

BOB ICB BOARD MEETING

Title	Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System Interim People Plan		
Paper Date:	5 July 2023	Meeting Date:	18 July 2023
Purpose:	Approval	Agenda Item:	12
Author:	Claire Zaffin, Head of Workforce Strategy & Intelligence	Exec Lead/ Senior Responsible Officer:	Karen Beech, Interim Chief People Officer
Executive Summary			
<p>This paper presents the Board with the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) interim People Plan [<i>the Plan</i>].</p> <p>The Plan builds on the joint work that was underway within BOB and has been discussed at the People Committee and developed further taking account of that discussion and feedback received from system partners.</p> <p>This plan is a living, interim plan that sets the tracks for the future. It describes where we intend to prioritise our workforce activities this year (2023/24) to move towards a more integrated, inclusive, supportive, and accessible system approach for our People. It is an ICS plan, encompassing our people focused work with all system stakeholders. The plan is unapologetically an interim “living plan” that will evolve. The recently published NHS Long term Workforce Plan is not addressed in this interim plan but will inform the development of the longer-term BOB ICS People Plan that we will now focus on. ICS partner engagement sessions are planned for September 2023 with the longer-term ICS People Plan being published in April 2024. It is important that we have an agreed set of priorities that we are collectively working on whilst we develop the longer-term plan.</p> <p>Assurance of this plan will be carried out through the People Committee and progress of the programmes monitored regularly at the Steering Groups. We will track our progress via collective measures of success (which include specific locally developed metrics, outcomes and products) and also adherence to national/regional metrics devolved from our partners in NHS England (NHSE).</p>			
Action Required			
<p>The board are asked to:</p> <ul style="list-style-type: none"> Approve the Interim People Plan, annex 1 to enable us to shift our focus to the development of the longer-term ICS People Plan. 			
Conflicts of Interest:	Conflict noted: conflicted party can participate in discussion but not decision.		
<p>The Plan has been developed with our partners (including organisations that employ our Partner Members) and implementation of the actions will be of benefit to all these organisations. Working together, rather than competing, to ensure we support our workforce will lead to more sustainable services for our population.</p>			
Date/Name of Committee/ Meeting, Where Last Reviewed:	April 2023, People Committee; June 2023, final revisions reviewed by People Committee by email.		



NHS

**Buckinghamshire, Oxfordshire
and Berkshire West**

Integrated Care Board

Interim People Plan 2023

A decorative graphic in the top-left corner consisting of several overlapping, curved lines in shades of blue and green.

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Executive Summary

Our interim Integrated Care System (ICS) People Plan will describe where we intend to prioritise our workforce activities this year to move towards a more integrated, inclusive, supportive and accessible System approach for our People.

We serve a growing population of nearly 1.8 million people, covering an increasing ageing population, areas of deprivation, and a significant proportion of people living with one or more long-term health conditions. Whilst demand and need will pose long-term challenges for our system, we are uniquely positioned to tackle them.

Our ICS joins up organisations across the NHS, local councils and other health and care partners to enable the integration of care, which will help us meet our aims of driving prevention, improving quality of care, becoming more efficient and tackling health inequalities.

To deliver our Plan successfully, we will need to change our ways of working to realise the benefits of being unified as a system, by building upon collaboration opportunities already existent within the ICS. The role of the Integrated Care Board (ICB) will be to bring together our collective strengths and facilitate delivery of this Plan, aligned with the ICS development aims and forthcoming strategy.

Our priority areas will be decided based on where our activities can support the workforce supply risks in our System and also our areas of highest need from a Population Health / reducing Health Inequalities perspective.



Introduction

This document outlines the People Plan (“the Plan”) for the BOB ICS for the next 12 months.

The plan is an interim ‘living plan’. It will be revised and updated as the establishment of BOB ICB develops. Whilst we build the ICB that is fit for the future, we are working alongside our system organisations to ensure that we are focused on areas of work which ensure our people remain a priority, building a sense of belonging within the NHS, developing how we deliver care and focus on ensuring that our roles across organisations are attractive for the future.

Why the plan was developed

To support the creation of “One Workforce” and build on joint working that was already happening the ICB will act as an “Anchor Employer” to set the pillars within which we will approach the employment of our health and care workforce; as well as our commitment to supporting the wider community in their health and wellbeing.

We recognise the challenge of retaining our workforce and want to ensure that what we offer within the BOB system is a supported way of working that enables our people to thrive across NHS, Care and Voluntary sector services.

