 2002 to 31 March 2024. It also, indicates actions after that period. However, as the ICB will be maturing during its initial few years, it is anticipated that the strategy will need a refresh after that point.</p> <p>The development of the strategy was undertaken with wide engagement of the ICB workforce and ICB leaders. A dedicated piece of insight work took place through open drop-in session where around 200 members of staff attended and contributed. This is detailed in the document itself.</p> <p>The Executive Team, Strategic Development Forum and Staff Partnership Forum have also discussed and contributed to the content.</p> <p>The strategy links to the national NHS ten key people function priorities and has alignment with ICS People Priorities.</p> <p>The People Strategy is supported by a detailed implementation plan (excel document) which is also attached in appendix 2. It contains impact KPI, timelines and detailed actions. A number of proposed actions will require a business case for resources.</p> <p>It is envisaged that the plan will be monitored, and a status report submitted to the ICB People Committee bi-monthly.</p> <p>At its meeting on 7th September 2022, the ICB People Committee agreed the strategy and recommendations it to the ICB Board for approval.</p>	
Recommendation:	It is recommended by the ICB People Committee that the ICB Board approve the ICB People Strategy and Plan.
Previously Considered By and feedback:	The ICB People Committee
Management of Declared Interest:	n/a



Risk and Assurance:	The People Strategy and Plan is designed to mitigate workforce supply risk.
Financial / Resource Implications:	Actions which may require additional resources are identified in the plan.
Legal, Policy and Regulatory Requirements:	The content of the strategy is aligned with employment legislation and the ICB's Public Sector Equality Duty.
How does this reduce Health Inequalities:	Reduction of health inequalities is a key aim of the ICB. Having an appropriately skill and motivated ICB workforce is vital for delivery of these aims.
How does this impact on Equality & diversity	The ICB will continue to deliver its Public Sector Equality Duty.
Patient and Public Involvement:	n/a
Communications and Engagement:	There has been extensive insight work and engagement undertaken within the ICB.
Author(s):	Julie Bacon: Interim Chief People Officer
Sponsoring Director / Non-Executive / Partner Member:	Jaya Chakrabarti: Chair, ICB People Committee.

ICB People Strategy – 2022 to 2025

1. Introduction

The BNSSG Integrated Care System (ICS) comprises of 10 partner organisations, including the three Local Authorities in the BNSSG area, NHS Trusts, the new Integrated Care Board and community and General Practice providers.

The ICS is made up of an Integrated Care Partnership (ICP), an Integrated Care Board (ICB) and six Locality Partnerships.

The move to an Integrated Care Board provided the opportunity to build on the successes of the Partnership to date and accelerate progress on behalf of the people and communities served. The aim is to work together to improve health and wellbeing, reduce inequalities, and provide integrated services for the one million people living in Bristol, North Somerset, and South Gloucestershire.

The Integrated Care Board (ICB) itself was established on 1 July 2022. Employees of the BNSSG Clinical Commissioning Group TUPE transferred into the ICB on that date. At its inception the ICB consisted of c550 employees engaged in the following Agenda for Change bands:

Pay Grade	Headcount	FTE
Band 3	16	14.41
Band 4	66	60.44
Band 5	51	47.51
Band 6	94	84.25
Band 7	107	94.52
Band 8 - Range A	71	64.63
Band 8 - Range B	36	32.49
Band 8 - Range C	35	32.61
Band 8 - Range D	11	10.91
Band 9	9	8.60
Other	48	20.20
Grand Total	544	470.57

This strategy is intended to ensure that the ICB is designed so that it can best deliver its objectives and that its people are supported to work successful in the new organisation. This means ensuring that the ICB is an attractive employer and that its people are employed in roles that are appropriate, are motivated and engaged to deliver the vision and priorities, trained for the job they do and supported to develop their career aspirations and create new ways of working. The strategy also sets out arrangements for ensuring that the ICB has a relevant leadership style and culture and puts equality, diversity and inclusion at its heart.



A particular feature of the ICB workforce is the number of fixed term employment contracts in place which at c100 constitute almost 20% of the Organisation. These are mainly due non recurrent funding, although some are covering recurrently funded vacancies. This coupled with internal secondments around the ICB and external secondments to other organisations gives the ICB too much churn and volatility. This is having a significant impact on organizational capacity and a feeling of overwhelm amongst ICB staff.

This strategy has element which are designed to address these short-term issues and encourage a more substantive and sustainable workforce.

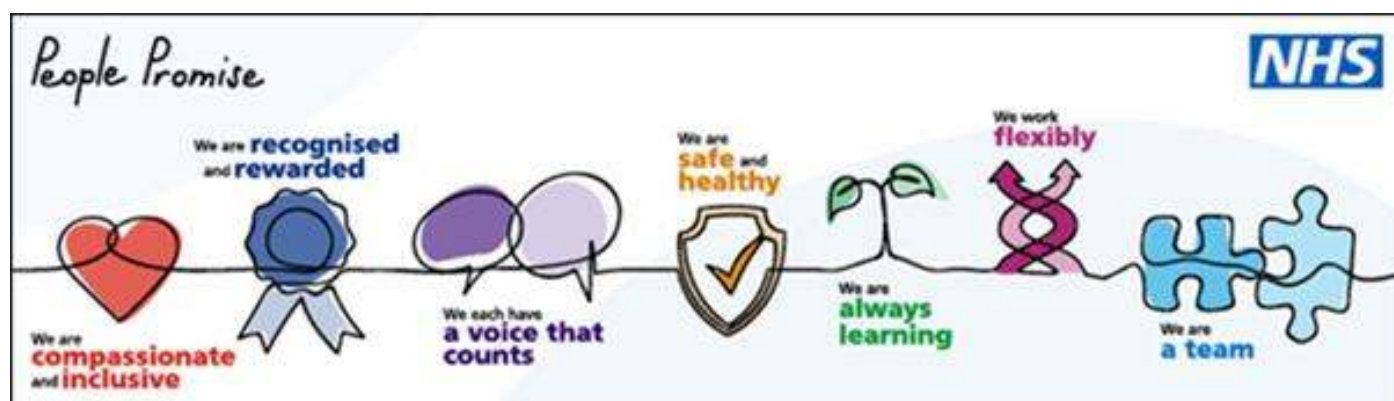
Significant engagement work has been undertaken at all levels of the workforce in order to develop this strategy. Other available data such as the staff survey and temperature checks have also provided context as has the organisations inclusion data such as the WRES, WDES and gender pay gap report.

Inclusion is important as delivery of the Public Sector Equality Duty and ensuring that the ICB workforce better reflects the population it serves is a main theme.

The strategy also aligns to the National NHS People Strategy and the 10 priorities of the people function which are:

- Supporting the health and wellbeing of all staff
- Growing the workforce for the future
- Supporting inclusion and belonging for all
- Supporting leadership at all levels
- Educating, training and developing people, and managing talent
- Leading workforce transformation and new ways of working
- Driving and supporting broader social and economic development
- Transforming people Services
- Leading coordinated workforce planning
- Supporting system design and development

The People Strategy also takes account of the national NHS People Promise which was also adopted by BNSSG CCG and was a key feature of previous workforce plans. This is shown below:



As the Integrated Care Board is also part of the wider Integrated Care System, alignment with the system People Strategy, workforce plan and delivery programme has also been a feature.

2. Aims

The aims of the People Strategy contain aspirations for the workforce and the Organisation itself and are expressed as three interdependent pillars:

Attractive employer: An employer of choice able to attract, develop, inspire and retain its people and offer fulfilling work, an inclusive and supportive environment and a genuine work / life balance.

Valued People: Capable and valued people and teams who work passionately, flexibly and professionally for the benefit of patients and service users to deliver the mission of the ICS.

Trusted Organisation: An Organisation which visibly represents the people it serves, operating efficiently and effectively leading system transformation and delivering the vision of the ICS.

The People Plan which underpins the People Strategy is designed to help the ICB to meet these aims and contains measures for assessing the impact.