How the plan will develop

We have a People Committee now in place within the ICB where we will build on our models of work for the future, identifying the core areas that we want to take forward and focus on as a system working together.

Whilst we develop our full People Plan, we want to recognise and build on the successes of our system partners, the success of their staff teams across our system, working together to build supportive workplaces and sustainability for our health & care services.

Our development of our full, longer-term People Plan, over the next 9 months, will include a full review of, and alignment with, the NHS Long Term Workforce Plan which was published on 30 June 2023.



Strategic Context

Our Health and Care landscape has changed significantly following the COVID-19 pandemic. Two years on, our NHS Providers in BOB and their workforces are still navigating new ways of working, as well as needing to adapt to changing circumstances in their personal life. We are seeing burnout, low levels of job satisfaction and concern over health and wellbeing being cited as reasons why staff are leaving the NHS for other types of work.

Recruitment and retention challenges are being felt in many areas, particularly in nursing, midwifery and social care. In addition, a proportion of our current workforce either returned to practice or delayed retirement to support our response to the pandemic. There is a risk that many of these will now choose to leave our health and care system and with the increased pressure on our entire workforce there is a risk of further loss.

Gaps in workforce supply mean that a continued focus on education and widening entry level opportunities to health and care professions are needed. The transformation of existing roles and organisational design is also critical to both the sustainability of services and improving our employee experience.

Rising living costs and BOB's proximity to London, where salaries for comparable roles are higher and attract area supplements, pose further localised challenges. Combined, these difficulties result in a heavy and increasing reliance on costly temporary staffing which further destabilises the workforce during this time of national pressure.

Against this backdrop, workforce contingency planning for potential industrial action is challenging and demonstrates the additional strength that comes with greater collaboration across our system and partnership working.

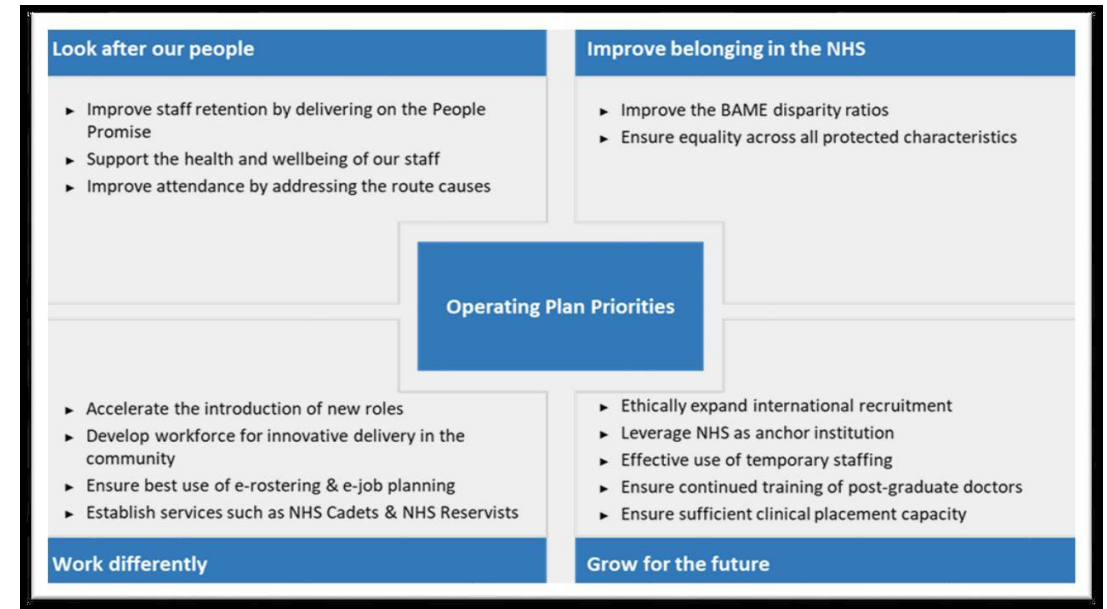
National Strategy & Policy

The **NHS People Plan** & the **NHS Operating Plan Priorities** support the implementation of the NHS Long Term Plan. They outline key guiding principles and lay the foundations of our People Plan.

In order to future proof the health and care provision, **the NHS People Plan** recognises the need for more people working differently, in a compassionate and inclusive culture.

It focuses on:

- **Looking after our people** particularly the actions we must all take to keep our people safe, healthy and well –both physically and psychologically.
- **Belonging in the NHS** highlighting the support and action needed to create an organisational culture where everyone feels they belong.
- **New ways of working** and delivering care emphasising that we need to make effective use of the full range of our people’s skills and experience to deliver the best possible patient care.
- **Growing for the future** particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer.



The **People at the Heart of Care** white paper sets out the governments 10-year vision for transforming **adult social care** in England.

It sets out three objectives:

- People have choice, control and support to live independent lives.
- People can access outstanding quality and tailored care and support.
- People find adult social care fair and accessible.



BOB Integrated Care System

Our ICS sits at the heart of the Thames Valley. It covers the geography across three counties, is coterminous with the local authority boundaries of Buckinghamshire, Oxfordshire, Reading, West Berkshire and Wokingham and has a population of nearly 2 million.

Whilst overall our population enjoys good health and a relative strong socio-economic condition, there are pockets of severe deprivation that the ICS must reach.

Our Population

Population growth: Anticipated to be a 5% growth in the overall population size by 2042, with an additional 89,000 people living in the area, due to significant government investment in business and infrastructure (including transport links).

Ageing population: The number of people aged over 65 is predicted to increase by 37%, an increase of 122,0000 people by 2042.

Long-term conditions: Levels of long-term conditions, such as heart disease or diabetes, are generally lower than the national average, but tend to increase with age, with an estimated 60% of people over 60 having one or more long term condition.

Recruitment & retention: Due to the high cost of living and competitive local jobs markets, nursing staff are likely to have to spend 58% of their monthly salary on housing.

Deprivation: 3% of our population, around 57,000 people, live in an area that is one of the 20% most deprived wards in England, with higher levels of homelessness, people living with long term conditions, childhood obesity, falls in elderly people, and diabetes and smoking rates amongst people with anxiety and depression.

Integrated Care Partnership Priorities

Promoting and protecting health – to support people to stay healthy, protect people from health hazards and prevent ill health

Start well –to help all children achieve the best start in life

Live well –to support people and communities to stay healthy for as long as possible

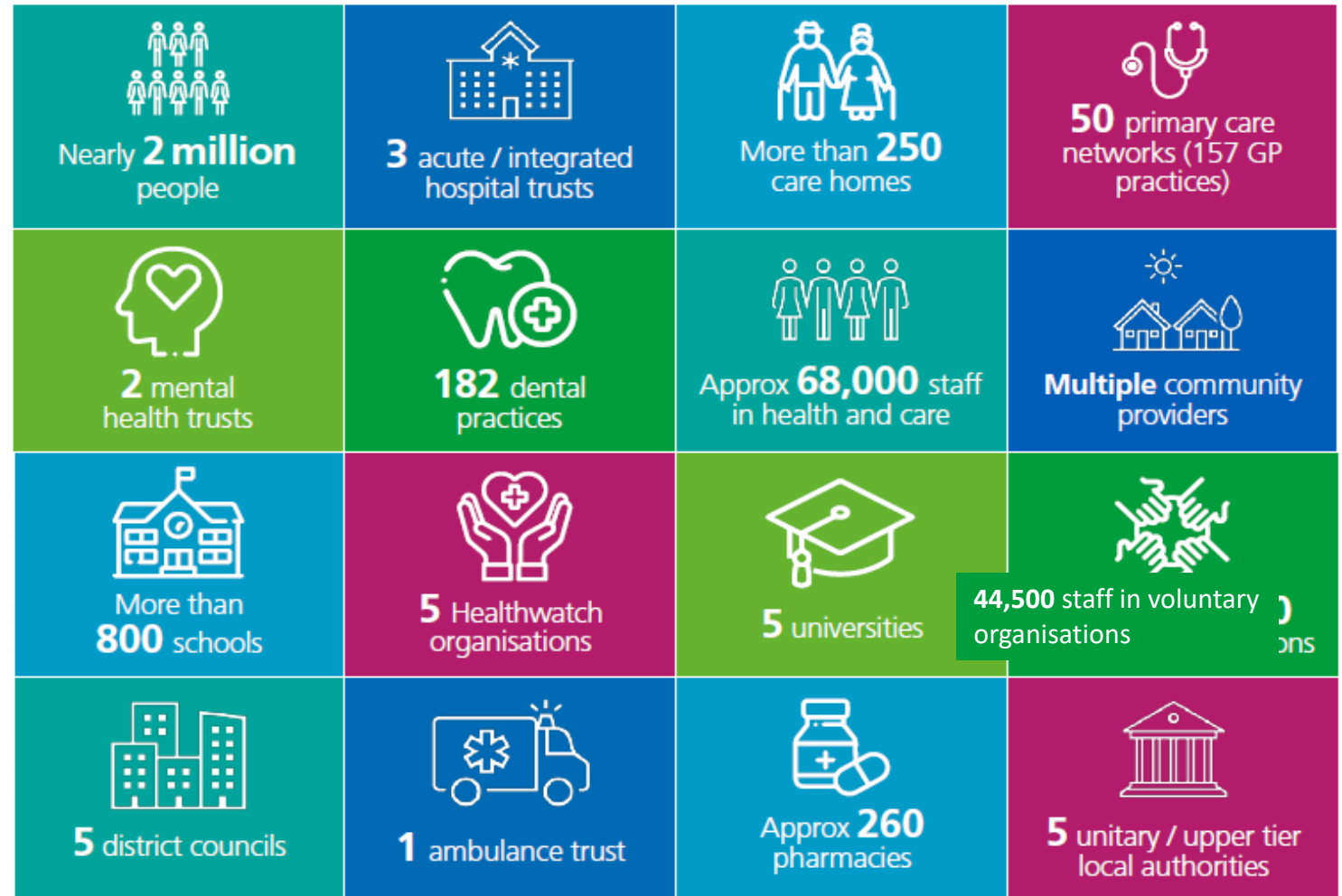
Age well –to support older people to live healthier, independent lives for longer