The comprehensive engagement and insight work which took place with staff in the form of open invite MS Teams discussions with colleagues at all levels. This engagement comprised of six sessions led by the interim Chief People Officer. These were well attended by c200 staff. The three pillars were used to focus discussion. The top three feedback themes for each pillar were:

Attractive Employer

- ❖ Hybrid and flexible working, built around the individual
- ❖ Job security and manageable workloads
- ❖ Career paths and learning and development opportunities

Valued People

- ❖ A leadership style and culture which values the individual
- ❖ Fair promotion opportunities and a focus on talent
- ❖ A culture where feedback can be given and received positively

Trusted Organisation

- ❖ Equality, diversity and inclusion – consistent good practice
- ❖ Remove silo's, bureaucracy and glass ceilings
- ❖ Visible purpose and priorities and celebrate achievement

Responding to this important insight is a key part of the Strategy and Plan. Most of the actions in the plan relate to this feedback.

Feedback on the proposed strategy has also been obtained from the organisations executive team, its senior leaders at the ICB's Strategic Development Forum and also at the Staff Partnership Forum.

3. Strategy Framework and Themes

In order to ensure completeness of the strategy a framework has been developed to provide focus on seven key themes, with Purpose, Vision, Values and Culture being the central hub, around which all the others orbit. This reinforces the main purpose of the People Strategy to ensure that the workforce is best placed to deliver the purpose and vision of the ICB.

The People Plan is constructed along these seven themes.



These are then developed to create a vision for each theme, which crystallises the aims and makes them more specific to assist with the action planning and impact assessment. These are also cross referenced with the main people promise area (in purple), although many contribute to more than one aspect of the people promise.

Purpose Vision, Values and Culture: Our people have a clear purpose for their work and understand how they make a difference to patients and service users. The behaviour of our people and teams promote system and organisational values. **“We are compassionate and inclusive”**

Leadership Style & Development: The ICB is well led. Our leaders are compassionate and supportive whilst being able to drive performance and hold teams to account for what matters. Our leaders role model the values and behaviours and challenge those who do not. **“We are compassionate and inclusive”**

ICB Capacity, Structure & Role Design: Our work is organised in ways that make sense, promote collaboration, innovation and enable delivery. Roles are rewarding with adequate capacity to deliver work demands. **“We are recognised and rewarded”**

Inclusion: Our commitment to inclusion is made real. Inclusive policy is put into practice and consistently applied. We celebrate diversity and our workforce reflects the population we serve. Networks are our voice and are listened to. **“We are compassionate and inclusive”**

People Development & Talent Approach: Our people are supported to be the best they can be. They have the capability to do their job well and are coached, developed and nurtured. Career aspirations are recognised and supported. **“We are always learning”**

Wellbeing, Empowerment & Engagement: Our people are kept informed and are trusted to deliver their work. Their advice is sought and respected. Our leaders see the wellbeing of their teams as a key priority and are genuinely interested in supporting individual needs. Bullying is not tolerated. **“We each have a voice that counts. We are safe and healthy”**

Team and Hybrid Working: Our people work smart, focusing on high value activity with only essential bureaucracy and direction. They are allowed to take risks and learn from failure. Teams are inclusive and collegiate. Where work is done is less important than how well it is done. Digitalisation supports this. **“We work flexibly. We are a team”**

4. The People Plan

The detailed plan is attached in appendix 1. Below is a summary of the actions under each theme. They are structured into actions for the next 18 months up to end of March 2023 and actions beyond that date. As the ICB is a maturing organisation, more detail is provided for the first 18 months as priorities could change or refocus after that time.

Purpose Vision, Values and Culture:

The actions in this section are designed to provide the workforce with a clearer view of the ICB purpose and priorities and enable each member of staff to understand how their role contributes to them. They are designed to embed the values and a compassionate and just culture.

- ✚ “Big Conversation” creates a clear purpose
- ✚ Job descriptions include the overall ICB purpose and set out how the role contributes to it
- ✚ Just culture introduced and embedded in disciplinary, grievance and appeals procedures.
- ✚ ICB team values charters developed through an engagement approach
- ✚ Culture 360* assessment / base line

Work in subsequent years will continue to embed a just culture and the culture 360* follow up assessment will provide an indication of progress.

KPI will include: the staff survey response rate; % recommending the ICB as a place to work; staff survey score for compassionate and inclusive and the 360* survey itself.