Improving the quality of and access to services –to help people access out services at the right place and right time

System partners across BOB

Our Partners Include:

- Berkshire Healthcare NHS Foundation Trust
- Buckinghamshire Healthcare NHS Trust
- Oxford University Hospitals NHS Foundation Trust
- Oxford Health NHS Foundation Trust
- Royal Berkshire NHS Foundation Trust
- South Central Ambulance Services
- Oxfordshire County Council
- Buckinghamshire Council
- Reading Borough Council
- West Berkshire Council
- Wokingham Borough Council
- Universities and Education facilities
- VCSE Alliance
- Healthwatches



Vision, Principles & Objectives

Our Vision

An integrated workforce that is looked after, feels valued and respected, is reflective of our communities and made up of the right people in the right roles at the right time delivering health and care services for our communities.

Our Objectives

Cultural Change

We will drive cultural change towards strong partnership working across organisational and sector boundaries, supporting a positive culture that embraces kindness, civility and respect.

Workforce Capacity

We will improve the capacity of our workforce through collaborative recruitment, retention and absence management programmes, reducing reliance on costly agency workers and making the most of people's skills, technology and innovation.

Transformation

We will deliver the data foundations to provide the intelligence required to transform our system and better support our workforce, today and in the future.

Our Design Principles

Evidence Led

We will be led by workforce intelligence in evaluating our investments, utilising data across the system to enrich the understanding of our workforce and develop key performance indicators across each of our objectives.

Experience and Needs Centred

We will judge the success of our strategy and programmes based on our ability to meet end user needs and improve experience.

Open Collaboration

We will openly collaborate enable and support each other, sharing good practice and challenges and work through broader solutions together.

Common Frameworks & Standards

We will adopt national frameworks and standards where appropriate and define shared standards for our ICS. Our investments and roadmaps will be aligned to our frameworks and standards.

Once for BOB

We will use the ICS' commercial leverage to deliver best value for money. We will seek to build and utilise collective BOB capacity. We will, where appropriate, deliver a single solution for all of BOB, reducing duplication and/or the cost of delivery by aligning our resources.

Focus over the next 12 months

Cultural Change

- Support the development of specific and measurable EDI objectives for Chief Executives, chairs and board members across the ICS to which they will be individually and collectively accountable.
- Collaborative / aligned development and education plans focused on equality, diversity and inclusion, compassionate leadership and the importance of kindness, civility and respect.
- Facilitate peer-to-peer learning and sharing of good practice on promoting equality, equity, diversity and inclusion.
- Support system partners to deliver the Workforce Race Equality Standard's (WRES) model employer goals.
- Collaborative / aligned approach to inclusion and belonging work so that we are collectively building a system where all our people feel welcomed, heard and supported with opportunities to grow.

Workforce Capacity

- Targeted work on the cost-of-living crisis and what we can do differently to retain our workforce despite these challenges.
- Support development of a collaborative system for managing temporary staffing with consistent bank rates across the system.
- Build volunteer and reserve capacity.
- Undertake a deep dive into the barriers for successful recruitment campaigns and resourcing, supporting collaborative actions plans.
- Develop, promote and expand apprenticeships.
- Develop and support the delivery of fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity in the workforce.
- Focus on our flexible working offer across the system with the aim of increasing availability to flexible working arrangements.
- Continue development of a system recruitment and retention hub.

Transformation

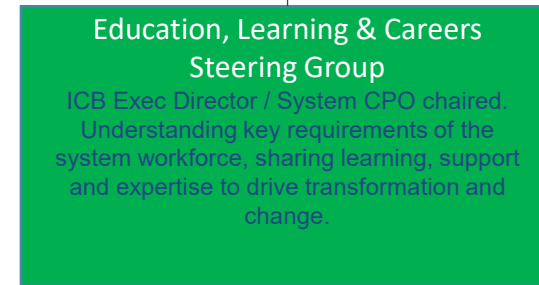
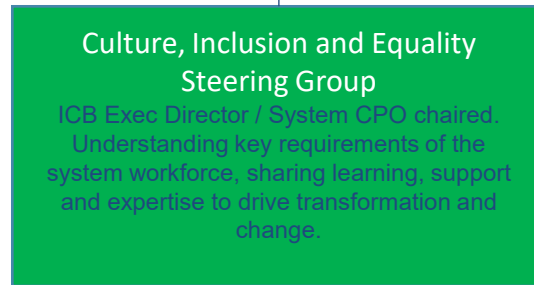
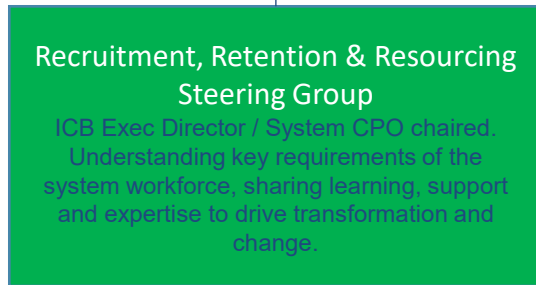
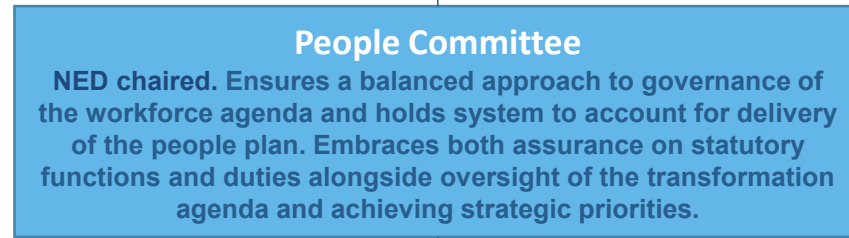
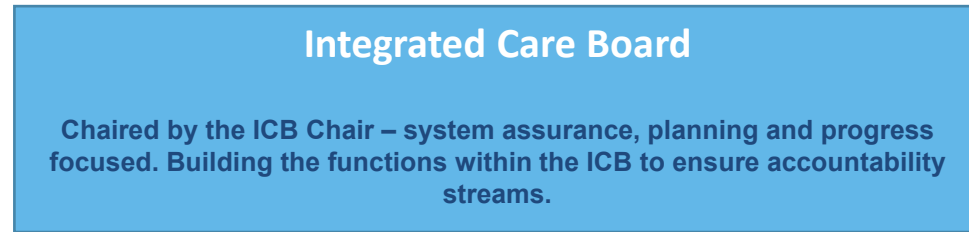
- Build a comprehensive understanding across our health, local authority and voluntary sector partnerships of where the key gaps and risk are within our workforce.
- Develop collaborative networks, utilising existing networks and supporting with action plans.
- Build comprehensive bank of workforce intelligence to support and identify key areas of focus and appropriate targeting of interventions for all system partners.



Innovation, Efficiency, & Best Practice

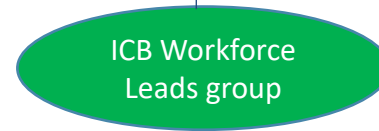
Our oversight of the system people work

The projects and overall deliverables within the people programmes will be assured via the specific outcome measures (e.g. metrics, KPIs, qualitative data) under this governance structure.



Established

To be Established



Steering Group Feeder Groups,
not exhaustive