Leadership Style & Development:

The actions in this section are designed to supplement the work above, particularly in relation to supporting leaders with their own development to model the values and develop the culture.

- ✚ ICS/ICB Leadership development Strategy and Plan, including ICB Board development
- ✚ Leadership development offerings mapped to leadership levels and funded
- ✚ Foundation in System Leadership eLearning promoted through ICB.
- ✚ Senior leadership competency and development framework available
- ✚ Senior leaders’ talent approach based on competencies and performance assessment

Work in subsequent years will involve embedding the talent approach and extending development thought the leadership layers, including to aspirants.

KPI will include: the staff survey engagement score, staff survey score for moral, numbers and % of leaders attend training and completing programmes.

ICB Capacity, Structure & Role Design:

Some of these actions focus on the immediate need to appropriately structure the ICB so that it can deliver its objectives. Others relate to the development of a more flexible model of operation.

- ✚ ICB Executive Structure appointed
- ✚ Executive portfolios realigned and functional teams restructured where needed
- ✚ Reliance on fixed term contracts reduced
- ✚ Generic roles and competency framework developed for project, communications and admin roles and an internal consultancy / capability centre approach developed
- ✚ Workforce plan for projects via capability centre
- ✚ Recruitment channels, literature and offer revised to better promote ICB jobs
- ✚ Individualised employment offer developed

Work in subsequent years will extend the generic role and competency framework approach across the ICB and in some case across the ICS.

KPI will include: no of executives in post; no of fixed term contracts; staff survey score for compassionate and inclusive, we are always learning, and we are recognised and rewarded; % turnover.

Inclusion

There is also a separate Equality, Diversity and Inclusion (EDI) Strategy and these people strategy actions correlate with its content.

- ✚ ICB Inclusion council and network arrangements established
- ✚ Complete inclusive recruitment and disability smart assessment action.
- ✚ Embed a new reasonable adjustment approach
- ✚ Develop Inclusion strategy, commitment and action plan
- ✚ Measuring performance – Implement Equality Delivery System (EDS) v3 Domain 3 – Inclusive Leadership

Work in subsequent years will continue to embed policy into practice with delivery actions and integrate the EDI for the ICB with that of the ICS.

KPI will include: Staff survey score for we have a voice that counts, and we are compassionate and inclusive; 5 BAME staff at 8a+ and EDS 3 KPI.

People Development & Talent Approach

This is a core element of the People Strategy and reflects the feedback from staff in a number of areas. The initial 18 months' work covers:

- ✚ New ICB induction
- ✚ Support available for staff affected by organisational change
- ✚ Project, communications and admin job families have a training needs analysis and provision linked to competency framework
- ✚ Revise appraisal to include talent conversations
- ✚ Training needs and analysis and development priorities for each directorate
- ✚ Apprenticeships extended

In subsequent years work will continue to expand and embed this approach across all job families

KPI will include: Staff survey score for we are compassionate and inclusive, and we are always learning; No of apprentices and no of people attending induction and the appraisal %.

Wellbeing, Empowerment & Engagement

Much of this features the annual staff survey and building a set of workforce KPI that enable trends to be analysed, together with ensuring that workforce engagement approaches are beneficial.

- ✚ Establish ICB Staff Partnership arrangements and a recognition agreement.
- ✚ Establish/monitor a set of key workforce KPI
- ✚ 2021/22 staff survey: deliver action plan
- ✚ 2022/23 staff survey: delivered and analysed
- ✚ Staff wellbeing conversations in appraisal
- ✚ Review HR policies and practices from a "staff friendly" perspective

Subsequent work will involve the review of staff wellbeing offerings and uptake.

KPI will include: the staff survey scores for we have a voice that counts, and we are safe and healthy and the % of staff recommending the ICB as a place to work.

Team and Hybrid Working

Actions include consolidating the approach to hybrid working and embedding it into business as usual, which will enable a reduction of paid for workspace in Bristol.

- ✚ Finalise hybrid and flexible working arrangements
- ✚ Manage any work base closures
- ✚ Training on “virtual leadership”, “virtual team” and “virtual colleague”
- ✚ Team building for new teams in ICB
- ✚ Improve digital skills across ICB workforce

Work in subsequent years will feature support to enable high performing teams.

KPI will include: the staff survey scores for we work flexibly, we work as a team, we are inclusive and compassionate, and we are always learning.

5. Implementation and Monitoring

The People Strategy is supported by a detail People Plan which sets out the actions which will be taken in order to deliver the strategy. The plan contains timeframes and base line and impact KPI.

Some aspects of the strategies delivery will require additional resources and where this is the case, it is indicated in t he plan.

The implementation of the People Strategy and delivery of the People Plan will be monitored by the ICB People Committee.

Purpose, Vision, Values & Culture

Purpose, Vision, Values & Culture																
Aim	Key Actions	Main steps	Owners	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Yr. 3 +	Impact KPI baseline	Impact KPI Target	Impact KPI Current	Resources required	RAG	Programme Update
1	Our people have a clear purpose	Delivery of the "big Conversation"	Comms.	*	*							Staff survey response rate	90%	84%		
2	Our people have a clear purpose for their work and understand how they make a difference to patients and service users.	Role profiles and Job Descriptions include the overall purpose with a line of sight about how the post holder contributes to it	develop the message, add to template JD's, issue guidance on line of sight	CPO/HR		*						% staff recommend ICB as a place to work	75%	62.40%		
3	The behaviour of our people and teams promote system and organisational values.	Just culture introduced and embedded in disciplinary, grievance and appeals process	Introduce training for managers, case managers and independent investigators on disciplinary and include just culture principles; Introduce a just culture checklist for appeal panels	CPO/HR	*	*	*	*	*	*		Staff survey score for compassionate and inclusive	8	7.5		
4	The behaviour of our people and teams promote system and organisational values.	ICB Team Values Charters developed	Design a team values charter half day team building intervention, train facilitators, As new teams take shape in the ICB after portfolio realignment, off the half-day session	CPO/OD		*	*	*	*	*		Staff survey score for compassionate and inclusive	8	7.5	yes	
5	The behaviour of our people and teams promote system and organisational values.	Culture 360* assessment baseline data produced	Source a culture 360* assessment tool, mini-business case for facilitation, carry out the 360* assessment, compile results, draw out lessons and an action plan	CPO/OD		*	*	*	*	*		KPI from the 360* assessment itself	Target based on the 360* assessment		yes	
6	The behaviour of our people and teams promote system and organisational values.	Just culture embedded in all HR practices									*					
7	The behaviour of our people and teams promote system and organisational values.	Culture 360* assessment 3 year progress assessment									*					

Leadership Style & Development

Aim	Key Actions	Main steps	Owners	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Yr. 3 +	Impact KPI baseline	Impact KPI Target	Impact KPI Current	Resources Required	RAG	Programme Update
The ICB is well led.	ICB Leadership development strategy and plan, including ICB Board development which links to ICS Strategy	Review Peloton and other offerings, agree ICB board development, secure funding and facilitation, rollout board development	CPO/OD	*	*	*	*	*	*		No of leaders who attend the training	90% uptake		yes		
The ICB is well led.	ICB Leadership development offerings mapped to leadership levels and funded	Develop a framework of applicability to levels of ICB leadership, business case for costs, source suppliers, rollout development.	CPO/OD			*	*	*	*		Staff survey staff engagement score	7.5	6.8	yes		
The ICB is well led.	Foundation in system leadership eLearning promoted through ICB	Agree an approach for development time, mechanism for recording of uptake publicise, map progress and take-up, advertise periodically	CPO/OD	*	*	*	*	*	*		% of staff who have completed the programme	50% of all staff B7 and above				
Our leaders are compassionate and supportive whilst being able to drive performance and hold teams to account for what matters. Our leaders role model the values and behaviours and challenge those who do not.	Senior leadership competency, development and assessment framework in place and linked to succession planning. (Yr. 3) senior leaders talent approach fully embedded and an ICB succession plan in place	Use Leadership Academy/ ICB competencies, localise its use as a framework, define applicability to ICB leader roles, introduce 9 box grid assessments, develop a succession plan map of 9 box assessments, embed into BAU appraisals for senior leaders.	CPO/OD		*	*	*	*	*	*	staff survey score for morale	7	5.7			
The ICB is well led.	Alumni activities of all programmes embedded into an action learning / problem solving approach									*						
The ICB is well led.	New leaders induction and aspirant programmes fully in place									*						
The ICB is well led.	Middle and entrant leaders talent approach development									*						

ICB Capacity, Structure & Role Design

Aim	Key Actions	Main steps	Owners	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Yr. 3 +	Impact KPI baseline	Impact KPI Target	Impact KPI Current	Resources Required	RAG	Programme Update
Our work is organised in ways that make sense, promote collaboration, innovation and enable delivery.	ICB executive structure appointed	Complete change process, recruitment campaign, interviews. Onboarding	CPO	*							No of executives in post as at 1 Jan. 2023	100% of executives in post	7 out of 8 in post			
Our work is organised in ways that make sense, promote collaboration, innovation and enable delivery.	Executive Portfolios realigned and functional teams restricted where needed.	Execs agree portfolio changes in September, identify those impacted by change, engagement with other staff, organisational change process for impacted few, manage any displaced staff, identify any local	CPO/AM	*	*						staff survey score for we are compassionate and inclusive	8	7.5			
Roles are rewarding with adequate capacity to deliver work demands	Reliance on fixed term contracts reduced	Introduced guidance for agency contractors for an alternative to FTC's; identify FTC's covering permanently funded work and make substantive if meet criteria; where appropriate make other FTC substantive after programme review and portfolio realignment; use generic JD to minimise risk	CPO/AM	*	*	*	*				Current no. of FTC's	50% reduction to less than 50	98			
Roles are rewarding with adequate capacity to deliver work demands	generic roles and competency framework developed for project roles and an internal consultancy / capability centre approach	produce JD's, band jobs, develop competency framework, do training needs analysis, secure training, map roles and staff on to a capability framework, develop rules for deployment, embed into a function	CPO/OD	*	*	*	*				staff survey score for we are always learning	7	5.3			
Our work is organised in ways that make sense, promote collaboration, innovation and enable delivery.	Workforce plan for programmes based on capability levels	use capability matrix to base line project staff and plan movement. Link to budgets	CPO/OD		*	*					turnover % (headcount)	3% reduction in annual turnover	19.90%			
Our work is organised in ways that make sense, promote collaboration, innovation and enable delivery.	generic roles and competency framework developed for admin and communication roles and capability centre approach	produce JD's, band jobs, develop competency framework, do training needs analysis, secure training, map roles and staff on to a capability framework, develop rules for deployment,	CPO/OD	*	*	*	*				staff survey score for we are always learning	7	5.3			
Roles are rewarding with adequate capacity to deliver work demands	Recruitment channels, literature and offer revised to better promote ICB jobs	Explore LinkedIn platform, revise value proposition, review equality statement, refresh recruitment branding	CPO/HR	*	*						staff survey score for we are recognised and rewarded	7.5	6.6			
Roles are rewarding with adequate capacity to deliver work demands	Individualised employment offer developed	use staff insight work to identify areas of interest, model and cost choices, rollout as part of campaigns	CPO/HR		*	*					staff survey score for we are recognised and rewarded	7.5	6.6			
Our work is organised in ways that make sense, promote collaboration, innovation and enable delivery.	Refresh project roles and competencies to reflect maturity of ICS									*						
Our work is organised in ways that make sense, promote collaboration, innovation and enable delivery.	deploy competency framework and development for project roles across ICS									*						
Our work is organised in ways that make sense, promote collaboration, innovation and enable delivery.	Extend generic role and competency approach to other job families									*						
Roles are rewarding with adequate capacity to deliver work demands	Introduce roles with extended bandings which permit career progression based on competencies and achievement									*						
Roles are rewarding with adequate capacity to deliver work demands	Detailed workforce plan for 5 years for ICB									*						

Aim	Key Actions	Main steps	Owners	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Yr. 3 +	Impact KPI baseline	Impact KPI Target	Impact KPI Current	Resources Required	RAG	Programme Update
Networks are our voice and are listened to.	ICB Inclusion Council and networks established	ToR to be approved at September People Committee	Inclusion Coord.	*							Staff survey score for we have a voice that counts	8	7			
Our commitment to inclusion is made real. Inclusive policy is put into practice and consistently applied. We celebrate diversity and our workforce reflects the population we serve.	Complete inclusive recruitment and disability smart actions	agree actions and priorities and detailed plan.	CPO/HR/network	*	*	*	*	*	*	*	% BAME staff at B8a+	5% increase	8.18%			
Inclusive policy is put into practice and consistently applied.	Embed new reasonable adjustment approach	Redesign form and process, support with guidance and training	CPO/HR/network	*							staff survey score for we are compassionate and inclusive	8	7.5			
Our commitment to inclusion is made real.	Develop Inclusion Strategy, commitment and action plan	Draft strategy, carryout engagement, develop KPI, produced detailed plan	Inclusion Coord.	*	*	*	*	*	*	*	staff survey score for we are compassionate and inclusive	8	7.5			
Our commitment to inclusion is made real. Inclusive policy is put into practice and consistently applied. We celebrate diversity and our workforce reflects the population we serve.	Measuring performance - Implement EDS v3 - Domain 3 - Inclusive Leadership	create action plan for delivery	Inclusion Coord.		*	*					EDS 3 will contain own KPI and targets	EDS 3 will contain own KPI and targets				
Inclusive policy is put into practice and consistently applied.	Suite of Inclusion training for mandatory and optional learning									*						
Our commitment to inclusion is made real.	Align inclusion strategy, KPI and networks with ICS									*						

People Development and Talent Approach

Aim	Key Actions	Main steps	Owners	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Yr. 3 +	Impact KPI baseline	Impact KPI Target	Impact KPI Current	Resources Required	RAG	Programme Update
Our people are supported to be the best they can be.	New ICB Induction	Revise format and rebrand	CPO/OD	*							% of new staff attending induction	75% attendance target				
Career aspirations are recognised and supported.	Support available for staff affected by change	FAQ's, open meetings and 1 2 1's, plus health and wellbeing and outplacement	CPO/HR	*	*	*					staff survey score for we are compassionate and inclusive	8	7.5			
Our people have the capability to do their job well and are coached, developed and nurtured.	Project, communications and admin job families have a training needs analysis and provision linked to competency framework	undertake TNA when framework is completed, source funding and provision, map provision to competencies, provide guidance on use / applications	CPO/OD	*	*	*	*				Staff survey score for we are always learning	7.5	6.3	yes		
Career aspirations are recognised and supported.	Revise appraisal to include talent conversations (yr. 3) Full talent approach available for all staff, with competencies, talent conversations, performance, appraisal and succession planning linked	develop format for talent conversations, link to PDP and performance assessment, revise appraisal documentation and guidance, develop monitoring mechanism, add training if required.	CPO/OD	*	*	*	*	*	*	*	% appraisal compliance	85% annual appraisal target	70%			
Career aspirations are recognised and supported.	Extend apprenticeships	Review current position and ICS direction revise approach	CPO/OD		*	*	*				No of apprentices	20% increase				
Our people have the capability to do their job well and are coached, developed and nurtured.	Directorate training needs analysis and (yr. 3) all training to support it in place with clear frameworks for approval of learning and development applications based on role and career aspirations	develop TNA format, resource to conduct TNA, issue TNA, gap analysis, source training provision, embed in application and approval process	CPO/OD			*	*	*	*	*	Staff survey score for we are always learning	7.5	6.3	yes		
Our people have the capability to do their job well.	Mandatory training aligns with ICS									*						
Our people are supported to be the best they can be.	Inclusion training embedded across ICB and all training reflects our inclusion values									*						

Wellbeing, Empowerment and Engagement

Aim	Key Actions	Main steps	Owners	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Yr. 3 +	Impact KPI baseline	Impact KPI Target	Impact KPI Current	Resources Required	RAG	Programme Update
Our people are kept informed and are trusted to deliver their work. Their advice is sought and respected.	Establish ICB staff partnership arrangement and recognition agreement	TOR approved by People Committee, realign reps. to new directorate, TU recognition agreement in place	CPO/HR	*	*	*					% staff recommend ICB as a place to work	75%	62.40%			
Our leaders see the wellbeing of their teams as a key priority and are genuinely interested in supporting individual needs.	Establish and monitor a set of key workforce KPI	identify KPI, linked to strategy, key workforce risks and those used across the iCs form workforce. Agree reporting format and frequency.	CPO/HR	*	*	*	*	*	*	*	KPI available	KPI refreshed to timetable				
Our peoples advice is sought and respected. Our leaders see the wellbeing of their teams as a key priority . Bullying is not tolerated	2021/22/staff survey deliver actions	Directorate actions reported through exec and SPF; hybrid working and remainder reflected in people strategy	CPO/HR	*	*						Staff survey score for we have a voice that counts	8	7			
Our peoples advice is sought and respected. Our leaders see the wellbeing of their teams as a key priority. Bullying is not tolerated	2022/23 staff survey undertaken, analysed and actions	renew picker contract, engagement re completion, results reported, analysed and new action plans and monitoring	CPO/HR	*	*	*	*	*	*		Staff survey score for we have a voice that counts	8	7			
Our peoples advice is sought and respected. Our leaders see the wellbeing of their teams as a key priority. Bullying is not tolerated	2023/24 staff survey		CPO/HR					*	*	*	Staff survey score for we have a voice that counts	8	7			
Our leaders see the wellbeing of their teams as a key priority and are genuinely interested in supporting individual needs. Bullying is not tolerated	Staff wellbeing conversations embedded	Refine conversation format, decide mechanism for delivery i.e. appraisal, implement, with guidance and training, monitor and embed in BAU	CPO/HR		*	*	*				staff survey score for we are safe and healthy	7.5	6.3			
Our leaders see the wellbeing of their teams as a key priority and are genuinely interested in supporting individual needs. Bullying is not tolerated	Review HR policies and practices from a staff friendly perspective	Produce schedule of policies and processes to be reviewed, complete reviews	CPO/HR	*	*	*	*	*	*	*	% staff recommend ICB as a place to work	75%	62.40%			
Their advice is sought and respected.	ICB participates in an ICS staff social partnership forum									*						
Our leaders see the wellbeing of their teams as a key priority and are genuinely interested in supporting individual needs.	Review wellbeing offerings and take up									*						

Team and Hybrid Working

Aim	Key Actions	Main steps	Owners	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Yr. 3 +	Impact KPI baseline	Impact KPI Target	Impact KPI Current	Resources Required	RAG	Programme Update
Where work is done is less important than how well it is done. Digitalisation supports this.	Finalise hybrid and flexible working arrangements	Exec decision on contractual bases, refine guidance and practices, rollout and communicate	CPO/HR/Corp services	*							staff survey score for we work flexibly	8	7.2			
Where work is done is less important than how well it is done.	Manage staffing implications of any work base closures	HR impact assessment when situation known, engage staff, formal consultation if required, change contractual bases	CPO/HR	*	*	*	*	*	*		Staff survey score for compassionate and inclusive	8	7.5			
Our people work smart, focusing on high value activity with only essential bureaucracy and direction. They are allowed to take risks and learn from failure. Teams are inclusive and collegiate. Where work is done is less important than how well it is done. Digitalisation supports this.	Training on "virtual leader", "virtual team" and "virtual colleague"	Develop good practice guidance, develop training / mini workshops, schedule, a advertise and deliver	CPO/OD	*	*	*					staff survey score for we work as a team	8	7			
Teams are inclusive and collegiate.	Team building for new ICB teams	develop offering, source supplier, obtain funding, schedule support	CPO/OD		*	*	*				staff survey score for we work as a team	8	7			
Digitalisation supports this.	Improve digital skills across ICB workforce	TNA of existing digital skills and gaps, identify training to be available, obtain funding and provide access to training, monitor uptake	CPO/IT			*	*	*	*	*	Staff survey score for we are always learning	7.5	6.3	yes		
Teams are inclusive and collegiate.	Leadership development available to support high performing teams									*						